STRATEGIC PLAN
2025/2030

GOVERNMENT TECHNICAL ADVISORY CENTRE
Analyse, Adjust & Activate
National Treasury - Republic of South Africa

EXECUTIVE
AUTHORITY STATEMENT

FINANCE MINISTER, ENOCH GODONGWANA

As South Africa transitions into a new chapter with the formation of the 7th Administration following the 2024 elections, we are presented with both hope and a critical opportunity to set the country on a path towards sustained growth.

The Government of National Unity (GNU) is fully committed to addressing key national priorities, focusing on reducing unemployment, driving economic growth, advancing infrastructure development, and improving service delivery for the people of South Africa. It is with cautious optimism that we face the next five years. With the potential for increased GDP growth and significant progress in overcoming challenges like electricity load shedding, South Africa stands on the brink of brighter days. However, achieving this potential will depend on fundamental reforms and sound governance.

The 2025–2030 Strategic Plan for the Government Technical Advisory Centre (GTAC) forms a vital part of this broader national effort. Aligned with the Medium-Term Development Plan 2024–2029 and the National Development Plan, GTAC will continue to play a key role in building a capable, ethical and developmental state. Its mandate to ensure the transparent, efficient, and accountable use of government resources has never been more crucial.

Over the next five years, GTAC will be restructured into three key hubs: the Technical Advisory Hub, the Programme Management Hub, and the Business Support Hub. This reorganisation aims to improve efficiency, foster innovation, and provide targeted support for the government's developmental agenda. These changes reflect our commitment to enhancing the state's capacity to manage public resources effectively, ensure value for money, and deliver effective public services.

The challenges ahead are significant, from navigating fiscal pressures to meeting the rising expectations of our citizens. Yet, through the work of GTAC, we will equip government departments with the technical expertise, rigorous analysis, and innovative solutions required to drive sustainable development.

I commend the leadership and staff of GTAC for their unwavering dedication to our shared mission. Together, we can overcome the challenges we face and strengthen the foundation of a stronger and more capable state.

Let us move forward with hope and a renewed sense of purpose, building a future where South Africa's promise is realised through the effective use of its resources, strengthened public institutions and improved governance.

ENOCH GODONGWANA, MP
EXECUTIVE AUTHORITY OF GTAC
MINISTER OF FINANCE
REPUBLIC OF SOUTH AFRICA
Date:

ACCOUNTING OFFICER STATEMENT

ACCOUNTING OFFICER & ACTING HEAD, RONETTE ENGELA

The 2025–2030 Strategic Plan for GTAC marks a significant step forward in delivering on our mandate. Over the past five years, GTAC has proven its value as a key partner to government, providing technical and advisory services that have strengthened public financial management, improved evidence-based decision-making, reinforced public institutions' capacity, and supported infrastructure development and priority programmes.

Between the 6th and 7th Administrations, GTAC reflected on its performance over the past five years, identifying successes and areas for improvement. We also engaged extensively with National Treasury (our parent department), the government departments we collaborate with, and other key stakeholders. This Strategic Plan 2025–2030 is informed by a thorough evaluation of our performance, the outcomes we have achieved, and our vision for the future.

In preparing this strategic plan, we invested significant effort in envisioning GTAC's future and determining how best to position the organisation to contribute meaningfully to the goal of building a capable, ethical and developmental state.

The upcoming period will bring with it both challenges and opportunities. GTAC will transition to a hub-based structure, comprising the Technical Advisory Hub, the Programme Management Hub and the Business Support Hub.

This reorganisation is designed to sharpen our focus, streamline services, and foster greater collaboration across business units. This hub-based structure positions us to respond more effectively to the evolving needs of government. Our goal is to ensure that every project and service delivers measurable value to our clients and contributes to a more capable and responsive state.

Our work will remain closely aligned with the priorities of the National Development Plan (NDP) and the Medium-Term Development Plan (MTDP) 2024–2029. In a period of fiscal consolidation and complex public sector demands, GTAC's evidence-based analysis, technical advice on infrastructure projects, and capacity development for government institutions will be central to ensuring the effective and efficient use of public resources.

Over the next five years, we will expand our partnerships, leverage expertise to deliver robust evidence for decision-making, and drive innovative solutions across the public sector.

I am confident that the Strategic Plan 2025–2030 provides the foundation for GTAC to continue playing its role as a Centre of Excellence in Government. We look forward to working with public, private and academic institutions to enhance the state capacity.

R. Engela.

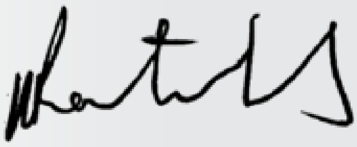
RONETTE ENGELA
ACCOUNTING OFFICER & ACTING HEAD
GOVERNMENT TECHNICAL ADVISORY CENTRE
Date: 31 January 2025

OFFICIAL SIGN OFF

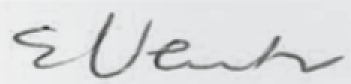
It is hereby certified that this Strategic Plan:

- Was developed by the GTAC's management under the guidance of Enoch Godongwana, Minister of Finance.
- Considers all the relevant policies, legislation and other mandates for which GTAC is responsible.
- Accurately reflects the Impact, outcomes and outputs that GTAC aims to achieve over the 2025–2030 period.

MARKUS RAUTENBACH
Chief Financial Officer



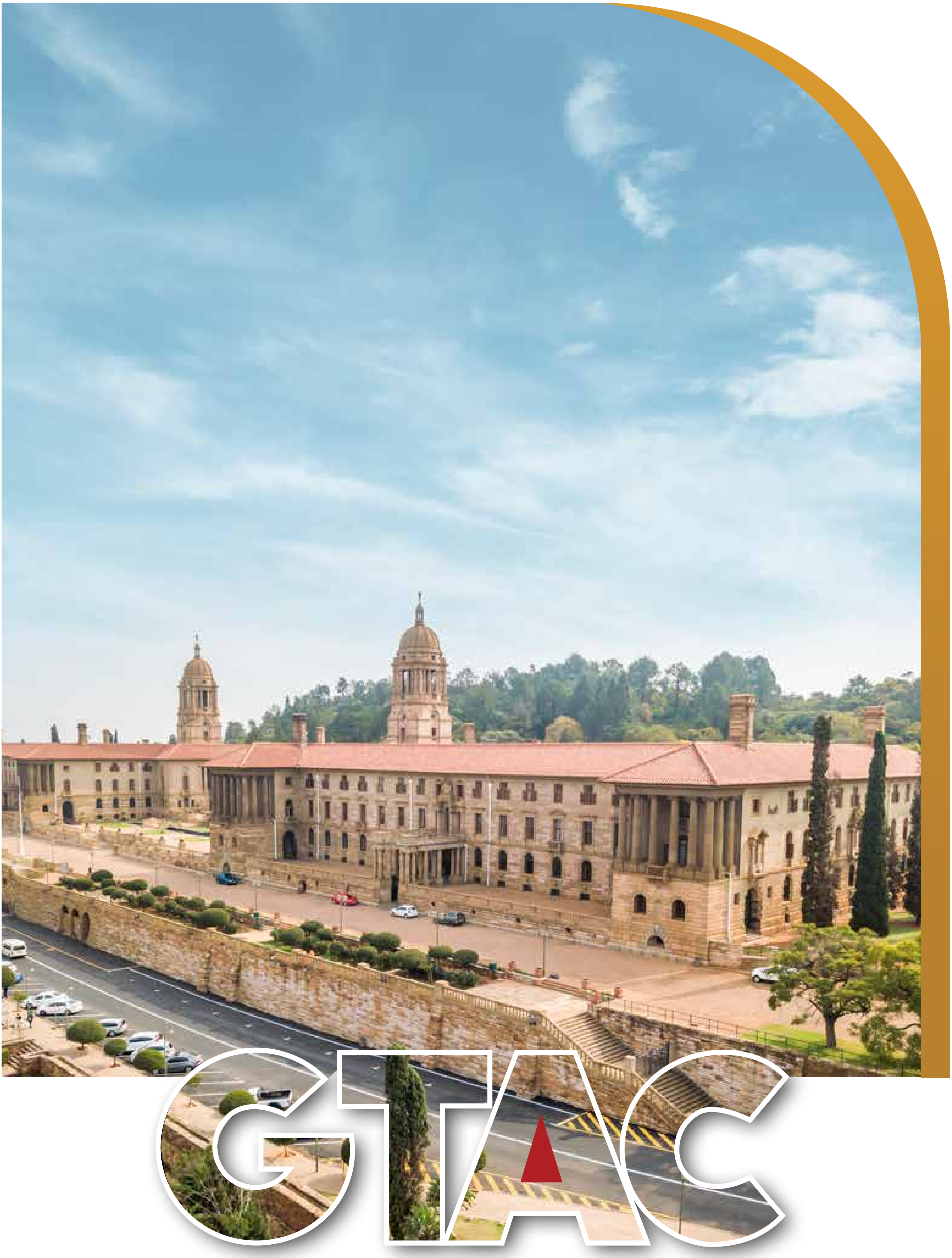
ELAINE VENTER
Chief Director
Strategy Management & Communications



RONETTE ENGELA
Accounting Officer

Approved by

ENOCH GODONGWANA
Executive Authority


GTAC

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LIST OF **ACRONYMS**

AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BAS	Basic Accounting System
BFI	Budget Facility for Infrastructure
CD	Chief Director
CPAU	Capital Projects Appraisal Unit
DBSA	Development Bank of Southern Africa
DG	Director-General
FM	Financial Management
GDP	Gross Domestic Product
GNU	Government of National Unity
GTAC	Government Technical Advisory Centre
HCM	Human Capital Management
IDS	Institutional Development Support
IFISA	Infrastructure Finance and Implementation Support Agency
ICT	Information and Communication Technologies
M&E	Monitoring and Evaluation
MFIP	Municipal Finance Improvement Programme
MOA	Memorandum of Agreement
MTBPS	Medium-Term Budget Policy Statement
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
NDP	National Development Plan
PEPA	Public Expenditure and Policy Analysis
PFM	Public Finance Management
PMU	Project Management Units
PPP	Public Private Partnership
PSP	Professional Service Procurement
SCM	Supply Chain Management
SMC	Strategic Management and Communications
TAS&PPP	Transaction Advisory Services and Public-Private Partnerships
TAU	Technical Assistance Unit

OUR **HISTORY**

GTAC was established in 2012 as a dedicated technical advisory centre to consolidate the National Treasury's various advisory and support activities. These functions, including the Technical Assistance Unit (TAU) and the Public-Private Partnerships (PPP) Unit, were initially located within the National Treasury, providing critical support for public financial management, infrastructure development, and public sector reform. However, the increasing complexity of and demand for technical expertise across government departments highlighted the need for a more agile, independent entity.

