

ANNUAL PERFORMANCE PLAN 2023 2023/24



Analyse
Assess
Activate

Strategic & Technical Advisory

National Treasury
REPUBLIC OF SOUTH AFRICA

Ministers Foreword

Lifting South Africa from developing to developed country status is a long term commitment. For developing countries, including South Africa, this is a journey undertaken amidst an uncertain global economic outlook, a domestic and global energy crisis, the Covid-19 pandemic, climate change, and high unemployment.

Locally, the continued scourge of violence against women and children, crime in general, a persistent inequality and rising public debt, pose further obstacles. Add to this the tragic floods in Kwa-Zulu Natal and other parts of the country, the riots in July 2021, and the hollowing out the state through corruption and self-interest that we are now addressing.

It is without doubt that our journey towards development has been a bumpy one, and the road ahead will be a marathon rather than a sprint.

Despite these challenges and setbacks, the government has worked hard to manage the fiscal challenges through our five-year fiscal consolidation pathway: promoting economic growth whilst bringing debt under control, and shifting the composition of our spending from consumption to investment and lowering the cost of capital.

Navigating these challenges requires difficult but necessary trade-offs in the interests of a gradual improvement in economic growth, fiscal sustainability, reducing inequality, social cohesion and mitigating climate change.

In this context, GTAC continues to outperform. The agency is well-regarded for its rigorous analysis of public expenditure, its ability to assess whether the government is meeting its policy imperatives, while providing specialised technical advice to all organs of state. GTAC also plays a its key role in growing South African Public Private Partnerships as a vehicle to accelerate economic growth and unblocking bottlenecks in the delivery of infrastructure projects.

South Africa has reputation for developing modern, often ground-breaking policy frameworks. However, the Government is equally criticized for its inability to translate policies into real change of the ground. I would like thank GTAC for taking up the challenge of reversing this trend and perception during this financial year.

The understated but critical role that GTAC plays as a connector between government, private sector, donors, academic institutions, and civil society is pivotal to translating government policy into delivery.

I also thank GTAC for working closely with my office to deliver on urgent projects. The agency has not hesitated to use the capacity, experience and close relationships it has with a broad set of stakeholders to ensure high-quality and responsive delivery.

Congratulations also to the GTAC team for making great strides by creating a cutting-edge knowledge hub that contains more than 800 knowledge products, relevant not only to South Africa, but also to the broader developing world. I am excited to see how they will continue to grow this body of work.



ENOCH GODONGWANA
Minister of Finance

Accounting Officer Statement

GTAC contributes to South Africa's economic and social recovery by building a confident, competent and capable public sector, especially as it relates to public finance. This requires a solid understanding of government's priority goals, an ability to be responsive, and have the specialised skills to identify and unblock challenges as well as find innovative solutions that are timely and sustainable. GTAC is fully committed to fulfilling this task and recognises that building the South Africa we want, requires a collective partnership from government, the private sector, civil society, academia and every South African citizen.

To achieve these goals, GTAC will prioritise the following activities in the new financial year:

1. Keeping abreast of government priorities, and especially that of the finance family to ensure that GTAC support is on point and focussed to trigger the change needed, unblock challenges and provide cutting edge solutions.
2. Strengthening and automating institutional systems and processes to ensure immediate quality response to other organs of state on urgent and priority matters
3. Expanding and improving the GTAC specialised pool of experts through strategic partnerships, tapping into young professionals and creating an opportunity for young graduates to become part of the GTAC team.
4. Continuing to grow GTAC's footprint in the use of cutting-edge technology, contributing to quality service delivery by government.
5. At the same time we will further our work on a new financing model: a draft financing model has been developed, which included a review of GTAC's costing model for deploying consultant resources to project delivery. It also assesses the sustainability of other investments GTAC makes to ensure adequate funding streams, to help counteract lower appropriations and donor resources. GTAC will test the proposed financing model in the upcoming financial year and refine it where necessary.

After three years of both global and local, environmental disasters, the ongoing Ukraine war, Covid 19, unrests, electricity shortages and a generally weak economic outlook, this will be a challenging year, requiring all hands on deck as government renew its commitment to the people of our country.

I look forward to this year, difficult as the journey may be, because I believe in GTAC as vehicle for a time like this. Its close relationship with core of government and the National Treasury is a huge asset to GTAC's execution of its mandate of assisting organs of state to build their capacity for efficient, effective and transparent financial management.

My team and I are committed to serve and support government departments in this quest to rebuild our country. We are inspired by the following words of the Minister of Finance in our annual report of 2021/2022 namely 'continuing to grow as a centre of excellence and knowledge, and to pushing forward in our proactive engagement to find solutions and achieve successes'.

Sincerely,



RONETTE ENGELA

Acting Head and Accounting Officer: GTAC

Official Sign-off



MARKUS RAUTENBACH
Chief Financial Officer



ELAINE VENTER
Acting Chief Director: Strategy Management
and Communication



RONETTE ENGELA
Acting Head and Accounting Officer: GTAC

ENOCH GODONGWANA
Minister of Finance

CONTENTS

Part A: OUR MANDATE

1.	GTAC'S RATIONALE & EVOLUTION	7
2.	OUR MANDATE	9
3.	COURT RULINGS	10

Part B: OUR STRATEGIC FOCUS

4.	VISION	12
5.	MISSION	12
6.	VALUES & PRINCIPLES	12
7.	SITUATIONAL ANALYSIS	13

Part C: MEASURING OUR PERFORMANCE

8.	INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION	19
	PROGRAMME 1: MANAGEMENT SUPPORT SERVICES	19
	PROGRAMME 2: TECHNICAL & ADVISORY SERVICES	27
	PROGRAMME 3: INCUBATION & IMPLEMENTATION SUPPORT FOR PROGRAMMES	27
9.	RESOURCE CONSIDERATIONS	29
10.	KEY RISKS	33

Part D: TECHNICAL INDICATOR DESCRIPTIONS

11.	TIDS: PROGRAMME 1: MANAGEMENT & SUPPORT SERVICES	35
12.	TIDS: PROGRAMME 2: TECHNICAL & ADVISORY SERVICES	46

TABLES

LIST OF TABLES

Table 1	GTAC Women, Youth and People with Disabilities Employment Profile	17
Table 2	GTAC Theory of Change - Input-to-impact change pathways	20
Table 3	FM Performance over the MTEF Period	20
Table 4	FM's Quarterly and Annual Performance	20
Table 5	Programme 1 2023 MTEF Estimates	21
Table 6	CPAU Performance over the MTEF Period	22
Table 7	CPAU Quarterly and Annual Performance	22
Table 8	IDS Performance over the MTEF period	23
Table 9	IDS Quarterly and Annual Performance	24
Table 10	TAS & PPP Performance over the MTEF Period	25
Table 11	TAS & PPP Quarterly and Annual Performance	25
Table 12	PEPA Performance over the MTEF Period	26
Table 13	PEPA Quarterly and Annual Performance	26
Table 14	Programme 2 2023 MTEF Estimates	27
Table 15	Programme 3 2023 MTEF Estimates	28
Table 16	GTAC 2023 MTEF Budget per Programme	29
Table 17	GTAC's Economic Classification	30
Table 18	PMU's Economic Classification	31
Table 19	Compensation of Employees	32
Table 20	GTAC Key Risk and Risk Mitigation Factors	33

LIST OF FIGURES

Figure 1	GTAC's Evolution	8
Figure 2	GTAC's Change Trajectory	15
Figure 3	GTAC'S Service Delivery Model	16
Figure 4	GTAC's Structure	16
Figure 5	GTAC's Business Support Model	17

PART A

MANDATE

MANDATE



1. GTAC's Rationale and 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.¹ 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.

