

# Vote 7

## National School of Government

### Budget summary

R million	2020/21				2021/22	2022/23
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
<b>MTEF allocation</b>						
Administration	112.9	109.5	–	3.4	119.5	124.5
Public Sector Organisational and Staff Development	93.7	–	93.7	–	107.8	111.8
<b>Total expenditure estimates</b>	<b>206.6</b>	<b>109.5</b>	<b>93.7</b>	<b>3.4</b>	<b>227.3</b>	<b>236.3</b>

Executive authority: Minister for Public Service and Administration  
 Accounting officer: Principal of the National School of Government  
 Website: [www.nsg.gov.za](http://www.nsg.gov.za)

The Estimates of National Expenditure e-publications for individual votes are available at [www.treasury.gov.za](http://www.treasury.gov.za). These publications provide more comprehensive coverage of vote-specific information, particularly about transfers and subsidies, personnel and other public institutions. Additional tables in Excel format can be found at [www.treasury.gov.za](http://www.treasury.gov.za) and [www.vulekamali.gov.za](http://www.vulekamali.gov.za).

### Vote purpose

Provide or coordinate the provision of learning, training and development interventions that lead to improved performance and service delivery in the public sector.

### Mandate

The National School of Government derives its mandate from the Public Service Amendment Act (2007). In terms of the act, the institution is mandated to provide training or effect the provision of training. The school responds to its mandate by developing relevant training and development programmes for delivery to South African public service officials at all levels. Through education and training, the school promotes the progressive realisation of the values and principles governing public administration, and enhances the quality of human resource capacity in public service institutions. The school uses its trading account, which was established in terms of the Public Finance Management Act (1999), as a delivery vehicle for its core output.

### Selected performance indicators

**Table 7.1 Performance indicators by programme and related priority**

Indicator	Programme	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Implementation of a quality management policy for the department	Administration		– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	Quality management policy developed	50% of the quality management system implemented	100% of the quality management system implemented
Implementation of an operations management policy for the department	Administration	Priority 6: A capable, ethical and developmental state	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	Operations management policy and plan developed	Implementation of 10 mapped business processes approved in line with an operations management plan	Implementation of 10 mapped business processes approved in line with an operations management plan

**Table 7.1 Performance indicators by programme and related priority**

Indicator	Programme	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Implementation of a five-year ICT strategy to support the department's operations	Administration	Priority 6: A capable, ethical and developmental state	-1	-1	-1	-1	Annual ICT plan implemented	Annual ICT plan implemented	Annual ICT plan implemented
Number of newly registered learning facilities made available to support the department's operations per year	Administration		-1	-1	-1	-1	9	9	9
Implementation of an approved brand strategy for the department	Administration		-1	-1	-1	-1	10% of the brand strategy implemented	30% of the brand strategy implemented	60% of the brand strategy implemented
Number of stakeholder engagements with provincial and local government departments on the department's brand strategy per year	Administration		-1	-1	-1	-1	2	2	2

1. No historical data available.

## Expenditure analysis

Chapter 13 of the National Development plan outlines a vision for building a capable and developmental state that hinges on promoting a culture of excellence in the public service. This vision is given expression by priority 6 (a capable, ethical and developmental state) of government's 2019-2024 medium-term strategic framework, with which the work of the National School of Government is directly aligned. Accordingly, over the medium term, the department plans to focus on contributing towards the fulfilment of the educational, training and development needs of the public service; and revising the trading entity's funding model to ensure that the school generates more revenue.

Expenditure is expected to increase at an average annual rate of 7.9 per cent, from R187.9 million in 2019/20 to R236.3 million in 2022/23. Spending on compensation of employees accounts for 29.9 per cent (R198.3 million) of the department's total expenditure over the medium term. Most of the department's activities are carried out in the *Administration* programme, allocations to which increase at an average annual rate of 4.8 per cent, from R108.1 million in 2019/20 to R124.5 million in 2022/23. Part of spending in the programme includes the outsourcing of services such as IT facilities management.

### **Contributing towards fulfilling the educational needs of the public service**

The department's ongoing and overarching objective is to support excellence in the public service through the provision of appropriate training and development measures. To realise this objective, over the medium term, the department plans to provide strategic leadership to ensure the proper functioning of the school and administration of its training trading account, administrative support such as oversight of personnel-related expenditure, and supply chain management services that relate to the management of official assets and the school's asset register; and conduct internal audits that provide independent and objective assurance and consulting services that are designed to add value and improve the department's operations.

Over the period ahead, the school intends to expand its education, training and development activities across the 3 spheres of government with the intention of promoting quality training and outputs. Accordingly, the school intends to implement 12 mandatory programmes in all spheres of government by March 2023; and induct and train 15 000 public servants annually on quality education, training and development interventions. The school also plans to develop a quality management policy in 2020/21 through which quality training will be monitored.

