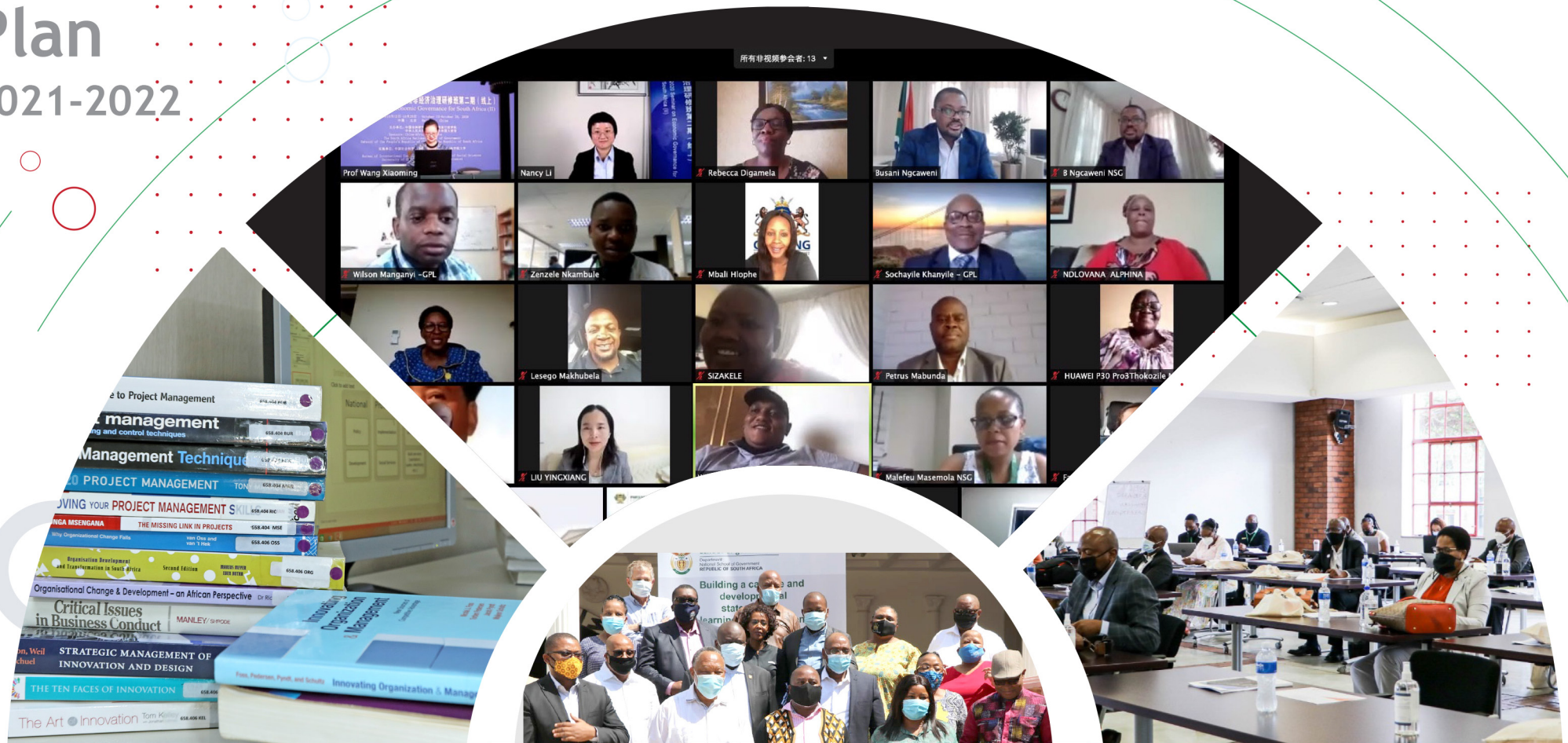
Annual Performance Plan

2021-2022



Learn Serve Grow

school of government

Department:
National School of Government
REPUBLIC OF SOUTH AFRICA

2030 NDP

The NSG Executive Management Team

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school of government

Department:
National School of Government
REPUBLIC OF SOUTH AFRICA

NATIONAL SCHOOL OF GOVERNMENT

ANNUAL PERFORMANCE PLAN 2021/22

DATE OF TABLING: 11 MARCH 2021

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STATEMENTS & OFFICIAL SIGN-OFF

EXECUTIVE AUTHORITY STATEMENT

MR SENZO MCHUNU, MP
MINISTER FOR THE PUBLIC SERVICE AND ADMINISTRATION

Humanity is faced with the COVID-19 global pandemic so unprecedented in our modern history, with the stark reality that normal life as we know it is under threat. Many families lost loved ones, many people lost jobs, students lost valuable learning time at schools and higher education institutions, and the socio-economic hardships already faced by the majority of our people have been exacerbated by the international and national lockdown. The efforts of the South African government, under the astute leadership of President Cyril Ramaphosa, to contain and manage the spread of corona virus must be applauded. From the onset, government has been acting decisively and, the next phase of immunity through the vaccines will ensure that we manage the spread and its ravaging effects on society.

As the Ministry for Public Service and Administration, we remain committed to ensuring that the State continues to fulfil its responsibilities and the machinery of the public service continues to run. In saying so, I am also mindful that public servants across all public sector institutions, particularly frontline workers, have been committed to ensuring the provision of services to people and I commend them for this call to duty.