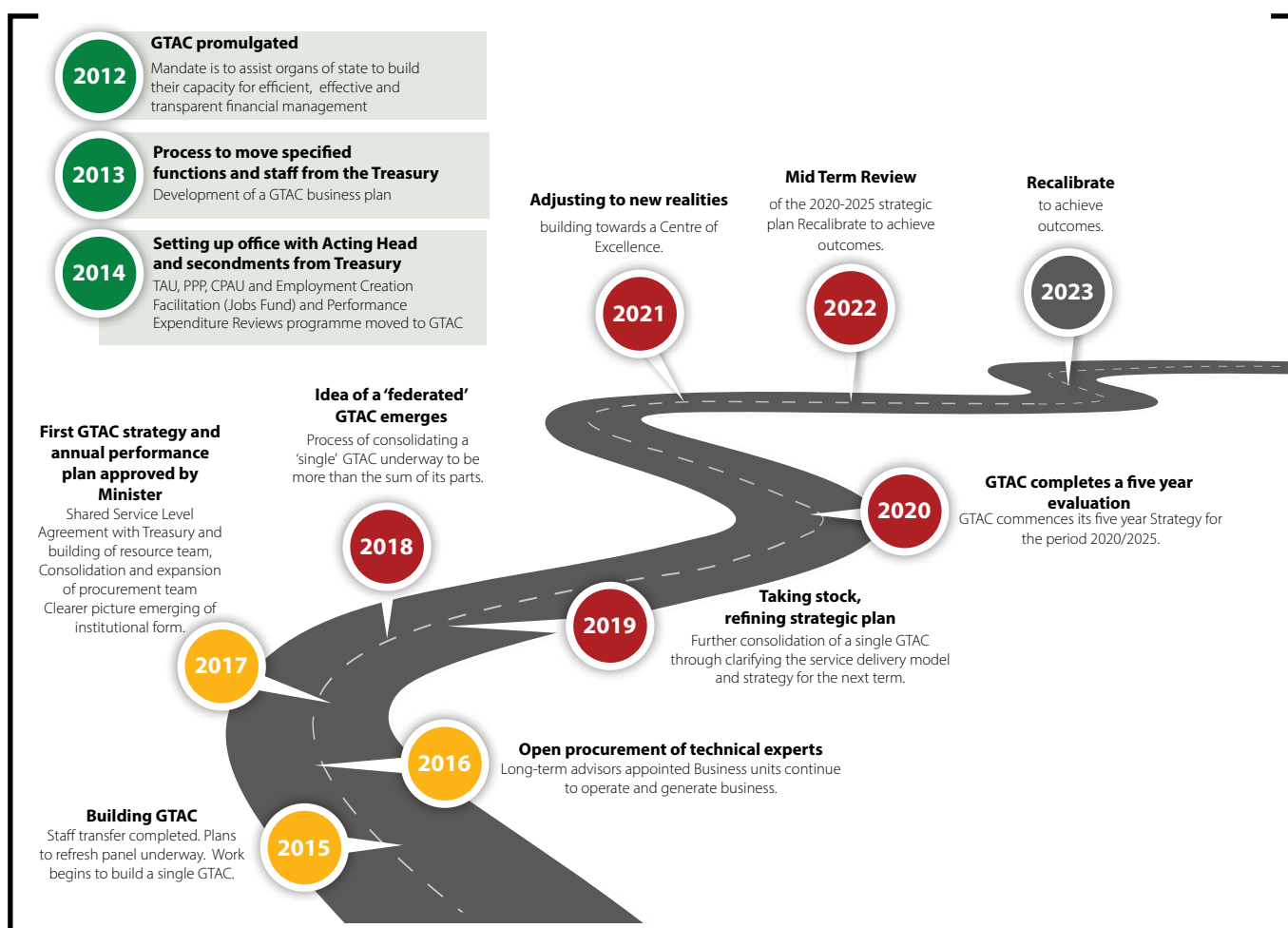


Figure 1: GTAC's evolution

¹ The GTAC Business Case, 2012

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 is 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 oriented professional support service that functions as a component of the National Treasury. The Founding Notice describes 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; and
- To perform 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 for and the costing of policies being developed;
- Provide economic analysis and actuarial advice on programmes and projects; and
- 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 largest 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.

2. 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 2021 Medium Term Budget Policy Statement (MTBPS) has highlighted that the future of work and the economy in a post COVID-19 world will be vastly different. The Minister and President have emphasised 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 co-ordination 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 2)
- Education, skills, and health (Priority 3)
- Spatial integration, human settlements, and local government (Priority 5)
- Building a capable, ethical and developmental state (Priority 1)
- 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.

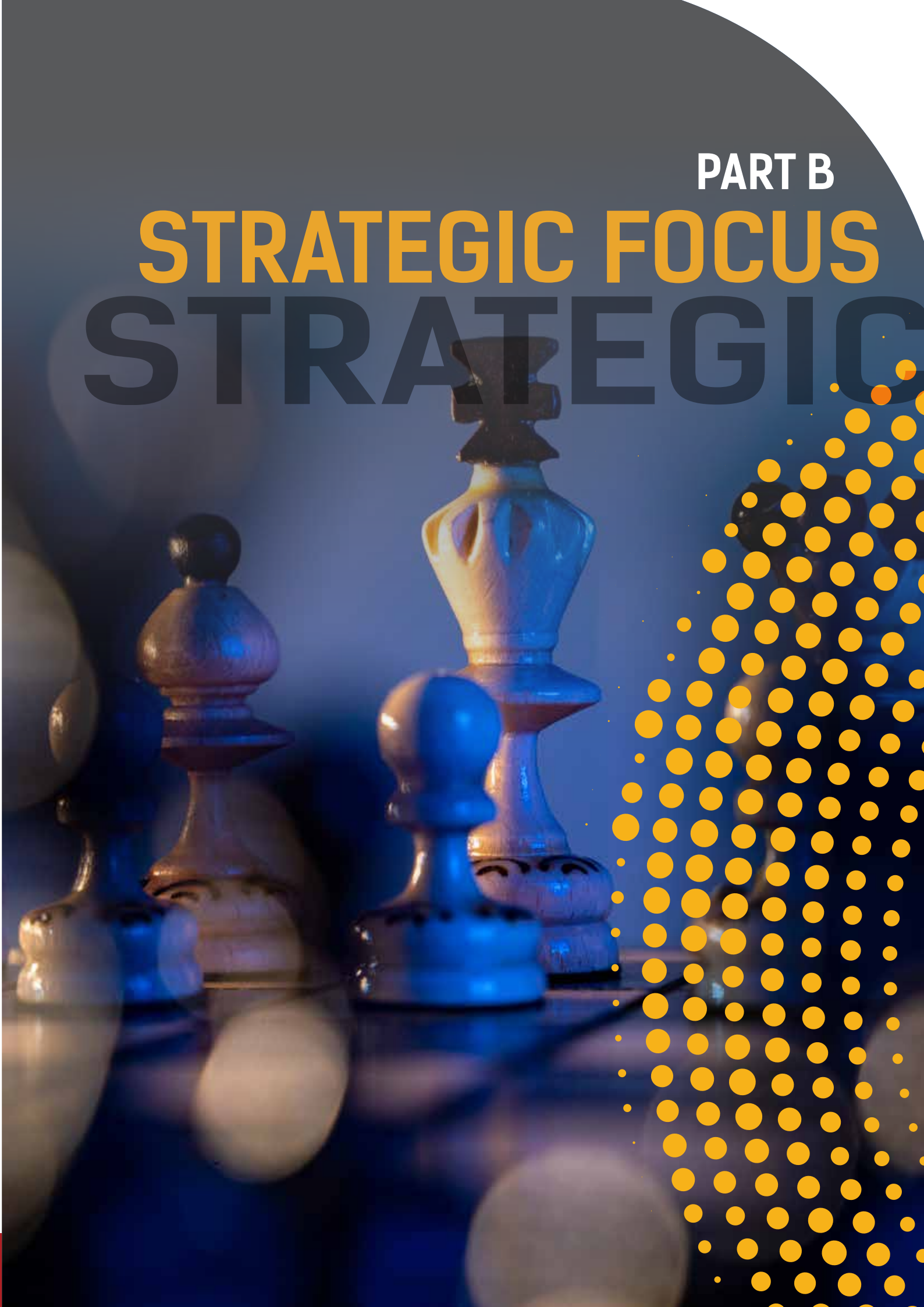
3. COURT RULINGS

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

PART B

STRATEGIC FOCUS

STRATEGIC



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; and
- **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; and
- 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.

7. Situational analysis

7.1. CONTEXTUAL ANALYSIS

Global and local events since the inception of our current 5-year strategic plan in 2019 have had a devastating effect on the South African and world economies. South Africa was already in a precarious financial position after years of state capture when the pandemic hit in March 2020. The consequent company closures and job losses pushed more of our citizens into poverty and reliance on the state,² and just as we were beginning to recover, the July 2021 looting occurred, destroying infrastructure and causing further job losses.³ This was followed by the start of the Ukraine war in February 2022 which has seen staggering impacts on a global scale on the cost of food, energy and borrowing with a direct knock-on effect on our already economically stressed population and fragile economy.⁴ The April 2022 floods further exacerbated the state of the economy, destroying people's homes and municipal infrastructure and exposing the lack of maintenance and investment.

The consequence of all these events is an unemployment rate reaching a record high of 35.3% in the fourth quarter of 2021, the highest since comparable data began in 2008.⁵ Unemployment also reached a record high of 66.5% among the 15-25 year age group in 2021.⁶ The legacy of exclusion also continues to hamper growth. Increasing inequality and the ongoing challenge of poverty fuels contestation over resources, leading to increasing 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.