The decision to shift these functions into a separate entity was driven by the need to improve the responsiveness of technical assistance, streamline the coordination of advisory services, and establish a single-entry point for administrative support to priority programmes such as the Jobs Fund and the Municipal Finance Management Act. This shift also allowed for greater flexibility and responsiveness to government's needs, enabling GTAC to deploy specialised expertise more effectively, delivering improved analysis, capacity development, technical assistance, and advice across government.

OUR **EVOLUTION**

The evolution of GTAC can be understood in four key phases:

ESTABLISHMENT PHASE

The establishment phase focused on shifting the advisory and capacity development programmes from the National Treasury to the newly established GTAC. This involved laying the groundwork for organisational shifts and defining GTAC's mandate.

STABILISATION PHASE

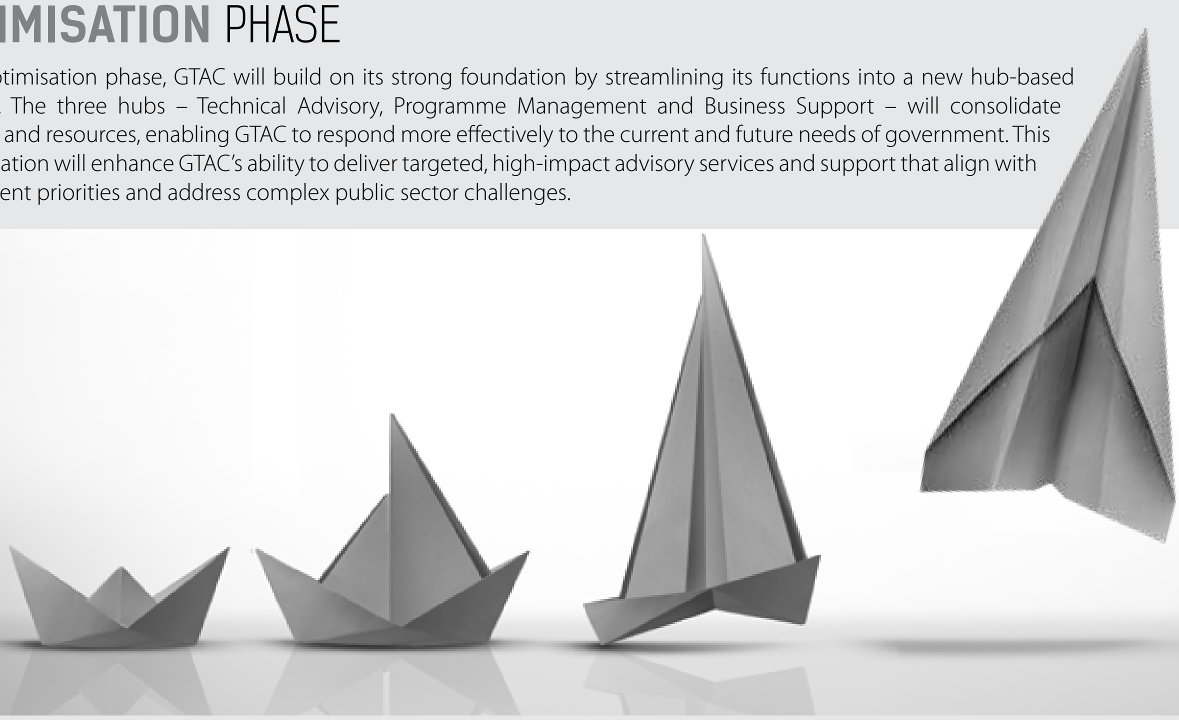
The stabilisation phase saw the transfer of staff from the National Treasury to GTAC, along with the recruitment of specialised technical experts to strengthen its capacity. This period was marked by the development of GTAC's first mid-term strategy and annual performance plan, formalising its operational and performance goals.

CONSOLIDATION PHASE

During the consolidation phase, GTAC refined its business model to enhance strategic alignment with government priorities and improve operational efficiency. This included strengthening internal processes, streamlining systems, and building a more robust organisational structure. The focus was to ensure that GTAC not only met its mandate, but also delivered high-quality advisory and technical services.

OPTIMISATION PHASE

In the optimisation phase, GTAC will build on its strong foundation by streamlining its functions into a new hub-based structure. The three hubs – Technical Advisory, Programme Management and Business Support – will consolidate expertise and resources, enabling GTAC to respond more effectively to the current and future needs of government. This reorganisation will enhance GTAC's ability to deliver targeted, high-impact advisory services and support that align with government priorities and address complex public sector challenges.



PART A {OUR MANDATE}

~ MANDATE

noun

- An official order or commission to do something.
- The authority to carry out a policy, regarded as given by the electorate to a party or candidate that wins an election.

Similar: instruction directive authority approval

1. CONSTITUTIONAL MANDATE

Chapter 10 of the South African Constitution sets out the key principles for public administration, emphasising ethical governance, efficient resource utilisation, and development-driven practices. It requires public administration to uphold high standards of professional ethics and calls for public resources to be used efficiently, economically and effectively. Public services must also focus on development, enhancing social and economic well-being.

GTAC advances these constitutional principles by supporting government efforts to strengthen public sector performance. Through advisory services, spending reviews, infrastructure assessments and programme management support, GTAC promotes the efficient, economical and effective use of scarce public resources. The Centre also strengthens the capability of state institutions to better deliver on their mandates, thereby contributing to development-oriented governance.

2. LEGISLATIVE & POLICY MANDATES

2.1 MANDATE

In terms of its Founding Notice, GTAC's mandate is to assist organs of state in building capacity for efficient, effective, and transparent **financial management**. To achieve this, GTAC is empowered to perform functions (subject to paragraph 3 of the Founding Notice), which delineate the scope of its work, including:

- render technical consulting services to COG departments and organs of state;
- provide specialised procurement support for high-impact government initiatives;
- offer advice on the feasibility of infrastructure projects;
- facilitate knowledge management for projects undertaken; and
- perform any ancillary functions related to the above.

2.2 MINISTERIAL INSTRUCTIONS

The Minister (provided that it is permitted under applicable legislation) may at any time and after consultation with the DG notify the Head of GTAC in writing to:

- provide services related to financial planning for and the costing of developing policies;
- conduct economic analysis and actuarial advice on programmes and projects; or
- perform other complementary or additional functions related to the functions listed in subparagraph (2) of the Founding Notice or items (a) or (b).

It is important to note that, in discharging its functions, GTAC is prohibited from providing services in competition with the private sector. Additionally, it may not participate in tenders or supply chain operations open to private sector service providers or specific categories of providers.[1]

Figure 1: GTAC's functions

THE FUNCTIONS OF GTAC ARE TO:

Source: Founding Notice (Government Gazette No 261).

- Provide technical consulting services to public institutions
- Provide specialised procurement support for high-impact government initiatives
- Render advice on the feasibility of infrastructure projects
- Provide knowledge management for projects undertaken

UNDER MINISTERIAL INSTRUCTIONS, FOLLOWING CONSULTATION WITH THE DG, GTAC CAN:

- Provide services in respect of financial planning for and the costing of policies
- Provide economic analysis and actuarial advice on programmes and projects
- Perform any related or complementary functions to its core functions

[1] *See section 3.8 of the Founding Notice.*

It is important to note that, while GTAC is empowered under its Founding Notice to provide advice on the feasibility of infrastructure projects, there is a strategic shift within government to strengthen capacity for infrastructure financing and implementation. In the 2024 Medium-Term Budget Policy Statement (MTBPS), the government announced a transformation in its approach to public infrastructure by creating conditions to attract private sector investment. This shift involves integrating project preparation support, transaction advisory services, and financing into a unified structure.

This new structure will consolidate the Technical Advisory Services and Public-Private Partnerships (TAS&PPP) Unit and Capital Projects Appraisal Unit (CPAU), currently housed within GTAC, with the Infrastructure Fund into a single programme. The programme will be managed by the Development Bank of Southern Africa on behalf of National Treasury, ensuring a more streamlined and coordinated approach to public infrastructure delivery.

3. INSTITUTIONAL POLICIES & STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

Several policies and strategies have shaped and will continue to guide GTAC's work over the 2025–2030 period. Chapter 13 of the NDP focuses on building a capable and developmental state that delivers better outcomes for the people of South Africa. This NDP chapter emphasises the importance of strengthening the public service and government institutions.

Through its work with government departments, municipalities and public entities, GTAC strengthens institutional performance, facilitates public sector reforms, and supports the implementation of policies and programmes. Its efforts in supporting evidence-based decision-making, efficient resource allocation, and knowledge sharing are (and will continue to be) pivotal to achieving the capable state envisioned in Chapter 13 of the NDP.

