



ANNUAL PERFORMANCE PLAN 2021 /22

GTAC Analyse
Assess
Activate
Strategic & Technical Advisory

National Treasury
REPUBLIC OF SOUTH AFRICA

Executive Authority Statement

The devastation wrought upon us by COVID-19 calls upon us to re-commit ourselves even more deliberately to rebuilding our economy and rehabilitating our public finances. We are faced with an enormous challenge in this regard, but I believe we are up to the job. It will take commitment, occasional trade-offs and determination to keep our focus and not be distracted by naysayers. As we have managed serious fiscal challenges in the past, so too will we rise to this one.

The 2021 outlook is more uncertain than ever. Job losses have been particularly severe. However, we cannot allow our recent fiscal weakness and those created and exposed by the pandemic to lead us into a sovereign debt crisis. Government is recommitting itself to the active measures mentioned in the MTBPS delivered in October 2020. We tabled a five-year fiscal consolidation pathway that promotes economic growth while bringing debt under control. The fiscal measures realign the composition of our spending from consumption towards investment and support efforts to lower the cost of capital.

By putting all our efforts into implementing the Economic Reconstruction and Recovery Plan, we can accelerate growth to 3 per cent or more. This will secure fiscal sustainability and build this economy to levels that provide stability for the future, achieve social cohesion and reduce inequality.

For the Government Technical Advisory Centre there is much opportunity to provide the kind of intelligence and analysis required in the implementation of the economic recovery plan. Working closely with the Budget Facility for Infrastructure, I would like to see GTAC providing the research and technical support that will underpin effective delivery. In the social sectors, the opportunities for partnerships with the private sector and the need for ongoing and rigorous analysis of public expenditure to assess whether or not government is meeting its policy imperatives, are all critical inputs where I expect to see GTAC providing its much-needed assistance.

Operation Vulindlela is a critical coordination tool to unlock and fast track implementation of the structural economic reform agenda. Deputy Minister David Masondo is leading this initiative with a technical team and they will draw on expertise and capacity from the public and private sectors. GTAC could play a critical role in ensuring the required support is made available to this important initiative. Therefore, I expect that this year, despite all its challenges, will prove once again that the kind of technical and advisory support GTAC provides is indispensable to helping us deliver on government's priorities.

I wish Team GTAC all the best for 2021.

Sincerely,

TITO MBOWENI
Minister of Finance

Accounting Officer Statement

As we emerge from a year of devastation the likes of which the world has never seen, GTAC is better positioned to provide the kind of support needed to contribute to South Africa's economic and social recovery. Government's Economic Reconstruction and Recovery Plan has established the parameters of that need and GTAC is committed to supporting this plan rigorously and proactively.

The opportunity to provide the analytical and technical competence required within a constrained public purse, has placed an even bigger responsibility on GTAC. What we have realised is that this responsibility will need stronger partnering efforts, closer collaboration across government sectors and creativity to find diverse opportunities to rebuild our fragile economy. Rebuilding of the economy assumes a competent, confident and capable public sector. The budgets of service delivery and centre of government departments alike as well as the state-owned entities have been reduced significantly and therefore there is little room for error. In this environment, it is imperative that GTAC enhances its mandate of building state capability and does what is needed swiftly, nimbly and timeously. Our strategy of creating a centre of excellence for government support remains valid and indeed more urgent than ever to deliver.

This year, our collective focus is to continue delivering technical advice which is rigorous and impactful through both existing and new portfolios of work. In doing this, we will strengthen our partnerships where needed and re-commit ourselves to working strategically with centre of government departments. In particular, the National Treasury's guidance in identifying where we may best be positioned will be of great import, as will the needs identified by the DPME, CoGTA and the DPSA. The obvious collaboration with the National School of Government, the DBSA and similar institutions is critical as we seek new and diverse opportunities to help state institutions rebuild and recalibrate.

I therefore look forward to a year in which GTAC's footprint grows and its value to the public sector becomes entrenched and indisputable. With the needs as urgent as they are, there are few other options available than building excellence in support for public sector capacity. It is necessary to underpin the massive work of rebuilding our country. I believe GTAC is key to this effort.

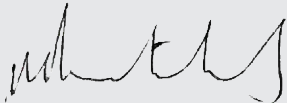
Sincerely



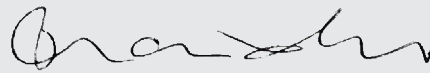
LINDIWE NDLELA
Acting Head and Accounting Officer: GTAC

Official Sign-off


MARKUS RAUTENBACH
Chief Financial Officer

Signature: _____

SUBETHRI NAIDOO
Chief Director: Strategy Management
and Communication

Signature: _____

LINDIWE NDLELA
Accounting Officer

Signature: _____

Approved by TITO MBOWENI
Minister of Finance

Part A: OUR MANDATE

1.	GTAC'S RATIONALE & EVOLUTION	v
2.	OUR MANDATE	2
3.	COURT RULINGS	3

Part B: OUR STRATEGIC FOCUS

4.	VISION	5
5.	MISSION	5
6.	VALUES & PRINCIPLES	5
7.	SITUATIONAL ANALYSIS	6

Part C: MEASURING OUR PERFORMANCE

8.	INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION	12
9.	PROGRAMME 1: MANAGEMENT SUPPORT SERVICES	19
10.	PROGRAMME 2: TECHNICAL & ADVISORY SERVICES	27
11.	PROGRAMME 3: INCUBATION & IMPLEMENTATION SUPPORT FOR PROGRAMMES	28
12.	RESOURCE CONSIDERATION	29
13.	KEY RISKS	31

Part D: TECHNICAL INDICATOR DESCRIPTIONS

14.	TIDS: PROGRAMME 1: MANAGEMENT & SUPPORT SERVICES	33
15.	TIDS: PROGRAMME 2: TECHNICAL & ADVISORY SERVICES	40
16.	TIDS: PROGRAMME 3: INCUBATION & IMPLEMENTATION SUPPORT FOR PROGRAMMES	46
17.	END NOTES	46

1. GTAC's Evolution

1.1. RATIONALE

The Government Technical Advisory Centre (GTAC) was established to consolidate the advisory and support activities of the National Treasury within a dedicated centre with skilled expertise. The aim was to establish a government centre that could respond flexibly and professionally to service delivery constraints in the public sector by deploying technical and advisory expertise to address these challenges. The main benefits envisaged in establishing an independent advisory centre were: (1) to improve service delivery through a single-entry point; (2) to improve governance; and (3) to enhance the quality of public services.

1.2. EVOLUTION

The evolution of GTAC occurred in three broad phases (see Figure 1):

- 1) The **establishment phase** focused on consolidating existing programmes and consulting on strategic priorities and possible organisational shifts.
- 2) The **stabilisation phase** involved the transfer of staff from the National Treasury, the procurement of technical experts, and the development of the first mid-term strategy and annual performance plan.
- 3) The **consolidation phase** is the current period covered in this strategy. It involves completing the transition by clarifying the business model to ensure GTAC delivers on its mandate and by agreeing on ways to improve its sustainability.

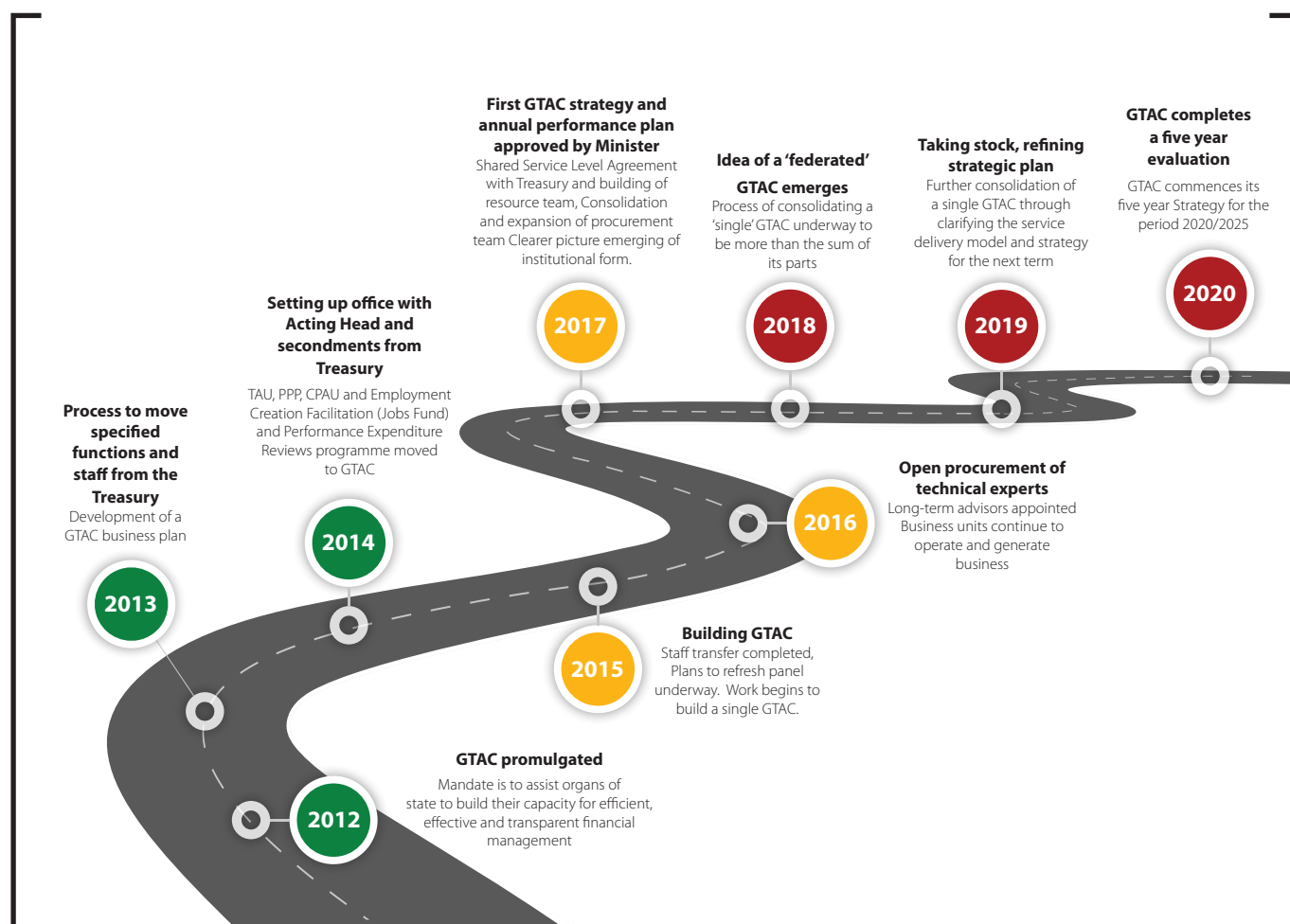


Figure 1: GTAC's evolution

¹ The GTAC Business Case, 2012

PART A

MANDATE

MANDATE



2. Our Mandate

2.1. CONSTITUTIONAL AND LEGISLATIVE MANDATE

GTAC's role is framed within a set of well-defined and forward-looking legal frameworks; key among these are the Constitution and GTAC's Founding Notice.

The Constitution of the Republic of South Africa (1996) sets out GTAC's foundational values. In Chapter 10 of the Constitution, which deals with public administration, section 195(1) states that 'public administration must be governed by the democratic values and principles enshrined in the Constitution'. For GTAC, the most relevant of these are the promotion of 'efficient, economic and effective use of resources' and that 'public administration must be development-oriented'.

GTAC's Founding Notice gives effect to this mandate by setting GTAC's objective as 'to assist organs of state in building their capacity for efficient, effective and transparent financial management' (Government Notice 261, Government Gazette 35194, March 2012). Acting in terms of section 7A(4) of the Public Service Act (Proclamation 103, 1994), the Minister of Finance, with the Minister of Public Service and Administration, created GTAC as a demand-driven, externally orientated professional support service that functions as a component of the National Treasury. The Founding Notice gives GTAC's functions as follows:

- To render technical consulting services to centre-of-government departments and organs of state;
- To provide specialised procurement support for high-impact government initiatives;
- To render advice on the feasibility of infrastructure projects;
- To provide knowledge management for projects undertaken;
- Anything ancillary to these functions.