The state, while having to contend with the impacts of these global and local events, has also embarked on a programme of fiscal consolidation and professionalization of the public service to address the years of state capture and failing service delivery.⁷ The strengthening of public institutions and investment⁸ in an ethical and competent public sector are more urgent than ever, with the renewed emphasis on transparency, strong procurement systems, and accountability being a defining feature of President Ramaphosa's term of office. The President's 'New Dawn'⁹ is a call to action to deal with state capture and political instability in order to improve the functioning and capacity of the public sector.

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 to ensure that it is able to successfully deliver on this mandate.

7.2. EXTERNAL ENVIRONMENT ANALYSIS

7.2.1 Economic risk factors

The GTAC, as a government component of National Treasury, is directly affected by the impact of the global and local events which presents significant risks to its ability to deliver successfully on its mandate. The primary external risk that GTAC faces is a range of complex economic constraints consisting of, chiefly, fiscal constraints, changing donor priorities and unclear governance oversight of GTAC's business. The 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 negatively impacted the kind of work undertaken by GTAC. The impact of the pandemic also means that a new consensus on public sector compensation must be sought. This will seriously impact government's ability to tap into the private sector for technical support, and therefore provides an 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.

² National Income Dynamics Study - Coronavirus Rapid Mobile Survey, 2020 (<http://www.nids.uct.ac.za/about/nids-cram/nids-cram>)

³ Report of the Expert Panel into the July 2021 Civil Unrest, 2021 (<https://www.thepresidency.gov.za/download/file/fid/2442>)

⁴ The Impact of the Ukraine War on the South African Economy, United Nations Development Programme South Africa, 2022 (<https://www.undp.org/sites/g/files/zskgke326/files/migration/za/Policy-Brief---UNDP-SA---The-Impact-of-the-Ukraine-War-on-the-South-African-Economy.pdf>)

⁵ Quarterly Labour Force Survey (QLFS) Q4:2021, Statistics South Africa, p12 (<http://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%20Q42021.pdf>)

⁶ Quarterly Labour Force Survey (QLFS) Q4:2021, Statistics South Africa, p20 (<http://www.statssa.gov.za/publications/P0211/Presentation%20QLFS%20Q42021.pdf>)

⁷ Chapter 3 – Fiscal policy, Budget Review 2022, National Treasury (<https://www.treasury.gov.za/documents/national%20budget/2022/review/FullBR.pdf>)

⁸ National Framework towards Professionalisation of the Public Sector, 2022 (https://www.gov.za/sites/default/files/gcis_document/202012/44031gon1392.pdf)

⁹ 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]

However, the national priority of reinvesting in and rebuilding state capacity is more important than ever. GTAC must therefore effectively manage these risks to successfully provide the needed support and deliver on its mandate. It is therefore imperative for GTAC to be clear about its value-for-money proposition.

In addressing these challenges, GTAC has prioritised the establishment of appropriate governance mechanisms as well as the review of its financing model to ensure adequate funding streams to counteract cuts in donor and appropriations resourcing. A strategic financing approach will help ensure that GTAC is sustainable and viable.

7.2.2 Political risk factors

Another major risk for GTAC is the complex political environment in which GTAC operates and its historic relationship with National Treasury. The National Treasury is GTAC's largest client and, as GTAC is a component of the National Treasury, is also its authorising agency. However, the current scenario does not provide sufficient oversight of GTAC's work, which poses a strategic risk for GTAC. Part of the current challenge is that many of the business units have emerged 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.

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. GTAC will therefore model resilience in its business and operating model and pursue interventions that are innovative, proactive, sustainable, and focused on the long-term building of state capability.

Although still a relatively new component of government, GTAC has delivered many meaningful interventions since inception, and its potential for growth is clear. In the year ahead GTAC will continue to 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, for instance, 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 developing state and the procurement regime. GTAC will continue to 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.

Situational analysis [continued]

7.3. INTERNAL ENVIRONMENT ANALYSIS

GTAC is currently in its fourth phase towards building a centre of excellence as depicted in the diagram below.

CHANGE TRAJECTORY MODEL

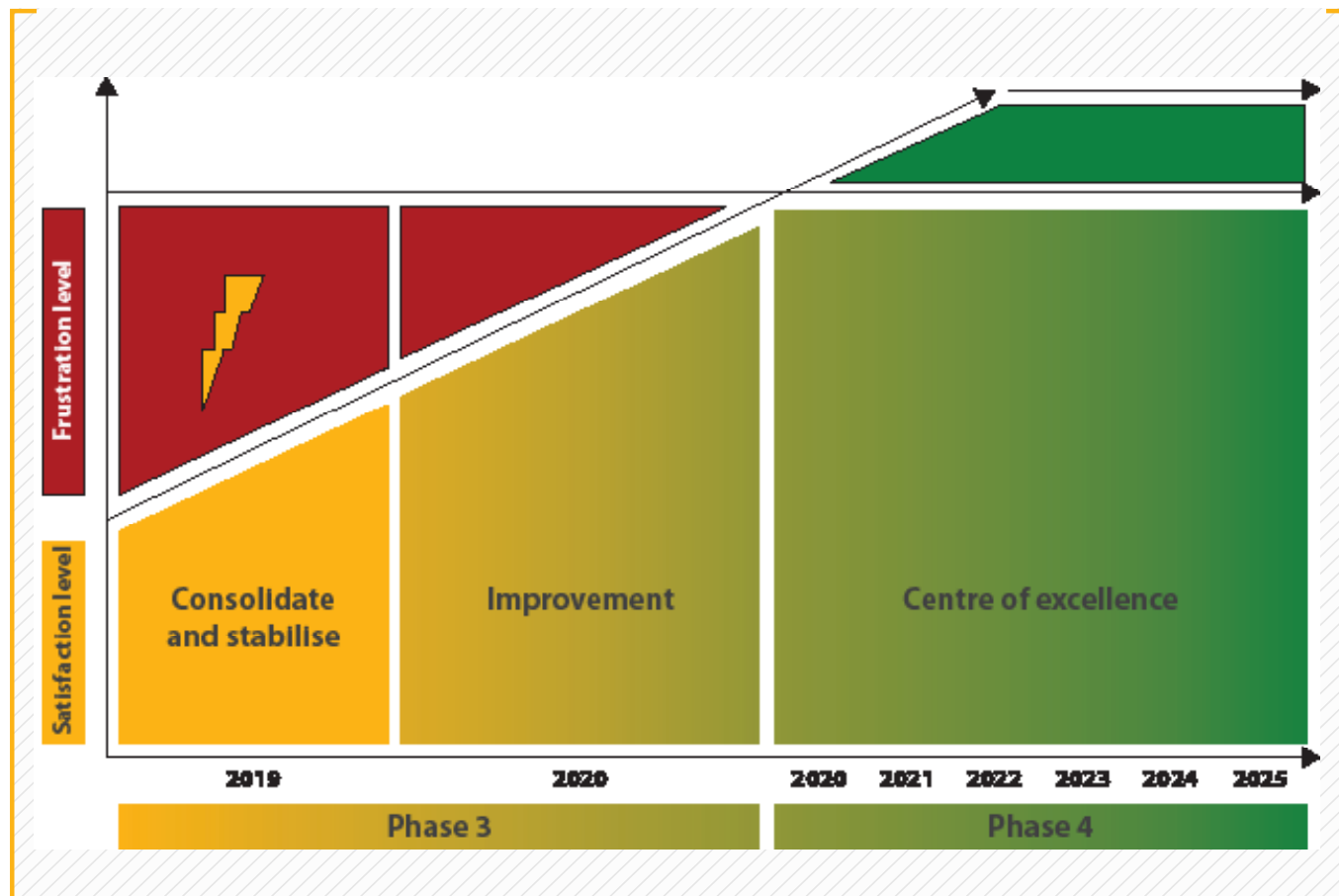


Figure 2: GTAC's change trajectory

Notwithstanding that GTAC is moving towards the Centre of Excellence phase in its change trajectory, it continues to grapple with a unique set of strengths, weaknesses, opportunities, and threats. The organisational identity and brand are still maturing, and as a result represent an area of weakness for the organisation. 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 movement from 2022 towards 2025 will therefore require investment in appropriate and integrated management support approach.

The underlying administrative and operations support systems need to be appropriately responsive and customised to suit business needs. If GTAC can provide effectively integrated, financially sustainable, and flexible solutions to facilitate information sharing and to manage resources more widely across the public sector, this could be a major strength of the organisation.

The upcoming MTEF period presents an opportunity to deliver the integration of GTAC's systems to provide a seamless management support service as described in the service delivery model (See Figure 3) that was adopted by GTAC as part of the strategic planning approach.