Working under conditions of a “new normal” and coupled with the elements of the Fourth Industrial Revolution (4IR), it means that the public servants must be innovative and find efficient business processes and mechanisms to deliver services, whilst also sharpening their skills and knowledge.

The National School of Government (the NSG) has an expanded mandate to ensure that it gives effect to section 195(1) (h) of the Constitution, which stipulates that: “good human resource management and career-development practices, to maximise human potential, must be cultivated”. Through the education, training and development initiatives, the NSG must also ensure that its delivery approach emphasises the practical application of participatory, people-centred methodologies and indigenous techniques.

Following on from the previous financial year, the NSG will continue its shift towards more online, virtual training and learning opportunities. The significant number of public servants who are enrolling for online learning is encouraging, and it does minimise physical contact training. Furthermore, the NSG is strengthening partnerships with many local and international institutions to provide

ETD opportunities. We encourage the formation of these partnerships and the opportunities that it provides to public servants and public representatives to sharpen their skills.

The Ministry for Public Service and Administration remains committed to gender equality, and through the NSG we will be delivering initiatives in the form of training programmes. These are: Leading change by championing gender equality, Championing anti-discrimination in the public service and Teaching for All: Inclusive teaching and learning for South Africa. The Programme Leading Change by Championing Gender Equality was launched in August 2020 with the Department of Women, Youth and Persons with Disabilities (DWYPD).

As we enter the 28th year of our democratic freedom in 2022 and remain eight years away from the realisation of the National Development Plan Vision 2030, the Ministry will continue to champion priority 1 of the Medium Term Strategic Framework for 2019-2024 – a capable, ethical and developmental State – by ensuring that there is improved leadership, governance and accountability; that public administration is professional, meritocratic and ethical; and that the confidence and trust on the State is enhanced.

MR SENZO MCHUNU, MP

MINISTER FOR PUBLIC SERVICE AND ADMINISTRATION

EXECUTIVE AUTHORITY FOR THE NSG

ACCOUNTING OFFICER STATEMENT

When we presented our five-year strategy in the previous financial year, we indicated that the NSG is pressing the reset button, mobilising energies and capabilities inside and outside government to deliver training and development interventions that help public servants to *learn, serve and grow*!

Indeed, during the past financial year, we have been doing so but the realities of the global COVID19 pandemic have significantly hampered our efforts. During this time, however, it did provide the NSG the opportunity to shift focus on other initiatives, such as greater virtual and online learnings as well as hosting webinars. These have been welcomed initiatives by our learners, and it is a direction we wish to continue with.

Furthermore, we identified many local and international partnerships, which provide public servants with ample developmental opportunities. In this financial year, we will be implementing a number of these partnerships. Indeed, many of these partnerships will be a "game-changer" for public servants towards sharpening their skills.

The NSG will also be focusing on supporting the four overriding priorities outlined by President Cyril Ramaphosa during the 2021 State of the Nation Address (SONA), which we outline as follows:

1. Defeat the corona virus pandemic

The NSG acknowledges that the global pandemic requires new ways of working under a "new normal". This, coupled with the digital transformation towards the Fourth Industrial Revolution (4IR), requires public servants to be properly skilled. In this regard, the NSG will provide learners with opportunities to better understand the digital era. We are undertaking this through partnerships and will provide public servants these opportunities. The NSG will prioritise its programme, *Khaedu*, in order to build capacity among public servants on issues relating to efficient business processes and operations management. Furthermore, we will prioritise our human resource management and development programmes to support departments in how to manage employees during this pandemic.

2. Accelerate our economic recovery

In supporting the economic recovery, the NSG is implementing programmes as were approved by Cabinet, such as the Economic Governance School for members of the executive and the *Etella* programme for executive leadership. Through programmes like these, as well as other interventions (webinars and master classes), we will support capacity building to public servants in accelerating economic recovery.

3. Implement economic reforms to create sustainable jobs and drive inclusive growth

The NSG will implement programmes to support economic reforms and will include emphasis on programmes of financial management and supply chain management in the public service.

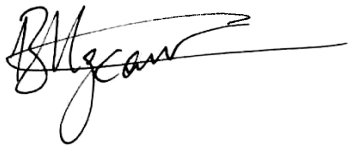
4. Fight corruption and strengthen the State

The NSG noted with interest and appreciation, the commitment made by the President that the NSG will "continue to roll out courses and training programmes for government officials from entry level to senior management and the Executive". Our bespoke programmes, which we rolled out in the previous financial year, will be prioritised in the new financial year. The ETD offerings of the NSG are designed to cover all occupational bands from entry level to executive management. In this new financial year, we plan to train a total 38 460 learners in all of our offerings.

With regard to "advancing honesty, ethics and integrity" as indicated by the President, the NSG will continue in the rollout of programmes such as ethics and anti-corruption. We will prioritise these programmes across all occupational bands.

As the President indicated that "the public service is at the coalface of government, and lack of professionalism does not just impact service delivery, it also dents public confidence", the NSG, together with the DPSA and the OPSC, will continue the development of the national implementation framework towards the professionalisation of the public service. The public consultation process provided us with a plethora of inputs, comments and proposals in the finalisation of the framework.

Let us continue to learn, serve and grow!



MR BUSANI NGCAWENI

PRINCIPAL: NATIONAL SCHOOL OF GOVERNMENT

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the senior management of the National School of Government under the guidance of Minister Senzo Mchunu.
- Takes into account all the relevant policies, legislation and other mandates for which the National School of Government is responsible.
- Accurately reflects the impact, outcomes and outputs which the National School of Government will endeavour to achieve over the period 2020-2025.