GTAC primarily contributes to two main priorities in the Medium-Term Development Plan (MTDP) for 2024–2029 through its technical assistance and programme support services:

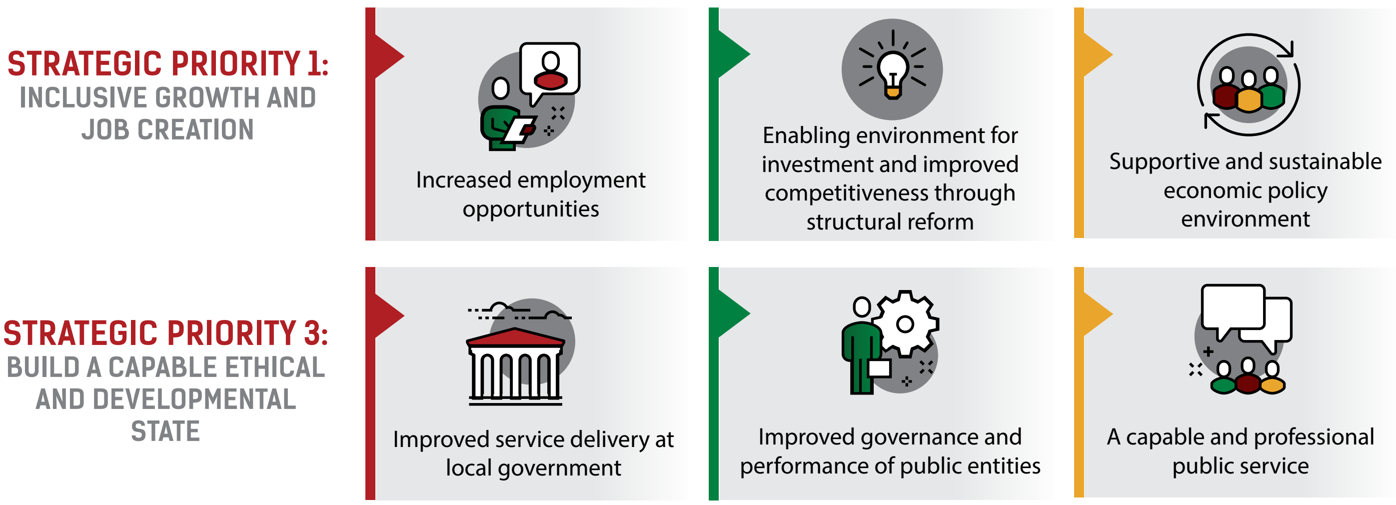
- Strategic Priority 1: Inclusive growth and job creation.
- Strategic Priority 3: Build a capable, ethical and developmental state.

Through its advisory services, technical assistance, projects, and implementation support services to government departments and entities, GTAC contributes to three of the eight outcomes under Strategic Priority 1, and three of the five outcomes under Strategic Priority 3.

Under **Strategic Priority 1**, GTAC provides extensive support across various sectors through research, analysis, and advisory services, enabling the government to make informed decisions to enhance economic policy and improve the design of government programmes.

In alignment with **Strategic Priority 3**, GTAC focuses on institutional design, organisational optimisation, and implementation support to strengthen the government's capacity to achieve strategic objectives. By improving institutional design and streamlining organisational structures, GTAC ensures the government operations are agile, efficient, and fit-for-purpose to support their mandate delivery. Additionally, GTAC provides direct administrative and operational support to facilitate the implementation of priority programmes, enhancing the government's ability to achieve developmental outcomes.

Figure 2: GTAC's contribution to MTDP priorities and outcomes



Source: MTDP.

4. RELEVANT COURT RULINGS

There are no court rulings anticipated to impact GTAC's work during the 2025–2030 period.

PART B {STRATEGIC **FOCUS**}

~ STRATEGIC

adjective

- Relating to the identification of long-term or overall aims and interests and the means of achieving them.

Similar: planned calculated deliberate tactical

1. OUR VISION

To be the trusted partner and driving force behind a capable and developmental state, empowering government with expert and affordable advice and technical support to enable sound public finance management and better service delivery.

2. OUR MISSION

To provide high-quality, cost-effective advisory services and support that solve complex problems, enhance government efficiency, and improve service delivery. As an agile, independent and professional agency embedded within the government, we leverage our deep knowledge of the public sector to offer customised, value-for-money advice and support to government institutions. By doing so, we strengthen public finance management, build institutional capacity, and enhance governance in the public sector.

3. OUR VALUES & BEHAVIOURS

Our values are fundamental to the way we work and deliver on our strategy. We actively embody these values in our behaviours and demonstrate them in every aspect of our work.

INTEGRITY

We act with integrity and adhere to the public sector code of conduct.
We provide unbiased advice to public institutions and act with impartiality.

PROFESSIONALISM

We deliver on time, within budget, and in line with the agreed scope of work.
We are agile and responsive to our clients' evolving needs.

EXCELLENCE

We pursue excellence, delivering high-quality work for the institutions we serve.
We strive to learn, and continually improve our methods and approaches.

INNOVATION

We adopt and promote innovative methods, tools, and technologies to solve complex developmental and governance challenges. We are always looking for new ways to improve our work.

COLLABORATION

We work as a team within our organisation to leverage our internal expertise and experience. We partner with public, academic, non-profit, and private sectors to build trusted relationships with stakeholders and achieve better outcomes

RESPECT

We value one another and our differences. We treat everyone as equals.
We are strengthened by diverse voices and engage stakeholders with humility.

4. SITUATIONAL ANALYSIS

4.1 OVERVIEW

GTAC is a government component of the National Treasury, established in 2012 to support government institutions in building state capacity in financial management. This situational analysis outlines the internal and external factors influencing GTAC's operational environment and strategic focus over the five-year planning period (2025–2030). It draws on past and emerging trends, and incorporates key insights from evaluation of GTAC's 2020–2025 Strategic Plan.

4.2 EXTERNAL ENVIRONMENT

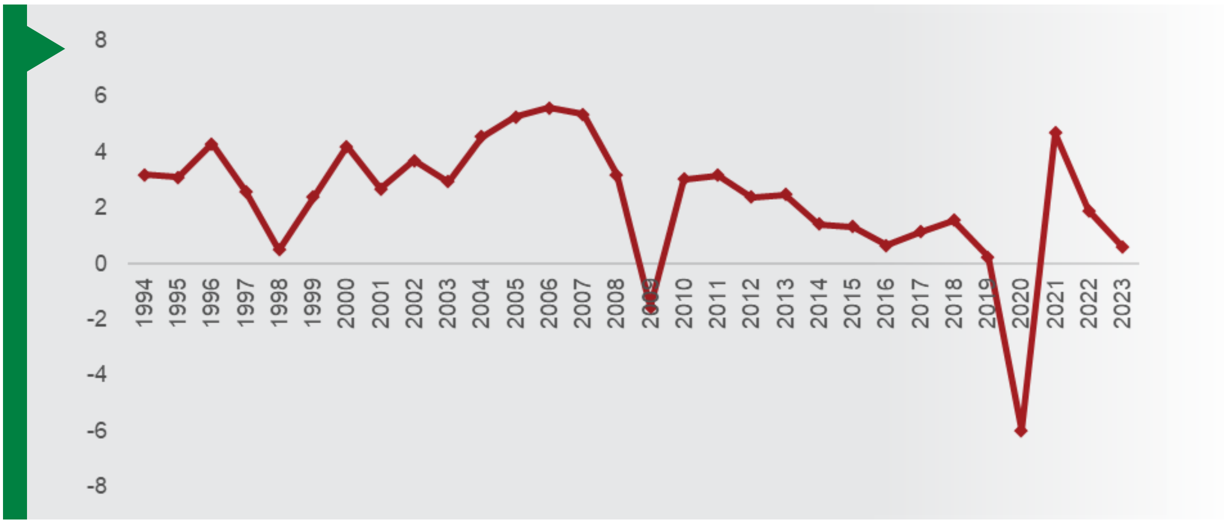
4.2.1 Macroeconomic outlook

In 2024, South Africa marked 30 years of democracy – a significant milestone that presents an opportunity to reflect on the country's economic trajectory over the past three decades. The nation has experienced periods of both robust growth and notable stagnation. In the years immediately following the end of apartheid, South Africa enjoyed strong economic growth, peaking at 5.6% in 2006, fuelled by a global commodity boom and sound macroeconomic management.

However, the global financial crisis of 2008 marked a turning point. Since then, economic growth has slowed considerably, with the economy expanding by an average of less than 1% per year between 2011 and 2023. This sluggish growth falls far short of the 6% annual growth rate required to meet the development targets outlined in the NDP.

Amid this slow economic growth, South Africa has struggled to expand its revenue base, resulting in an increased reliance on borrowing to finance its funding requirements. Consequently, the debt-to-GDP ratio surged from approximately 26% in 2008 to 72.2% in 2023, driven largely by increased government borrowing to finance persistent deficits.

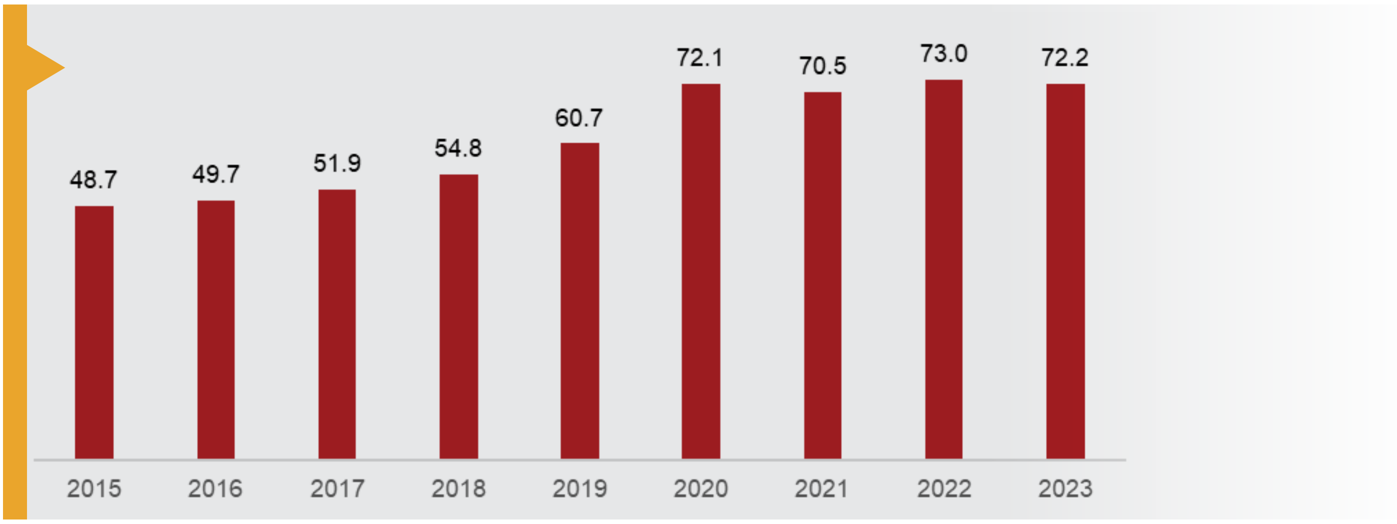
Figure 3: Annual GDP growth rate, 1994–2023



Source: World Bank Open Data Portal.