Situational analysis [continued]

SERVICE DELIVERY MODEL

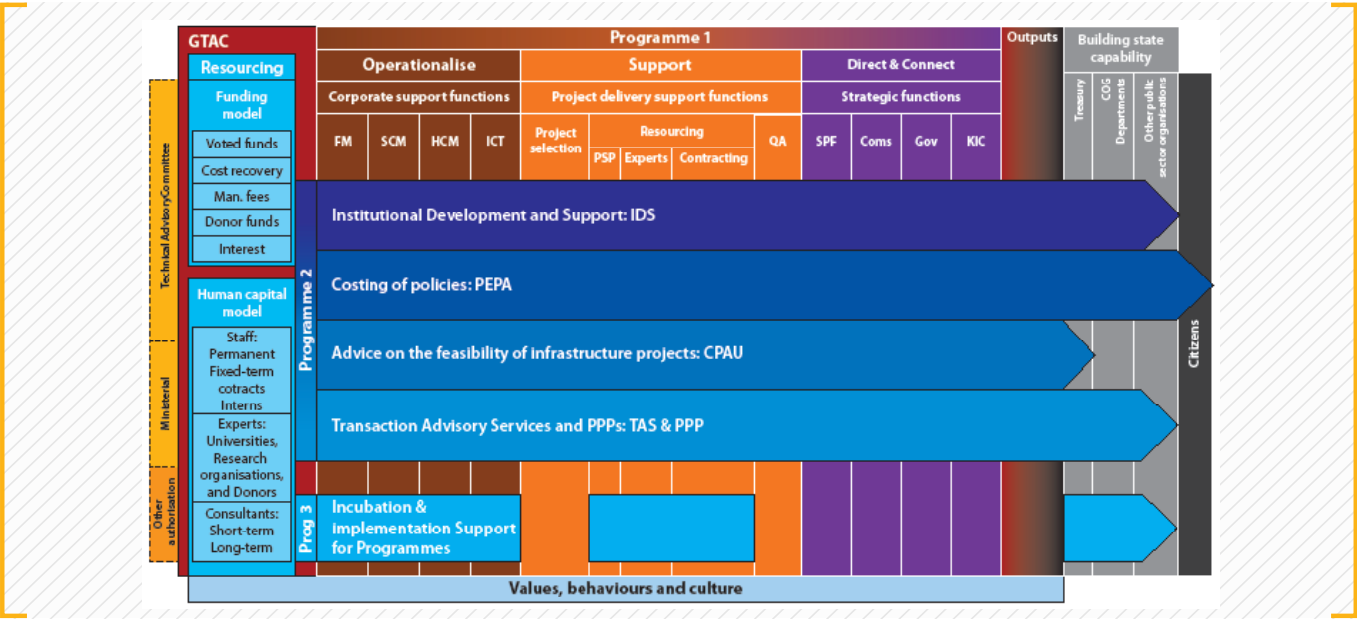


Figure 3: GTAC's Service Delivery Model

To enable the implementation of the Service Delivery Model, GTAC is currently structured into three programmes as outlined in the Figure below.

GTAC STRUCTURE

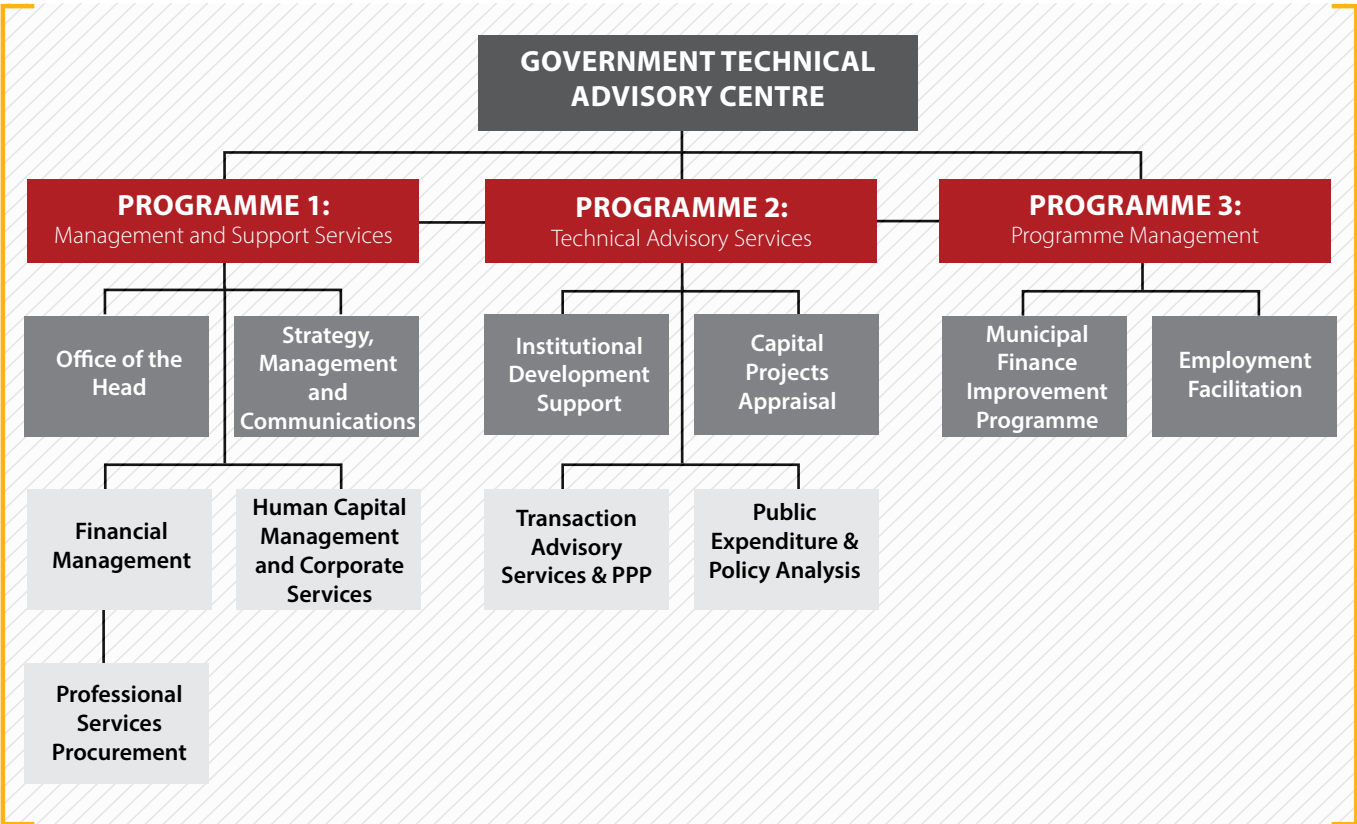


Figure 4: GTAC's Structure

Situational analysis [continued]

GTAC's 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 the service delivery model framework to build capacity 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 forms* (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.