GTAC performs its functions subject to Ministerial Guidance. The Minister may, to the extent permitted in the applicable legislation, at any time, in consultation with the Director-General, in writing instruct GTAC's Head to:

- Provide services in respect of financial planning and the costing of policies being developed;
- Provide economic analysis and actuarial advice on programmes and projects;
- Perform ancillary functions as and when required by the National Treasury.

GTAC's financial, policy and procedural arrangements must comply with the requirements for an organisational component. Such arrangements are made in terms of the Public Finance Management Act or other applicable laws.

2.2. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

Government is committed to creating a better South Africa for all who live in it and a better world for all. In terms of its commitment to the prescripts of the African Union, South Africa is a member of the global community and of global institutions working to achieve these goals. It remains an important regional actor and is the second-biggest economy on the continent after Nigeria. It plays a critical role in supporting economic growth, development and structural transformation to help Africa realise its opportunities.

South Africa's domestic environment has been affected by significant shifts in its political economy over the last decade. Poor economic performance and low business confidence have contributed to an increasing debt burden and sizeable job losses, particularly in labour-intensive sectors such as construction and mining. The President has committed the current administration to focusing on fiscal discipline, increasing potential foreign direct investment, and strengthening good governance. GTAC will position its offering within this macro-context as it honestly assesses its strengths, weaknesses, opportunities and threats.

1. Our Mandate [continued]

Several global, regional and national policies and strategies inform GTAC's role in contributing to a better South Africa and a better world. The Sustainable Development Goals and Agenda 63 indirectly frame GTAC's role, while the National Development Plan and the Medium-Term Strategic Framework more directly determine its priorities.

The 2020 MTBPS has highlighted that the future of work and the economy in a post COVID-19 world is vastly different. The Minister and President have emphasized the need for the country to rally behind fiscal rehabilitation and growth. The efforts here are focused on the prioritisation of infrastructure implementation and delivery and a commitment to fast-tracking the implementation of the structural reform agenda. Operation Vulindlela is a critical coordination tool to unlock this capacity.

The National Development Plan offers a long-term perspective for South Africa's development. It defines a desired destination and identifies the role of different sectors of society in reaching that goal. The National Development Plan aims to eliminate poverty and reduce inequality by 2030 by drawing on the energies of the people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. GTAC's primary contribution lies in helping to build a capable state, which in turn can implement key government policies and plans guided by the National Development Plan and its associated implementation plan.

The 2019–24 Medium-Term Strategic Framework directs government to invest in seven priorities, five of which are particularly relevant to GTAC and its work. These are:

- Economic transformation and job creation (Priority 1)
- Education, skills and health (Priority 2)
- Spatial integration, human settlements and local government (Priority 4)
- Building a capable, ethical, and developmental state (Priority 6)
- A better Africa and world (Priority 7).

To give effect to these commitments, GTAC, in the final instance, will focus on helping organs of state build their capacity for efficient and effective public financial management. Priority 6 of the Medium-Term Strategic Framework and the State of the Nation Address reinforce GTAC's own business priority and mandate. The support to these broader frameworks will help shape GTAC's work to assist government departments and organs of state.

3. COURT RULINGS

There are no court rulings that affect GTAC's ability to deliver on this strategy.

PART B

STRATEGIC FOCUS



4. Vision



GTAC's vision is to be 'a creative centre of excellence in public sector support', which promotes learning and co-operation for improved financial management and service delivery'.

5. Mission



Its mission is to 'provide analytical, advisory, institutional development and programme management support to public sector institutions to better manage and implement their mandates and consequently improve their quality of spend'.

6. Values & principles

GTAC's culture, created through its behaviours, rests on the foundation of its values:



OUR VALUES:

- **Accountability:** Holding ourselves responsible for setting standards of excellence in all we do.
- **Professionalism:** Delivering high-quality work, in a disciplined, reliable manner within agreed budgets and timelines.
- **Transparency:** Allowing for scrutiny of our professional work in a manner that builds trust.
- **Integrity:** Conducting ourselves in an ethical manner, in the interests of building state capability.
- **Inclusivity:** Working collaboratively with others in the interests of building individual and state capacity.



OUR BEHAVIOURS DEMONSTRATE:

- A proactive, integrated and 'can do' stance;
- A client-centric approach that reflects our understanding that our ultimate clients are the citizens receiving government services;
- An understanding that excellence is about quality delivery;
- An embracing of innovation and technology and a hunger to learn new skills;
- An acceptance that working with partners is fundamental to our success;
- An acknowledgement that we are ambassadors for GTAC as a whole.

Everyone in GTAC embodies these behaviours and in so doing, creates the kind of organisation to which we aspire.

Leadership strives to lead by example.

Situational analysis

7.1. BACKGROUND

The situational analysis draws on a number of sources, including a draft strategic plan prepared in 2018, strategic consultative sessions in 2019/20, an online survey, and inputs from GTAC's clients. It is also informed by the World Bank's Systematic Country Diagnostic², the 2019 State of the Nation Address as well a five-year review of GTAC concluded in 2020.

While poverty has declined significantly since 1994, South Africa remains the world's most unequal country. With only about 60% of working-age South Africans participating in the labour force, job creation is an urgent priority. But the legacy of exclusion continues to hamper growth. Increasing inequality and the ongoing challenge of poverty fuels contestation over resources, which increases policy uncertainty. The distribution of income and assets is skewed and contested, resulting in a fragile social contract. This plays out in high levels of distrust of the state and drives crime and violence.

Overcoming the legacy of exclusion requires a stronger social contract. President Ramaphosa has reinforced that such a compact is an essential foundation on which to build the country's future. In this regard, his announcement that such a social compact would be negotiated in close collaboration with business, labour, and civil society was well received.

A focus on skills development is critical for improving the productivity of workers and entrepreneurs. This would help firms expand production at competitive prices, which in turn would increase hiring, boost demand, and ultimately contribute to a growing economy.

The priority focus on protecting and strengthening the integrity of public institutions is vital. South Africa has a vibrant democratic system, a capable civil service, and a strong and independent judiciary and central bank, as well as a robust media. While 'state capture' has been undermining the quality of state institutions since 2009, the renewed emphasis on transparency, strong procurement systems, and accountability has been the defining feature of President Ramaphosa's term of office.

The COVID-19 pandemic has unfortunately exacerbated the financial and governance challenges facing this administration. Within this context, it has become even clearer that the strengthening of public institutions and investment in an ethical and competent public sector are more urgent than ever. GTAC's mandate to contribute to building an effective, efficient and transparent public sector places it at the forefront of efforts to contribute to building state capacity. GTAC will take guidance from the Minister of Finance and a Technical Advisory Committee to ensure that it is able to deliver on this mandate successfully.

7.2. EXTERNAL ENVIRONMENT ANALYSIS

The macro-environment within which GTAC functions is constrained and presents significant risks to its ability to deliver successfully on its mandate. The national priority of reinvesting in and rebuilding state capacity, however, is more important than ever. GTAC must therefore effectively manage these risks so as to successfully provide the needed support and deliver on its mandate. Presented below is a brief description of these risks as well as the interventions in their management.

Given the fiscal squeeze which has been exacerbated by the impact of COVID-19 changing donor priorities, and unclear governance oversight of GTAC's business, it is imperative for the organisation to be clear about its value-for-money proposition. Fiscal constraints have seen National Treasury implement budget cuts across the public sector, from which GTAC has not been spared. GTAC's budget has seen significant reduction with the expectation that this trend is set to continue. Shifts in donor priorities have also negatively impacted on donor flows to the kind of work undertaken by GTAC. The impact of the pandemic also means that a new consensus on public sector compensation has to be sought. This will seriously impact government's ability to tap into the private sector for technical support, and therefore provides an

² World Bank Group, The incomplete transition: Overcoming the legacy of exclusion in South Africa. Systematic Country Diagnostic. Washington, DC

Situational analysis [continued]

opportunity for GTAC to significantly build its value proposition. Finally, GTAC's project selection process has been driven very much by its own governance mechanisms through which it agrees on projects to be supported. As a result, there has been a lack of certainty from other centre of government departments about the relevance and alignment of GTAC's work with national priorities.

In addressing these challenges, GTAC will prioritise the establishment of appropriate governance mechanisms as well as review its financing model to ensure adequate funding streams to counteract cuts in donor and appropriations resourcing.

The National Treasury is GTAC's largest client and provides its authorising agency as GTAC is a component of the National Treasury. However, the current scenario does not provide sufficient oversight of its work which poses a strategic risk for GTAC. Part of the current challenge is that many of the business units emerge from a unique institutional context within the National Treasury, which has led to these relationships predating the current organisation. Furthermore, the difficult political dynamics of recent years and the resultant institutional instability have affected leadership within GTAC. Since inception, GTAC has been led by an acting head. The lack of a permanent head compromises the organisation's ability to lead decisively.

The institutionalisation of a Technical Advisory Committee (TAC) which includes the National Treasury, CoGTA, DPME and DPSA, will strengthen governance oversight of GTAC's business. The Minister of Finance has the authority to constitute such a structure in terms of GTAC's Founding Notice. A strategic financing approach to consider how best to provide a model which is sustainable and viable will form part of GTAC's five-year financial planning.

The political commitment of a 'New Dawn'³ to improve the functioning and capacity of the public sector provides further opportunity for GTAC to position itself as a key player. to help deliver on these priorities. GTAC will model resilience in its business and operating model, pursue interventions that are innovative, proactive, sustainable and focused on the long-term building of state capability.

As a relatively new component of government, GTAC reflects with some satisfaction on its achievements to date. It has delivered many meaningful interventions since inception, and its potential for growth is clear. The upcoming Medium-Term Strategic Framework period provides the opportunity for a much-needed step change, through which GTAC will consolidate institutionally and focus on becoming more sustainable.

To this end, GTAC's organising principles emphasise:

- **Strengthening partnerships** between government, the private sector and civil society by convening spaces for policy formulation, service delivery and accountability: This offering could potentially be expanded beyond South Africa.
- **Being a thought leader** on current challenges to the effective functioning of government: These include how the current auditing regime drives malicious compliance with the rules; the lack of alignment between budget and planning cycles; and the misalignment between a developmental state and the procurement regime. GTAC can demonstrate its forward-thinking advice in finding flexible solutions through a proactive and externally focused shared-learning approach.
- **Providing specialised procurement of critical expertise** through a fast-track, flexible mechanism within the remit of the Public Finance Management Act: Such a mechanism could potentially allow for the procurement of scarce skills locally or globally to address government challenges. It would also secure expertise through partnering with academic and research institutions and other think tanks. Through such specialised procurement, GTAC would be able to assist with skills as needed, quickly and flexibly, while also providing efficiencies of scale.

7.3. INTERNAL ENVIRONMENT ANALYSIS

³ The administration uses this term to refer to President Ramaphosa's call to action to deal with state capture and political instability.

Situational analysis [continued]

GTAC's organisational identity and brand are still maturing and the upcoming MTEF period will see the integration of its systems to provide a seamless management support service. There have been 'teething problems' in the internal support provided which will need to be addressed to ensure mature operating systems, processes and structures.

The underlying administrative and operating support systems need to be appropriately responsive and customised to suit business needs. This support should be effectively integrated, financially sustainable, and flexible enough to facilitate information sharing and to manage resources more widely across the public sector. The following figure provides a view of the service delivery model adopted by GTAC as part of the strategic planning approach.