In response to this unsustainable debt trajectory, the South African government introduced a fiscal consolidation programme in 2021, following the Covid-19 pandemic. This programme aimed to stabilise the debt burden and focused, in part, on reducing government expenditure to contain rising debt levels and restore fiscal sustainability.

Figure 4: Debt-to-GDP ratio, 2015–2023



Source: World Bank Open Data Portal.

4.2.2 Socio-economic challenges

South Africa continues to face one of the highest unemployment rates globally, particularly among the youth. Overall unemployment stands at 32.9% and youth unemployment at 45.5% for individuals aged 15 to 34.[2]

Moreover, inequality remains deeply entrenched, with South Africa ranking as one of the most unequal societies in the world. The Gini coefficient, which measures income inequality on a scale from 0 (perfect equality) to 1 (maximum inequality), has remained high since 1994. Estimated at 0.59 in 1993, it increased to approximately 0.63 by 2022, highlighting widening disparities in income distribution.[3]

These persistent disparities contributed to the July 2021 unrest, one of the most significant and widespread civil disturbances in South Africa since the end of apartheid. The riots, which began in KwaZulu-Natal, quickly escalated into widespread looting, violence and property destruction. The unrest spread to Gauteng province, affecting major urban centres such as Johannesburg, and caused substantial economic and social damage. By the end of the unrest, over 300 people had lost their lives, thousands of businesses were looted or destroyed, and damage to property and infrastructure was estimated at around R50 billion.[4]

To address and mitigate the effects of extreme poverty, the government has extended the social wage. The social grant system has grown rapidly, providing essential support to over 18 million individuals – a sharp increase from the 2.5 million beneficiaries in 1994. Education enrolment has improved, with nearly universal primary school attendance and growing secondary school enrolments, though some challenges in education quality remain.

Between 2020 and 2022, the economic impact of the Covid-19 pandemic in South Africa was profound and far-reaching, exacerbating pre-existing structural challenges and creating new obstacles for recovery. The pandemic triggered the country's most severe recession in over a century, with GDP contracting by 7% in 2020 as lockdowns disrupted business activity, trade and investment. Key sectors such as tourism, hospitality, retail, and manufacturing were hit particularly hard, leading to widespread business closures and job losses. Unemployment, already a persistent challenge in South Africa, surged, peaking at over 35% in 2021, with youth unemployment exceeding 60%.

To support the workforce and businesses during the pandemic, the government implemented emergency relief measures, including the Social Relief of Distress Grant, the Temporary Employer-Employee Relief Scheme, and business rescue packages. These measures contributed to pushing the debt-to-GDP ratio to over 70%. While providing critical relief to millions of vulnerable households, they significantly strained public finances. Despite these interventions, the slow pace of economic recovery has left many sectors struggling to return to pre-pandemic levels. The economic effects of the pandemic were further exacerbated by electricity load shedding, with 2023 being one of the most severe years for power outages.

4.2.3 Environment and climate change

Over the past decade, the impact of climate change on South Africa has become increasingly evident, manifesting through extreme weather events, such as severe floods and droughts. One of the most notable events was the catastrophic flooding in Durban and parts of KwaZulu-Natal in April 2022. Triggered by unusually heavy rainfall, the floods claimed over 400 lives, displaced thousands, and caused extensive damage to infrastructure, including roads, bridges, and homes. The economic cost of the disaster was estimated at around R17 billion. These heavy rains were linked to climate change-induced shifts in weather patterns, with more frequent and intense storms predicted for the region due to rising global temperatures. The floods also underscored the vulnerability of poor communities living in informal settlements, many of which were hardest hit by the deluge.[5] The frequency of such severe weather events is likely to increase, placing additional strain on public resources.

4.2.4 Geopolitical factors

Global uncertainties and geopolitical volatility have a significant impact on the South African economy. Events such as the Russia-Ukraine conflict and, more recently, conflicts in the Middle East have disrupted trade and driven up the prices of essential goods. These conflicts contribute to rising fuel and food prices, increasing the cost of living and furthering the household reliance on government grants.

These global tensions also affect key economic sectors. Of relevance to GTAC's work is the infrastructure sector, where rising building costs – due to supply chain disruptions and increased materials prices – have delayed the construction of critical infrastructure.

Domestically, the May 2024 elections brought shifts in the country's political landscape at both the national and provincial levels. Following a closely contested election, no single party secured an outright majority, leading to the formation of a Government of National Unity (GNU). The GNU model aims to foster unity, promote inclusivity, and address pressing socio-economic challenges.

At the local government level, the 2021 elections also resulted in significant changes. In many municipalities, no party won an outright majority, leading to the formation of coalition governments. These coalitions, often comprised of politically diverse parties, have tended to struggle with internal conflicts, leading to political instability, frequent changes in administrative leadership, and governance disruptions, particularly in the metros.

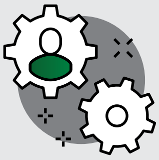
[2] *Stats SA (2004) Unemployment in South Africa: A Youth Perspective. Available online here.*
[3] *Statista (2024) Socio-Economic Indicators South Africa. Available online here.*
[4] *Daily Maverick (2022) Cyril Ramaphosa: "Attempted July Insurrection" left two million jobless and wiped away R50bn from the economy. Available online here.*
[5] *Daily Maverick (2022) Explainer: Why KZN was flooded and why it's likely to happen again. Available online here.*

4.2.5 Implications of the external environment on GTAC's work

The external environment for GTAC presents both risks and opportunities, shaped by fiscal consolidation, evolving political dynamics, technological advances, and climate change.

Fiscal consolidation, while necessary to stabilise public debt, presents a key challenge for GTAC. Budget constraints could limit funding available for advisory services to departments and entities. Budget cuts are likely to reduce resources for research, analysis, and the procurement of technical advisory services.

At the same time, fiscal consolidation increases the demand for technical expertise to ensure that government operations are efficient and cost-effective. Like many other developing countries, government departments are expected to do more with less. Here, GTAC's role in promoting resource optimisation, value-for-money, and streamlined public expenditure becomes even more critical. High-quality analysis and robust evidence will be vital to help decision-makers allocate resources effectively.



The establishment of a GNU brings fresh **political perspectives and priorities**. A key priority for the GNU will be enhancing the capability of the state. This presents significant opportunities for GTAC to build on its existing work by supporting institutional reviews, optimising government structures, and contributing to discussions on public sector reforms. By leveraging its experience and innovative approaches, GTAC can play a pivotal role in shaping the future of government operations and service delivery.

Technological advances, particularly in big data analytics, artificial intelligence (AI), and digital governance, offer opportunities for GTAC to enhance its advisory services and improve public sector efficiency. These technologies enable the use of big data and analytics to inform policy and programme decisions. GTAC can harness such tools to improve the accuracy and efficiency of its advisory services, helping government departments make more informed decisions.

Recent **legislative changes** present opportunities for GTAC. The Public Procurement Act (2024) is designed to streamline procurement processes across government. Once its regulations are promulgated, the Act will address some of the challenges GTAC has faced in intra-governmental contracting. For GTAC, the Act opens new opportunities to offer its technical advisory services across a broader range of government projects, encouraging greater collaboration between public sector entities. Additionally, GTAC's procurement expertise can help government departments comply with the new regulations and optimise their procurement processes.

4.3 INTERNAL ENVIRONMENT

4.3.1 Strengths

The evaluation of the Strategic Plan 2020–2025 has highlighted the significant progress GTAC has made in establishing a strong operational foundation. It provides a comprehensive assessment of the organisation's strengths and weaknesses.

GTAC's work is **closely aligned with the mandate of the National Treasury**, contributing to improved public finance management and supporting priority government programmes.

One of GTAC's primary strengths lies in its **deep understanding of the public sector**, including its regulatory frameworks and operational requirements. This expertise allows GTAC to provide highly relevant and customised advisory services, as evidenced by a significant proportion of clients selecting GTAC for its deep understanding of public sector needs.

GTAC offers **specialist expertise** that enables the organisation to provide advisory services on complex policy problems, where government departments may lack the internal expertise required for such analyses. Additionally, GTAC has developed advanced statistical techniques to analyse large datasets. This analytical capability has supported the National Treasury in modelling the sustainability of wage increases in the public sector.

Client feedback indicates **high levels of satisfaction** with GTAC's services, with 91% of clients reporting they are satisfied or very satisfied with the quality of the work delivered. Additionally, 38% of clients are repeat customers, underscoring GTAC's ability to build trust and long-term relationships. Known for its reputation in delivering reliable and high-quality services, GTAC has strengthened its client relationships.

91% **reported satisfaction with the GTAC teams' level of expertise and knowledge**

GTAC's ability to deliver high-quality services at a **reasonable cost is another key strength**. About 68% of Long-Term Advisors and 53% of Technical Advisors report that the rates charged by GTAC are lower than those offered by other public sector clients. Similarly, 63% of clients surveyed indicated that GTAC's rates were either lower than or comparable to those of other service providers. GTAC's rates are also significantly lower than those suggested for consultants by the Department of Public Service and Administration (DPSA). Overall, this suggests that GTAC offers **good value for money**.