The department's mandate and objectives are largely executed through transfer payments to the National School of Government training trading account, and other revenue generated from training programmes the school provides to public service employees. Accordingly, transfers to the training trading account constitute 46.7 per cent (R313.3 million) of the department's total expenditure over the medium term. To ensure that the department's operations are sustained, 9 newly registered learning facilities will be made available in each year over the medium term. Related activities are carried out in the *Administration* programme, allocations to which account for 53.3 per cent (R356.9 million) of the department's total budget over the medium term.

### Revising the trading entity's funding model

The current cost recovery model of the school's training trading account comprises partial funding from transfers from the department and income generated by training course fees, which are managed in the training trading account. This approach requires that the entity should recover all costs associated with the design and development of learning materials and the implementation of training courses from course fees. In this regard, by 2020/21, the department plans to implement revisions to the trading account's tariff structure to ensure that the school generates more revenue.

## Expenditure trends and estimates

**Table 7.2 Vote expenditure trends and estimates by programme and economic classification**

Programmes											
1. Administration											
2. Public Sector Organisational and Staff Development											
Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
R million											
Programme 1	87.7	90.4	96.6	108.1	7.2%	64.2%	112.9	119.5	124.5	4.8%	54.2%
Programme 2	–	63.3	70.2	79.8	0.0%	35.8%	93.7	107.8	111.8	11.9%	45.8%
<b>Total</b>	<b>87.7</b>	<b>153.7</b>	<b>166.8</b>	<b>187.9</b>	<b>28.9%</b>	<b>100.0%</b>	<b>206.6</b>	<b>227.3</b>	<b>236.3</b>	<b>7.9%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				–			(2.3)	(2.6)	(2.2)		
Economic classification											
<b>Current payments</b>	<b>84.6</b>	<b>87.7</b>	<b>94.6</b>	<b>104.8</b>	<b>7.4%</b>	<b>62.4%</b>	<b>109.5</b>	<b>115.9</b>	<b>120.7</b>	<b>4.8%</b>	<b>52.5%</b>
Compensation of employees	49.1	50.5	54.2	58.4	6.0%	35.6%	62.4	66.5	69.4	5.9%	29.9%
Goods and services <sup>1</sup>	35.5	37.2	40.4	46.4	9.3%	26.8%	47.0	49.4	51.3	3.4%	22.6%
<i>of which:</i>											
<i>Audit costs: External</i>	2.9	4.6	4.3	3.9	10.8%	2.6%	4.1	4.3	4.5	4.9%	2.0%
<i>Computer services</i>	3.5	6.9	6.6	4.7	10.6%	3.6%	5.0	5.2	5.4	4.4%	2.4%
<i>Agency and support/outsourced services</i>	5.1	0.2	0.3	9.8	24.3%	2.6%	6.6	7.1	7.4	-8.9%	3.6%
<i>Operating leases</i>	9.5	11.7	16.3	10.9	4.5%	8.1%	12.1	12.8	13.3	6.9%	5.7%
<i>Travel and subsistence</i>	2.1	1.2	1.4	3.8	21.2%	1.4%	4.0	4.1	4.2	4.1%	1.9%
<i>Training and development</i>	0.7	0.4	1.4	2.6	51.7%	0.9%	2.7	2.8	2.9	3.7%	1.3%
<b>Transfers and subsidies<sup>1</sup></b>	<b>0.1</b>	<b>63.6</b>	<b>70.2</b>	<b>79.8</b>	<b>741.5%</b>	<b>35.9%</b>	<b>93.7</b>	<b>107.8</b>	<b>111.8</b>	<b>11.9%</b>	<b>45.8%</b>
Departmental agencies and accounts	–	63.3	70.2	79.8	0.0%	35.8%	93.7	107.8	111.8	11.9%	45.8%
Households	0.1	0.3	0.1	–	-100.0%	0.1%	–	–	–	0.0%	0.0%
<b>Payments for capital assets</b>	<b>2.9</b>	<b>2.4</b>	<b>1.9</b>	<b>3.3</b>	<b>4.0%</b>	<b>1.7%</b>	<b>3.4</b>	<b>3.6</b>	<b>3.8</b>	<b>5.6%</b>	<b>1.6%</b>
Machinery and equipment	2.7	2.3	1.9	3.3	6.1%	1.7%	3.4	3.6	3.8	5.6%	1.6%
Software and other intangible assets	0.2	0.1	–	–	-100.0%	0.0%	–	–	–	0.0%	0.0%
<b>Total</b>	<b>87.7</b>	<b>153.7</b>	<b>166.8</b>	<b>187.9</b>	<b>28.9%</b>	<b>100.0%</b>	<b>206.6</b>	<b>227.3</b>	<b>236.3</b>	<b>7.9%</b>	<b>100.0%</b>

1. Tables that detail expenditure trends, annual budget, adjusted appropriation and audited outcome are available at [www.treasury.gov.za](http://www.treasury.gov.za) and [www.vulekamali.gov.za](http://www.vulekamali.gov.za).