Ms L Kaunda
Programme 1: Administration

Dr B Maja
Programme 2: Public Sector Organisational and Staff Development

Ms P Mkwanazi
Programme 2: Public Sector Organisational and Staff Development

Mr D Poonsamy
Chief Director responsible for Planning

Ms P Mkwanazi
Chief Financial Officer

Mr B Ngcaweni
Accounting Officer

Approved by:

Minister Senzo Mchunu, MP
Executive Authority

PART A: OUR MANDATE

INTRODUCTION

The Constitution of the Republic of South Africa, 1996 remains the cornerstone of our democracy and an embodiment of our nation's aspirations towards building a society that we can all be proud of. The basic values and principles governing public administration under section 195(1) form the basis for public service interaction with society in delivering services to our citizens. These are applicable to all three spheres of government, organs of state, and public enterprises. These values and principles are as follows:

(a) A high standard of professional ethics must be promoted and maintained.
(b) Efficient, economic and effective use of resources must be promoted.
(c) Public administration must be development-oriented.
(d) Services must be provided impartially, fairly, equitably and without bias.
(e) People's needs must be responded to, and the public must be encouraged to participate in policy-making.
(f) Public administration must be accountable.
(g) Transparency must be fostered by providing the public with timely, accessible and accurate information.
(h) Good human resource management and career-development practices, to maximise human potential, must be cultivated.
(i) Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

The National School of Government (the NSG) draws its mandate from the Constitution, and with particular reference to 195(1) (h), which stipulates that: "good human resource management and career-development practices, to maximise human potential, must be cultivated". The applicability of this, and the other values and principles to the three spheres of government, organs of state and public enterprises indicates the depth and the reach of the NSG in order to fulfil this constitutional mandate.

The NSG has to ensure that all of the basic values and principles are inculcated into the value system and performance of all public servants and representatives through education, training and development (ETD) initiatives.

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

The NSG, as a national government department, draws its mandate from primary legislation – the Public Service Act, 1994 (Proclamation 103 of 1994), as amended. This is the core mandate which establishes the NSG for it to fulfil a function of providing training or causing the provision of training to occur within the public service. Accordingly, section 4 of the Act provides the following mandate:

(1) There shall be a training institution listed as a national department (in Schedule 1 of the Act).

(2) The management and administration of such institution shall be under the control of the Minister (Public Service and Administration).

(3) Such institution-

a. shall provide such training or cause such training to be provided or conduct such examinations or tests or cause such examinations or tests to be conducted as the Head of the institute may with the approval of the Minister decide or as may be prescribed as a qualification for the appointment or transfer of persons in or to the public service;

b. may issue diplomas or certificates or cause diplomas or certificates to be issued to persons who have passed such examinations.

Another piece of enabling legislation - Public Administration Management Act, 2014 (Act No. 11 of 2014) - gives effect, *inter alia*, to the progressive realisation of the values and principles governing public administration across the three spheres of government. The current provisions of the Act in relation to the NSG are as follows:

In terms of section 11 of the Act:

(1) The National School of Government will, in consultation with the Minister responsible for higher education and training, be established as a higher education institution contemplated in the Higher Education Act, 1997 (Act No. 101 of 1997).

(2) The School must, through education and training, promote the progressive realisation of the values and principles governing public administration and enhance the quality, extent and impact of the development of human resource capacity in institutions.

(3) The School must give effect to subsection (2) by—

a. subject to the National Qualifications Framework Act, 2008 (Act No. 67 of 2008), providing such education and training or causing such education and training to be provided or conducting or cause to be conducted such examinations or tests as the Head of the School determines;

b. interacting with and fostering collaboration, in consultation with the Minister responsible for higher education and training, among training institutions, higher education institutions, further education and training institutions and private sector training providers in furtherance of such education and training; and

c. performing any other function or exercising any other power as prescribed.

(4) The provisions of this section do not affect institution or sector specific training.

In terms of section 12 of the Act:

(1) The Minister, in consultation with the Minister responsible for higher education and training, may direct the School to provide qualifications, part qualifications and non-formal education as recognised by the National Qualifications Framework or the South African Qualifications Authority.

(2) Insofar as a directive under subsection (1) applies to municipalities, the Minister must act in consultation with the Minister responsible for local government and after consultation with organised local government.

In terms of section 13 of the Act:

(1) The Minister may, after approval by the Cabinet, direct that the successful completion of specified education, training, examinations or tests is—
   a. a prerequisite for specified appointments or transfers; and
   b. compulsory in order to meet development needs of any category of employees.

(2) The Minister must consult organised local government and obtain the concurrence of the Minister responsible for local government before seeking the approval of the Cabinet contemplated in subsection (1) in respect of a directive to be applicable to municipalities.

Proclamation 15 of 2019 ('Commencement of certain provisions of the Public Administration Management Act, 2014 (Act No. 11 of 2014)') by the President of the Republic of South Africa dated 18 March 2019 provides for the Act to take effect from 1 April 2019, except for sections 5, 6, 7, 9, **11**, **12** (as discussed above) and 19 of the Act.