GTAC's processes and systems show a **growing level of maturity**. The organisation has maintained **strong financial management practices**, consistently achieving clean audits. GTAC's procurement processes are regarded as efficient, especially compared to other public sector entities, positioning the organisation as a model for public sector procurement.

54% **of staff surveyed reported a significant improvement in the efficiency of internal processes**

Additionally, GTAC's knowledge management efforts, such as the Knowledge Hub and webinars, have been effectively **disseminated evidence-based insights to government stakeholders**, fostering continual learning across departments. Furthermore, GTAC's capacity development initiatives, particularly through the Public Economics Conference, have significantly contributed to strengthening public finance management, aligning with its mandate to enhance state capability.

4.3.2 Weaknesses

The core challenge identified at GTAC is the need to **better integrate its diverse functions**, which have historically operated in "silos". GTAC's decentralised model has allowed flexibility within its business units, giving it the ability to focus on delivering services to its clients. However, this approach has, in some cases, resulted in a lack of collaboration and cohesion across the organisation. In turn, this has led to missed opportunities for knowledge sharing and internal synergies. The proposed hub structure is intended to address this weakness and foster greater collaboration across GTAC.

Since its establishment, GTAC has operated under four acting heads. This **lack of permanent, consistent leadership** has negatively impacted organisational morale and hindered the effective implementation of long-term strategic initiatives.

Although GTAC has a strong track record of delivery, the evaluation highlights the need to strengthen **management capacity**, particularly in communication and engagement with staff. Employee feedback reveals mixed perceptions of senior management's **ability to communicate and engage** meaningfully. There is a clear need for more structured and transparent communication from leadership, to ensure that all staff members are aligned with GTAC's strategic objectives and feel supported in their roles. Furthermore, concerns about workload management and resource allocation persist, with some employees experiencing high levels of pressure due to understaffing in critical areas.

Strengths

- Strong alignment with National Treasury's mandate.
- Specialised expertise.
- Client satisfaction and goodwill.
- Agile and responsive.
- Increased visibility.
- Strong capacity development track record.
- Efficient financial management and procurement processes.
- Increased use of technology to automate administrative processes.
- Advanced analytical capabilities.

Weaknesses

- Lack of leadership continuity.
- Siloed operations.
- Weaknesses in internal communication.
- Workload and staffing pressures.

Opportunities

- Renewed emphasis on the economical, efficient and cost-effective use of public resources.
- Increased appetite for evidence and analysis to inform decision-making.
- Leveraging legislative changes, such as the Public Procurement Act (2024) to expand services.
- Increased focus on infrastructure investment and climate-resilient infrastructure.
- Strengthening partnerships with public, private, and academic institutions.

Threats

- Reduced budgets for advisory services.
- Less funding for infrastructure investment due to fiscal consolidation.
- Continued political instability in local government.
- Increased regulatory compliance requirements.
- Risks associated with evolving global economic conditions, such as rising fuel and material costs.

5. HOW WILL WE DELIVER ON OUR STRATEGY?

5.1 OUR THEORY OF CHANGE

GTAC's Theory of Change illustrates how the organisation will contribute to building a capable, ethical, and developmental state. GTAC's work will focus on four key activities: (i) research, analysis, and advice; (ii) capacity development; (iii) supporting and facilitating implementation; and (iv) sharing and disseminating knowledge. Each of these activities translates into outputs – the services that GTAC delivers.

5.1.1 Analytical and advisory services

GTAC delivers advice on institutional design, operations optimisation, strategy facilitation and public finance management (PFM) analysis. It also conducts pre-capital and capital appraisals to assist in better public sector investment decisions. Over the 2025–2030 Strategic Plan, its analytical and advisory service offerings will be expanded. The **Technical Advisory Hub** will take the lead in delivering these services to clients across all three spheres of government.

5.1.2 Capacity development

GTAC will leverage its extensive experience in training and capacity development to strengthen its current offerings while developing new programmes tailored to the evolving needs of government. This ensures that government departments are equipped with the necessary skills and knowledge to use data to improve their performance.

Capacity development approaches will include dedicated training, in-project capacity development and mentoring, depending on the client need and circumstances. Training, capacity development and skills transfer will be a **cross-cutting competency** offered by **all GTAC hubs**.

5.1.3 Programme and implementation support

- A critical component of GTAC's work is facilitating the implementation of government programmes and projects as well as providing shared services. GTAC will achieve this through two key activities. Over the next five years, it will enhance its capacity to support the government's development agenda by establishing the **Programme Management Hub** and a **Business Support Hub**.
- The **Programme Management Hub** will facilitate the incubation and early implementation of priority programmes, ensuring they gain momentum and achieve early-stage success.
- The **Business Support Hub** will augment internal capacity within government entities, allowing GTAC to deliver shared services that enable these entities to focus on their mandates and core functions.

5.1.4 Knowledge sharing

Lastly, GTAC will continue to play a central role in **knowledge dissemination**. The organisation will host conferences and webinars, providing platforms for stakeholder engagements and will publish newsletters and insights regularly. It will also develop a more targeted dissemination strategy to ensure that evidence reaches key decision-makers at the right time. All the hubs will be expected to contribute to GTAC's knowledge-sharing efforts.

5.1.5 Outcomes

Collectively, these outputs result in three **immediate outcomes** (referring to the benefits of GTAC's work to public sector institutions):

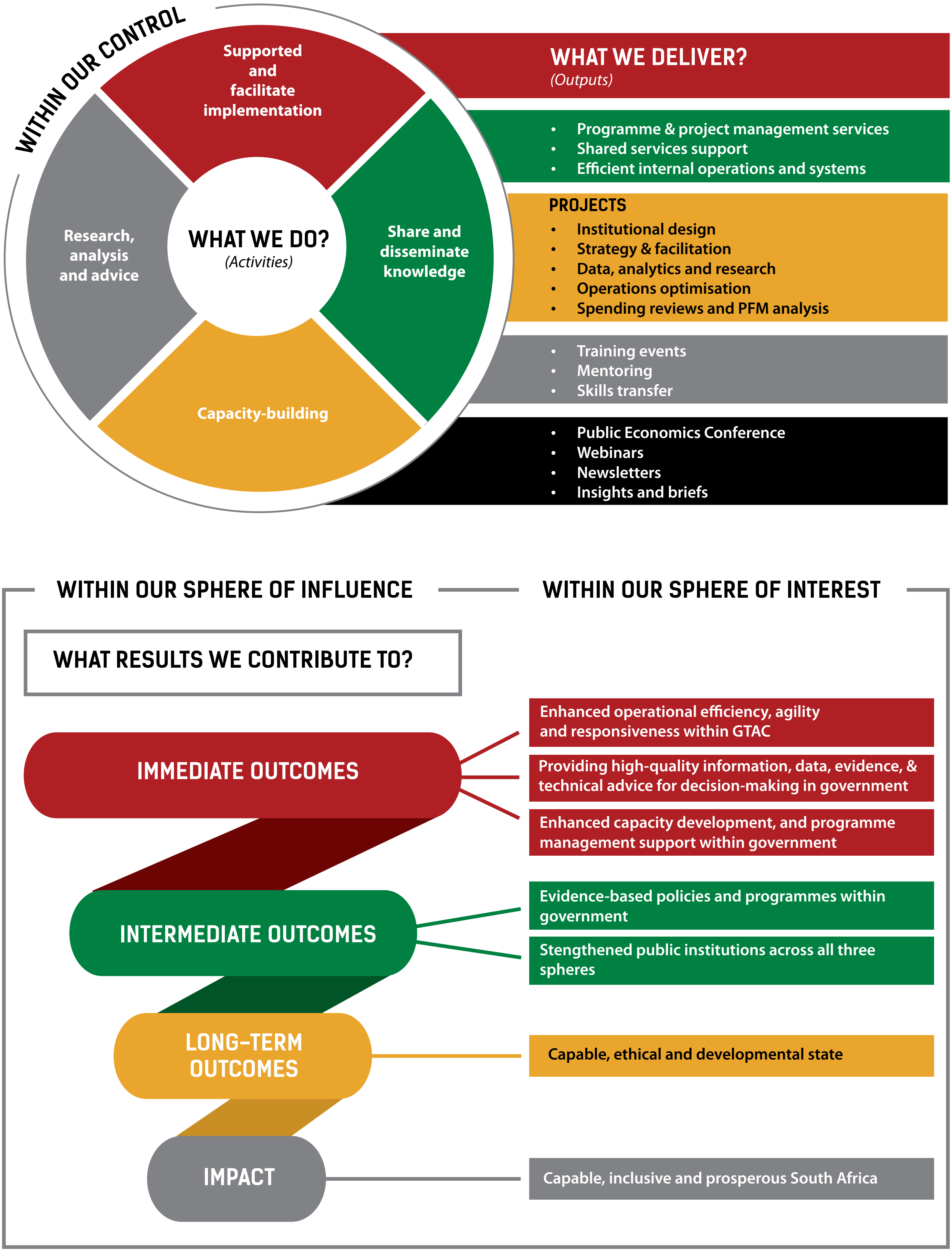
- **Improved data and evidence for decision-making**: Public sector decision-makers gain better access to reliable data and evidence, enabling more informed decisions around policies and operations.
- **Enhanced institutional capability**: Public institutions improve their internal processes and efficiency, allowing them to operate more effectively and deliver services more efficiently.
- **Better capital investment decisions**: GTAC's appraisals and advice lead to more strategic and sound capital investment decisions, optimising the allocation of public funds towards infrastructure and development projects.

Building on the immediate outcomes, **intermediate outcomes** emerge, which are central to strengthening public institutions and enabling long-term development. These include:

- **Strengthened and higher-performing public institutions**: Public institutions become more capable, ethical and effective, allowing them to fulfil their mandates and improve service delivery to citizens.
- **Increased infrastructure development**: Through improved capital investment decisions, public infrastructure development accelerates, addressing key national needs in sectors such as transport, health and education.

