‘The history of every nation will be written in its public accounts.’

South African Reserve Bank Governor
GTAC HISTORY TIMELINE

2012
GTAC is promulgated as a government component by the Minister of Finance
- Mandate is to assist organs of state build their capacity for efficient, effective and transparent financial management.

2013
Process underway to agree on the moving specified functions and staff from the Treasury
- Development of a GTAC business plan

2014
Setting up office with Acting Head and secondment from Treasury
- Offices secured in Treasury
- Shared service level agreement
- Technical Assistance Unit, Public Private Partnership unit, National Capital Projects Appraisal Unit, and Employment Creation Facilitation (Jobs Fund) seconded to GTAC
- Expenditure Reviews programme seconded to Treasury from Department of Planning, Monitoring and Evaluation

2015
Building GTAC
- Consolidation phase of staff transfer completed
- Plans to refresh advisory panel
- Business units still operate independently
- Work begins to build a single GTAC

2016
Open procurement of technical experts
- Panel refreshed
- Long-term advisors appointed
- Business units continue to operate and generate business

2017
First GTAC strategy and annual performance plan approved by Minister
- Continued shared service agreement with treasury and building of resource team
- Consolidation and expansion of procurement team
- Clearer picture emerging of what kind of GTAC is needed
THE CURRENT STATE

Process of consolidating a ‘single GTAC’ is underway.
• GTAC is guided by a strategic intelligence that continuously maps its interventions against a changing environment.
• It responds creatively and strategically to new pressures and opportunities.
• Reflection and review are fundamental to the GTAC culture.

A balancing act between

Achieving greater operational efficiency

The value of the diverse experiences and competencies

THE FUTURE STATE

Building a GTAC that is more than the sum of its parts
MISSION STATEMENT
The Government Technical Advisory Centre (GTAC) promotes transparency and the effective management of public finances by assisting organs of state in building capacity for efficient, effective and transparent financial management. Its operating model provides technical consulting services, specialised procurement support, infrastructure project advice, and associated knowledge management and shared learning opportunities to build public sector capacity. These functions are undertaken through active partnerships with development agencies, universities, research centres and others in the non-state sector. GTAC seeks to stimulate debate and promote public discourse and understanding of policy, public economics and public financial management through a range of communication methodologies. It also draws on a programme for young graduates to build and sustain capability within the organisation.

VALUES
Accountability
Transparency
Inclusive, broad-based growth and development

INTEGRITY
LEGISLATIVE MANDATES

National Development Plan

In the context of government’s National Development Plan and Medium-Term Strategic Framework, GTAC’s primary contribution lies in helping to build a capable state. According to the National Treasury’s annual performance plan for 2016, the National Development Plan ‘charts a growth trajectory to reduce poverty and inequality, and envisages a country in which citizens have the capabilities to access available opportunities equitably. These capabilities include education and skills, decent accommodation, nutrition, safe communities, social security and transport, facilitated by a capable state and a growing, resilient economy.

Medium-Term Strategic Framework

The 2014–19 Medium-Term Strategic Framework directs government to invest in infrastructure development, create jobs, transform South Africa to a low-carbon economy, and bring about social transformation and unity. Within the current constraints in the fiscal environment, the National Treasury will continue to channel resources towards the critical outcomes of the National Development Plan and the Medium-Term Strategic Framework. The global economic crisis has caused a deceleration in economic growth, and South Africa’s low growth continues to place the fiscus under considerable pressure. This compels the National Treasury to be vigilant in managing competing demands on public funds.

In developing its strategic plan over the medium term, GTAC takes its direction from the Minister of Finance, in keeping with the provisions of its founding Notice.

Macro Economy

The macroeconomic challenges facing the public sector require a radical shift in terms of ensuring fiscal discipline and improving state competence. Given its mandate, model of delivery and emphasis on value for money, GTAC is well placed to help improve performance in the public sector. The focus on institutionalising effective knowledge management and shared learning platforms is an important contributory factor to delivering on GTAC’s value proposition of becoming a customer-centric, valued partner for organs of state.