## Transfers and subsidies expenditure trends and estimates

Table 7.3 Vote transfers and subsidies trends and estimates

R thousand	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/Total (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
Current	–	63 312	70 180	79 847	–	99.8%	93 703	107 757	111 808	11.9%	100.0%
National School of Government Training Trading Account	–	63 312	70 180	79 847	–	99.8%	93 703	107 757	111 808	11.9%	100.0%
<b>Households</b>											
<b>Social benefits</b>											
Current	134	267	56	–	-100.0%	0.2%	–	–	–	–	–
Employee Social Benefits	134	267	56	–	-100.0%	0.2%	–	–	–	–	–
<b>Total</b>	<b>134</b>	<b>63 579</b>	<b>70 236</b>	<b>79 847</b>	<b>741.5%</b>	<b>100.0%</b>	<b>93 703</b>	<b>107 757</b>	<b>111 808</b>	<b>11.9%</b>	<b>100.0%</b>

## Personnel information

Table 7.4 Vote personnel numbers and cost by salary level and programme<sup>1</sup>

Programmes																			
1. Administration																			
2. Public Sector Organisational and Staff Development																			
Number of posts funded posts	Number of posts additional to the establishment	Number and cost <sup>2</sup> of personnel posts filled/planned for on funded establishment													Number				
		Actual			Revised estimate			Medium-term expenditure estimate							Average growth rate (%)	Average: Salary level/Total (%)			
		2018/19	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23												
Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	2019/20 - 2022/23				
<b>National School of Government</b>																			
Salary level	90	–	–	54.2	–	90	58.4	0.6	90	62.4	0.7	89	66.5	0.7	89	69.4	0.8	-0.4%	100.0%
1 – 6	16	–	–	4.3	–	16	4.2	0.3	16	4.5	0.3	16	4.8	0.3	16	5.2	0.3	–	17.9%
7 – 10	39	–	–	15.3	–	39	16.4	0.4	39	17.6	0.5	39	18.8	0.5	39	20.1	0.5	–	43.6%
11 – 12	17	–	–	13.4	–	17	15.6	0.9	17	16.6	1.0	17	18.6	1.1	17	18.7	1.1	–	19.0%
13 – 16	18	–	–	21.2	–	18	22.2	1.2	18	23.8	1.3	17	24.2	1.4	17	25.3	1.5	-1.9%	19.6%
Programme	90	–	–	54.2	–	90	58.4	0.6	90	62.4	0.7	89	66.5	0.7	89	69.4	0.8	-0.4%	100.0%
Programme 1	90	–	–	54.2	–	90	58.4	0.6	90	62.4	0.7	89	66.5	0.7	89	69.4	0.8	-0.4%	100.0%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

## Departmental receipts

Table 7.5 Departmental receipts by economic classification

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/Total (%)
	2016/17	2017/18	2018/19					2019/20	2020/21	2021/22		
<b>Departmental receipts</b>												
Sales of goods and services produced by department	38	36	41	16	16	-25.0%	22.4%	30	31	32	26.0%	32.5%
Other sales	38	36	41	16	16	-25.0%	22.4%	30	31	32	26.0%	32.5%
of which:												
Parking fees	1	1	1	–	–	-100.0%	0.5%	1	1	1	–	0.9%
Commission	37	35	40	16	16	-24.4%	21.8%	29	30	31	24.7%	31.6%
Sales of scrap, waste, arms and other used current goods	–	–	–	35	35	–	6.0%	–	–	–	-100.0%	10.4%
of which:												
Sales of scrap, waste, arms and other used current goods (excl capital assets)	–	–	–	35	35	–	6.0%	–	–	–	-100.0%	10.4%
Interest, dividends and rent on land	48	53	74	45	45	-2.1%	37.5%	39	39	39	-4.7%	48.4%
Interest	48	53	74	45	45	-2.1%	37.5%	39	39	39	-4.7%	48.4%
Sales of capital assets	56	16	16	–	–	-100.0%	15.0%	–	–	–	–	–
Transactions in financial assets and liabilities	41	20	22	29	29	-10.9%	19.1%	–	–	–	-100.0%	8.7%
<b>Total</b>	<b>183</b>	<b>125</b>	<b>153</b>	<b>125</b>	<b>125</b>	<b>-11.9%</b>	<b>100.0%</b>	<b>69</b>	<b>70</b>	<b>71</b>	<b>-17.2%</b>	<b>100.0%</b>

## Programme 1: Administration

### Programme purpose

Provide strategic leadership, management and support services to the department.