SERVICE DELIVERY MODEL

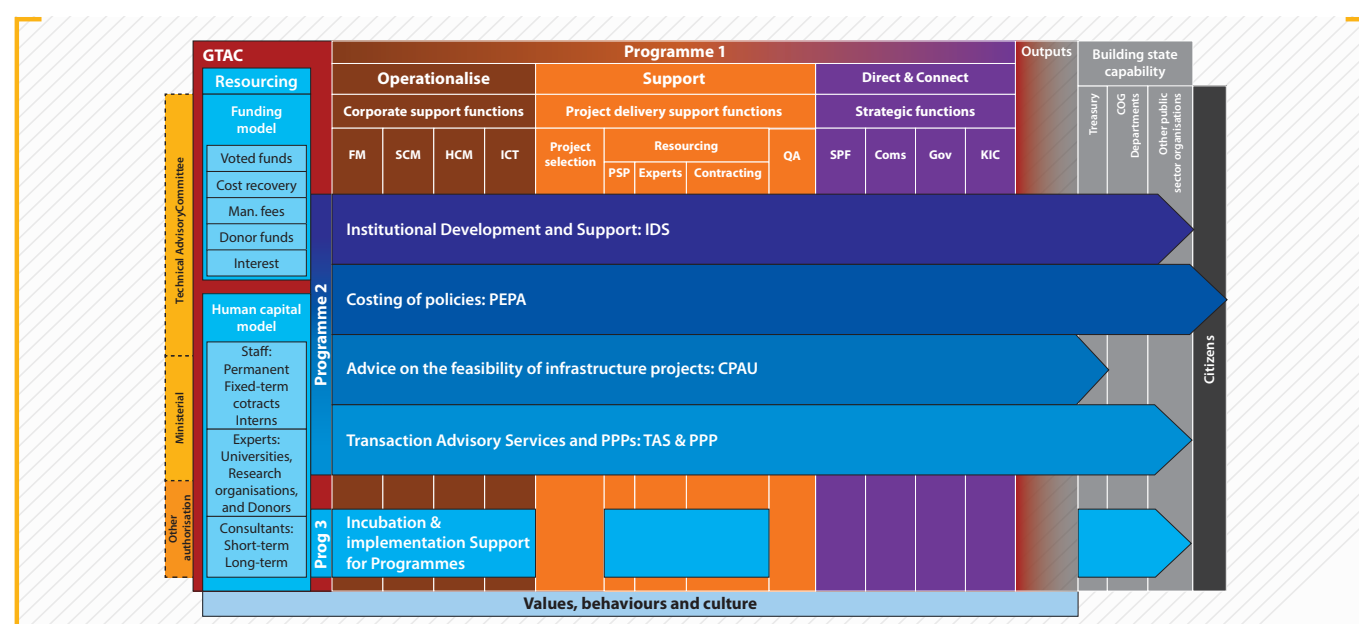


Figure 2: GTAC's Service Delivery Model

CHANGE TRAJECTORY MODEL

As depicted in the diagram below, GTAC is currently in a consolidation phase which emphasizes that it has much to improve if it is to become a centre of excellence. The movement from 2019 towards 2021 will therefore require investment in appropriate and integrated management support systems.

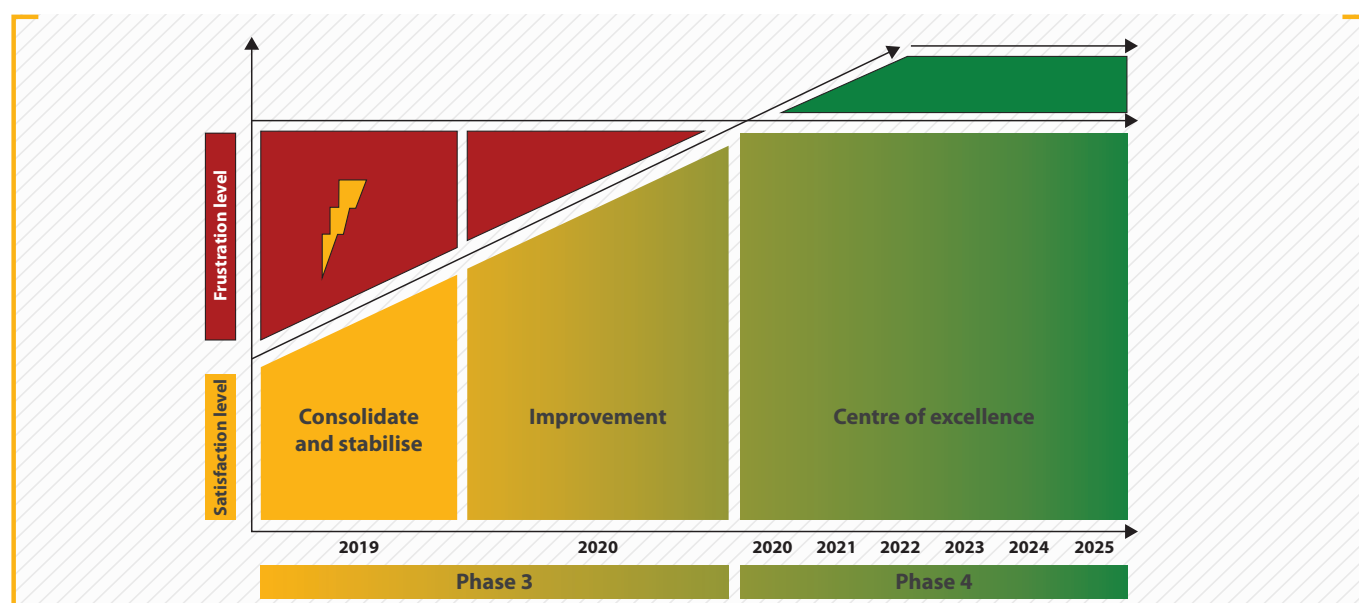


Figure 3: GTAC's change trajectory

Situational analysis [continued]

GTAC's business advantage is that it is an independent provider of advisory services in the public sector space.

It prioritises capacity building interventions, convenes complex stakeholder groups, and accesses critical skills and best practices from across the public and private sectors, both locally and globally. Its business units have diverse skill sets, which are the strength of its business proposition. Being close to the National Treasury also allows it to be associated with a strong brand in the public sector.

The work of the business units provides the rationale for GTAC's existence. Each business unit works within this framework to build capacity in government and focuses to a greater or lesser degree, as needed, on specific work being delivered. The capacity building model emphasises the delivery of appropriate, quality solutions in support of government priorities.

The business units work collaboratively (across units) or individually. They use partnering approaches to build consensus, provide additional research support, and convene relevant stakeholders. Their interventions help create enabling environments; enhance organisational form (structure, systems and processes); and develop the capabilities and capacities of individuals.

The diagram below describes this interface of approaches used to deliver its advisory work.

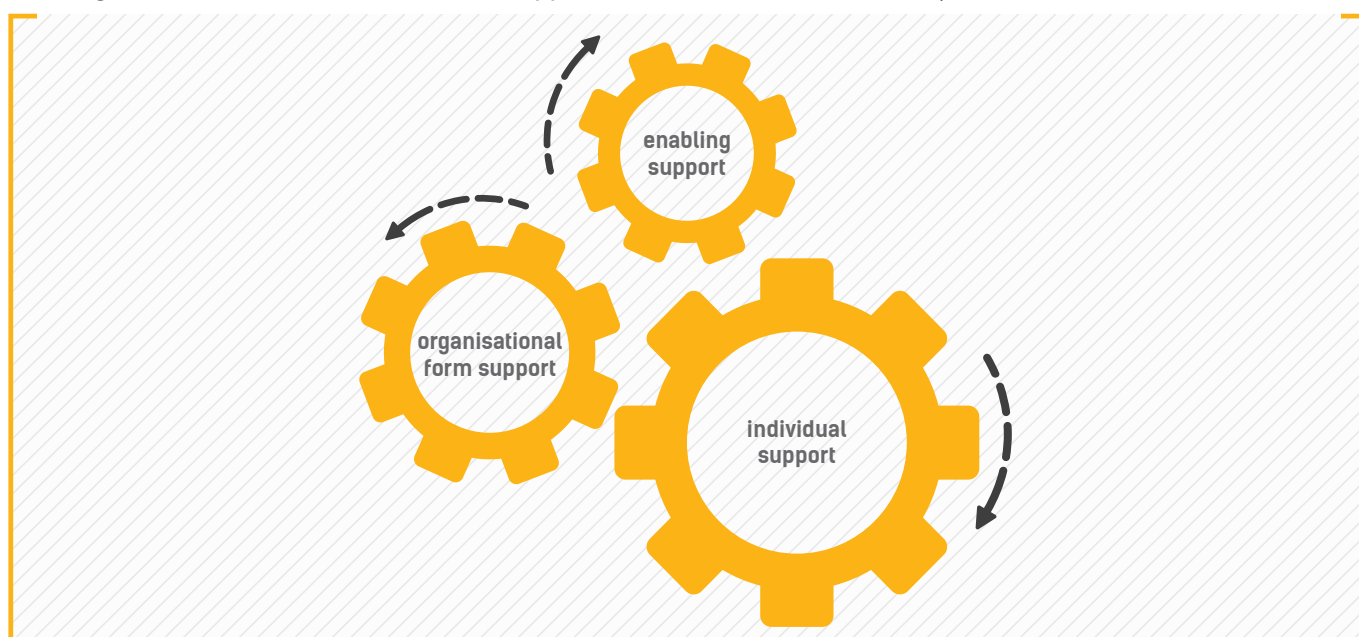


Figure 4: GTAC's Delivery Model

Given the analysis above which provides a clear rationale for its investment in building an integrated system of support to underpin the technical and advisory work of its business units, GTAC has prioritised two Key Outcomes for this APP period:

OUTCOME 1: Capacity of government institutions improved through the provision of technical and advisory support is core to business and emphasises the continued technical and advisory support to government to build the capacity of the state. The Business units which are programmatically located here include:

- The Capital Projects Appraisal Unit;
- The Public Expenditure and Policy Analysis Unit;
- The Institutional Development Support Unit; and
- The Transaction and PPP unit.

Situational analysis [continued]

Key deliverables for this planning period will therefore focus on:

- 1.1 Tools and methodologies to shape and influence effective delivery:** The quality of GTAC's advisory support will determine the demand for further support. Likewise, the quality of its capacity building interventions will be evaluated and will inform requests for ongoing support.
- 1.2 Different forms of learning and capacity building** to ensure the sustainability and growth of efficient, effective public sector delivery: Interventions like training, shared-learning events, and online courses could help increase the efficiency of government spending. GTAC aims to help build learning organisations and departments that innovate and, ultimately, deliver excellence in public services.

OUTCOME 2: Responsive and customised services delivered for programme implementation support speaks to addressing the challenge of management support which is siloed and needs to be appropriately customised to respond to business needs. The support here includes the traditional corporate programmatic services of finance, human capital management and procurement of services. It also includes strategy management and communications.

This APP period will prioritise investment in the following two critical areas:

- 2.1 Establish a quality assurance system to assess and improve operations support as well and assess client feedback on GTAC delivery:** This quality assurance relates to the quality of support delivered, the ability to respond appropriately and flexibly to weaknesses identified in the system, and the ability to institute improvements. GTAC will therefore institutionalise and measure service standards identified through the implementation of a quarterly reporting system and conducting regular business satisfaction surveys. In addition, a bi-annual client satisfaction survey will be conducted externally with GTAC clients to assess their satisfaction with GTAC's interventions. This year will also see the development of an evaluation framework.
- 2.2 Providing customised solutions to optimise efficiencies in delivery:** Investments to make the delivery of GTAC's support more efficient will influence the pace of change and, in the long run, the financial sustainability of the organisation. An integrated system is what is required to be fit for purpose and drive business efficiency. The activities here include:

- **Refining support functions to optimise services**, including developing appropriate governance and institutional service standards for responding to business needs, and providing a human resource plan to deliver against planned outcomes.
- **Introducing the design of a project delivery support function** to improve the quality of planning and post-project delivery through the appropriate procurement of resources, conclusion of projects and quality assurance to assess satisfaction by users of the service as well as client satisfaction; and
- **Refining and implementing a Knowledge, Innovation and Capacity Development function**, which includes (1) an operational design for the KIC framework; (2) establishing a knowledge management repository; and (3) continuing to provide capacity development and communications support across the organisation. These outputs will provide the basis of information to be disseminated and contribute to the development of GTAC as a learning institution which emphasizes innovation and capacity development.