National Treasury

GTAC draws its mandate from the responsibility of the National Treasury to promote transparency and the GTAC draws its mandate from the responsibility of the National Treasury to promote transparency and the effective management of public finances and to assist organs of state in building their capacity for efficient, effective and transparent financial management, as set out in section 6 of the Public Finance Management Act.
1.4 RATIONALE FOR GTAC

The GTAC business case argues for the consolidation of advisory and support activities from the National Treasury within a dedicated centre with skilled expertise. The centre provides a resource and knowledge base that can respond flexibly and professionally to service delivery constraints in the public sector by deploying the necessary technical and advisory expertise to address these challenges. Figure 1 highlights the benefits of establishing of a separate component of the Treasury with the primary task of providing technical and management advisory expertise.

Figure 1: Advantages of the central coordination of advisory functions

1 GTAC Business Case, 2011.
1.4.1 GTAC Principles

- Activities are client-focused and demand-driven.
- Diagnostic and management tools are adapted to public sector needs.
- Capacity building is based on partnerships and learning by doing.
- Evidence-based learning and advice are promoted.
- Sound and effective procurement and programme management processes are supported.
- Partnerships are a critical aspect of GTAC’s methodology.

GTAC is mandated to provide advisory services to organs of state in order to build their capacity for efficient, effective and transparent financial management. GTAC does this by:

- Rendering technical consulting services to departments and other organs of state
- Providing specialised procurement support for high-impact government initiatives
- Advising on the feasibility of infrastructure projects
- Providing knowledge management for projects undertaken
- Anything ancillary to the functions listed

GTAC has been granted ministerial approval to operate as a schedule 3A entity for financial management purposes. It therefore follows Generally Recognised Accounting Practice in its financial reporting.
The proposed organisational structure is being finalised and has been submitted to the Department of Public Service and Administration. GTAC will focus on consolidating its enabling capability (which includes all of the management support services) and ensuring that the financing model responds appropriately to clearly defined business priorities.

Figure 2: Proposed organisational structure

<table>
<thead>
<tr>
<th>Head of GTAC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transaction Advisory Services and PPPs</td>
</tr>
<tr>
<td>Capital Projects Appraisal</td>
</tr>
<tr>
<td>Technical Consulting Services</td>
</tr>
<tr>
<td>Public Expenditure and Policy Analysis</td>
</tr>
<tr>
<td>Strategy, Management and Communication</td>
</tr>
<tr>
<td>Human Capital Management and Corporate Support Services</td>
</tr>
<tr>
<td>Financial Management</td>
</tr>
<tr>
<td>Professional Services</td>
</tr>
<tr>
<td>Procurement</td>
</tr>
<tr>
<td>Jobs Fund</td>
</tr>
<tr>
<td>Municipal Finance Improvement Programme</td>
</tr>
</tbody>
</table>

LEGEND
Programme 1: Management and Support Services
Programme 2: Transaction and Advisory Services
Programme 3: Programme Management Units
PART A: GENERAL INFORMATION

PROGRAMME 1

Lindiwe Ndlela
Acting Head of GTAC

Subethri Naidoo
Chief Director:
Strategy, Management
and Communication

Besa Muthuri
Chief Director:
Human Capital Management
and Corporate Support
Services

Markus Rautenbach
Chief Director:
Financial Management

Graham Louw
Chief Director:
Professional Services
Procurement

PROGRAMME 2

Tumisang Moleke
Chief Director:
Transaction Advisory
Services and PPPs

Boitumelo Mashilo
Chief Director:
Capital Projects Appraisal

Emmanuelle Gille
Chief Director:
Technical Consulting Services

PROGRAMME 3

Najwah Edries
Deputy Director-General:
Jobs Fund

Xavier Mac Master
Chief Director:
Municipal Finance
Improvement Programme

Ronette Engela
Deputy Director-General:
Public Expenditure and Policy
Analysis