### Expenditure trends and estimates

**Table 7.6 Administration expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average: Expenditure/ Total (%) 2016/17 - 2019/20	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/ Total (%) 2019/20 - 2022/23
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
R million											
Management	15.4	14.9	15.4	17.0	3.4%	16.4%	17.0	18.0	18.8	3.4%	15.2%
Corporate Services	60.0	61.3	62.3	90.4	14.6%	71.6%	95.2	100.8	104.9	5.1%	84.2%
Property Management	12.2	14.2	19.0	0.7	-62.2%	12.0%	0.7	0.7	0.8	4.9%	0.6%
<b>Total</b>	<b>87.7</b>	<b>90.4</b>	<b>96.6</b>	<b>108.1</b>	<b>7.2%</b>	<b>100.0%</b>	<b>112.9</b>	<b>119.5</b>	<b>124.5</b>	<b>4.8%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				-			(2.3)	(2.6)	(2.2)		
<b>Economic classification</b>											
<b>Current payments</b>	<b>84.6</b>	<b>87.7</b>	<b>94.6</b>	<b>104.8</b>	<b>7.4%</b>	<b>97.2%</b>	<b>109.5</b>	<b>115.9</b>	<b>120.7</b>	<b>4.8%</b>	<b>97.0%</b>
Compensation of employees	49.1	50.5	54.2	58.4	6.0%	55.5%	62.4	66.5	69.4	5.9%	55.2%
Goods and services <sup>1</sup>	35.5	37.2	40.4	46.4	9.3%	41.7%	47.0	49.4	51.3	3.4%	41.8%
of which:											
Audit costs: External	2.9	4.6	4.3	3.9	10.8%	4.1%	4.1	4.3	4.5	4.9%	3.6%
Computer services	3.5	6.9	6.6	4.7	10.6%	5.7%	5.0	5.2	5.4	4.4%	4.4%
Agency and support/outsourced services	5.1	0.2	0.3	9.8	24.3%	4.0%	6.6	7.1	7.4	-8.9%	6.6%
Operating leases	9.5	11.7	16.3	10.9	4.5%	12.6%	12.1	12.8	13.3	6.9%	10.6%
Travel and subsistence	2.1	1.2	1.4	3.8	21.2%	2.2%	4.0	4.1	4.2	4.1%	3.4%
Training and development	0.7	0.4	1.4	2.6	51.7%	1.3%	2.7	2.8	2.9	3.7%	2.4%
<b>Transfers and subsidies<sup>1</sup></b>	<b>0.1</b>	<b>0.3</b>	<b>0.1</b>	<b>-</b>	<b>-100.0%</b>	<b>0.1%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Households	0.1	0.3	0.1	-	-100.0%	0.1%	-	-	-	-	-
<b>Payments for capital assets</b>	<b>2.9</b>	<b>2.4</b>	<b>1.9</b>	<b>3.3</b>	<b>4.0%</b>	<b>2.7%</b>	<b>3.4</b>	<b>3.6</b>	<b>3.8</b>	<b>5.6%</b>	<b>3.0%</b>
Machinery and equipment	2.7	2.3	1.9	3.3	6.1%	2.7%	3.4	3.6	3.8	5.6%	3.0%
Software and other intangible assets	0.2	0.1	-	-	-100.0%	0.1%	-	-	-	-	-
<b>Total</b>	<b>87.7</b>	<b>90.4</b>	<b>96.6</b>	<b>108.1</b>	<b>7.2%</b>	<b>100.0%</b>	<b>112.9</b>	<b>119.5</b>	<b>124.5</b>	<b>4.8%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>	<b>100.0%</b>	<b>58.8%</b>	<b>57.9%</b>	<b>57.5%</b>	<b>-</b>	<b>-</b>	<b>54.6%</b>	<b>52.6%</b>	<b>52.7%</b>	<b>-</b>	<b>-</b>

1. Estimates of National Expenditure data tables can be downloaded from [www.treasury.gov.za](http://www.treasury.gov.za). These tables contain detailed information by goods and services, and transfers and subsidies items by programme.

## Programme 2: Public Sector Organisational and Staff Development

### Programme purpose

Facilitate transfer payments to the training trading account, which provides education, development and training to public sector employees.

### Objectives

- Ensure competent and ethical public servants who are empowered to do their jobs by:
  - assessing 80 000 public servants through online diagnostic tool assessments to determine skills gaps and needs over the medium term
  - ensuring that 5 000 public servants undergo ethics education, training and development interventions annually
  - reviewing the curriculum and making available 40 active online learning education, training and development interventions available by March 2023.
  - establishing sustainable partnerships and collaboration with local and international stakeholders to support education, training and development interventions by implementing the local and international partnership strategy over the medium term.
- Implement quality education, training and development interventions by:

- implementing 12 mandatory programmes in all spheres of government by March 2023
- inducting and training 15 000 public servants annually on quality education, training and development interventions.