PART C

MEASURING OUR PERFORMANCE



PERFORMANCE

8. Institutional programme performance information

GTAC will measure its performance over the five-year strategic period through delivering on the two outcomes detailed below:

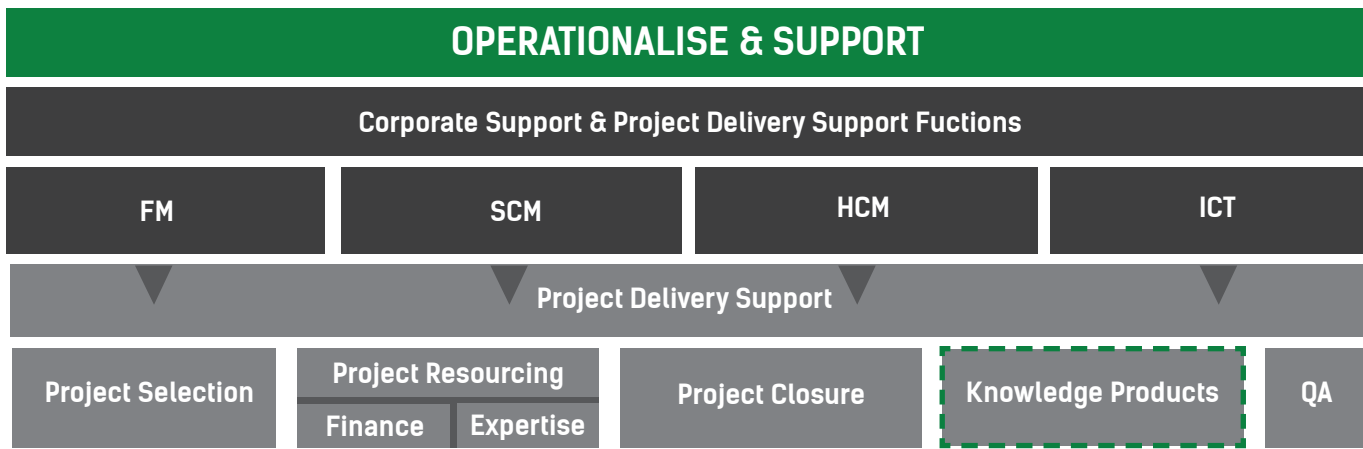
- 1. **Capacity of government institutions improved through the provision of technical and advisory support:** This work is conducted in one programme with four sub-programmes or business units – the Capital Projects Appraisal unit, the Public Expenditure and Policy Analysis unit, the Technical Advisory Services and PPP unit, and the Institutional Development Support unit.
- 2. **Responsive and customised services delivered for programme implementation support:** The two programmes here are a) an administrative function related to Management Support Services, and b) the provision of incubation and implementation support to government Public Management Units (PMUs), as requested by client departments.

9. PROGRAMME 1: MANAGEMENT SUPPORT SERVICES

9.1 PURPOSE

The purpose is to provide seamless management support functions for the efficient delivery of services. Programme 1 includes two sub-programmes: (1) corporate and project delivery support and (2) strategic support.

9.2. SUB-PROGRAMME 1.1: CORPORATE AND PROJECT DELIVERY SUPPORT



The purpose of Corporate Support is to offer effective and integrated management support to GTAC’s business. This requires that appropriate and responsive systems, processes and structures are in place which is a key deliverable for programme 1. Management Support includes financial management, supply chain management, human capital management and ICT functions which together provide insight into the efficiencies and effectiveness in delivering GTAC’s business.

This 2021/22 reporting period will continue the integration process of standardising information which began in the previous reporting period, by moving from the design of an integrated corporate support function and project delivery support system to begin its implementation.

Programme Performance [continued]

Underpinning these efficiency measures will be a quality assurance system through which to measure the effectiveness of the project delivery cycle (internally) as well as assess client satisfaction (externally).

Throughout the project delivery cycle, opportunities for shared learning and the effective communication of work done will continue to be pursued to meet GTAC’s business objective of building public sector capacity.

A project delivery support function was conceptualised in the last reporting period and will be finalised during the 2021/22 reporting period. It will incorporate processes on the selection, planning, resourcing, delivery and finalisation of projects. The output will be a project portal of all project information.

The procurement of specialised technical expertise through a fast-track, flexible mechanism is a critical component of GTAC’s value proposition and business model. A single panel which includes consolidated information on skills and expertise available to GTAC is a priority deliverable for this financial year.

A quality assurance system will measure the consistency with which management support services (Programme 1) is able to finance, resource and contract projects. It will also assess client satisfaction with GTAC’s quality of projects delivered through a client satisfaction survey to be conducted.

9.2.2 PURPOSE

The Strategic function encompasses Directing and Connecting.

Directing ensures GTAC complies with the governance requirements of functioning in a responsible, transparent and accountable manner.

Connecting is focused on ensuring that partnerships are leveraged effectively to drive successful capacity development efforts by business. The focus therefore is on developing innovative knowledge products and creating spaces for sharing these widely across the public sector. The directing and connecting strives to deliver a better-connected, better-governed GTAC.

To better integrate learning and capacity development into the system, an expanded knowledge management function as identified in GTAC’s Knowledge, Information and Capacity Development Framework (KIC), will be developed. Its primary purpose for this year is to provide an operations design for implementing the KIC, the development of a knowledge portal and continued support to Business’s requests for support on capacity development events. The capacity development events/ training will provide content for further communicating GTAC’s innovative value and delivery in the capacity development space.

The Strategic Performance Framework includes strategy development, planning, monitoring, reporting and evaluation. This reporting period will see **the development of an evaluation framework** to assess GTAC’s contribution to delivering its strategic outcomes. This framework will therefore focus on expanding monitoring and reporting to include evaluation. To further extend this value of evaluation, GTAC will incorporate a reflection and learning (MERL) component into the evaluation tool. Given the centrality of capacity development as an outcome for GTAC’s business, this is an added focus on how to strengthen shared learning by creating spaces for reflection.



Programme Performance [continued]

This year will also see the finalisation of the Knowledge, Innovation and Capacity Development (KIC) operational design for implementation. The framework was finalised in the preceding financial year and describes the medium-term priority of institutionalising a separate KIC function within GTAC. This framework makes the connection between projects delivered and their strategic use to advance innovative opportunities for capacity development. It will require leveraging partnering opportunities for strategic and effective communication. KIC focuses on building capacity focused on responding proactively to identified government priorities of building state capability and tackling youth unemployment challenges. It is a function which incorporates the current KM function and the capacity development programme of work to achieve the vision of a centre of excellence in public sector capacity building.

For this reporting period, **three outputs which contribute to finalising the KIC function** will be delivered. This includes: (1) an operational design for this KIC framework; (2) a knowledge management repository which will be institutionalised as part of the integrated business model implementation and (3) continued support for capacity development interventions, including their delivery and effective communication.

The KM repository will include all knowledge products developed and will allow for their access and use in an easy to use and organised manner. They may include methodologies, toolkits, research papers, manuals, infographics, case studies and any other products developed by GTAC over the course of the year. Archived knowledge products will be added to the repository to centralise all information in the organisation on an ongoing basis.

Capacity Development interventions are core to GTAC's business. Finding ways to make this work visible through the sharing of information, the strategic use of knowledge products, the use of training and other learning events is of strategic importance to GTAC. This reporting period will see intensive efforts to strengthen communications and knowledge management support to business. The communications function will focus on better communicating GTAC's work, strengthening its brand and highlighting its achievements. It will draw on the portfolio of work undertaken by Business and draw on other partnering opportunities as identified.



SUB-PROGRAMME 1.1: CORPORATE AND PROJECT DELIVERY SUPPORT OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			17/18	18/19	19/20	20/21	21/22	22/23	24/25
Responsive and customised services for programme implementation support	1.1 Integrated Business Model implemented	1.1.1 Centralised Project Delivery Support portal constituted	n/a	n/a	n/a	n/a	Centralised Project Delivery Support portal constituted	Centralised Project Delivery Support portal maintained	Centralised Project Delivery Support portal reviewed and adjusted
		1.1.2 Centralised panel of service providers constituted			n/a	n/a	Centralised panel of service providers constituted	Centralised panel of providers refreshed	Centralised panel of providers refreshed
		1.1.3 Quality Assurance system implemented			n/a	n/a	Quality Assurance system implemented	Quality Assurance system reviewed	Revised Quality Assurance system
	1.2 Efficient management of support services delivered	1.2.1 Funding model approved	n/a	n/a	n/a	n/a	Funding model approved	Funding model partially implemented	Funding model partially implemented
		Audit Opinion Obtained	n/a	n/a	n/a	n/a	Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on financial audit	Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on financial audit	Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on financial audit
							Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on Performance audit	Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on Performance audit	Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on Performance audit
	1.3 Percentage compliance of EE targets	1.3.1 % of people with disabilities	n/a	n/a	2%	2%	2%	2%	2%

Responsive and customised services for programme implementation support		1.3.2 % of females in SMS positions	n/a	n/a	n/a	n/a	50%	50%	50%
	1.4 KIC function delivered	1.4.1 KIC operational design completed	n/a	n/a	n/a	n/a	KIC Model implemented	KIC Model refined and implemented	KIC Model reviewed, refined and implemented
		1.4.2 Knowledge management repository established	n/a	n/a	n/a	n/a	KM repository to be incorporated into KIC	KM repository to be incorporated into KIC	KM repository to be incorporated into KIC
		1.4.3 % capacity building requests supported	n/a	n/a	n/a	n/a	100%	100%	100%

TABLE ON ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS		ANNUAL TARGET	Q1	Q2	Q3	Q4
1.1.1.1. Centralised Project Delivery Support portal constituted		Integrated business model implemented	n/a	n/a	n/a	Centralised Project delivery support portal constituted.
1.1.3 Quality Assurance system implemented		Quality Assurance system implemented	n/a	n/a	n/a	Quality Assurance system implemented
1.2.1 Funding model approved		Funding model approved	n/a	n/a	n/a	Funding model approved
1.2.2 Audit opinion obtained		Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on financial audit	n/a	n/a	Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on financial audit	n/a
		Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on performance audit	n/a	n/a	Unqualified audit opinion obtained with 25% fewer material findings than 2020/21 on performance audit	n/a
1.3.1 % of people with disabilities		2%	2%	2%	2%	2%
1.3.2 % of females in SMS positions		50%	50%	50%	50%	50%
1.4.1 KIC operational design completed		Operational design completed	n/a	n/a	n/a	Operational design completed
1.4.2 Knowledge management repository established		KM repository established	n/a	n/a	n/a	KM repository established
1.4.3 % capacity building requests supported		100%	100%	100%	100%	100%

Table 2: Programme 1 Quarterly and Annual Performance

Programme performance [continued]

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD FOR CORPORATE SERVICES

Currently, the GTAC support systems are functional, but linear and siloed. They need to be optimised through the development of an integrated portal of project information, which would improve business efficiency, track spend and provide evidence to support clear line of sight between monies spent, projects finalised and knowledge products delivered.

Ultimately the aim is to deliver a service to GTAC clients which is seamless, efficient, effective, responsive, fit-for-purpose and accountable. The investment being made over the MTEF is therefore to invest in building the systems and processes which result in an improved integrated system. This output is a central pillar identified in the KM strategy.

This APP period will (1) continue the work underway to maintain and strengthen the support systems which are in place and (2) activate the integration of business information to measure effectiveness and value for money. The tasks include establishing a centralised database of projects delivered as well as a centralised panel of skills and expertise. A quality assurance system will be established to include a bi-annual survey to assess client satisfaction as well as assess management support service standards.

By the end of the MTEF period, there will be a complete integration of business information on the GTAC system, linking the financing of projects to the resourcing and contracting of expertise. Furthermore, it will be possible to align resourcing information with final research reports completed and knowledge products delivered.

The GTAC funding model will provide a clear indication of how the institution will need to adapt to remain financially viable. GTAC will implement a sustainable financing model incrementally over a period of five years.

Investment in appropriate ICT platforms will be made later in the MTEF after a review of the current system in place. This will allow GTAC to refine its needs and minimise any potential wastage of investment in unnecessary software and systems.

In terms of compliance with Employment Equity targets for gender and disability, current staffing constraints across the Public Sector require innovation in the deploying and use of existing human resources. The HR department is consistently reviewing its practices to find innovative ways of redeploying staff to meet the needs of the organisation. Given the impact of the COVID-19 pandemic across the country, it is not envisaged that the MTEF period will see further growth in staffing. GTAC will therefore conduct an annual review of its HR needs and find innovative ways to optimise the use of staff.

Strategic support will continue to deliver on the governance and compliance responsibilities of reporting and managing governance committees. It will continue to communicate and promote GTAC's business by managing the production of publications. Further to this, by the end of the MTEF period, the Knowledge Management and Capacity Development functions as currently structured, will be merged to deliver a comprehensive Knowledge, Innovation and Capacity Development (KIC) function.