In the long term, GTAC's efforts contribute to the creation of a **capable, ethical and developmental state**. This is characterised by strong, accountable institutions that are both effective and transparent. Ultimately, a capable state contributes to sustainable socio-economic development and improved service delivery, contributing to a **capable, inclusive and prosperous South Africa**.

FIGURE 3: GTAC'S THEORY OF CHANGE



Source: GTAC (2024)

GTAC's Theory of Change is grounded in the principle of **contribution rather than attribution**. This means that GTAC recognises that the outcomes and impacts achieved through its activities are the result of multiple factors, actors, and influences working together, rather than solely its own efforts. GTAC's role is to contribute to broader system-wide changes by providing technical advisory services, building capacity, facilitating project implementation, and disseminating knowledge in government.

GTAC's Theory of Change is grounded in the following key assumptions that are critical to the success of its interventions and the realisation of its long-term outcomes:

- **Government institutions will give serious consideration to GTAC's recommendations**: It is assumed that institutions are willing to adopt and act on the recommendations and advice provided, including institutional design reforms, operational improvements, and data-driven decision-making. Without buy-in from key stakeholders, even the most robust advisory services may not lead to meaningful change.

- **Public institutions have the capacity to absorb and implement new knowledge and use evidence for decision making**: GTAC assumes that institutions are able to integrate technologies, methodologies, and knowledge effectively into their operations. Without this absorption capacity, institutions may not be sustainable. Public institutions are assumed to use data and research provided by GTAC to inform policies and programmes effectively.

- **Availability of funding**: GTAC assumes sufficient funding will be made available for technical advisory services, programme management services, and business support services.

- **Increased availability and use of evidence for decision-making**: Public institutions are assumed to use data and research provided by GTAC to inform policies and programmes effectively.

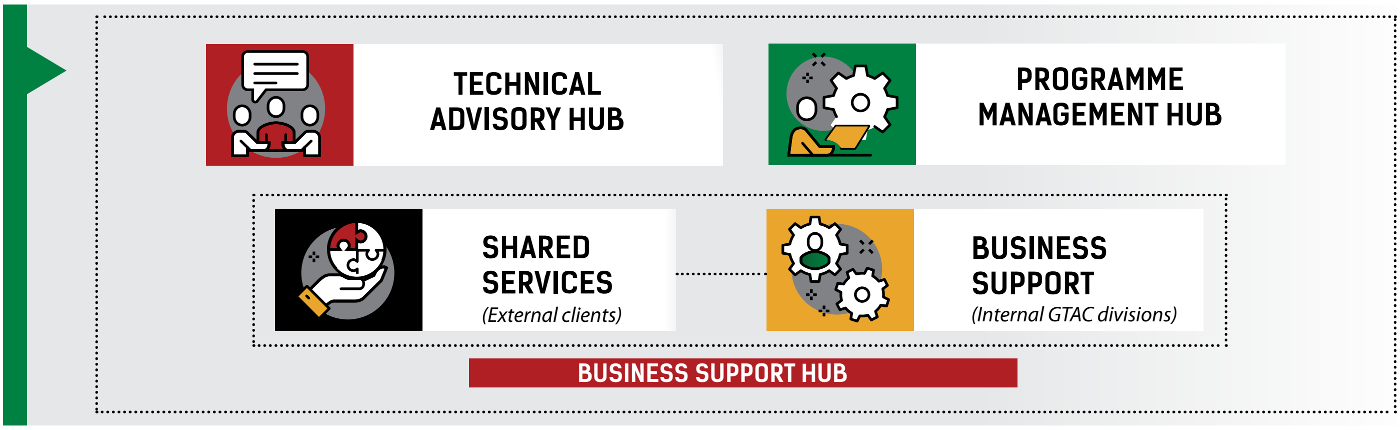
- **Adequate resources within GTAC**: GTAC assumes it will have the necessary financial, skilled human, and technical resources to carry out its activities effectively. Resource shortages could impede the delivery of high-quality services, training programmes and advisory support.

- **Long-term commitment to sustainable reforms**: Public institutions are assumed to remain committed to institutional strengthening, even beyond short-term political cycles or leadership changes.

5.2 OUR NEW DELIVERY MODEL

Moving forward, GTAC will be structured into three interconnected hubs: the **Technical Advisory Hub**, the **Programme Management Hub**, and the **Business Support Hub** (comprising Business Support and Shared Services). Each hub will offer distinct yet complementary services, collectively enabling GTAC to deliver a holistic and value-added suite of services to the public sector.

Figure 6: GTAC's hub structure



Source: GTAC (2024).

The hub structure enhances operational efficiency by streamlining and consolidating similar functions under distinct units, breaking down traditional "silos", and promoting greater cohesiveness across the organisation. This model is particularly effective for public sector advisory bodies, where cross-functional expertise and collaboration are critical to achieving outcomes.

By grouping similar functions – such as advisory and programme management services – into dedicated hubs, GTAC can optimise resource allocation and streamline processes. This eliminates duplication of effort and reduces inefficiencies. For example, the **Technical Advisory Hub** consolidates expertise in institutional design through the **Institutional Development Support (IDS)** unit and public expenditure analysis done by the **Public Expenditure and Policy Analysis (PEPA)** unit. This creates synergies on projects where expertise on both institutional design and public finance management is required.

Another advantage of the hub structure is that it breaks down operational "silos" that have previously inhibited collaboration between units. This collaboration across hubs encourages a more coordinated response to public sector needs, ensuring alignment and common goals while recognising the unique service offerings of each unit. For instance, the **Programme Management Hub** could work closely with the **Technical Advisory Hub** to access technical expertise and ensure that project delivery is well-coordinated.

The hub structure also creates a critical mass of expertise within each functional area, positioning GTAC for expansion and scalability. By consolidating expertise, the hubs become centres of excellence capable of managing larger and more complex projects. In summary, the hub-based structure future-proofs GTAC, enhances its resilience, and positions it strongly to respond effectively to the emerging and evolving needs of government.

GTAC is expected to transition into the hub structure as part of the implementation of the 2025–2030 Strategic Plan. In the 2025/26 financial year, the hubs will be formed by grouping existing business units. Each hub will subsequently develop a business case outlining its unique value proposition, key capability areas, and service offerings. These individual businesses cases will be consolidated into a single business case for the entire organisation during the 2025/26 period.

In the interim, GTAC will maintain its current programmatic and budgetary structure for the 2025/26 year. It is also anticipated that the **TAS&PPP** and **CPAU** units will transition to the **Infrastructure Finance Support and Implementation Programme**. This transition is scheduled to take place between 1 April 2025 and 31 March 2026.

Table 1: Mapping of business units to hubs

Business Unit	Hub
IDS (including infrastructure specialists providing the infrastructure function that used to be provided by CPAU and TAS&PPP), PEPA.	Technical Advisory Hub
CPAU, TAS&PPP	Anticipated shift to the Infrastructure Finance and Implementation Support Office (DBSA)
FM, HCM & CS, SMC, PSP	Business Support Hub
Jobs Fund, MFIP	Programme Management Hub

5.2.1 Technical Advisory Hub

The Technical Advisory Hub at GTAC will provide strategic, technical, and analytical support to improve the efficiency and effectiveness, governance and accountability of government institutions.

The Technical Advisory Hub will be structured around five key capability areas:

To remain responsive, GTAC's service offerings will evolve to meet the changing needs of its clients over time. A list of preliminary service offerings is listed in Table 2.

Table 2: Technical Advisory Hub's capability areas and service offerings

Capability area - Refers to specialised domains of expertise to offer a wide range of products and services to clients across different sectors.	**Service offerings** - Refers to specific solutions or methodologies that GTAC provides to the clients.
Institutional design	Institutional feasibility studies. Business cases and implementation plans. Function shifts. Methodology development.
Operations optimisation	Turnaround strategies. Executional readiness support. Organisational restructuring. Business process mapping. Supply chain management (SCM) support and advice. Operating model optimisation.
Strategy and facilitation	Strategy facilitation. Strategy formulation support.
Spending reviews and PFM analysis	Spending reviews. Value for money analysis.
Analytics and data science	PFM analysis. Statistical and econometric analysis. Machine learning, Large Language Models (LLMs) and predictive analytics.

The **Programme Management Hub** will offer programme and project management services to the public sector. Currently, government departments face limited capacity in specialist programme management, often relying on public entities or consultants to meet their needs.

The **Jobs Fund** and the **Municipal Finance Improvement Programme (MFIP)** will continue to be housed within the Programme Management Hub. As of the time of writing, the Jobs Fund, without securing additional funding, is projected to conclude in March 2027. Similarly, the MFIP has been extended, with its current phase expected to continue until 2025.

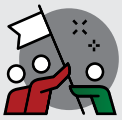
Going forward, the **Programme Management Hub** will be well-positioned to incubate priority programmes and pilot new projects, particularly those of strategic national importance. Acting as a launchpad for innovative government or donor initiatives, it will offer a controlled environment to test, refine and scale-up pilot projects.

This hub will deliver the following service offerings, based on the nature of the project and the needs of the public institution:

5.2.2 Programme Management Hub

PROGRAMME MANAGEMENT HUB	
Capability area	**Service offerings**
Incubation	Project Planning
Piloting	Project Management
Launch Pad	Monitoring and Evaluation (M&E) Change Management
Scaling Up	Risk management

5.2.3 Business Support Hub



The **Business Support Hub** at GTAC provides essential services that enable the organisation to function efficiently and effectively. It is divided into two key components: **Business Support** and **Shared Services**.

The Shared Services function of the Business Support Hub extends its offerings beyond GTAC, providing key support services to government departments and public entities.

In many respects, GTAC is already providing shared services to some government institutions (e.g. National Treasury). Going forward, however, this function will provide a range of standardised administrative and operational functions that can be shared across multiple organisations to achieve cost savings. This might also include sharing specialised support services with other organs of state and enhancing service delivery.