## Expenditure trends and estimates

**Table 7.7 Public Sector Organisational and Staff Development expenditure trends and estimates by subprogramme and economic classification**

Subprogramme	Audited outcome			Adjusted appropriation 2019/20	Average growth rate (%) 2016/17 - 2019/20	Average: Expenditure/Total (%) 2016/17 - 2019/20	Medium-term expenditure estimate			Average growth rate (%) 2019/20 - 2022/23	Average: Expenditure/Total (%) 2019/20 - 2022/23
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23		
R million											
National School of Government Training Trading Account	–	63.3	70.2	79.8	–	100.0%	93.7	107.8	111.8	11.9%	100.0%
<b>Total</b>	<b>–</b>	<b>63.3</b>	<b>70.2</b>	<b>79.8</b>	<b>–</b>	<b>100.0%</b>	<b>93.7</b>	<b>107.8</b>	<b>111.8</b>	<b>11.9%</b>	<b>100.0%</b>
Change to 2019 Budget estimate				–			–	–	–		
<b>Economic classification</b>											
<b>Transfers and subsidies<sup>1</sup></b>	<b>–</b>	<b>63.3</b>	<b>70.2</b>	<b>79.8</b>	<b>–</b>	<b>100.0%</b>	<b>93.7</b>	<b>107.8</b>	<b>111.8</b>	<b>11.9%</b>	<b>100.0%</b>
Departmental agencies and accounts	–	63.3	70.2	79.8	–	100.0%	93.7	107.8	111.8	11.9%	100.0%
<b>Total</b>	<b>–</b>	<b>63.3</b>	<b>70.2</b>	<b>79.8</b>	<b>–</b>	<b>100.0%</b>	<b>93.7</b>	<b>107.8</b>	<b>111.8</b>	<b>11.9%</b>	<b>100.0%</b>
<b>Proportion of total programme expenditure to vote expenditure</b>		<b>41.2%</b>	<b>42.1%</b>	<b>42.5%</b>	<b>–</b>	<b>–</b>	<b>45.4%</b>	<b>47.4%</b>	<b>47.3%</b>	<b>–</b>	<b>–</b>
<b>Details of selected transfers and subsidies</b>											
<b>Departmental agencies and accounts</b>											
<b>Departmental agencies (non-business entities)</b>											
<b>Current</b>	<b>–</b>	<b>63.3</b>	<b>70.2</b>	<b>79.8</b>	<b>–</b>	<b>100.0%</b>	<b>93.7</b>	<b>107.8</b>	<b>111.8</b>	<b>11.9%</b>	<b>100.0%</b>
National School of Government Training Trading Account	–	63.3	70.2	79.8	–	100.0%	93.7	107.8	111.8	11.9%	100.0%

1. Estimates of National Expenditure data tables can be downloaded from [www.treasury.gov.za](http://www.treasury.gov.za). These tables contain detailed information by goods and services, and transfers and subsidies items by programme.

## Entity

### National School of Government training trading account

#### Selected performance indicators

**Table 7.8 National School of Government training trading account performance indicators by programme/objective/activity and related priority**

Indicator	Programme/Objective/Activity	MTSF priority	Past			Current	Projections		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Number of public servants who undergo ethics education, training and development interventions per year	Public sector organisational and staff development	Priority 6: A capable, ethical and developmental state	– <sup>1</sup>	2 384	4 892	5 000	5 000	5 000	5 000
Number of active online learning education, training and development interventions available	Public sector organisational and staff development		– <sup>1</sup>	24	25	26	30	35	40
Number of practitioners who complete the lead facilitator development programme and are certified per year	Public sector organisational and staff development		– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	– <sup>1</sup>	200	250	300
Number of public servants undergoing public service inductions per year	Public sector organisational and staff development		– <sup>1</sup>	26 759	24 999	20 000	15 000	15 000	15 000
Number of public servants undergoing other education, training and development interventions in the 3 spheres of government per year	Public sector organisational and staff development		– <sup>1</sup>	24 878	30 660	29 783	30 000	36 000	36 000

1. No historical data available.

## Entity overview

The National School of Government training trading account functions within the National School of Government as a mechanism for the partial recovery of the costs of training programmes. The branches of the trading account directly facilitate and monitor the provision of leadership development and management training at all levels of government in collaboration with provincial academies and local government training entities. Over the medium term, the trading account will continue to focus on fulfilling the training needs of the public service by providing inductions and training on administration, management and leadership.

Expenditure is expected to increase at an average annual rate of 5.7 per cent, from R226.4 million in 2019/20 to R267.1 million in 2022/23. Spending on compensation of employees accounts for 55.9 per cent (R388.1 million) of the entity's total expenditure over the medium term. Revenue is expected to increase at an average annual rate of 5.6 per cent, from R226.4 million in 2019/20 to R266.7 million in 2022/23. The entity's revenue is partly derived from transfers from the department, which amount to R313.3 million over the MTEF period. Remaining revenue is generated from course fees for training programmes and interest received, which amount to R450.4 million over the medium term.