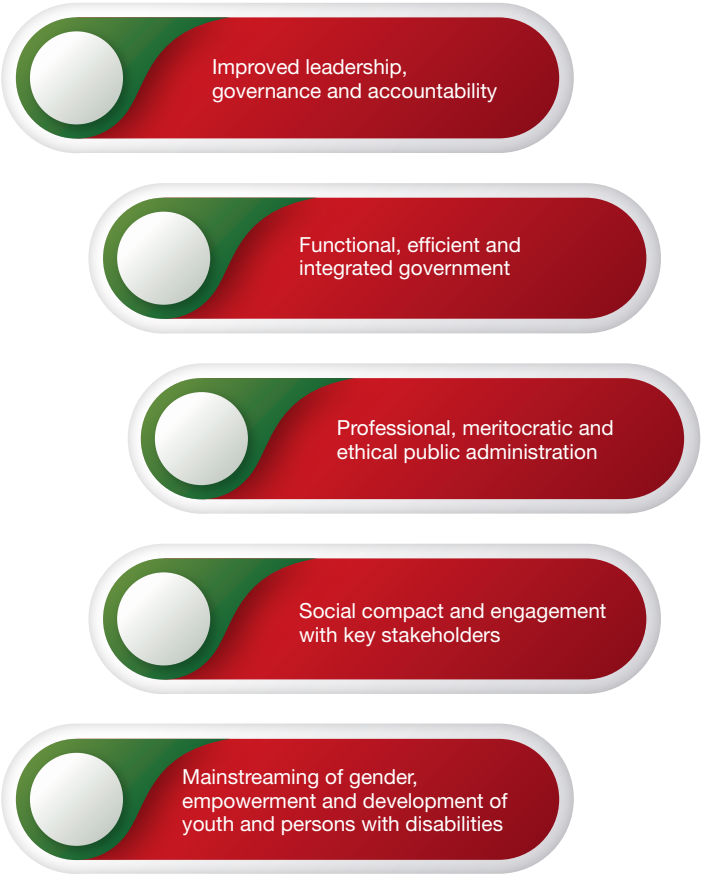
Under the leadership of the Minister for the Public Service and Administration, the legislative processes of PAMA as it relates to the NSG are continuing. This includes proposals for amendments to certain provisions of the Act, which could strengthen the mandate of the NSG in strengthening state capacity. It could also facilitate the process to register the NSG as a recognised training college and that is aligned to the provisions of the Higher Education Act, 1997 and the National Qualifications Framework Act, 2008. These updates will take place during the course of the five-year strategic period.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The Medium Term Strategic Framework (MTSF) for the 2019-2024 period is a high-level strategic document to guide the five-year implementation and monitoring of the National Development Plan (NDP). The work of the sixth administration of government is underpinned by the following seven priorities for achievement.

Priority 1: A capable, ethical and developmental state

Priority 1 underpins all other priorities of the MTSF. It is a vision of strong and ethical leadership, a focus on people and improved implementation capability. Facilitating this vision into action will involve a transition to a more functional and integrated government that is capacitated with professional, ethical, responsive and meritocratic public servants to strengthen relations and efficiency. In terms of the MTSF document, the following outcomes support this priority:



The NSG strategy is aligned to the MTSF document and is able to contribute to all of the aforementioned outcomes through our ETD interventions. The key contribution of the NSG towards priority one is ensuring professional, meritocratic and ethical public administration.

Priority 6: Social Cohesion and Safe Communities

The NSG is also contributing towards Priority 6 (Social Cohesion and Safe Communities) by providing, through a compulsory module, training to 100% of the senior management service (SMS) on all forms of discrimination and diversity management. Furthermore, the NSG is also providing support in the training of teachers through Provincial Education Departments focused on dealing with all forms of discrimination. This will contribute towards a 2024 outcome of a diverse socially cohesive society with a common national identity.

Whilst the NSG has not identified any institutional policies for updating in this financial year, key strategies will be developed for implementation. These include strategies for institutionalising a quality management system. Additionally, as an accredited training provider, the NSG also ensures that the relevant quality management system policies are in place, e.g. ETD quality management system policy, learner support and management policy, and a certification management policy.

Alignment of the NSG Performance to the State of the Nation (SONA) 2021 Priorities

The NSG noted the commitment made by the President that the NSG will "continue to roll out courses and training programmes for government officials from entry level to senior management and the Executive".

Indeed, as our expanded mandate requires of us to provide ETD opportunities across the spheres of government and organs of state, our priority for the new financial year is confirmed as such. The ETD offerings of the NSG are designed to cover all occupational bands from entry level to executive management. In this new financial year, we plan to train a total 38 460 learners in all of our offerings.

"The Public Service is at the coalface of government, and lack of professionalism does not just impact service delivery; it also dents public confidence. Advancing honesty, ethics and integrity in the Public Service is critical if we are to build a capable state. Through the National School of Government, we continue to roll out courses and training programmes for government officials from entry level to senior management and the Executive" - President Cyril Ramaphosa, SONA 2021

3. UPDATES TO RELEVANT COURT RULINGS

There are no relevant court rulings that impact or affect the development and implementation of the NSG strategy.