The role of strategy management over the MTEF is to provide guidance on strategic discussions which determine the form and function of a relevant and sustainable GTAC. The commitment to finding partnering opportunities to pursue this agenda will depend on how well GTAC's work and value proposition is communicated and shared. The MTEF period will deliver a better positioned GTAC, able to respond nimbly to government's priorities.

Programme performance [continued]

9.3. EXPENDITURE TRENDS AND ESTIMATES

9.3.1. MANAGEMENT SUPPORT SERVICES RESOURCE CONSIDERATION

STATEMENT OF FINANCIAL PERFORMANCE	ADJUSTED BUDGET	MEDIUM-TERM EXPENDITURE			AVE % GROWTH
R THOUSAND	2020/21	2021/22	2022/23	2023/24	
Office of the Head	3,629	4,149	4,188	4,229	5%
Corporate Services	36,289	35,311	36,298	37,190	1%
Project Development Support	10,838	9,681	9,699	9,716	-4%
Strategic Functions	20,888	7,290	7,344	7,401	-29%
Total expenditure	71,645	56,431	57,528	58,534	-7%

Table 3 : Programme 1 2021 MTEF estimates



Programme performance [continued]

10. PROGRAMME 2: TECHNICAL AND ADVISORY SERVICES

10.1. PURPOSE

The aim of this programme is to build the capacity of government institutions through the provision of technical and advisory services. It has four sub-programmes: The Capital Projects Appraisal Unit (CPAU), the Institutional Development Support (IDS) unit, the Technical Advisory Services and Public Private Partnership (TAS and PPP) unit, and the Public Expenditure and Policy Analysis (PEPA) unit.

10.2. SUB-PROGRAMME 2.1: CAPITAL PROJECTS APPRAISAL UNIT

10.2.1. PURPOSE

The Capital Projects Appraisal Unit assists the National Treasury in its review and assessment of infrastructure investment proposals and feasibility studies. Appraisals help to determine the likely economic and financial viability of proposed mega-investment projects; particularly where financial support is being requested from the fiscus. Through this assistance, the unit aims to contribute to better allocation of scarce fiscal resources (i.e. better value for money), efficiency in expenditure, and affordable infrastructure investments. Collectively these improve sound decision-making on infrastructure investments. The unit also promotes good practice in public investments through the development and dissemination of knowledge products on relevant tools and appropriate methodologies for assessing the costs, benefits and value-for-money prospects of infrastructure investments.

In order to improve learning and build capacity, the unit convenes stakeholder interventions in areas such as infrastructure planning and development, financing and building a capable state.

Over this planning period, the unit aims to enhance the quality of its advice to the National Treasury, to ensure that it is always timely, robust, of high quality, technically sound, and practical. The unit would also like to grow the number of knowledge products and stakeholder engagements delivered. This will require efficient processes and systems to support the timely delivery of outputs.

Programme performance [continued]

TABLE ON OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			17/18	18/19	19/20	20/21	21/22	22/23	24/25
Capacity of government institutions improved through provision of technical and advisory support	2.1.1. Capital appraisal reports completed	2.1.1.1. Number of capital appraisal reports completed per year	n/a	5	25	10	10	12	14
	2.1.2. Knowledge products produced	2.1.2.1. Number of knowledge products produced per year	n/a	n/a	n/a	2	3	4	4
	2.1.3. Stakeholder consultations held	2.1.3.1. Number of stakeholder intervention held	n/a	n/a	n/a	2	3	4	4

Table 4: CPAU Performance over the MTEF period

TABLE ON ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
2.1.1.1. Number of project appraisal reports completed	10	0	2	8	0
2.1.2.1. Number of knowledge products completed to promote good practice in public investment	3	1	0	1	1
2.1.3.1. Number of stakeholder interventions held	3	1	0	1	1

Table 5: CPAU Quarterly and Annual Performance

EXPLANATION OF THE PLANNED PERFORMANCE OVER MEDIUM TERM

Planning for large capital projects is a complex and lengthy undertaking that requires a coherent and systematic approach. This is to ensure that proposed infrastructure solutions adequately resolve - in a cost-effective, fit-for-purpose and timely manner - the socio-economic challenges that created the need for the infrastructure in the first place. Key decisions on these matters have a strategic impact, which could involve significant monetary value and influence service delivery with long-term financial implications. The unit therefore reviews and assesses infrastructure investment proposals and feasibility studies and provides advice on the value-for-money prospects, affordability and efficiency of proposed infrastructure expenditure.

Programme performance [continued]

Over the MTEF, the unit will continue its work to promote and encourage good practice in public investments and inform practical approaches to infrastructure planning and development, through the development and dissemination of knowledge products. These include appraisal guidelines, manuals, tools and methodologies, as well as research reports.

A critical aspect of this capacity development approach over the MTEF is to build a critical mass of interested and influential stakeholders who understand the development imperative of effective investment in infrastructure. Stakeholder engagements will be strengthened to influence and shape inputs in the policy space so they reflect appropriate, practical approaches and guiding principles, methodologies, tools and information which help inform decision-making. Stakeholders are convened in shared-learning exchanges and technical forums.

10.3. SUB-PROGRAMME 2.2: INSTITUTIONAL DEVELOPMENT SUPPORT

10.3.1. PURPOSE

The Institutional Development Support unit provides on-demand technical advisory services to help build the capacity of the state. Its multi-disciplinary teams provide macro-institutional support, organisational strengthening support, and service delivery improvement modalities and approaches. The unit delivers a diverse range of organisational strengthening advice, including the provision of comparative analysis of delivery models, change management interventions, and strategic and operational support.

This business unit responds to requests from client departments and offers a consultative service model that incorporates innovative approaches to resolving challenges in public sector institutions. Capacity building is done through knowledge-sharing sessions and information exchanges, which allows for robust engagement with its methodologies and tools.

SUB-PROGRAMME 2.2: INSTITUTIONAL DEVELOPMENT SUPPORT (IDS) OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			17/18	18/19	19/20	20/21	21/22	22/23	24/25
Capacity of government institutions improved through provision of technical and advisory support	2.2.1 Institutional development support provided	2.2.1.1 % of approved Institutional development support projects completed on time and within budget	n/a	n/a	n/a	n/a	100%	100%	100%
		2.2.1.2 Number of knowledge-sharing events held	n/a	n/a	n/a	2	2	3	3

Table 6: IDS Performance over the MTEF period

Programme performance [continued]

TABLE ON ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
2.2.1.1 % of approved Institutional development support projects completed on time and within budget	100%	n/a	n/a	n/a	100%
2.2.1.2 Number of knowledge-sharing events held	2	n/a	1	n/a	1

Table 7: IDS Quarterly and Annual Performance

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Institutional development support is rendered through the provision and management of consulting services, drawn from a pre-competed panel of required expertise and skills. Strengthening the capacity of client departments and entities is a fundamental priority; to this end, the unit strives to deliver quality work, on time and within budget. It provides additional capacity building through knowledge-sharing sessions that help to ensure more sustainable competence in the state.

Given that this business unit delivers its support based on the demand for its services, it is important that priorities are identified in advance and aligned to support government's commitment to building a capable state. The Ministerial establishment of a Technical Advisory Committee to align and prioritise requests for support which are informed directly by the needs of Centre of Government departments will hugely benefit this unit. Clarity on an appropriate cost-recovery model is a critical deliverable over the MTEF for GTAC and specifically for the continued work of this unit. The finalisation of this financing model will inform and shape its approach to business as well as its continued investment in more focused capacity building priority areas of work.

10.4. SUB-PROGRAMME 2.3: TRANSACTION ADVISORY SERVICES AND PPPS (TAS AND PPPS)

10.4.1. PURPOSE

The Transaction Advisory Services and PPP unit supports the delivery of large or complex infrastructure projects by providing transaction advisory services for both public-private partnerships (PPPs), as well as conventional procurement as part of supporting National Treasury's focus on improving budgeting and financing processes.

It also provides training and promotes good practice in project planning, preparation, procurement and contract management, and supports an enabling environment for PPPs by facilitating certainty in the regulatory framework.

Programme performance [continued]

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			17/18	18/19	19/20	20/21	21/22	22/23	24/25
Capacity of government institutions improved through provision of technical and advisory support	2.3.1 Procurement-ready projects Supported	2.2.1.1 % of recommended for NT Approval 1	n/a	n/a	n/a	n/a	100%	100%	100%
	2.3.2 Capacity building initiatives delivered	2.3.2.1 Number of foundational PPP capacity building events held	4	4	4	4	4	4	n/a
		2.3.2.2 Number of PPP biannual capacity building events held	2	2	2	2	2	2	n/a

Table 8: TAS& PPPs Performance over the MTEF period

TABLE ON ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
2.3.1.1 % of projects recommended for NT Approval 1	100%	n/a	n/a	n/a	100%
2.3.2.1 Number of foundational PPP capacity building events held	4	1	1	1	1
2.3.2.2 Number of PPP biannual capacity building events held	2	n/a	1	n/a	1

Table 9: TAS& PPPs Quarterly and Annual Performance

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

This unit provides transactional advisory services for infrastructure projects to create projects that are bankable. This support is delivered in two ways: (1) either at the request of an organ of state or (2) as already identified and registered by the National Treasury.

In the context of a request for support (1) above, the unit will focus on providing support to organs of state with advisory services bringing these identified projects to a state of obtaining National Treasury approval. The support therefore takes potential PPPs from being registered to motivating their financial closure.

When the project is registered by the Treasury, (2) above, the unit proceeds with undertaking the various stages of support from registration to the preparation of supporting documentation to motivate procurement to the National Treasury.

The unit also helps to build capacity by investing in initiatives to build capacity for public, private and municipal institutions. To this end, it runs foundational information events and hosts biannual PPP training events.

Over this MTEF, the unit aims to strengthen capacity through the provision of training both regionally and locally. This will allow the unit to grow into an enabling, solutions-driven advisory unit for entities wishing to explore and structure PPP opportunities.

Programme performance [continued]

10.5. SUB-PROGRAMME 2.4: PUBLIC EXPENDITURE AND POLICY ANALYSIS (PEPA)

10.5.1. PURPOSE

The Public Expenditure and Policy Analysis unit was established to reveal opportunities for cost savings in government by analysing the link between performance and expenditure and in this way, empower government to act on its recommendations. These performance expenditure reviews (PERs) involve the scrutiny of expenditure and programme performance data, using a rigorous methodology through which to quantify, assess and improve the cost-effectiveness of public policy. The unit also supports capacity building initiatives during PER execution and conducts reviews of PERSAL (personnel salary) data across central administration departments.

PUBLIC EXPENDITURE AND POLICY ANALYSIS (PEPA) OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			17/18	18/19	19/20	20/21	21/22	22/23	24/25
Capacity of government institutions improved through provision of technical and advisory support	2.4.1. Spending Review initiatives supported	2.4.1.1 % of accepted Spending Review initiative supported ⁱⁱ	n/a	n/a	n/a	n/a	100%	100%	100%
	2.4.2 Remuneration analysis reports completed	Number of Spending Review initiatives supported ⁱⁱⁱ	n/a	n/a	4	4	4	4	4
	2.4.3 Spending Review e-course implemented	Number of remuneration reports completed	n/a	n/a	n/a	E-course developed	E-course implemented	E-course updated	E-course maintained
	2.4.3 Spending Review e-course implemented	2.4.3.1 E-course implemented	n/a	n/a	n/a	E-course developed	E-course implemented	E-course updated	E-course maintained

Table 10: PEPA Performance over the MTEF period

7.2.4. TABLE ON ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
2.4.1.1 % of accepted Spending Review initiative supported	100%	n/a	100%	n/a	100%
2.4.2.1 Number of remuneration reports completed	4	n/a	2	n/a	2
2.4.3.1 Spending Review e-course implemented	E-course implemented	n/a	n/a	n/a	E-course implemented

Table 11: PEPA Quarterly and Annual Performance

Programme performance [continued]

EXPLANATION OF THE PLANNED PERFORMANCE OVER MEDIUM TERM

Spending Reviews investigate the resourcing and performance of government operations in relation to the applicable policy and/or programme. The unit provides a wide range of initiatives in deploying this methodology, which are either directly driven by GTAC, or demand-based.

Capacity building is a critical input into the successful delivery of Spending Reviews. In this regard, the unit supports a range of activities related to the design, support, delivery, or review of Spending Reviews.