## Programmes/Objectives/Activities

**Table 7.9 National school of government training trading account expenditure trends and estimates by programme/objective/activity**

R million	Audited outcome			Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2016/17	2017/18	2018/19				2019/20	2020/21	2021/22		
Administration	212.4	188.9	190.2	226.4	2.2%	100.0%	240.7	254.9	267.1	5.7%	100.0%
<b>Total</b>	<b>212.4</b>	<b>188.9</b>	<b>190.2</b>	<b>226.4</b>	<b>2.2%</b>	<b>100.0%</b>	<b>240.7</b>	<b>254.9</b>	<b>267.1</b>	<b>5.7%</b>	<b>100.0%</b>

## Statements of historical financial performance, cash flow and financial position

**Table 7.10 National school of government training trading account statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/ Budget (%)
R million	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>153.4</b>	<b>136.7</b>	<b>125.6</b>	<b>114.8</b>	<b>120.0</b>	<b>120.0</b>	<b>146.6</b>	<b>146.6</b>	<b>95.0%</b>
Sale of goods and services other than capital assets	151.0	129.3	123.0	109.9	117.3	117.3	143.4	143.4	93.5%
<i>of which:</i>									
<i>Sales by market establishment</i>	<i>151.0</i>	<i>129.3</i>	<i>123.0</i>	<i>109.9</i>	<i>117.3</i>	<i>117.3</i>	<i>143.4</i>	<i>143.4</i>	<i>93.5%</i>
Other non-tax revenue	2.4	7.5	2.6	4.9	2.7	2.7	3.2	3.2	167.9%
<b>Transfers received</b>	<b>-</b>	<b>-</b>	<b>59.1</b>	<b>63.3</b>	<b>66.4</b>	<b>70.2</b>	<b>79.8</b>	<b>79.8</b>	<b>103.9%</b>
<b>Total revenue</b>	<b>153.4</b>	<b>136.7</b>	<b>184.7</b>	<b>178.1</b>	<b>186.4</b>	<b>190.2</b>	<b>226.4</b>	<b>226.4</b>	<b>97.4%</b>
<b>Expenses</b>									
<b>Current expenses</b>	<b>244.7</b>	<b>194.9</b>	<b>184.7</b>	<b>188.9</b>	<b>186.4</b>	<b>190.2</b>	<b>226.4</b>	<b>226.4</b>	<b>95.0%</b>
Compensation of employees	86.7	86.8	85.4	82.8	96.9	96.9	105.4	105.4	99.3%
Goods and services	158.0	108.0	99.2	106.1	89.5	93.3	121.0	121.0	91.6%
<b>Transfers and subsidies</b>	<b>-</b>	<b>17.5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total expenses</b>	<b>244.7</b>	<b>212.4</b>	<b>184.7</b>	<b>188.9</b>	<b>186.4</b>	<b>190.2</b>	<b>226.4</b>	<b>226.4</b>	<b>97.1%</b>
<b>Surplus/(Deficit)</b>	<b>(91.3)</b>	<b>(75.7)</b>	<b>-</b>	<b>(10.8)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>-</b>	<b>(70.2)</b>	<b>-</b>	<b>4.2</b>	<b>-</b>	<b>-</b>	<b>10.0</b>	<b>10.0</b>	<b>-560.1%</b>
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>153.4</b>	<b>187.8</b>	<b>125.6</b>	<b>125.6</b>	<b>127.7</b>	<b>127.7</b>	<b>129.1</b>	<b>129.1</b>	<b>106.4%</b>
Sales of goods and services other than capital assets	151.0	181.8	123.0	123.0	125.0	125.0	126.3	126.3	105.9%
<i>Sales by market establishment</i>	<i>151.0</i>	<i>181.8</i>	<i>123.0</i>	<i>123.0</i>	<i>125.0</i>	<i>125.0</i>	<i>126.3</i>	<i>126.3</i>	<i>105.9%</i>
Other tax receipts	2.4	6.0	2.6	2.6	2.7	2.7	2.8	2.8	134.1%
<b>Transfers received</b>	<b>-</b>	<b>-</b>	<b>59.1</b>	<b>63.3</b>	<b>66.4</b>	<b>70.2</b>	<b>79.8</b>	<b>79.8</b>	<b>103.9%</b>
<b>Total receipts</b>	<b>153.4</b>	<b>187.8</b>	<b>184.7</b>	<b>188.9</b>	<b>194.1</b>	<b>197.9</b>	<b>208.9</b>	<b>208.9</b>	<b>105.7%</b>

**Table 7.10 National school of government training trading account statements of historical financial performance, cash flow and financial position**