It is envisaged that the following functions will form the bedrock of GTAC's shared services capability:

SHARED SERVICES	
Capability area	**Service offerings**
Financial Management	Financial Planning Regulatory Compliance Management and Accounting Services Manging several bank accounts Financial Management Services
Professional Service Procurement	Source-to-Contract (S2C) processes Specialised Procurement Specialised Training: Technical Advice
Human Capital Management & Corporate Services	Business process engineering Human Capital Planning Human Resource reporting and analytics
Strategy Management and Communication	Communication support Knowledge dissemination Knowledge Management and hosting webinars Strategic Partnerships Management Donor Project Management

PART C MEASURING {OUR PERFORMANCE}

~ PERFORMANCE

noun

- The action or process of performing a task or function.

Similar: execution conducting effecting carrying out

IMPACT STATEMENT

1. MEASURING THE IMPACT

Impact Statement	A capable, inclusive, and prosperous South Africa

1.2 MEASURING OUTCOMES

GTAC contributes to the broader goal of fostering a capable, ethical, and developmental state through three outcomes:

1. Enhanced operational efficiency, agility and responsiveness within GTAC.
2. Providing high-quality information, data, evidence, and technical advice for decision-making in government
3. Enhanced capacity development and programme management support within government

Medium-Term Development Plan Priority: Build a capable, ethical, and developmental state				
Outcome		**Outcome indicators**	**Baseline**	**Five-year targets**
1.	Enhanced operational efficiency, agility and responsiveness within GTAC.	1.1. Percentage of employees who report a significant improvement in the efficiency of GTAC's internal processes.	54%	60%
		1.2 Percentage of clients using GTAC's business support services who are satisfied or very satisfied with the efficiency of the administrative services.	N/A	75%
2.	Providing high-quality information, data, evidence, and technical advice for decision-making in government	2.1 Percentage of GTAC clients who reported using GTAC information in decision-making	N/A	65%
3.	Enhanced capacity development and programme management support within government	3.1 Percentage increase in the number of new PMU clients secured.	Currently 2 clients	50%
		3.2 Percentage of capacity development interventions rated as satisfactory or very satisfactory by clients within the reporting period	N/A	75%

1.3 EXPLANATION OF PLANNED PERFORMANCE

OUTCOME 1:
ENHANCED OPERATIONAL EFFICIENCY, AGILITY AND RESPONSIVENESS WITHIN GTAC

This outcome focuses on improving GTAC's internal processes, systems, and structures to ensure efficient and agile operations. Robust internal systems form the foundation for delivering high-quality services and adapting swiftly to clients' needs. GTAC has built a strong foundation for its systems and processes and will continue enhancing them between 2025 and 2030 to streamline workflows and automate operations.

The indicator, *"Percentage of employees who report a significant improvement in the efficiency of GTAC's internal processes"*, will measure the proportion of employees who perceive notable enhancements in the organisation's internal efficiency. It reflects GTAC's commitment to streamlining workflows, leveraging technology, and fostering a more efficient operating environment. During the evaluation, this indicator established a baseline of 54%, with a target of 60% set for achievement by 2029/30.

In parallel, GTAC will focus on enhancing its capacity to provide business support and shared services to government departments and agencies. Shared services are critical for reducing costs and improving the efficiency of public service delivery by consolidating and optimising administrative functions.

To track this, another indicator will measure the *percentage of clients using GTAC's business support services who express satisfaction with the efficiency of its shared services*. While there is currently no baseline data available, the target is to achieve a satisfaction rate of 75% by the 2029/30 financial year.

OUTCOME 2:
ACCESS TO HIGH-QUALITY INFORMATION, DATA, AND EVIDENCE AVAILABLE FOR DECISION-MAKING IN GOVERNMENT

Outcome 2: **Providing high-quality information, data, evidence, and technical advice for decision-making in government** encapsulates GTAC's strategic commitment to fostering evidence-based policymaking and programme formulation within government institutions. This outcome aligns with GTAC's vision to be a trusted partner in improving governance by equipping government departments with reliable and robust data-driven insights.

To achieve this outcome, GTAC is undertaking several strategic initiatives, primarily through its **Technical Advisory Hub**, which serves as a core contributor. The Hub's focus over the next five years will ensure alignment between the outcome, performance, and indicators by addressing three key priorities:

1. **Enhancing Analysis and Research Capacity**

- **Alignment with the Outcome:** By adopting a new resourcing model and expanding its pool of specialists and experts, GTAC ensures that its advisory services remain of high quality and responsive to the complex analytical needs of government institutions. This enhances the credibility and utility of the information provided, directly contributing to evidence-based decision-making.
- **Indicator Relevance:** This effort supports the achievement of indicators 2.1 by ensuring that the information and data GTAC provides are accurate, relevant, and actionable, increasing their likelihood of being used in client decision-making.

2. **Leveraging Advanced Data Analysis Tools**

- **Alignment with the Outcome:** Incorporating tools such as Python, artificial intelligence, and Large Language Models (LLMs) into analytical workflows allows GTAC to generate precise, predictive, and comprehensive insights. These advancements ensure that the information provided to government departments is not only reliable but also cutting-edge.
- **Indicator Relevance:** By employing advanced analytics, GTAC enhances the perceived value and measurable impact of its data and evidence, directly impacting the client satisfaction reflected in indicators 2.1.

3. **Diversifying Service Offerings**

- **Alignment with the Outcome:** Broadening the scope of sectors and methodologies strengthens GTAC's ability to address diverse government needs, making its services more versatile and impactful in supporting evidence-based policymaking.
- **Indicator Relevance:** Expanding services ensures that a wider range of clients can benefit from GTAC's insights, increasing the proportion of clients who find value in and report benefits from using GTAC information, as measured by indicators 2.1.

To measure the success of this outcome, GTAC has defined one key indicator:

2.1 Percentage of GTAC clients who reported using GTAC information in decision-making:

This indicator reflects the extent to which GTAC's information and data are integrated into client decision-making processes, underscoring their practical utility.

The performance of GTAC under Outcome 2 will be assessed by monitoring this indicator, which directly measure client satisfaction and the effectiveness of GTAC's advisory and analytical services. The initiatives outlined by the Technical Advisory Hub will be pivotal in meeting these indicators by ensuring that the information, data, and advice provided are:

- High-quality and technically robust,
- Tailored to client needs and decision-making contexts,
- Timely and aligned with cutting-edge analytical practices.

By focusing on these areas, GTAC will not only achieve its desired outcomes but also solidify its role as a key enabler of evidence-based policymaking in government.

OUTCOME 3:
ENHANCED INSTITUTIONAL DESIGN AND CAPACITY WITHIN GOVERNMENT

Outcome 3: **Enhanced capacity development and programme management support** within government highlights GTAC's dedication to building the capability of government institutions to effectively implement policies, programmes, and initiatives. This outcome prioritises strengthening organisational structures, optimising operational processes, and equipping institutions with the skills, tools, and resources necessary to fulfil their mandates efficiently and sustainably.

To achieve this, GTAC will focus on delivering targeted and impactful support tailored to the unique needs of government institutions. Efforts will include addressing capacity gaps, improving programme management practices, and fostering resilience within institutions. GTAC is committed to continuously refining its interventions by leveraging lessons learned, integrating innovative approaches, and enhancing partnerships with stakeholders to maximise the impact of its services.

The success of this outcome will be measured through two key performance indicators that provide a structured framework for evaluating progress:

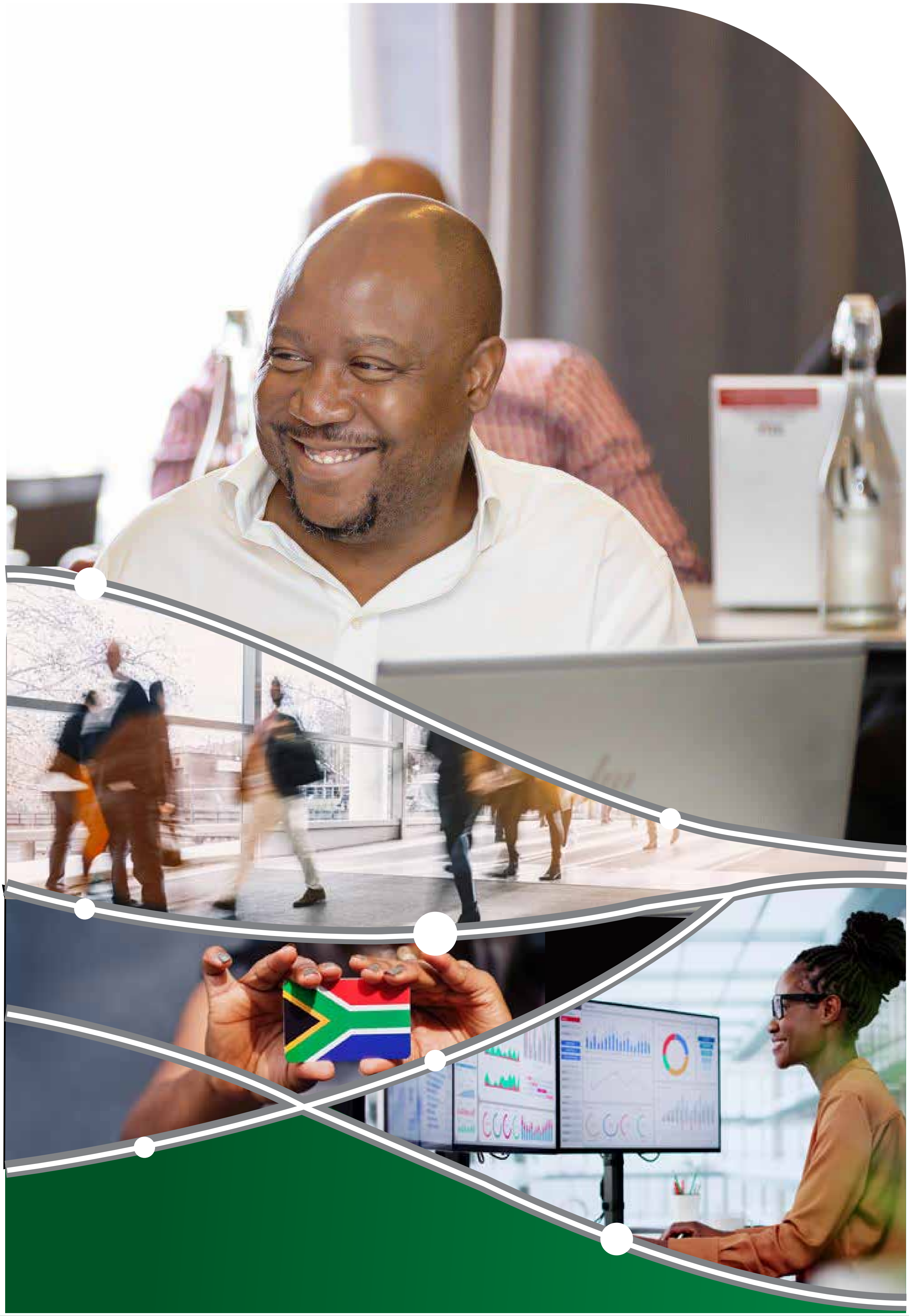
3.1 **Percentage increase in the number of new PMU clients secured:** This indicator reflects GTAC's ability to expand its reach and support more government institutions through effective programme management services.