GTAC'S BUSINESS SUPPORT MODEL

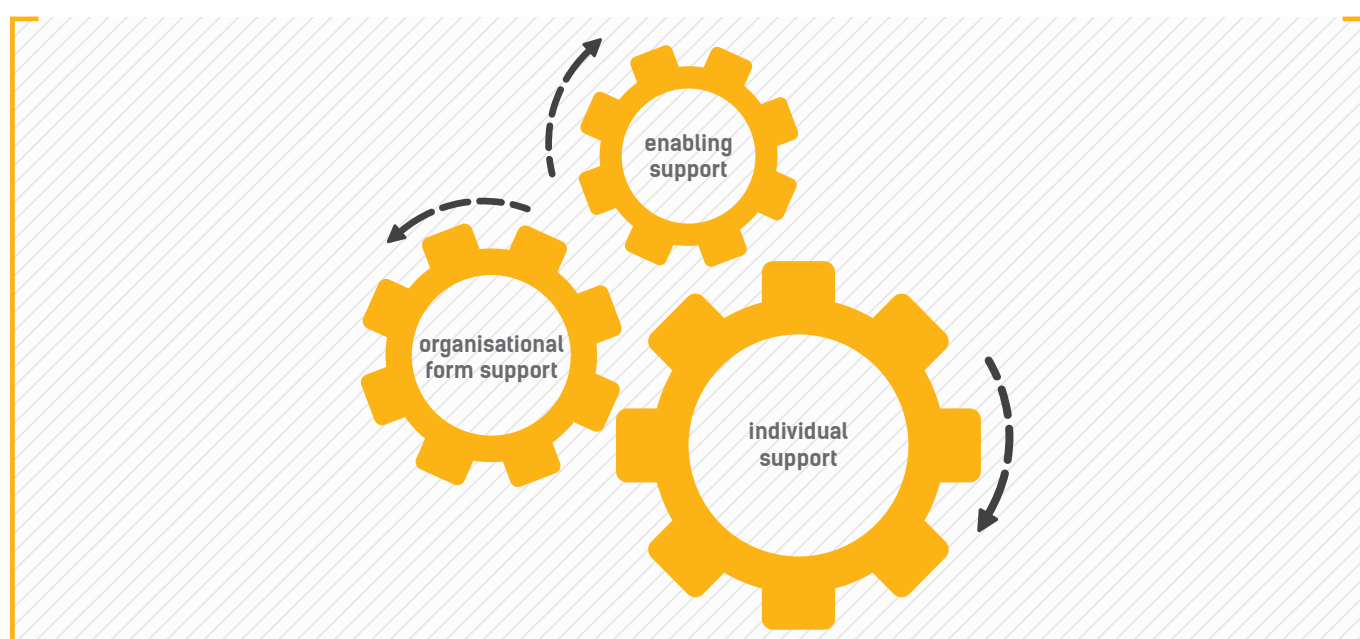


Figure 5: GTAC's Business Support Model

The preceding analysis 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 also strives to ensure that we **comply with the BBBEE Act** in all our procurement decisions and that **women, youth and people with disabilities are prioritised in our employment decisions**. The employment equity targets will accordingly continue to remain a strategic priority for transformation in GTAC. The Employment Equity Policy has been developed and will be presented for approval and implementation in the new financial year. Planned initiatives include developing female staff at middle-management level and working with stakeholders and other government and non-governmental organisations to attract persons with disabilities. The challenge of employing youth in a highly technical and complex environment and the opportunity to provide workplace experience for graduates is being addressed through the contracting of interns. Table 1 summarises the current employment status of women, youth, people with disabilities and interns.

Women	Youth	People with disabilities	Interns
77	1 (25yrs)	1	2
55.79%	0,72%	0.72%	1.44%
Total employees = 138			

Table 1: GTAC Women, Youth and People with Disabilities Employment Profile

A close-up photograph of an hourglass with golden sand falling from the top bulb into the bottom bulb. The background is a soft, out-of-focus gradient of blue and orange. In the bottom-left corner, there is a pattern of green dots of varying sizes, some of which overlap the hourglass and the text.

PART C

MEASURING OUR PERFORMANCE PERFORMANCE

8. Institutional programme performance information

Based on its strategic plan, GTAC has prioritised, and will measure its performance based on, 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 Advisory Support and PPP unit.

Key deliverables for this planning period will therefore focus on:

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.
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 three critical areas:

1. **Continuing to strengthen support functions** and measure the required service standards in responding to business needs with the goal to optimise services.
2. **Maintaining good governance and internal control through effective administration** of funds to recipients through accurate, punctual, and cost-effective services as required by the applicable legislation.
3. **Inclusiveness and equity** to achieve the employment equity targets.

To provide efficient and effective financial management support to GTAC. FM provides strategic financial support and direction to GTAC and ensures effective internal controls.

¹⁰ <https://www.treasury.gov.za/publications/guidelines/2015-16/FMPI.pdf>

Programme Performance [continued]

GTAC STRATEGIC PLAN – THEORY OF CHANGE

The theory of change model underpinning the GTAC strategy is derived from the Framework for Managing Programme Performance Information (National Treasury, 2007, p6¹⁰).

The specific change pathways from inputs to impact over the reporting period are unpacked in Figure 2. The change pathways show the channels through which GTAC's inputs, activities, outputs and outcomes achieve the desired impact.

GTAC STRATEGIC PLAN – THEORY OF CHANGE

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Invest in skills development to deliver a technically competent and administratively responsive hybrid human capital resource pool	Review and assess infrastructure investment proposals Advise on the value-for-money prospects, affordability, and efficiency in infrastructure expenditure	Improvements in infrastructure planning, budgeting, procurement, financing and implementation capacity	Capacity of government institutions improved through the provision of technical and advisory support	A capable and ethical developmental state
	Provide policy analysis and advice, feasibility studies and function shifts support Provide strategic and organisational reviews and business case development	Better organizational planning capacity and appropriate institutional design		
	Deliver spending review capacity building initiatives Conduct remuneration analysis	Better capacity for public finance analysis and improvements in decision-making around resource allocation		
	Provide PPP capacity-building initiatives Support procurement ready projects	Improvements in the management and delivery of private public partnerships		
Strengthen collaboration with relevant stakeholders Consolidate the GTAC brand and visibility	Deliver a sustainable financing model Ensure good governance and internal control Institute a project development support function	Comprehensive and effective implementation support on priority programmes	Responsive and customised services delivered for programme implementation support	

Table 2: GTAC Theory of Change - Input-to-impact change pathways

Programme Performance [continued]

8.1 PROGRAMME 1: MANAGEMENT SUPPORT SERVICES

PURPOSE

The purpose is strengthened management support functions for the efficient delivery of services. Programme 1 includes four sub-programmes: financial management, professional service procurement, human capital management and corporate services, strategic management and communication.

8.1.1 FINANCIAL MANAGEMENT (FM)

PURPOSE

To provide efficient and effective financial management support to GTAC. FM provides strategic financial support and direction to GTAC and ensures effective internal controls.

FM OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			19/20	20/21	21/22	22/23	23/24	24/25	25/26
Responsive and customised services delivered for programme implementation support	Efficient management of support services delivered	1.1.1 Unqualified audit opinion	n/a	n/a	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion
		1.1.2 Percentage of invoices received and paid in 30 days	100%	n/a	n/a	100%	100%	100%	100%

Table 3: FM Performance over the MTEF Period

FM QUARTERLY AND ANNUAL PERFORMANCE INDICATORS AND TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
1.1.1 Unqualified audit opinion	Unqualified audit opinion	n/a	n/a	Unqualified audit opinion	n/a
1.1.2 Percentage of invoices received and paid in 30 days	100%	100%	100%	100%	100%

Table 4: FM's Quarterly and Annual Performance

EXPLANATION OF THE PLANNED PERFORMANCE OVER MEDIUM TERM

Over the MTEF period Programme 1 aims to achieve responsive and customised services to ensure efficient and effective implementation support. This will require efficient management of support services which will be achieved through interventions such as invoices received and paid in 30 days and will be evidenced through unqualified audit opinions.

Programme Performance [continued]

8.1.2 PROGRAMME 1: MANAGEMENT SUPPORT SERVICES EXPENDITURE TRENDS AND ESTIMATES MANAGEMENT SUPPORT SERVICES RESOURCE CONSIDERATION

2023 MTEF Estimates

MANAGEMENT SUPPORT SERVICES	ADJUSTED BUDGET	2022 MEDIUM-TERM ESTIMATE			AVERAGE GROWTH (%)
R'000	2022/23	2023/24	2024/25	2025/26	2022/23 – 2025/26
Expenditure					
CoE	40,660	43,106	45,046	47,209	5%
Goods and services	21,493	25,115	13,036	13,671	-14%
Depreciation	1,389	2,601	2,717	2,839	27%
Total budget	63,542	70,822	60,799	63,719	0%

Table 5: Programme 1 2023 MTEF Estimates

8.2 PROGRAMME 2: TECHNICAL AND ADVISORY SERVICES

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.

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

PURPOSE

The CPAU assists the National Treasury in its review and assessment of infrastructure investment proposals and feasibility studies. Appraisals help to determine the feasibility, viability and sustainability of the proposed mega-investment projects and programmes, particularly where fiscal support is sought. 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. As such, the unit provides independent technical advisory services promoting sound and evidence-based decision-making on infrastructure investments.

Programme Performance [continued]

CPAU OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			19/20	20/21	21/22	22/23	23/24	24/25	25/26
Capacity of government institutions improved through provision of technical and advisory support	2.1.1 Capital appraisal reports completed	2.1.1.1 Percentage of project appraisal reports completed	n/a	n/a	n/a	100%	100%	100%	100%

Table 6: CPAU Performance over the MTEF Period

Over the MTEF, the unit will continue its work of conducting reviews and assessments of appraisal reports.

Through GTAC's commitment to complete as many appraisal reports as possible annually, technical and advisory support to government is provided and consequently GTAC will contribute to the strengthening of capacity in government. This is achieved through providing advice on the value-for-money prospects, affordability and efficiency of proposed infrastructure expenditure.

CPAU QUARTERLY AND ANNUAL PERFORMANCE INDICATORS AND TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
2.1.1 Percentage of project appraisal reports completed	100%	0	0	0	100%

Table 7: CPAU Quarterly and Annual Performance Targets

Programme Performance [continued]

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. Over the MTEF, the unit will continue its work of conducting reviews and assessments of infrastructure investment proposals and feasibility studies and provide advice on the value-for-money prospects, affordability and efficiency of proposed infrastructure expenditure.