Statement of financial performance									
	Budget	Audited outcome	Budget	Audited outcome	Budget	Audited outcome	Budget estimate	Revised estimate	Average: Outcome/Budget (%)
R million	2016/17		2017/18		2018/19		2019/20		2016/17 - 2019/20
<b>Payment</b>									
<b>Current payments</b>	<b>153.4</b>	<b>240.5</b>	<b>184.7</b>	<b>184.7</b>	<b>194.1</b>	<b>197.9</b>	<b>198.9</b>	<b>198.9</b>	<b>112.4%</b>
Compensation of employees	86.7	85.0	85.4	85.4	100.4	100.4	106.6	106.6	99.5%
Goods and services	66.7	155.5	99.2	99.2	93.7	97.5	92.3	92.3	126.3%
<b>Transfers and subsidies</b>	<b>–</b>	<b>17.5</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total payments</b>	<b>153.4</b>	<b>258.0</b>	<b>184.7</b>	<b>184.7</b>	<b>194.1</b>	<b>197.9</b>	<b>198.9</b>	<b>198.9</b>	<b>114.8%</b>
<b>Net cash flow from investing activities</b>	<b>–</b>	<b>(2.5)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Acquisition of software and other intangible assets	–	(2.5)	–	–	–	–	–	–	–
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>–</b>	<b>(72.7)</b>	<b>–</b>	<b>4.2</b>	<b>–</b>	<b>–</b>	<b>10.0</b>	<b>10.0</b>	
<b>Statement of financial position</b>									
Carrying value of assets	11.5	22.6	11.5	11.5	11.5	11.5	11.5	11.5	124.0%
Receivables and prepayments	36.2	3.7	36.2	36.2	36.2	36.2	36.2	36.2	77.6%
Cash and cash equivalents	90.3	66.0	90.3	90.3	90.3	90.3	90.3	90.3	93.3%
<b>Total assets</b>	<b>138.0</b>	<b>92.3</b>	<b>138.0</b>	<b>138.0</b>	<b>138.0</b>	<b>138.0</b>	<b>138.0</b>	<b>138.0</b>	<b>91.7%</b>
Accumulated surplus/(deficit)	114.2	15.9	114.2	114.2	114.2	114.2	114.2	114.2	78.5%
Trade and other payables	20.0	67.3	20.0	20.0	20.0	20.0	20.0	20.0	159.2%
Provisions	3.8	9.1	3.8	3.8	3.8	3.8	3.8	3.8	134.5%
<b>Total equity and liabilities</b>	<b>138.0</b>	<b>92.3</b>	<b>138.0</b>	<b>138.0</b>	<b>138.0</b>	<b>138.0</b>	<b>138.0</b>	<b>138.0</b>	<b>91.7%</b>

**Statements of estimates of financial performance, cash flow and financial position****Table 7.11 National school of government training trading account statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance									
	Revised estimate	Average growth rate (%)	Average: Expenditure/Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/Total (%)	
R million	2019/20	2016/17 - 2019/20	2019/20	2020/21	2021/22	2022/23	2019/20 - 2022/23	2022/23	
<b>Revenue</b>									
<b>Non-tax revenue</b>	<b>146.6</b>	<b>2.3%</b>	<b>73.1%</b>	<b>147.7</b>	<b>147.8</b>	<b>154.9</b>	<b>1.9%</b>	<b>60.5%</b>	
Sale of goods and services other than capital assets	143.4	3.5%	70.3%	144.4	144.4	151.3	1.8%	59.1%	
<i>Sales by market establishment</i>	143.4	3.5%	70.3%	144.4	144.4	151.3	1.8%	59.1%	
Other non-tax revenue	3.2	-24.6%	2.8%	3.3	3.4	3.6	3.6%	1.4%	
<b>Transfers received</b>	<b>79.8</b>	<b>–</b>	<b>26.9%</b>	<b>93.7</b>	<b>107.8</b>	<b>111.8</b>	<b>11.9%</b>	<b>39.5%</b>	
<b>Total revenue</b>	<b>226.4</b>	<b>18.3%</b>	<b>100.0%</b>	<b>241.4</b>	<b>255.6</b>	<b>266.7</b>	<b>5.6%</b>	<b>100.0%</b>	
<b>Current expenses</b>	<b>226.4</b>	<b>5.1%</b>	<b>97.9%</b>	<b>240.7</b>	<b>254.9</b>	<b>267.1</b>	<b>5.7%</b>	<b>100.0%</b>	
Compensation of employees	105.4	6.7%	45.6%	122.0	129.9	136.2	8.9%	49.8%	
Goods and services	121.0	3.9%	52.4%	118.7	125.0	131.0	2.7%	50.2%	
<b>Total expenses</b>	<b>226.4</b>	<b>2.2%</b>	<b>100.0%</b>	<b>240.7</b>	<b>254.9</b>	<b>267.1</b>	<b>5.7%</b>	<b>100.0%</b>	
<b>Surplus/(Deficit)</b>	<b>–</b>			<b>0.7</b>	<b>0.7</b>	<b>(0.4)</b>			
<b>Cash flow statement</b>									
<b>Cash flow from operating activities</b>	<b>10.0</b>	<b>-152.2%</b>	<b>216.0%</b>	<b>20.0</b>	<b>30.0</b>	<b>30.3</b>	<b>7.9%</b>	<b>169.9%</b>	
<b>Receipts</b>									
<b>Non-tax receipts</b>	<b>129.1</b>	<b>-11.7%</b>	<b>73.2%</b>	<b>126.2</b>	<b>133.2</b>	<b>139.6</b>	<b>2.6%</b>	<b>57.5%</b>	
Sales of goods and services other than capital assets	126.3	-11.4%	71.4%	123.4	130.2	136.4	2.6%	56.2%	
<i>Sales by market establishment</i>	126.3	-11.4%	71.4%	123.4	130.2	136.4	2.6%	56.2%	
Other tax receipts	2.8	-22.1%	1.8%	2.8	3.0	3.1	3.4%	1.3%	
<b>Transfers received</b>	<b>79.8</b>	<b>–</b>	<b>26.8%</b>	<b>93.7</b>	<b>107.8</b>	<b>111.8</b>	<b>11.9%</b>	<b>42.5%</b>	
<b>Total receipts</b>	<b>208.9</b>	<b>3.6%</b>	<b>100.0%</b>	<b>219.9</b>	<b>240.9</b>	<b>251.4</b>	<b>6.4%</b>	<b>100.0%</b>	
<b>Current payments</b>	<b>198.9</b>	<b>-6.1%</b>	<b>100.7%</b>	<b>199.9</b>	<b>210.9</b>	<b>221.1</b>	<b>3.6%</b>	<b>100.0%</b>	
Compensation of employees	106.6	7.9%	46.3%	113.2	119.5	125.2	5.5%	55.9%	
Goods and services	92.3	-16.0%	54.4%	86.7	91.5	95.9	1.3%	44.1%	
<b>Total payment</b>	<b>198.9</b>	<b>-8.3%</b>	<b>100.0%</b>	<b>199.9</b>	<b>210.9</b>	<b>221.1</b>	<b>3.6%</b>	<b>100.0%</b>	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>10.0</b>	<b>-151.6%</b>	<b>–</b>	<b>20.0</b>	<b>30.0</b>	<b>30.3</b>	<b>44.7%</b>	<b>100.0%</b>	