This capacity building includes deploying appropriate technical and advisory client support on:

- Assisting officials to apply knowledge taught and post completion of a capacity building initiative by producing their own Spending Reviews; or
- Updating Spending Review expenditure and cost models; or
- Technical guidance on Spending Review methodology where clients are completing their own Spending Reviews; or
- New Spending Review project support undertaken by PEPA consultants for clients; or
- Other Spending Review Initiatives such as webinars, master classes, workshops, research papers, articles etc.

For this MTEF period, the unit will pursue the identification of areas of research to inform, shape and influence public sector interest and buy-in around the importance of Spending Reviews in public sector decision-making. These types of proactive activities will strengthen capacity and build a critical mass of interest that clearly positions Spending Reviews as the basis of informed policy development.

Remuneration analysis is conducted to investigate the key drivers of compensation expenditure and personnel trends in government using personnel salary (PERSAL) data. This work provides critical information and recommendations that may be included as an annexure in the MTPBS to inform wage negotiations. Over this MTEF period, the unit will continue to invest in building stronger links institutionally with the National Treasury. There is a growing appetite for this body of work - in light of the current global economic climate – leading to increased, and on-call, demand for remuneration analysis and modelling.

As a means of ensuring the continued and sustainable contribution of Spending Review methodology to building capacity in government, an **e-learning course will be rolled out** to South African government counterparts. This conceptual online learning approach intends to improve the skills and knowledge of officials and will allow for efficiencies of scale, as well as provide important access to the Spending Review methodology. The MTEF period will see the assessment and review of this online course, with materials and approaches being refined as needed.

Programme performance [continued]

10.6. EXPENDITURE TRENDS AND ESTIMATES

10.6.1. PROGRAMME 2 TECHNICAL AND ADVISORY SERVICES RESOURCE CONSIDERATION

STATEMENT OF FINANCIAL PERFORMANCE	ADJUSTED BUDGET	MEDIUM-TERM EXPENDITURE			AVE % GROWTH
R THOUSAND	2020/21	2021/22	2022/23	2023/24	
Capital Projects Appraisal Unit (CPAU)	27,522	29,839	30,672	30,833	4%
Institutional Development Support (IDS)	72,478	79,949	80,894	75,964	2%
Transaction Advisory Services and PPPs (TAS and PPPs)	17,902	17,823	17,943	18,069	0%
Public Expenditure and Policy Analysis (PEPA)	19,577	11,838	11,435	11,455	-16%
Total expenditure	137,479	139,449	140,944	136,322	0%

Table 12: Programme 2 2021 MTEF estimates

11. PROGRAMME 3: INCUBATION AND IMPLEMENTATION SUPPORT FOR PROGRAMMES

11.1. PURPOSE

This programme intends to provide high-quality incubation and implementation support to the Project Management Units (PMUs) of government programmes. GTAC currently provides administrative and operational support to the National Treasury's Jobs Fund and Municipal Finance Improvement Programme (MFIP).

GTAC plans to grow this business line to increase its financing stream and enhance its sustainability. To this end, it will conduct financial modelling to determine the financial implications and costs for offering such a service. Should this modelling provide evidence to make this service feasible, GTAC plans to expand its support to PMUs along a value chain that includes 'incubation' and 'acceleration' support, in addition to the administrative support it currently provides. This financial year will see the scoping of a business case on the basis of the business model scoping which was delivered in the prior financial year.

11.2. PROGRAMME 3: INCUBATION AND IMPLEMENTATION SUPPORT FOR PROGRAMMES OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATOR	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			17/18	18/19	19/20	20/21	21/22	22/23	24/25
Responsive and customised services for programme implementation support	3.1 Business case developed	3.1.1 Business case developed	n/a	n/a	n/a	Business model approved	Business case developed	Business case implemented	Business case implemented

Table 13: Programme 3 Performance over the MTEF period

Programme performance [continued]

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
3.1.1 Business Case developed	Business case developed	n/a	n/a	n/a	Business case developed

Table 14: Programme 3 Quarterly and Annual Performance

EXPLANATION OF THE PLANNED PERFORMANCE OVER MEDIUM-TERM

The business model designed in the previous financial year highlighted the growth potential of this line of business for GTAC. The ability to assist government departments to incubate PMUs through which to accelerate their delivery and innovate using GTAC provides a compelling business opportunity for GTAC to generate additional financing streams. The business model analysis also noted that the funding model for such a line of business needed further investigation. This APP period will therefore build on the business model by doing a deep dive on the financing model and finalising a detailed business case for its possible delivery.

The MTEF period will therefore be used to test public sector appetite for such a line of business through a consultative process with key stakeholders on the business case. Consultation is important as it will allow GTAC to assess the appetite for such a service in an increasingly financially constrained public sector. This APP period will review existing arrangements with the two National Treasury (NT) PMUs, develop a more accurate management fee for their administration and use this experience to consider options for the future of this programme.

11.3. EXPENDITURE TRENDS AND ESTIMATES

11.3.1. PROGRAMME 3: RESOURCE CONSIDERATION

STATEMENT OF FINANCIAL PERFORMANCE	ADJUSTED BUDGET	MEDIUM-TERM EXPENDITURE			AVE % GROWTH
R THOUSAND	2020/21	2021/22	2022/23	2023/24	
Jobs Fund	80,000	98,000	100,000	105,500	10%
Municipal Finance Improvement Programme	23,202	22,545	22,915	23,305	0%
Total expenditure	103,202	120,545	122,915	128,805	8%

Table 15: Programme 3 2021 MTEF estimates

12. Resource considerations

Statement of Financial Performance	Adjusted Budget	Medium-term expenditure			Growth %
R thousand	2020/21	2021/22	2022/23	2023/24	
Revenue					
Non-tax revenue	74,870	79,800	83,623	87,869	5%
Sale of goods and services other than capital assets	74,870	79,800	83,623	87,869	5%
<i>of which:</i>					
Sales by market establishment	71,870	76,260	80,023	84,090	5%
Other sales (administration fees)	3,000	3,540	3,600	3,778	8%
Other non-tax revenue	102,893	106,874	109,468	111,572	3%
Interest earned	26,058	20,896	22,150	23,368	-4%
Transfers received- GTAC operations	35,859	51,345	52,109	52,530	14%
Transfers received- Infra Planning Support	20,000	22,689	23,510	23,661	6%
Transfers received: ECFF	5,600	5,380	5,703	6,017	2%
Donor funds received	15,376	6,564	5,996	5,996	-27%
Total revenue	177,762	186,674	193,091	199,440	4%
Expenses					
Current expenses	206,859	193,491	195,951	192,194	-2%
Compensation of employees	79,089	73,689	73,689	73,689	-2%
Goods and services	127,770	119,803	122,263	118,506	-2%
Depreciation	2,265	2,389	2,521	2,662	6%
Total expenses	209,124	195,880	198,472	194,856	-2%
(Deficit)/Surplus	(31,362)	(9,207)	(5,381)	4,584	-153%
CAPEX	14,132	3,816	3,919	4,127	-35%
PMUs					
Revenue	103,202	120,545	122,915	128,805	6%
Compensation of employees	67,129	67,920	67,920	67,920	0%
Goods and services	35,456	51,975	54,309	60,161	15%
Depreciation	616	650	686	724	4%
Total expenses	103,202	120,545	122,915	128,805	6%

Table 16: GTAC Resource Considerations

12. Resource considerations [continued]

REVENUE ANALYSIS

The revenue budget for GTAC is made up of transfer funding from NT, funding allocated to Jobs Fund and MFIP programmes through NT, cost recovery revenue from services rendered to departments, interest earned from unspent funds in the bank, donor funds, and lastly administration fees charged to PMUs for administration services rendered.

The transfer funding is received from NT to fund GTAC's operations, including the partial funding of GTAC's salaries. This funding has been progressively cut over the past 4 years, including a cut of R15 million in the current financial year. The 2021 ENE preliminary allocation also indicated a further budget cut of about R3 million from the baseline of 2021/22. The transfer funding was cut by a total of R22,749 million from 2020/21 and through the MTEF period. These increasing budget cuts continue to put more strain on an already stretched budget. It should be noted that the appropriated funding of R50 million per annum only covers 62% of GTAC's personnel cost, without taking account of other goods and services.

GTAC generates some revenue from technical advisory services provided to the government departments through a cost recovery model. As this model is currently only covering direct cost, the shortfall on overhead cost are currently resulting in GTAC having to budget for a deficit. This deficit will be covered by prior accumulated surplus for the current financial year. This model is currently under review to improve GTAC's ability to become more financially viable. The growth on revenue for the MTEF period was kept at an average growth of only 4%.

The PMUs which GTAC administers on behalf of NT, have an average growth of 6%. Unfortunately, this growth does not benefit GTAC as it does not translate into any revenue gain for GTAC. The current administrative fees charged to these PMUs are insufficient to cover the time spent on managing these programmes. As such, a funding formulae review is underway to develop a more accurate service charge.

Donor funds has seen a significant decrease by 27% on average. This is mainly due to the Canadian donor funding for the BCS programme coming to an end in the first quarter of 2021/22. The likelihood of further donor funding being received in a post COVID-19 environment will depend very much on the nature of projects supported by GTAC. If these are not aligned with the donors' priorities, it will not be a potential source of funding.

Interest earned will see an average decrease of around 4% through the MTEF. This is as a result of GTAC having to absorb the additional decreases in the transfers from NT due to budget cuts, as well as a decrease in interest rates.

Finally, the administrative fees may increase by 8%, mainly due to an increase in the budgets of the PMUs. GTAC's administrative fees are currently calculated as a % of PMUs budget spend. This flat rate of 3% is under review, to be replaced by a more accurate costing of support services rendered to the PMUs.

12. Resource considerations [continued]

EXPENDITURE ANALYSIS

GTAC's expenditure is allocated to three Programmes: (1) Management Support Services (MSS); (2) Transaction and Advisory Services (TAS); and (3) PMUs (Jobs Fund and MFIP). The PMU's expenditure is fully recovered from National Treasury's budget. The GTAC's total expenditure is expected to decrease by an average of 2% through the MTEF period. As stated in the table above, the key drivers of expenditure are compensation of employees, and goods and services. Compensation of employees has decreased by an average of 2% through the MTEF period. The decrease was due to the 2020/21 budget cuts and implementation of a freeze on cost of living adjustments for the 2021 MTEF period.

The current establishment is expected to remain the same at 167 personnel, inclusive of the PMUs personnel, through the MTEF period. PMUs makes up 55% of total personnel in GTAC, with a total budget of R67,92 million per annum.

During the 2020 budget Adjustment process (AENE), GTAC started the process of reviewing its Organizational Structure in line with its newly approved 5-year strategy. The strategy proposes a blended, matrix use of resources, which deploys skilled individuals in a cross-functional manner as appropriate. A skills audit is envisaged in this financial year which will further clarify GTAC's resourcing needs. The organizational structure review process will also consider the non-renewal of fixed-term contracts, employees eligible for retirement, and implement a skill transfer process. The review process may result in greater savings over the MTEF period. The design of an operational model for the flexible deployment of expertise (Long Term Advisers) and costing is currently underway.

Goods and services expenditure has shown an overall average decrease of 2% through the MTEF period. The decrease is a result of implementing cost cutting measures and a reduction in transfers for the Canadian BSC donor funds programme which ends in the first quarter of 2021/22.

The Technical Advisors within GTAC are appointed both on long and short-term contracts and are deployed as needed to respond efficiently as and when services are required. The budgets here are based on hourly rates for time allocated to projects and are recovered as a direct cost. These contracts will be reviewed in this financial year and their renewal or otherwise will be informed by a cost recovery analysis which is underway. This cost recovery analysis will provide direction on optimal use of this model. It will also incorporate the costing of technical staff costs as they are utilized in project delivery. The value addition of these resources and their contribution to GTAC is unquestionable. However, the financing of the resources requires careful consideration.

The Jobs Fund shows an average of 10% growth. The growth may be allocated to the operational budget of the Jobs Fund. The expenditure of the Jobs Fund is directly correlated to that of the grants issued to its partners, which is between R500 million to R700 million per annum. As such, the growth in the operational budget seems to be justifiable in line with their grant management operational needs and their project portfolio. MFIP will show no growth over the MTEF period. During the MTEF period, GTAC is striving to grow its brand and expand its footprint by focusing on its strategic communications and development of its portfolio of capacity development activities. Through knowledge dissemination, learning events and training and research, which provide convincing evidence of its quality of work and value for money proposition, GTAC intends to increase its client base and grow its business offering as a preferred provider of technical and advisory support in the public sector. GTAC will pursue this strategy through the use of its existing budget, within its baseline. It will seek partnerships where possible to supplement its work on these initiatives, as it is clear that the fiscal constraints are huge and will continue in all likelihood for the rest of this MTEF.