PART B:
OUR STRATEGIC FOCUS

INTRODUCTION

In the implementation of the mandate as articulated in the Public Service Act, 1994 and the Public Administration Management Act, 2014, the NSG now has an expanded mandate to focus on building capacity in all spheres of government, state owned entities as well as organs of state. The core mandate issues are reflected as follows:

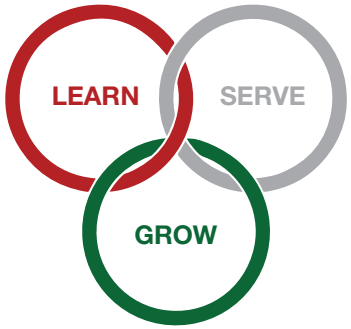
(i) Provide education and training to public servants in the three spheres of government, state-owned entities and organs of state.

(ii) Support institutional development.

(iii) Foster collaboration with among training institutions, higher education institutions, further education and training institutions and private sector training providers.

(iv) Offer qualifications, part qualifications and non-formal education as recognised by the National Qualifications Framework or the South African Qualifications Authority.

(v) Conduct training, examinations or tests (pre-requisites for specified appointments or transfers and compulsory in order to meet development needs of any category of employees).



Three core values define the NSG, which are **LEARN SERVE GROW.**

VISION

Build an Ethical and Capable Public Sector in Service of the People

MISSION

To empower public servants to be responsive to citizen needs and government priorities through education, training and development interventions

VALUES

- Professional
- Respectful
- Ethical
- Innovative
- Integrity

Under the leadership of the Minister for the Public Service and Administration, the NSG developed a five year strategy that also places a focus on the future repositioning towards strengthening state capacity. Key among the expectations of the Ministry is for the NSG to offer qualifications, support the professionalisation of the public service and forge partnerships with public and private training providers – domestically, continentally and internationally. In repositioning for the future, the NSG will focus on the following:

(i) Implement the prescripts of an expanded mandate and support the outcomes of priority 1 of MTSF.
(ii) Direct (provide directly or facilitate ETD), Influence (content creation of public administration, quality of ETD), and Refer (where the NSG cannot offer ETD intervention, it can be referred to other recognised training providers).
(iii) Measure the impact of ETD interventions.
(iv) Emphasise the quality of ETD interventions, and those who deliver for the NSG.
(v) Embrace partnerships and collaborations with public and private institutions to support ETD interventions.

The NSG tabled a five-year strategic plan (2020-2025) which was approved and tabled in Parliament in March 2020. The past financial year (2020/21) was the first year of implementation of the new strategy. However, a review and revision of the APP was necessitated by the adjustments budget as well as impact of the COVID-19 global pandemic. The revision of the plans were guided by the Revised Framework for Strategic Plans and Annual Performance Plans issued by the Department of Planning, Monitoring and Evaluation (DPME).

4. UPDATED SITUATION ANALYSIS

4.1 EXTERNAL ENVIRONMENT

EFFECTS OF THE COVID-19 PANDEMIC ON THE PERFORMANCE OF THE NSG

South Africa and the rest of the world is currently facing a challenge relating to the COVID-19 virus, which the World Health Organisation (WHO) has declared as a global pandemic. President Cyril Ramaphosa declared a national state of disaster in terms of the Disaster Management Act, and to focus on preventing and reducing the outbreak of this virus. The DPSA guidelines, issued on 16 March 2020, confirmed the need for departments to decide how to limit some of its services, suspend non-essential/ non-critical meetings, and encourage online services where possible.

In terms of the ETD delivery modality, this has significantly impacted on the ability of the NSG to fulfil the mandate as most of the ETD delivery are contact classes with approximately 20 learners per class. The NSG developed a training recovery plan, which included, *inter alia*, a shift towards greater online learning, and a set of protocols for contact classes under COVID-19 conditions.

Since the end of the 2019/20 financial year and the 2020/21 financial year, the cancellation and non-uptake of training has resulted in the NSG not being able to meet ETD targets as well as generating revenue. This had a significant impact on the NSG to be able to sustain itself as the current budget could not absorb the impact of losses. The NSG had to revise the ETD numbers downwards for the 2020/21 financial year, with the potential for a deficit in revenue generation.

CABINET DECISIONS IN 2020

(i) Economic Governance Spring School

In improving leadership, governance and accountability, Cabinet approved two training programmes that will give effect to the commitment of building the capacity of the state. The first one is the Economic Governance Spring School training, for members of the Executive from all spheres of government. It is designed to broaden learning perspectives through analysis and critical reflection on the nature of challenges of government. It will be conducted by the NSG, in partnership with the WITS School of Governance and the OR Tambo School of Leadership. The NSG implemented the inaugural programme of the Economic Governance Spring School for Members of the Executive on 15 – 20 November 2020 with a cohort comprising Ministers, Deputy Ministers, Members of Executive Councils, Mayors and Members of Mayoral Committees.

(ii) Executive Education Programme

Etella is an eight-module programme within a framework of initiatives geared toward the enhancement of management acumen and leadership capabilities of Heads of Departments in departments and public entities, in their capacity as Accounting Officers. Through *Etella* and related initiatives, the NSG is supporting senior public officials to lead expressively in a dynamic and uncertain environment and make a significant contribution in growing the next generation of Accounting Officers. Simultaneously, preparations have been made to implement the Executive Education Programme in partnership with the University College London. These partnerships give effect to government's approach to national development through institutional compacts and cross-sector collaboration.

(iii) Draft National Implementation towards the Professionalisation of the Public Service

The current MTSF commits explicitly to the professionalisation of the public service as imperative for building of a capable, ethical and developmental public service in the sixth administration. The work of professionalising the public service is part of the bigger project of strengthening state capacity. The NSG, working jointly with the Department of Public Service and Administration (DPSA) and the Office of the Public Service Commission (OPSC) is finalising a national implementation framework for the professionalisation of the public service, as envisaged in the NDP.