3.2 **Percentage of capacity development interventions rated as satisfactory or very satisfactory by clients within the reporting period:** This indicator evaluates the quality, relevance, and client satisfaction with GTAC's capacity-building initiatives, ensuring they meet institutional needs and deliver meaningful results.

By aligning its efforts with these indicators, GTAC aims to drive improvements in institutional performance, enabling government entities to operate more effectively, deliver better public services, and achieve their development goals.

1.4 KEY RISKS

Outcome	Risks	Mitigation
Enhanced operational efficiency, agility and responsiveness within GTAC.	• Limited resources for investment in systems and technology to automate workflows and processes. • Resistance to change or demotivation among staff.	• Develop systems incrementally as funds become available. • Implement a programme to socialise the changes to processes and systems within GTAC. • Improve communication and messaging around these changes.
Providing high-quality information, data, evidence, and technical advice for decision-making in government	• Challenges in accessing high-quality, timely and relevant data to support evidence-based decision-making. • Limited technical skills or tools among public officials to interpret complex data. • Resistance within government departments to adopt data-driven approaches.	• Invest in continual training and upskilling for public officials to strengthen their ability to analyse and use data effectively in decision-making processes. • Use existing administrative data systems (e.g. PERSAL, BAS, LOGIS) more widely in the analysis. • Leverage LLMs to analyse non-standardised databases within government. • Foster a culture of openness and transparency, promoting the benefits of data-driven and evidence-based policymaking to drive acceptance.
Enhanced capacity development and programme management support within government	• Fiscal constraints limiting resources for technical assistance projects. • Resistance to reforms involving restructuring or process changes. • Limited support from Centre of Government departments, leading to low prioritisation of technical assistance initiatives	• Focusing on high-impact, cost-effective projects ensures that GTAC's resources are optimised and deliver significant value. • Shared services reduce administrative costs, making capacity development affordable and scalable. • Proactively engaging stakeholders fosters buy-in, reducing resistance to reforms and creating ownership of initiatives. • Aligning projects with national priorities secures political and administrative support, ensuring projects are prioritised and resourced.



PART D {TECHNICAL **INDICATOR DESCRIPTIONS**}

~ TECHNICAL INDICATOR

noun

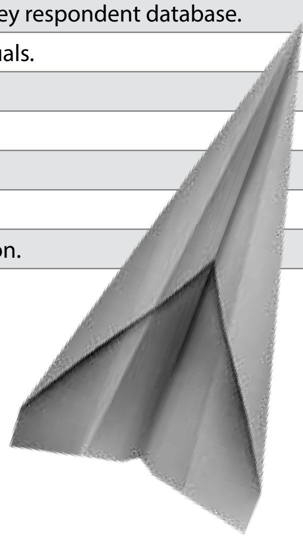
- A performance measure, including information on how it is calculated.

Similar: index standard guide measure

TECHNICAL INDICATOR DESCRIPTIONS

Outcome 1: Enhanced operational efficiency, agility, and responsiveness within GTAC	
Indicator Title	**1.1 Percentage of employees who report a significant improvement in the efficiency of GTAC's internal processes.**
Definition	This indicator measures the proportion of GTAC staff who perceive a notable improvement in the efficiency of internal processes during 2025–2030. It assesses GTAC's efforts to improve the efficiency of its internal processes. • **Employees** surveyed include both management and operational staff across all hubs within GTAC. Technical advisors and long-term advisors are excluded. • **Efficiency** in this context refers to speed and ease by which administrative tasks are completed. • **Internal processes** refer to the administrative tasks performed by the Business Support Hub, including financial management, human capital management, procurement and facilities management, and ICT.
Source of data	Data is gathered through the Employee Survey.
Method of calculation	Number of employees who report a significant improvement in the efficiency of GTAC's internal processes / Total number of employees surveyed X 100.
Assumptions	• The response rate meets or exceeds the benchmark of 30% for online surveys. • All relevant employees are accurately included in the survey respondent database.
Disaggregation of beneficiaries	Not applicable, as this indicator focuses on internal organisational feedback.
Spatial transformation	Not applicable.
Calculation type	Cumulative over five years.
Reporting cycle	End of five-year period.
Desired performance	To exceed the target of 60%, indicating positive progress.
Indicator responsibility	Chief Director: Strategic Management and Communication.

Indicator Title	**1.2 Percentage of clients using GTAC's business support services who are satisfied or very satisfied with the efficiency of the administrative services.**
Definition	This indicator measures the proportion of GTAC's clients who express satisfaction with the efficiency of the administrative services they receive from the Business Support Hub. • **Efficiency** in this context refers to the speed and ease with which administrative processes are executed to support client needs. • **Clients** refer to any department, agency or programme that has signed an MOA or project charter with GTAC to provide administrative services. Clients may include a national or provincial government, a municipality, a technical cooperation partner (donor), or a priority programme within government.
Source of data	Data is gathered through the Client Survey.
Method of calculation	Number of clients who reported being satisfied or very satisfied with the efficiency of administrative services / Total number of clients surveyed X 100.
Assumptions	• The response rate meets the benchmark of 30% for online surveys. • All relevant clients are accurately included in the survey respondent database.
Disaggregation of beneficiaries	Not applicable, as clients refer to institutions, not individuals.
Spatial transformation	Not applicable.
Calculation type	Cumulative over five years.
Reporting cycle	End of five-year period.
Desired performance	To exceed the target of 75%.
Indicator responsibility	Chief Director: Strategic Management and Communication.



Outcome 2: Providing high-quality information, data, evidence, and technical advice for decision-making in government	
Indicator Title	**2.1 Percentage of GTAC clients who reported using GTAC information in decision-making**
Definition	This indicator measures the proportion of GTAC clients who confirm that the information, data, or evidence provided by GTAC was used in their decision-making processes for policy, programme, or initiative development. Clients may include departments, agencies, municipalities, donors, or government programmes that have signed an MOA, project charter, and/or any other relevant governance document and/or a formal email request.
Source of data	Data is gathered through client feedback surveys conducted for completed projects. Survey results are consolidated at the end of the five-year period.
Method of calculation	Number of clients who reported using GTAC information in decision-making / Total number of clients responded X 100
Assumptions	• Clients respond to the feedback survey. • At least one response per project. • All relevant clients are included in the survey respondent database. • Decision-making contexts allow for the application of GTAC information and evidence
Disaggregation of beneficiaries	Not applicable
Spatial transformation	Not applicable.
Calculation type	Cumulative over five years.
Reporting cycle	End of five-year period
Desired performance	To exceed the target of 65%
Indicator responsibility	Head of Public Expenditure and Policy Analysis.

Outcome 3: Enhanced capacity development and programme management support within government	
Indicator Title	**3.1 Percentage increase in the number of new PMU clients secured.**
Definition	This indicator measures the growth in the number of new clients engaging with GTAC's PMU services over a five-year period. It reflects the long-term success of GTAC's strategies to expand its client base and enhance programme management support across government institutions.
Source of data	Contracts or agreements signed with new clients during the five years
Method of calculation	Total number of new PMU clients / Total number of PMU clients X 100
Assumptions	• Demand for GTAC's PMU services remains stable or increases over the five-year period.
Disaggregation of beneficiaries	Not applicable.
Spatial transformation	Not applicable.
Calculation type	Cumulative over five years.
Reporting cycle	End of five-year period
Desired performance	To exceed the target of 50%
Indicator responsibility	Chief Director: Institutional Development Support

Indicator Title	**3.2 Percentage of capacity development interventions rated as satisfactory or very satisfactory by clients within the reporting period**
Definition	This indicator measures the proportion of capacity development interventions delivered by GTAC that are rated as satisfactory or very satisfactory by clients during the reporting period, reflecting the quality, relevance, and effectiveness of these interventions.
Source of data	Client feedback surveys administered after interventions/ Post-intervention evaluation forms
Method of calculation	Number of interventions rated as satisfactory or very satisfactory/ total number of interventions assessed X 100
Assumptions	• Clients provide honest and accurate feedback based on their experience with the interventions. • Feedback mechanisms are standardised and consistently applied across all interventions. • Ratings reflect the quality and effectiveness of interventions, not external factors beyond GTAC's control.
Disaggregation of beneficiaries	Not applicable.
Spatial transformation	Not applicable.
Calculation type	Cumulative over five years.
Reporting cycle	End of five-year period
Desired performance	To exceed the target of 75%
Indicator responsibility	Chief Director: Institutional Development Support

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