8.2.2 SUB-PROGRAMME 2.2: INSTITUTIONAL DEVELOPMENT SUPPORT UNIT (IDS)

PURPOSE

The IDS unit provides on-demand technical advisory services to help build the capacity of the state. Its multidisciplinary 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 organisational development and reviews, development of business cases, programme and project management, 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 allow for robust engagement with the unit’s methodologies and tools.

IDS OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			19/20	20/21	21/22	22/23	23/24	24/25	25/26
Capacity of government institutions improved through provision of technical and advisory support	Institutional development support provided	2.2.1 Percentage of approved institutional development support projects completed on time and within budget	n/a	n/a	100%	100%	100%	100%	100%

Table 8: IDS Performance over the MTEF Period

Programme Performance [continued]

IDS QUARTERLY AND ANNUAL PERFORMANCE INDICATORS AND TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
2.2.1 Percentage of approved institutional development support projects completed on time and within budget	100%	n/a	n/a	n/a	100%

Table 9: IDS Quarterly and Annual Performance Targets

EXPLANATION OF THE PLANNED PERFORMANCE OVER MEDIUM TERM

Institutional development support is rendered through the provision and management of consulting services, procured for the required expertise and skills. The advice and support aim to build the capacity of government institutions to deliver services. This includes macro institutional support (such as policy analysis and advice, feasibility studies and function shifts) aimed at assisting the macro-organisation of the state and the achievement of whole-of-government objectives. The services also include organisational strengthening services (including strategic and organisational reviews and business case development) for improved organisational performance and improved public finance spend. Finally, service delivery effectiveness and efficiency support offers innovative ways to deliver services and improve the management of operations. Strengthening the capacity of client departments and entities is a fundamental priority, and to this end, the unit strives to deliver quality support through its projects on time and within budget.

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.

8.2.3 SUB-PROGRAMME 2.3: TRANSACTION ADVISORY SERVICES AND PUBLIC-PRIVATE PARTNERSHIP (TAS&PPP)

PURPOSE

The TAS 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]

TAS&PPP OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			19/20	20/21	21/22	22/23	23/24	24/25	25/26
Capacity of government institutions improved through provision of technical and advisory support	Capacity-building initiatives delivered	2.3.1 Number of PPP capacity-building events held	n/a	n/a	n/a	n/a	6	6	6
	Procurement ready projects supported	2.3.2 Number of memos submitted for consideration and approval by NT	n/a	n/a	2	3	6	6	6

Table 10: TAS&PPP Performance over the MTEF Period

TAS&PPP TABLE ON QUARTERLY AND ANNUAL PERFORMANCE INDICATORS AND TARGETS

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
2.3.1 Number of PPP capacity-building events held	6	2	1	2	1
2.3.2 Number of memos submitted for consideration and approval by NT	6	1	2	1	2

Table 11: TAS&PPP Quarterly and Annual Performance Targets

EXPLANATION OF THE PLANNED PERFORMANCE OVER MEDIUM TERM

Over the MTEF period, PPP and TAS will continue to contribute to the strengthening of capacity and the provision of technical support in Government, through the capacity building initiatives being provided as well as the support to procurement ready projects. 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]

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

PURPOSE

The PEPA unit was established to reveal opportunities for cost savings in government by analysing the link between performance and expenditure and, in this way, to empower government to act on its recommendations. These spending reviews 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 undertakes technical spending reviews, provides spending review capacity-building initiatives and conducts remuneration analysis and/or reviews of personnel salary (PERSAL) and personnel data across various government departments.

PEPA OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

OUTCOME	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
			19/20	20/21	21/22	22/23	23/24	24/25	25/26
Capacity of government institutions improved through provision of technical and advisory support	Spending review capacity building initiatives delivered	2.4.1 Percentage of spending review capacity building Initiatives delivered	n/a	n/a	n/a	n/a	100%	100%	100%
	Remuneration analysis reports completed	2.4.2 Number of remuneration reports completed	4	4	4	4	4	4	4

Table 12: PEPA Performance over the MTEF Period

PEPA QUARTERLY AND ANNUAL PERFORMANCE TARGETS 2023/24

OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
2.4.1 Percentage of spending review capacity building Initiatives delivered	100%	n/a	n/a	n/a	100%
2.4.2 Number of remuneration reports completed	4	n/a	2	n/a	2

Table 13: Quarterly and Annual Performance Targets

Programme Performance [continued]

EXPLANATION OF THE PLANNED PERFORMANCE OVER MEDIUM TERM

Over the MTEF period, PEPA will continue to invest in spending review capacity building initiatives as well as producing remuneration reports with the aim of contributing to building capacity of government institutions through the provision of technical and advisory support.

The unit will provide spending review capacity building initiatives at both provincial and national spheres of government in an effort to develop and enhance the policy and expenditure analysis skills of government officials. The unit will also continue to conduct remuneration analysis to investigate the key drivers of compensation expenditure and personnel trends in government, using PERSAL data. This work provides critical information and recommendations that may be used to inform decisions made around personnel, cost of employees and/or wage negotiations.

8.2.5 EXPENDITURE TRENDS AND ESTIMATES PROGRAMME 2: TECHNICAL AND ADVISORY SERVICES – RESOURCE CONSIDERATION

2023 MTEF Estimates

PROGRAMME 2	ADJUSTED BUDGET	2023 MEDIUM-TERM ESTIMATE			AVERAGE GROWTH (%)
R'000	2022/23	2023/24	2024/25	2025/26	2022/23 – 2025/26
Expenditure					
CoE	36,096	44,328	46,323	48,547	10%
Goods and services	80,446	70,013	74,772	76,565	-2%
Total budget	116,541	114,341	121,095	125,112	2%

Table 14: Programme 2 2023 MTEF Estimates

Programme Performance [continued]

8.3 PROGRAMME 3: INCUBATION AND IMPLEMENTATION SUPPORT FOR PROGRAMMES

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, financial modelling is currently being conducted to determine the financial implications and costs for offering such a service. Should this modelling provide evidence that this service is 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.

In the previous financial year GTAC started with the scoping of a business case based on the business model which was delivered in the prior financial year. The business model 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. The outcome of the business case will inform how GTAC plans for the remainder of the five-year Strategic Plan, 2023/24 to 2024/25.

8.3.1 EXPENDITURE TRENDS AND ESTIMATES PROGRAMME 3: INCUBATION AND IMPLEMENTATION SUPPORT FOR PROGRAMMES – RESOURCE CONSIDERATION

2023 MTEF Estimates

PROGRAMME 3	ADJUSTED BUDGET	2023 MEDIUM-TERM ESTIMATE			AVERAGE GROWTH (%)
R'000	2022/23	2023/24	2024/25	2025/26	2022/23 – 2025/26
Expenditure					
CoE	64,143	74,989	78,363	82,124	9%
Goods and services	62,046	17,594	15,225	11,739	-43%
Depreciation	542	590	616	644	6%
Total budget	126,731	93,173	94,205	94,507	-9%

Table 15: Programme 3 2023 MTEF Estimates

9. Resource Considerations

9.1 GTAC 2023 MTEF BUDGET PER PROGRAMME

2023 MTEF Budget per Programme

PROGRAMMES	CURRENT YEAR BUDGET	2023 MEDIUM-TERM ESTIMATE			AVERAGE GROWTH (%)
R'000	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26
Prog 1: Management and Support Services	63,542	64,831	60,799	63,719	0%
Prog 2: Technical and advisory services	116,541	114,341	121,095	125,112	2%
Prog 3: Project management unit	126,731	93,173	94,205	94,507	-9%
Total budget	306,815	272,345	276,099	283,338	-3%

Table 16: GTAC 2023 MTEF Budget per Programme



9. Resource Considerations [continued]

9.2 GTAC 2023 MTEF PER ECONOMIC CLASSIFICATION

GTAC's Economic Classification

STATEMENT OF COMPREHENSIVE INCOME	ADJUSTED BUDGET	2023 MEDIUM-TERM ESTIMATE			AVERAGE GROWTH (%)
R'000	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26
Revenue					
Non-tax revenue	193,734	146,432	146,762	147,363	-9%
Sale of goods and services other than capital assets	193,734	146,432	146,762	147,363	-9%
Sales by market establishment	190,074	142,654	143,970	144,571	-9%
Other sales	3,660	3,778	2,792	2,792	-9%
Other non-tax revenue	105,472	131,904	129,337	135,975	9%
Interest earned	24,150	44,925	49,724	52,796	30%
Transfers received- GTAC operations	52,930	52,681	55,952	58,459	3%
Transfers received- Infr Planning Support	22,689	23,510	23,661	24,721	3%
Transfers received: ECFE	5,703	4,797	-	-	-100%
Donor funds received	-	5,991	-	-	0%
Total revenue	299,206	278,336	276,099	283,338	-2%
Expenses					
Current expenses	315,762	269,154	272,766	279,856	-4%
Compensation of employees	146,706	162,423	169,732	177,880	7%
Goods and services	169,056	112,722	103,034	101,976	-16%
Depreciation	3,056	3,191	3,333	3,483	4%
Total expenses	318,818	278,336	276,099	283,338	-4%
(Deficit)	(19,612)	(0)	(0)	(0)	-98%
CAPEX					
CAPEX	3,979	2,935	3,050	3,171	-7%