**Table 7.11 National school of government training trading account statements of estimates of financial performance, cash flow and financial position**

Statement of financial performance		Revised estimate	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
					2019/20	2016/17 - 2019/20	2020/21		
R million									
<b>Statement of financial position</b>									
Carrying value of assets		11.5	-20.1%	12.4%	11.5	12.1	12.7	3.4%	8.3%
Receivables and prepayments		36.2	113.6%	20.7%	36.2	38.2	40.0	3.4%	26.2%
Cash and cash equivalents		90.3	11.0%	67.0%	90.3	95.3	99.8	3.4%	65.4%
<b>Total assets</b>		<b>138.0</b>	<b>14.3%</b>	<b>100.0%</b>	<b>138.0</b>	<b>145.6</b>	<b>152.6</b>	<b>3.4%</b>	<b>100.0%</b>
Accumulated surplus/(deficit)		114.2	93.0%	66.4%	114.2	120.5	126.3	3.4%	82.7%
Trade and other payables		20.0	-33.3%	29.1%	20.0	21.1	22.1	3.4%	14.5%
Provisions		3.8	-25.1%	4.6%	3.8	4.1	4.2	3.4%	2.8%
<b>Total equity and liabilities</b>		<b>138.0</b>	<b>14.3%</b>	<b>100.0%</b>	<b>138.0</b>	<b>145.6</b>	<b>152.6</b>	<b>3.4%</b>	<b>100.0%</b>

**Personnel information****Table 7.12 National School of Government training trading account personnel numbers and cost by salary level**

Number of posts estimated for 31 March 2020		Number and cost <sup>1</sup> of personnel posts filled/planned for on funded establishment															Number			
Number of funded posts	Number of posts on approved establishment	Actual			Revised estimate			Medium-term expenditure estimate						Average growth rate (%)	Average: Salary level/Total (%)					
		2018/19			2019/20			2020/21		2021/22		2022/23				2019/20 - 2022/23				
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost				Number	Cost	Unit cost	
<b>National School of Government training trading account</b>		<b>138</b>	<b>138</b>	<b>138</b>	<b>96.9</b>	<b>0.7</b>	<b>138</b>	<b>105.4</b>	<b>0.8</b>	<b>138</b>	<b>122.0</b>	<b>0.9</b>	<b>138</b>	<b>129.9</b>	<b>0.9</b>	<b>138</b>	<b>136.2</b>	<b>1.0</b>	<b>8.9%</b>	<b>100.0%</b>
Salary level																				
1 – 6	15	15	2.9	0.2	15	3.1	0.2	15	3.6	0.2	15	3.8	0.3	15	4.0	0.3			8.9%	10.9%
7 – 10	88	88	40.3	0.5	88	44.6	0.5	88	51.7	0.6	88	55.0	0.6	88	57.7	0.7			8.9%	63.8%
11 – 12	21	21	35.2	1.7	21	39.1	1.9	21	45.3	2.2	21	48.3	2.3	21	50.6	2.4			8.9%	15.2%
13 – 16	14	14	18.6	1.3	14	18.5	1.3	14	21.4	1.5	14	22.8	1.6	14	23.9	1.7			8.9%	10.1%

1. Rand million.