On 18 November 2020, Cabinet approved the publication of the draft framework. The publication followed consultations and engagements within Forum of South African Directors-General (FOSAD); Governance, State Capacity and Institutional Development (GSCID) Cluster and Cabinet Committee, as well as some professional and regulatory bodies. Professional bodies, interested parties, institutions of higher learning, think tanks, organised labour and public servants were invited to participate in a two-week public consultation process in February 2021 and clustered in 10 functional groups. During this financial year, the NSG, working with the DPSA and the OPSC, continue with further consultations and finalisation of the draft framework.

VIRTUAL AND ONLINE LEARNING

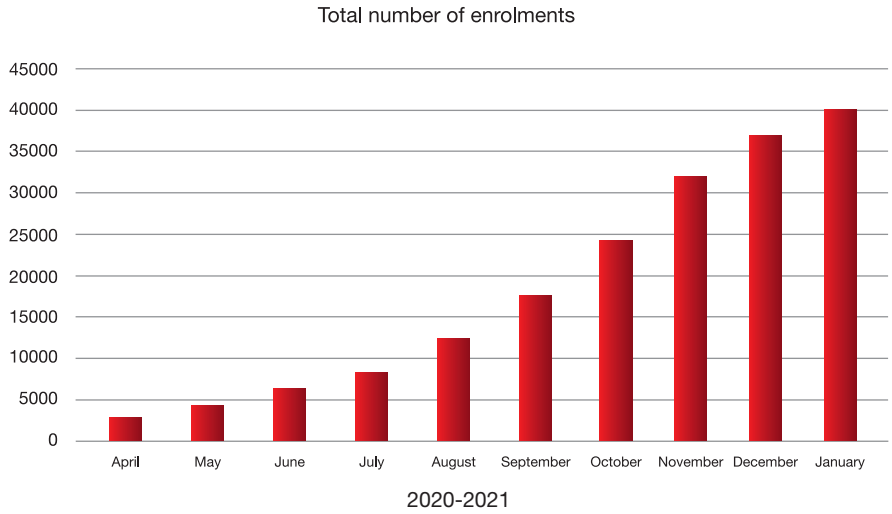
The NSG has a fully effective eLearning presence, with courses being offered either in the form of open and paid online courses. Some of the eLearning courses offered by the NSG include:

- Know and Live your Constitution
- Basic Writing for Government
- Ethics in the Public Service
- Managing Performance in the Public Service
- Compulsory Induction Programme for salary levels 6-12
- Operations Management Framework
- Introduction to Strategic Human Resource Management

In recognising the importance of promoting professionalisation in the Public Service and regularising the quality of individuals who enter the SMS, it is imperative that the Public Service creates minimum standards of entry. It is for this reason that on 1 April 2015 (and amended on 1 April 2017), that a Directive on Compulsory Capacity Development, Mandatory Training Days and Minimum Entry Requirements for SMS was issued by the DPSA. According to the Directive, a further requirement for appointment at SMS level will be the successful completion of the Senior Management Pre-entry Programme as endorsed by the NSG. The online programme – ***Nyukela*** - went live on 15 July 2019, as a compulsory offering in response to the Directive on minimum entry requirements for the SMS. There have been more than 7 000 enrolments for the programme, with more than 2 400 having successfully completed.

In supporting a professional, meritocratic and ethical public administration, the NSG has been rolling out a compulsory ethics course. More than 8 800 public servants have enrolled for the course, with 4 360 successfully completing.

The graph below is a breakdown of the enrolments from April 2020 to January 2021, in the suite of eLearning and online courses being offered by the NSG. The total of 40 054 excludes 14 878 learners enrolled in *Getting Started with eLearning* (which is not a course but prepares learners for online learning).



40 054
Learners Enrolled

During this period as well, the NSG also undertook other forms of virtual learning, including four webinars as well as fully virtual classes were held in partnership with the Chinese Academy of Social Sciences, which participants included political officer-bearers and senior public servants.

The above interventions, undertaken during the national lockdown period, provides the NSG with the opportunity to make a greater shift towards online learning in addition to contact learning. This shift is also in line with the National Digital and Future Skills Strategy[1]. Acknowledging that the "combined impact of digital technology trends, such as the Internet of Things (IoT), big data, robotics, and artificial intelligence (AI), is changing the ways in which people, economies and societies operate", the "ability of countries, organisations and individuals to participate in the growing social and economic revolution, to benefit from and to be enriched by it, increasingly depends on the acquisition and deployment of digital skills" (p 4 of the Strategy).

According to the Strategy, the success of e-government services transformation, enhanced e-governance, and digitally enabled society is dependent on the level of digital skills within government departments and entities, and amongst citizens. The Strategy (p15) therefore proposes:

- The need for continuous online learning
- Digital skills development for public servants, incorporating digital competencies in job descriptions
- Demand for new skills for digital government, including digital government strategy design and digital leadership, will continue to grow over the next decades.