GTAC is in the process of preparing its funding model that was initiated in the 2020 APP. The funding model has been drafted and is at the consultation stage with GTAC's MANCO. It is expected that the model will be implemented in a phased approach over the MTEF and be fully operational after five years.

13. Key risks

13.1. GTAC KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
Capacity of government institutions improved through provision of technical and advisory support	Inability to demonstrate value for money	<p>Maturity in the development of risk, costing and financing of projects delivered.</p> <p>Clear investment in capacity building as an important post-project deliverable.</p>
	Fragile relationship with National Treasury	<p>Constitute the Technical Advisory Committee to provide line of sight of business priorities.</p> <p>Appoint a permanent head.</p>
Responsive and customised services delivered for programme implementation support	Unsustainable financing model	Develop a financing strategy that focuses on sustainability and growing the most viable funding streams.
	Inability to demonstrate project value	Institute a project development support function to include integrated operations information, quality assurance and evaluation

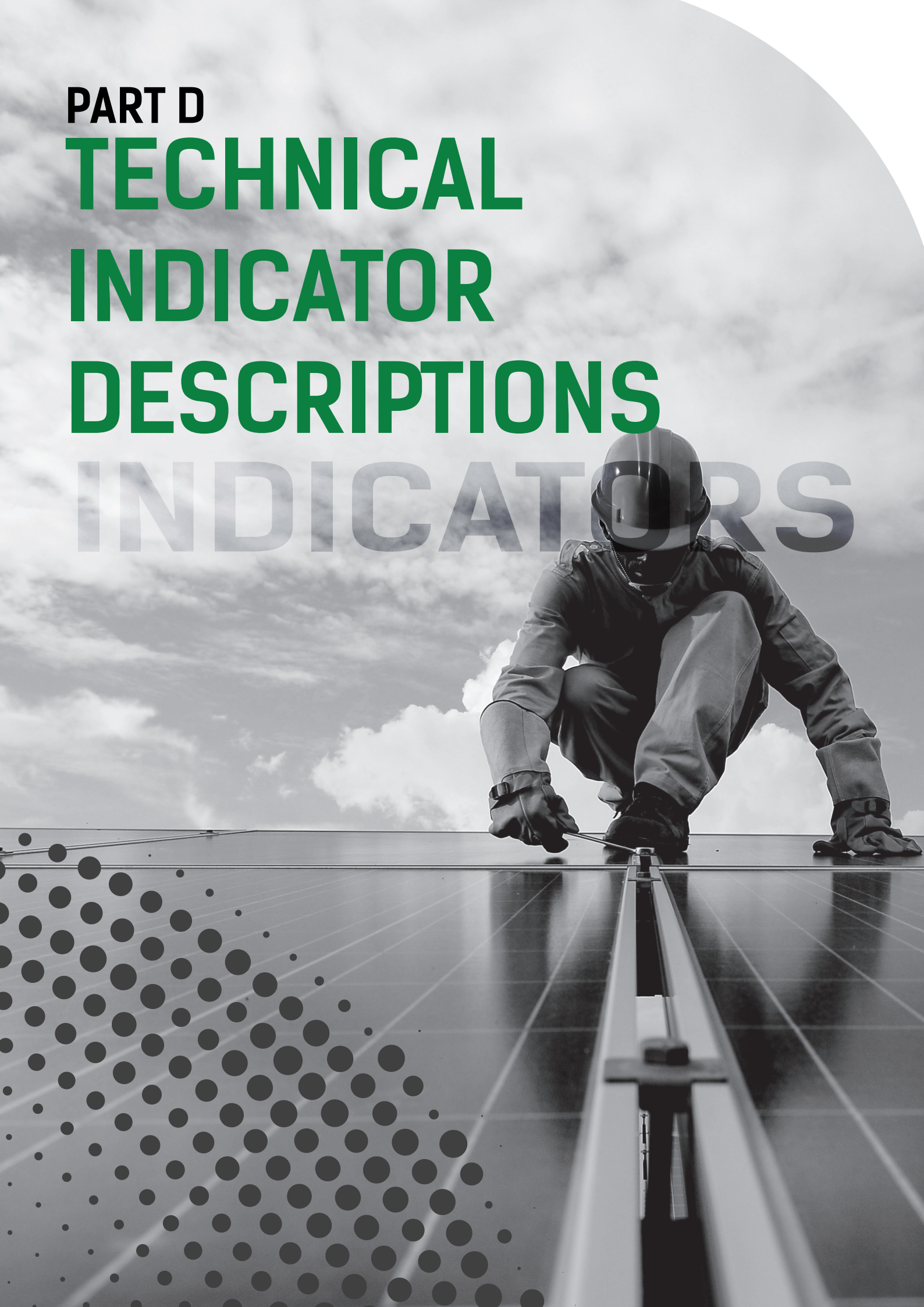
PART D

TECHNICAL

INDICATOR

DESCRIPTIONS

INDICATORS



14. TIDS: PROGRAMME 1: MANAGEMENT AND SUPPORT SERVICES

14.1. SUB-PROGRAMME 1.1: CORPORATE AND PROJECT DELIVERY SUPPORT

Indicator number and title	1.1.1 Centralised Project information portal constituted
Definition	<p>This indicator measures the integration of business information which will include the establishment of a central portal of project governance information, procurement and financial information.</p> <p>The aim is to improve the management of pre and post project work to allow better assessment of time spent and costs recovered.</p> <p>Constituted is defined as having the portal of information institutionalised on an ICT platform to ensure available quality and accurate information.</p>
Source of data	Centralised Projected Information Portal
Method of calculation or assessment	Simple count
Means of verification	Centralised Project information portal on an ICT platform
Assumptions	Budget is available and contracting of the appropriate skills has been done.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Improved integrated operations management system for efficient and effective delivery
Indicator responsibility	CD: SMC

Programme 1 [continued]

Indicator number and title	1.1.2 Centralised panel of service providers constituted
Definition	<p>This indicator measures GTAC's efforts to constituting a panel of service providers for improved business efficiency.</p> <p>The aim is to establish a centralised database of pooled expertise available. The purpose is to accelerate the turnaround times for procurement of services and contribute to making GTAC a first choice for client departments.</p> <p>Constituted is defined as having a single database of readily available expertise for all the services that are rendered by GTAC.</p>
Source of data	Panel of service providers
Method of calculation or assessment	Simple count
Means of verification	Panel of service providers
Assumptions	Suppliers will respond to adverts for panel and submit accurate information
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Improved integrated operations management system for efficient and effective delivery
Indicator responsibility	Chief Director: Professional Services Procurement



Programme 1 [continued]

Indicator number and title	1.1.3 Quality Assurance system implemented
Definition	<p>This indicator measures GTAC's efforts to improve its business efficiency by instituting a quarterly tracking of service standards by support services as well as conducting a bi-annual client survey to assess external client satisfaction with GTAC's technical and advisory services.</p> <p>Implemented is defined as monitoring internal information through the analysis of quarterly programme 1 reporting against agreed service standards. It is secondly about conducting a client survey (either online or telephonically), to secure customer feedback.</p>
Source of data	Surveys, analysis report, quarterly reports.
Method of calculation or assessment	Simple count
Means of verification	Surveys, Analysis Reports, quarterly reports
Assumptions	Clients and Partners respond to surveys.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly and Bi-Annually
Desired performance	Improved integrated management for effective and efficient delivery
Indicator responsibility	Chief Director: Strategy Management and Communications

Indicator number and title	1.2.1 Funding Model approved
Definition	This indicator measures GTAC's efforts to improve its financial efficiency and sustainability by developing a funding model; reviewing it and approving it.
Source of data	Approved Funding Model, Manco minutes
Method of calculation or assessment	Simple count
Means of verification	Approved Funding Model
Assumptions	Cost recovery is implemented across GTAC and will include directors CoE as well as consultant costs. All invoicing has been done.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Cumulative
Reporting cycle	Annually and quarterly
Desired performance	Sustainable financial model delivered for improved and efficient delivery of GTAC business.
Indicator responsibility	Chief Director: Financial Management

Programme 1 [continued]

Indicator number and title	1.2.2 Audit Opinion Obtained
Definition	<p>This indicator measures the opinion expressed by the external auditors on the performance of the GTAC at financial year-end. It includes an opinion of financial and planning performance.</p> <p>This indicator measures GTAC's efforts to reduce material findings by 25% on the baseline of the previous year.</p>
Source of data	Auditor-General's report, Audit Dashboard
Method of calculation/assessment	<p>Calculate the percentage reduction:</p> $\frac{\text{Number of material findings from the prior financial year} - \text{Number of material findings in current financial year}}{\text{Number of material findings in current financial year}} \times 25$
Means of verification	Auditor-General's report and Audit dashboard
Assumptions	All governance structures and internal controls are in place and effective
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Unqualified Audit with 25% fewer findings than 2020/21
Indicator responsibility	Chief Director: Financial Management



Programme 1 [continued]

Indicator number and title	1.3.1 % of people with disabilities
Definition	<p>This indicator measures GTAC compliance in meeting Employment Equity targets. This indicator aims to ensure that 2% of the total filled establishment is people with disabilities.</p> <p>In order to ensure transformed socio-economic participation, GTAC will also encourage people with disabilities to apply in the adverts.</p>
Source of data	GTAC PERSAL Establishment Report, Appointment letters/contracts, Personnel Files – Disability Disclosure Forms
Method of calculation/assessment	$\frac{\text{Number of people with disabilities}}{\text{Number of people employed}} \times 100$
Means of verification	GTAC PERSAL Establishment report
Assumptions	<p>Vacancies will be available to attract persons with disabilities</p> <p>People living with disability will apply for advertised vacancies</p>
Disaggregation of beneficiaries (where applicable)	People living with disability
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Adhere and contribute to successful implementation of employment equity act by providing employment opportunities to people with disabilities
Indicator responsibility	Director: Human Capital Management & Corporate Services

Indicator number and title	1.3.2 % of females in SMS positions
Definition	<p>This indicator measures GTAC compliance in meeting Employment Equity targets.</p> <p>This indicator aims to ensure that 50% of the total employees in SMS levels are females and to ensure transformed socio-economic participation of women in management.</p>
Source of data	Appointment letters/employment contracts
Method of calculation or assessment	$\frac{\text{Number of females appointed in SMS}}{\text{Number of people appointed in SMS}} \times 100$
Means of verification	GTAC PERSAL Establishment
Assumptions	<p>There will be vacancies in the SMS Rank (Levels 13-16) to advertise</p> <p>Females will apply for advertised vacancies and will meet the requirements</p>
Disaggregation of beneficiaries (where applicable)	Females
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Adhere and contribute to successful implementation of employment equity act by providing employment opportunities to people females in SMS
Indicator responsibility	Director: Human Capital Management & Corporate Services

Programme 1 [continued]

Indicator number and title	1.4.1 KIC operational design completed
Definition	<p>This indicator measures the extent to which the KIC function has been developed, approved and its first phase of implementation. The aspiration is to establish a fully functioning KIC over the MTEF period.</p> <p>The KIC function is aimed at delivering an integrated Knowledge, Innovation and Capacity development function across GTAC.</p> <p>Approved is defined as a process of reaching agreement with the HoO on the operational design proposed for implementation.</p>
Source of data	KIC framework and KIC Operational design model
Method of calculation/assessment	Simple count
Means of verification	KIC framework and approved Operational Design
Assumptions	Resources will be available for implementation; HoO approves the operational Design.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Operational Design completed for establishing a KIC function
Indicator responsibility	CD: Strategy Management and Communications