Table 17: GTAC's Economic Classification

9. Resource Considerations [continued]

PMUs					
Revenue	126,731	93,173	94,205	94,507	-9%
Compensation of employees	64,143	74,989	78,363	82,124	9%
Goods and services	62,046	17,594	15,225	11,739	-43%
Depreciation	542	590	616	644	6%
Total expenses	126,731	93,173	94,205	94,507	-9%

Table 18: PMU's Economic Classification

9.3 EXPENDITURE ANALYSIS

For the 2023 MTEF period the total budget for GTAC will decrease from R318,818 million in 2021/22 to R283,338 million in 2025/26, with an average decrease of 0,4%.

GTAC reduced its baseline due to changes in the environment on both compensation of employees (CoE) and goods and services. The appropriation budget cuts that started in 2016/17 forced the entity to explore other ways of functioning efficiently to reduce spending. As a result, GTAC started reducing spending and focusing on priorities and fixed costs such as compensation of employees. Another factor contributing to the budget decrease is the conclusion of Youth Employment programmes that started in quarter 3 of the 2022 financial year.

Programme 1 shows a 0% average growth through the MTEF period. Growth is only seen on the employee compensation due to cost-of-living adjustment. The goods and services budget decreased by an average of 14%. The decrease is linked to the number of strategic projects that are completed or in the implementation stages. These include the procurement turnaround strategy, KIC framework to better integrate learning and capacity development into the system, and an expanded knowledge management function.

Programme 2 also provided for the cost-of-living adjustment on CoE. Goods and services saw 2% average growth. The small percentage increase is due to an increase in cost linked to the use of technical advisory services. The demand remained unchanged as potential to growth is limited due to the inherited drop coming from the start of the pandemic, as most departments had to reprioritise their technical project budgets.

Programme 3 shows an average drop of 9%. The compensation of employees grew by 9% due to the cost-of-living adjustment and few more additional posts on the Jobs Fund programme. Goods and services saw an average decline of 43%. This significant drop is a result of the completion of the Presidential Youth Employment (PYE) scheme and the National Pathway Management Network (NPMN). The programmes were budgeted for a year and the budget was rolled over to 2022/23. The Jobs Fund was appointed as the Fund Manager utilising GTAC's capacity.

GTAC's allocated budget did not increase during the MTEF period and the organisation responded to budget constraints by reviewing overall spending, ensuring efficiency and delivering its mandate with minimum cost implications. The increase on revenue, specifically interest, will be used to fund the possibility of a shortfall on the appropriated fund to break even.

9. Resource Considerations [continued]

9.4 COMPENSATION OF EMPLOYEES

NUMBER OF POSTS ON APPROVED ESTABLISHMENT		NUMBER OF FUNDED POSTS		RESVISED BUSGET						2023 MEDIUM-TERM ESTIMATE		AVERAGE GROWTH RATE %
				2021/22		2022/23		2023/24		2024/25		2025/26
		Number	Cost	Number	Cost	Number	Cost	Number	Cost	Number	Cost	
Salary Level	167	165	130,193	167	143,850	171	152,496	171	156,983	171	157,865	0.03
7-10	47	44	34,332	47	22,102	49	42,006	49	43,631	49	43,090	0.25
11-12	65	66	53,678	65	54,392	67	59,285	67	60,973	57	61,190	0.04
13-16	55	55	42,183	55	67,356	55	51,205	55	52,379	55	53,584	(0.07)

Table 19: Compensation of Employees



10. Key risks

10.1 GTAC Key Risks

OUTCOME	KEY RISK	RISK MITIGATION
Capacity of government institutions improved through provision of technical and advisory support	Budget constraints leading to insufficient funding to support delivery on the GTAC mandate	<ul style="list-style-type: none"> Continue to monitor and maintain the budget controls. Collect all debts as they become due. Ensure NT approval to use retained surpluses to fund budget shortfalls.
	Existential risk of GTAC as a stand-alone operating unit due to ineffective relationship with National Treasury	<ul style="list-style-type: none"> Continuous implementation of the strategic partnership framework for National Treasury and key stakeholders. Appoint a permanent Head: GTAC.
Responsive and customised services delivered for programme implementation support	Inability to attract and retain critical skills and expertise leading to poor service delivery	<ul style="list-style-type: none"> Internship programme that enables HR to recruit high performers in academic programmes aligned to GTAC needs. Succession planning and retention strategy developed and approved.

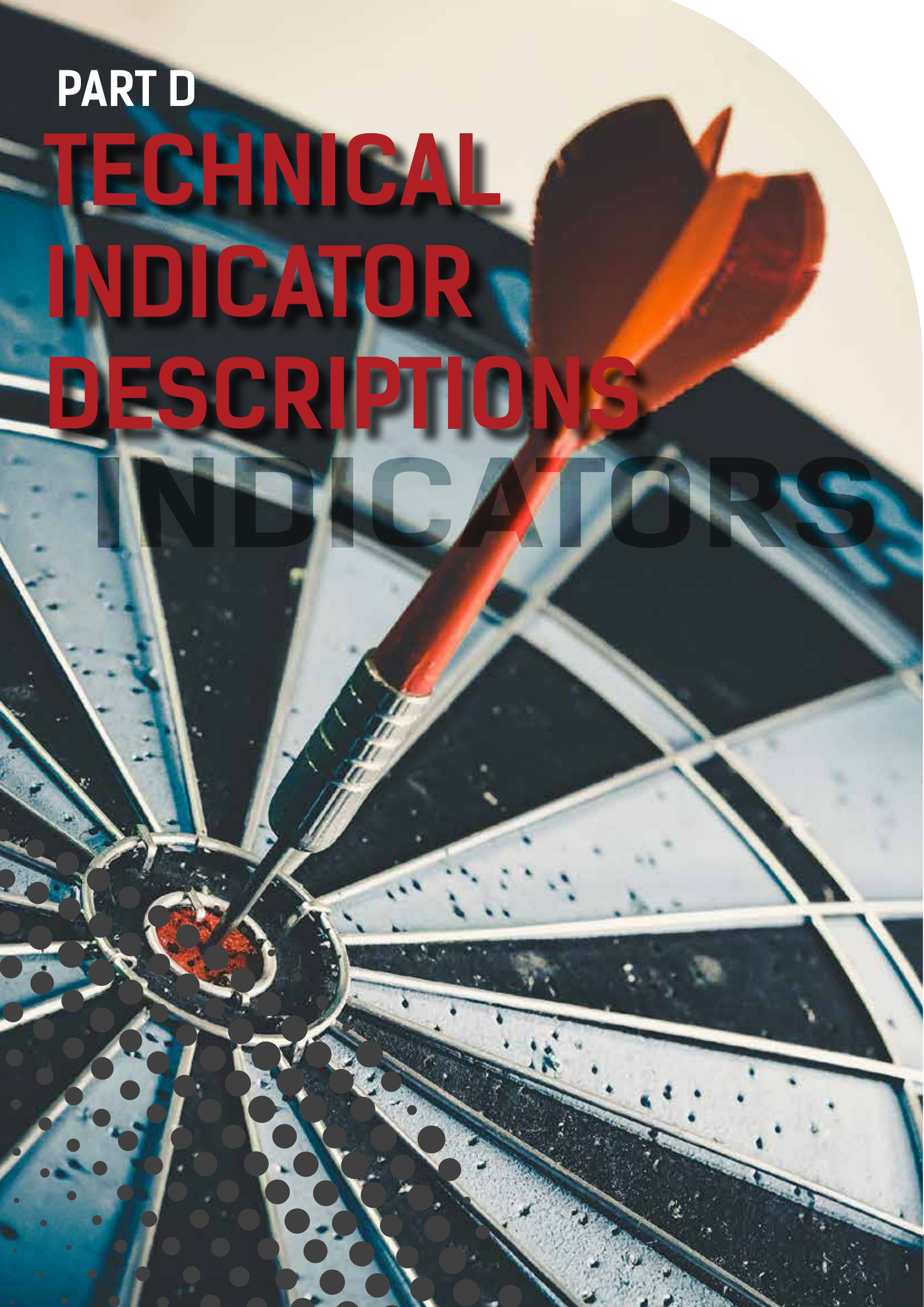
Table 20: GTAC Key Risk and Risk Mitigation Factors