1 Department of Communications and Digital Technologies Notice 513 Of 2020, National Digital And Future Skills Strategy South Africa

NATIONAL STRATEGIC PLAN ON GENDER-BASED VIOLENCE AND FEMICIDE

The National Strategic Plan on gender-based violence and femicide focuses on six pillars, which are (i) accountability, co-ordination and leadership; (ii) prevention and rebuilding the social cohesion; (iii) justice, safety and protection; (iv) response, care, support and healing; (v) economic power; and (vi) research and information management. In his foreword to the Plan, President Cyril Ramaphosa point outs that "the unacceptably high levels of gender based violence and femicide in South Africa are a blight on our national conscience, and a betrayal of our constitutional order for which so many fought, and for which so many gave their lives".

The NSG remains committed to supporting the implementation of the National Strategic Plan and will ensure the following:

- Promotion of the Plan within the NSG, as well as educating employees on gender-based violence and femicide.
- Incorporation of the Plan into the curriculum of NSG courses and programmes, in particular the course targeting the SMS on dealing with issues of discrimination.
- Continued rollout of programmes such as gender mainstreaming, gender-based budgeting and reporting, diversity management as well as the Art of Facilitation for progressive realisation of socio-economic rights.

4.2 INTERNAL ENVIRONMENT

NSG STRATEGIC PLANNING WORKSHOP, OCTOBER 2020

The NSG convened a strategic planning workshop on 19 and 20 October 2020, which was primarily focused on facilitated interactions directed at taking forward the implementation of the overall NSG Strategic Plan and establish priorities for the 2021/22 financial year. The deliberations served to both share information on developments within the NSG and to allow for discussions on issues of concern and prioritisation for the immediate future. The planning session was broadly arranged to secure more in-depth dialogue on overall strategic issues and more operational implementation challenges.

In his address to the workshop, Minister for the Public Service and Administration noted that there were several positive developments and communications emanating from the NSG. Of interest has been the organisation of virtual learning sessions and the growth in online seminars that the School has played a lead on. The Minister pointed out that it is imperative to shift from the perception of public servants being lazy, corrupt, and low skilled. It is further important that some attention is focused on the issue of productivity. As the NSG moves into the future, there is a need to focus attention on encouraging innovation and finding innovative solutions to problems.

A re-imagined NSG would be driven by innovation and be anchored in adaptation to ever-changing realities. Central to innovation is understanding the needs of clients, deploying resources effectively and with establishing a competitive edge with bespoke programmes that are specific to the public service. At the level of adaptation, the School must be agile in approach and establish partnerships that allow for rapid change and responsiveness to needs, as they arise.

The NSG should ideally be building on the lessons derived from the lockdown for greater agility and adaptability. A re-imagined NSG will focus on the following:

DRIVEN BY INNOVATION

- Understanding current needs of our clients and the future skills of the Public Sector
- Innovate by creating and deploying the most responsive and impactful programmes
- Competitive edge and impact
- Bespoke programmes to ensure our sustainability

ANCHORED BY ADAPTATION

- Agile department to quickly embrace change and constantly seek solutions
- Partner on demand to deepen capabilities to effectively respond to our client needs

KNOWLEDGE BASED ORGANISATION

- Driven by ideas which produce knowledge that translates into know-how/ skills
- Products and services that respond to the needs and aspirations of our clients in their diversity
- Built to adapt
- Leverage resources through partnerships

CURRICULUM FRAMEWORK

The NSG curriculum framework is made up of 129 accredited and non-accredited courses and programmes covering the ETD occupational bands. All learning programmes are internally quality assured. Credit bearing programmes aligned to registered qualifications on the National Qualifications Framework (NQF) are externally accredited by quality assurance bodies.

Higher Education Institution (HEI) approved	21
Education and Training Quality Assurance (ETQA) accredited	69
Quality Council for Trades and Occupations (QCTO) accredited	9
Total number of accredited courses/programmes (ETQA & QCTO):	**99**
Number of non-accredited courses/programmes	30
Grand total number of courses/programmes	**129**

The NSG reviews curriculum every three years and will strengthen this review process through a peer review mechanism. It will also work towards developing a full qualification. Some of the courses, which are currently under development and will be ready for rollout include: Writing for Government (Advanced); Legal Writing for Government; Socio Economic Impact Assessment System (SEIAS); and Ethical Leadership and Oversight for Members of the Executive.

ETD DELIVERY

The ETD interventions are delivered to public representatives and public servants and are clustered in accordance with the following occupational bands:

i. **Cadet and Foundation Development:** Providing ETD interventions to graduates who wish to join the public service, public service interns and public servants up to occupation level 8 (support staff, administrators and supervisors). Emphasis is placed on understanding rules of government and service delivery excellence (especially as most front-line officials are in this band).

ii. **Middle Management Development:** Providing ETD interventions for occupational levels 9-12 (junior and middle managers) with emphasis on occupational skills (know how), supply chain management, budgeting, supervisory skills and pathways to (further) qualifications.

iii. **Senior Management Development and Professionalisation:** Providing ETD interventions to senior managers between levels 13 and 14 (Directors and Chief Directors). Chapter 4 of the SMS Handbook determines a set of competencies that employees in these core categories should have. These including analytical skills, problem solving as well managing money and people. This is in addition to the core competencies (expertise) required to perform as a professional – be it in finance, ICT, issuing of licenses/ permits, policy formulation and monitoring, planning and implementing built environment projects like housing, road construction, water provision, etc.

iv. **Executive Management and Leadership Support:** This band is complex in a sense that it caters for occupational levels 15-16 (Deputy Director-General, Director-General) and Political Office Bearers. In addition to top-up training on the requirements of Chapter 4 of the SMS (for DDGs and DGs), this category of leadership in the public sector is expected to lead as experts and advisors both in the work of departments and government and as nurtures of talent, stewards of public funds and champions of transformation. Therefore, the NSG will be shifting focus to expose this layer of government to design theories, modelling and forecasting, leadership

by outcomes, talent management as well as the management of political-administrative interface. As for the Political Office Bearers, we will focus on building expertise on economic governance, political oversight and accountability, etc. using instruments like the Executive Ethics Code, the Public Finance Management Act, etc.