Indicator number and title	1.4.2 Knowledge management repository established
Definition	<p>This indicator measures the extent to which GTAC is successful in establishing a KM repository. The aim is to institutionalise a knowledge repository in GTAC by developing products linked to project activities.</p> <p>This will be reviewed on an annual basis and implemented in phases, starting with the most recent requests for products, then with those most recently developed. The inclusion of archived material will be a related, secondary part of collating information in the repository.</p>
Source of data	KM Portal
Method of calculation or assessment	Simple Count
Means of verification	KM Portal
Assumptions	<p>Resources will be available to implement KM products</p> <p>Collaboration with partners is optimal for implementation</p> <p>Technical support to institutionalise a portal is available</p>
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Knowledge Portal becomes a central repository of products for use in the Public Sector
Indicator responsibility	CD: Strategy Management and Communications

Programme 1 [continued]

Indicator number and title	1.4.3 Percentage capacity building requests supported
Definition	<p>This indicator measures strategic support provided to business units to assist in the planning* and delivery of their events. These may include workshops, seminars and/or training. The content is driven by business units.</p> <p>Support is defined as assistance to Business Units to deliver the logistics, planning and/or communications components on the basis of agreed projects briefs.</p> <p>*Projects briefs are necessary to ensure effective support provided.</p>
Source of data	Project brief or event registers or agenda/programme
Method of calculation or assessment	$\frac{\text{Number of requests supported}}{\text{Number of requests received}} \times 100$
Means of verification	Project brief or event registers or agenda/programme
Assumptions	<p>Business units will request support</p> <p>Business Units will complete projects briefs</p>
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Support to capacity building initiatives to strengthen GTAC's visibility
Indicator responsibility	Chief Director: Strategy Management and Communications



15. TIDS: PROGRAMME 2: TECHNICAL AND ADVISORY SERVICES

15.1. SUB-PROGRAMME 2.1: CAPITAL PROJECTS APPRAISAL UNIT (CPAU)

Indicator number and title	2.1.1.1 Number of capital appraisal reports completed per year
Definition	<p>The indicator measures the degree to which GTAC reviews and assesses infrastructure investment proposals and feasibility studies by advising on the value-for-money prospects, affordability and efficiency in infrastructure expenditure.</p> <p>Capital project assessments are conducted by analysts within the CPAU and approved by the Head of CPAU. CPAU does these assessments for its client, the National Treasury.</p> <p>Reports are considered completed when approved by the Head of CPAU to have met the quality standards. Approvals will include sign off by head of unit, whether electronic or hard copy.</p>
Source of data	Electronic (Emails) or hard copy of products signed off; repository of project information.
Method of calculation/assessment	Simple count
Means of verification	Approved appraisal reports
Assumptions	National Treasury will request assistance from GTAC.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Strengthened, quality advisory support to NT
Indicator responsibility	Chief Director: Capital Projects Appraisal Unit

Programme 2 [continued]

Indicator number and title	2.1.2.1 Number of knowledge products completed to promote good practice in public investment
Definition	<p>The indicator measures the degree to which the unit generates knowledge products in pursuant of promoting good practice in project appraisals; appropriate methodologies for assessing the costs, benefits, and value for money prospects of infrastructure investments; and emerging trends that could affect the infrastructure landscape.</p> <p>The outputs are prepared by analysts within the CPAU and approved by the Head of CPAU. Outputs are considered completed when approved by the Head of CPAU to have met the quality standards and approvals are largely done through emails</p> <p>Knowledge products is defined as outputs that may include research reports, guidelines, manuals and templates, amongst others that support good practice in public investment.</p>
Source of data	Approved outputs validated through emails (research reports/ guidelines/ manuals and templates)
Method of calculation/assessment	Simple count
Means of verification	Approved outputs
Assumptions	Resources will be available
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	To strengthen capacity across government to undertake project appraisals and/ or to understand the implications of emerging trends on the viability of projects.
Indicator responsibility	Chief Director: Capital Projects Appraisal Unit

Programme 2 [continued]

Indicator number and title	2.1.3.1 Number of Stakeholder Interventions held
Definition	<p>This indicator measures the degree to which the Capital Projects Appraisal Unit engages with relevant stakeholders to disseminate knowledge and build capacity across the infrastructure stakeholders.</p> <p>Intervention is defined as a learning event/workshop/brown bag/ seminar, etc that is hosted by the unit.</p>
Source of data	Programme agenda, attendance register, or minutes, presentations or closeout report
Method of calculation/assessment	Simple count
Means of verification	Attendance registers
Assumptions	Stakeholders will attend all planned engagements and participate. Logistical arrangements will suit participants.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Improved knowledge and capacity across the targeted stakeholders in the infrastructure space
Indicator responsibility	Chief Director: Capital Projects Appraisal Unit



Programme 2 [continued]

15.2. SUB-PROGRAMME 2.2: INSTITUTIONAL DEVELOPMENT SUPPORT (IDS)

Indicator number and title	2.2.1.1 Percentage of approved Institutional development support projects completed on time and within budget
Definition	<p>To measure the percentage of approved projects completed on time, as stipulated in the relevant project's governance documents.</p> <p>A project is considered approved when a request has been submitted and approved by the IDS Project Committee.</p> <p>A project is considered completed when the project closure report has been approved and submitted to the client.</p> <p>This indicator will only measure projects that are completed in the current financial year. The start date of projects may begin in different financial years, and may extend beyond 12 months, and may straddle more than one financial year.</p>
Source of data	Intranet Project Management Module records, Governance documents, Time management system (Ixsha) records; Repository of project information.
Method of calculation/assessment	$\frac{\text{Percentage of approved projects completed on time and within budget}}{\text{Number of projects completed}} \times 100$
Means of verification	Project closure report; Project budget vs actual reports; Project agreement. Project Repository.
Assumptions	Timeframes are defined in the project's governance documents Financial resources are defined in the project's governance documents
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Reporting cycle	Annually
Desired performance	Provide efficiencies in the completion of all projects delivered.
Indicator responsibility	Chief Director: Institutional Development Support

Programme 2 [continued]

Indicator number and title	2.2.1.2 Number of knowledge-sharing events held
Definition	This indicator measures the extent to which GTAC delivers knowledge-sharing events as means of promoting its service offerings to client departments and share innovative tools and methodologies used.
Source of data	I-drive, Event programme, attendance registers or presentation
Method of calculation/assessment	Simple count
Means of verification	Programme or attendance registers
Assumptions	Client departments will have interest in the events.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Two knowledge-sharing events
Indicator responsibility	Chief Director: Institutional Development Support

15.3. SUB-PROGRAMME 2.3: TRANSACTION ADVISORY SERVICES AND PPPS (TAS AND PPPS)

Indicator number and title	2.3.1.1 Percentage of projects recommended for NT Approval 1
Definition	<p>This indicator measures the extent of the PPP Unit's efforts to delivering procurement ready projects for NT Approval 1.</p> <p>Feasibility studies are undertaken for registered projects, once their feasibility studies have been finalised, the unit will recommend these projects for NT Approval 1. Projects may also be supported to become ready for registration by NT.</p> <p>Recommendations to NT will be done through a memo</p>
Source of data	Feasibility study, memo to NT Repository of project information
Method of calculation/assessment	Simple count
Means of verification	Recommendation Memo to NT; project repository.
Assumptions	Client Department will submit feasibility studies for review and recommendation
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Increase in number of procurement ready projects
Indicator responsibility	Chief Director: Transaction Advisory Services and PPPs

Programme 2 [continued]

15.4. SUB-PROGRAMME 2.4: PUBLIC EXPENDITURE AND POLICY ANALYSIS (PEPA)

Indicator number and title	2.4.1.1 Percentage of accepted Spending review initiative supported
Definition	<p>This indicator measures the degree to which PEPA conducts reviews of the resourcing and performance of government policies to assess efficiencies and effectiveness of policies.</p> <p>Initiatives supported are defined as any efforts (within the broad scope of conducting and collecting Spending Review information. An initiative is considered as accepted once it is listed on the PEPA project register.</p> <p>Initiatives supported are defined as:</p> <ol style="list-style-type: none"> 1. Spending Reviews Produced - Support to clients: Once a capacity building initiative has been completed, such as the provincial Costing Course, officials are then assisted and/or supported to apply knowledge taught by producing their own mini Spending Reviews. OR 2. Updating Spending Review expenditure and cost models - Support to clients: Completed Spending Reviews have costing and expenditure models that may require updating to be more current. The updating of Spending Review models is both demand and GTAC - driven. OR 3. Technical support to clients in the execution of Spending Reviews: Client departments may request support on the execution of their own Spending Reviews. GTAC provides guidance on the methodology to be used. OR 4. New Spending Review project support undertaken by PEPA consultants for clients: A letter of request is submitted by the client requesting support from GTAC to undertake new Spending Reviews. OR 5. Other Spending Review Initiatives: This includes all other efforts within the broad scope of conducting Spending Review information such as Infographics, webinars, master classes, workshops, Spending Review conference, newsletter, research papers, articles and reports. <p>Supported is defined as the provision of assistance to requesting department on the execution of the Spending Review methodology; as well as maintaining, enhancing and sustaining Spending Review work and the methodology. This may be done through following any of the five different types of Spending Review modalities.</p>
Source of data	<p>Public Expenditure and Policy Analysis Project register or Letter of request, or email communication or Relevant Project documents. For example, but not limited to, ongoing Spending Review reports or Project Progress reports submitted or, Infographics or, ongoing updated Spending Review expenditure/cost models shared within GTAC or with client(s). Project information portal.</p>
Method of calculation/assessment	<p><u>Number of accepted Spending review initiative requests supported</u> X100 Number of Spending reviews considered</p>

Programme 2 [continued]

Means of verification	Project register listing the various projects undertaken by PEPA as per the five different modalities: Project repository i.e. Spending Review reports submitted or updated Spending Review expenditure/cost models shared with client
Assumptions	Requests for support are received Effective communications support is provided; and Funding for the initiatives will be available.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Improved efficiency and effectiveness of government policies.
Indicator responsibility	Deputy Director-General: Public Expenditure and Policy Analysis

Indicator number and title	2.4.2.1 Number of remuneration reports completed
Definition	This indicator measures the degree to which PEPA conducts investigations on key drivers of compensation expenditure and personnel trends in government using PERSAL data. Requests for analytical work are received from NT: Budget Office and Public Finance. A detailed analysis is provided of personnel trends and costs across sectors. These are completed, provide recommendations and may inform wage negotiations, as well as be included as an annexure on the MTBPS. Completed is defined as a detailed analysis report being submitted to NT: Budget office or Public Finance or other clients.
Source of data	Project information portal or Requests from NT and or other interested stakeholders or Analysis/Remuneration report.
Method of calculation/assessment	Simple count of remuneration analysis reports
Means of verification	Remuneration reports completed
Assumptions	Budget Office and Public Finance will continue to request this analytical work from PEPA.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	All numerated reports completed Annexure in MTBPS, recommendations used to inform decision-making on wage bill cost containment
Indicator responsibility	Deputy Director-General: Public Expenditure and Policy Analysis

Programme 2 [continued]

Indicator number and title	2.4.3.1 Spending Review e-course implemented
Definition	<p>This indicator measures PEPA's contribution to building sustainable capacity through rolling out the course on an e-platform.</p> <p>Implemented is defined as having the developed curriculum shared with various government counterparts and other interested stakeholders using an e-platform.</p>
Source of data	e-Course material on an e-platform such as a website or knowledge hub
Method of calculation/assessment	Simple count
Means of verification	Spending Review e-course available on an e-platform such as a website or knowledge hub
Assumptions	Support of stakeholders obtained, and all legal requirements met. An e-platform secured through which the e-course may be rolled out
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	E-course designed, developed and rolled out
Indicator responsibility	Deputy Director-General: Public Expenditure and Policy Analysis



16. TIDS: PROGRAMME 3: INCUBATION AND IMPLEMENTATION SUPPORT FOR PROGRAMMES

Indicator number and title	3.1.1 Business Case Developed
Definition	<p>The business case will expand on the business model designed in the previous financial year.</p> <p>This indicator measures the completion of a business case which will provide direction for the implementation of a fully-fledged programme incubation and implementation support services as a business line for GTAC that would be provided on request.</p> <p>The business case will consider the viability, appetite for and operational implications for successful implementation.</p>
Source of data	Business Case
Method of calculation or assessment	Simple count
Means of verification	Business case completed
Assumptions	Consultations with appropriate stakeholders is undertaken; the design work is technically rigorous and sound.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	Business case approved for programme incubation and implementation business line for GTAC.
Indicator responsibility	Head of GTAC

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