PART D

TECHNICAL INDICATOR DESCRIPTIONS

INDICATORS



11. TIDS: PROGRAMME 1: MANAGEMENT AND SUPPORT SERVICES

11.1 Sub-programme 1.1: Financial Management (FM)

Indicator number and title	1.1.1 Unqualified audit opinion
Definition	<p>This indicator measures GTAC's efforts in ensuring good governance and internal control through effective administration of funds where funds paid to eligible applicants and recipients are accurate, punctual, and cost-effective as required by the applicable legislation.</p> <p>Unqualified audit opinion is defined as financial statements that are free from material misstatements with no material findings on reporting on performance objectives or non-compliance with legislation</p>
Source of data	Auditor-General's report, audit dashboard
Method of calculation or assessment	Simple count
Means of verification	Auditor-General's report and audit dashboard
Assumptions	<p>Financial and performance controls are in place and effective</p> <p>Compliance to laws and regulation.</p>
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative for year
Reporting cycle	Annual
Desired performance	Unqualified audit opinion
Indicator responsibility	Chief Director: Financial Management

Indicator number and title	1.1.2 Percentage of invoices received and paid in 30 days
Definition	<p>This indicator measures GTAC's compliance to 30 days' turnaround time when processing payments to creditors.</p> <p>30 days will start from the day when accurate invoice has been received by Finance with all the details confirmed, i.e., banking details, and approval by the relevant manager to confirm accuracy.</p>
Source of data	PASTEL datasheet and register of PMU's invoices received and paid
Method of calculation or assessment	$\frac{\text{Number of invoices received and paid within 30 days}}{\text{Total number of invoices paid}} \times 100$
Means of verification	PASTEL datasheet
Assumptions	All suppliers will submit their invoices after rendering the services
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Finalise all payments within the prescribed norm of 30 days
Indicator responsibility	Chief Director: Financial Management

12. TIDS: PROGRAMME 2: TECHNICAL AND ADVISORY SERVICES

12.1 Sub-programme 2.1: Capital Projects Appraisal Unit (CPAU)

Indicator number and title	2.1.1 Percentage of project appraisal reports completed
Definition	<p>The indicator measures the degree to which GTAC reviews and assesses infrastructure investment proposals received through the Budget Facility for Infrastructure (BFI) process, by advising on the value-for-money prospects, affordability, and efficiency in infrastructure expenditure.</p> <p>Appraisal reports are completed for each BFI proposal selected to undergo the detailed technical assessment and the compilation of these reports is led by analysts with inputs from various stakeholders involved in the process. The approval of the reports is done by the Head of CPAU and the outcomes of the appraisal process feed into the budget process through the Joint Technical Committee of the BFI.</p> <p>Reports are considered completed when approved by the Head of CPAU (through an email) to have met the quality standards.</p>
Source of data	Email (from clients/stakeholders)
Method of calculation or assessment	$\frac{\text{Number of appraisal reports completed}}{\text{Number of appraisal requests received}} \times 100$
Means of verification	<p>Approved appraisal reports</p> <p>The MOA between NT and GTAC, stand as an agreement that GTAC will conduct appraisals for NT.</p>
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	Annual
Desired performance	Provide advice that aids decision-making before funds are committed
Indicator responsibility	Chief Director: Capital Projects Appraisal Unit

Programme 2 [continued]

12.2 Sub-Programme 2.2: Institutional Development Support (IDS)

Indicator number and title	2.2.1 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 and within budget, as stipulated in the relevant project's governance documents (Memorandum of Agreement (MoA), Project Charter, and MoA Addendum) and/or as agreed with the client.</p> <p>A project is considered approved when a request has been submitted and approved by the IDS Chief Director, and is considered completed when the project closure report has been approved and submitted to the client.</p> <p>A project is considered completed on time if all project activities are complete within the duration specified in Article 1 of the Memorandum of Agreement or Addendum.</p> <p>A project is considered within budget if all project expenditure recorded is within the estimated costs specified in Article 2 of the Memorandum of Agreement or Addendum.</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 or straddle more than one financial year.</p> <p>Timeframes are defined in the Memorandum of Agreement (MoA) and may be extended by mutual agreement in an Addendum to the MoA.</p>
Source of data	Governance documents (Memorandum of Agreement (MoA), Project Charter, and MoA Addendum), Time management system (Ixsha) records.
Method of calculation or assessment	$\frac{\text{Number of approved projects completed on time and within budget}}{\text{Total number of projects completed}} \times 100$
Means of verification	Governance documents (Memorandum of Agreement (MoA), Project Charter, and MoA Addendum); Project closure report; Project budget vs actual reports.
Assumptions	<ul style="list-style-type: none"> Time frames are defined in the project's governance documents Financial resources / project budgets are defined in the Memorandum of Agreement (MoA) and Project Charter and may be increased by mutual agreement in an Addendum to the MoA and Project Charter.
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-Cumulative
Reporting cycle	Annual
Desired performance	Provide efficiencies in the completion of all projects delivered.
Indicator responsibility	Chief Director: Institutional Development Support

Programme 2 [continued]

12.3 Sub-Programme 2.3: Transaction Advisory Services and Public-Private Partnership (TAS&PPP)

Indicator number and title	2.3.1 Number of PPP capacity-building events held
Definition	<p>GTAC provides capacity-building initiatives such as training to PPPs through the PPP unit to contribute to government capacity-building initiatives and to capacitate institutions.</p> <p>This indicator measures the number of PPP capacity-building events delivered by GTAC both to government officials and other members of the public who have expressed interested in understanding the PPP process by applying to attend the course.</p>
Source of data	Programme agenda, attendance register, events calendar schedule
Method of calculation or assessment	Simple count
Means of verification	Attendance register
Assumptions	Institutions will attend the scheduled training
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Contribute to government capacity-building initiatives
Indicator responsibility	Chief Director: Transaction Advisory Services and Public-Private Partnerships

Indicator number and title	2.3.2 Number of memos submitted for consideration and approval by NT
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.</p> <p>Approval 1. Projects may also be supported to become ready for registration by NT. Recommendations to NT will be done through a memo.</p> <p>Registered, refers to projects that have been listed on PPP's project register.</p>
Source of data	Feasibility study, memo to NT, project registration register
Method of calculation or assessment	Simple count
Means of verification	Signed memorandum from GTAC CD: TAS and PPP submitted to NT
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	Quarterly
Desired performance	Increase in number of procurement ready projects
Indicator responsibility	Chief Director: Transaction Advisory Services and Public-Private Partnerships

Programme 2 [continued]

12.4 Sub-Programme 2.4: Public Expenditure and Policy Analysis (PEPA)

Indicator number and title	2.4.1 Percentage of spending review capacity building initiatives delivered
Definition	<p>This indicator measures the percentage of spending review capacity building initiatives delivered. Capacity building initiatives is defined as the process of developing and strengthening the skills of officials through providing spending review training.</p> <p><i>Delivered</i> means training has been completed.</p> <p><i>Agreed on</i> is defined as when there is a MoA/MoU in place for the capacity building initiative to be undertaken.</p>
Source of data	MoA, Training attendance registers, training invites (i.e., Outlook calendar)
Method of calculation or assessment	$\frac{\text{Number of capacity building initiatives delivered}}{\text{Number of capacity building initiatives agreed on}} \times 100$
Means of verification	<p>Training attendance registers</p> <p>Signed MoA between GTAC and the Client</p>
Assumptions	PEPA receives requests for spending review capacity building initiatives, clients have funding available to cover training costs, sufficient number of resources available to provide training
Disaggregation of beneficiaries (where applicable)	n/a
Spatial transformation (where applicable)	n/a
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	All spending review capacity building initiatives delivered
Indicator responsibility	Deputy Director-General: Public Expenditure and Policy Analysis

Programme 2 [continued]

Indicator number and title	2.4.2 Number of remuneration reports completed
Definition	<p>This indicator measures the degree to which PEPA conducts investigations on key drivers of compensation expenditure and personnel trends in government using PERSAL data.</p> <p>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, recommendations provided, and they may inform wage negotiations, and may be included as an annexure on the MTBPS.</p> <p>Completed is defined as a detailed analysis report submitted to NT: Budget Office, Public Finance, or other clients.</p>
Source of data	Requests from NT and or other interested stakeholders or analysis Remuneration report
Method of calculation or 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	<ul style="list-style-type: none"> 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

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