The ETD delivery modality will be a hybrid model for the utilisation of Panel of Experts who are contracted by the NSG, serving public servants (including NSG officials) who are found suitable and in partnerships with intitutions of higher learning. In terms of section 90 (3) of the Public Service Regulations, 2016, it provides that a member of the SMS shall avail himself or herself to train employees. The NSG will therefore progressively move towards utilising SMS members for delivering on ETD interventions. The NSG will make use of other senior public servants as facilitators and volunteers (e.g. retired public servants and business leaders). Thought leadership is key towards shaping the discourse and generating ideas that influence strengthening state capacity.

The Minister for the Public Service and Administration issued a call on 9 September 2020 to all heads of national and provincial departments and government components, for serving public servants to express interest in facilitating ETD sessions in *their* area/s of expertise. The NSG has received applications, which have been screened in the previous financial year and prepare these public servants for deployment as facilitators in this financial year.

STRATEGIC PARTNERSHIPS AND CONTRIBUTION TO AFRICA'S DEVELOPMENT

The African Management Development Institutes Network (AMDIN) is the network of Management Development Institutes (MDIs) in Africa, which is officially recognised by the African Union Commission as a training arm of the African Union. The role of AMDIN is to strengthen the MDIs on the African continent to build capacity of developmental public administration. Through AMDIN, the MDI's share lessons, research and experiences; and co-create and implement programmes geared towards strengthening the public service across the continent in pursuit of Africa's development aspirations. The NSG the Secretariat of the AMDIN is tasked to give practical effect to the aspirations of the African Union as articulated in the AU-Agenda 2063. As part of its contribution to AMDIN and continental capacity building, the NSG has developed two flagship learning programmes which are the Charter on the Values and Principles of Public Service and the Governance in Africa learning programme. The former is based on the Charter for Values and Principles in the Public Service which was adopted by the AU Heads of State in 2011. Governance in Africa is linked to the AU Agenda 2063's call for good governance. Furthermore, the NSG has extended the roll-out to the African continent one of its flagship learning programme called Project Khaedu (a programme that exposes learners to practical on-site service delivery improvement).

The NSG also participates in various bi-lateral and multilateral bodies involved in public administration development and in various global knowledge exchange networks with institutions in the global North and South. The NSG is committed to participate and share knowledge with its peers. This is in line with the NDP which encourages the positioning of South Africa as an influential player in the world. To this effect, the NSG is committed to establishing sustainable strategic partnerships that support education, training and development. The partnerships and collaboration are informed by the following:

- Support domestic and continental capacity building
- Support the Minister and Principal in their international obligations pertaining to public service capacity development and facilitating the NSG's participation in the global knowledge exchange network with countries of the South and North (positioning the NSG in the world as per South Africa's White Paper on Foreign Policy and the NDP)

- Mobilise resources to support innovation, research and development as well as to expand training in South Africa and the continent.

The NSG also maintains partnerships with institutions of higher learning to roll out accredited training programmes, and partnerships will be further expanded. All the partnerships are aimed at supporting delivery, relevance, professionalisation and quality of ETD offerings. In the previous financial year, the following partnerships were concluded:

- Chinese Academy of Social Sciences
- *École nationale d›administration* (France)
- Executive Education Programme for the SA Government with University College of London's Institute for Innovation and Public Purpose (IIPP)
- Thunderbird School of Global Management (Arizona State University)

ORGANISATIONAL TRANSFORMATION

Since the approval of the new five-year strategy, the following has been undertaken by the NSG:

i. The organisational structure was reconfigured in line with the strategy and the future positioning of the NSG.
ii. The Minister for the Public Service and Administration approved a service delivery model for the NSG.

In the 2020/21 financial year, the NSG commenced an internal skills audit so that the available talent may be better utilised within the organisation. This process will inform the match and place of NSG employees within the new organisational structure. Furthermore, the NSG will be reviewing its internal capacity with the intention of determining trainer capacity in the rollout of ETD interventions. There is also a need for more automation of business processes, and greater integration between and within business processes. This will be key as part of the implementation of an operations management framework within the NSG.

PART C:
MEASURING OUR PERFORMANCE

5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 1: Administration

Programme 1 (Administration) facilitates the overall management of the School and provides for responsibilities of the Principal, Branch Heads and other members of management.

The Branch: Corporate Management and Business Enablement is responsible for the corporate services, strategy and governance, marketing and communications, as well as international relations and strategic partnerships. The Branch has to ensure that the NSG performs as a fully functional integrated institution, creating an enabling environment for the core business functions to deliver on the overall mandate.

Programme 1 also includes the office of the Chief Financial Officer (CFO), Internal Audit and the Office of the Principal. The core function of the CFO is to provide overall management of the financial affairs of the School. Internal Audit Unit provides an independent and objective assurance designed to add value and improve NSG's operations.

The Office of the Principal is the highest executive office in the NSG. The Principal, as Accounting Officer of the School, leads and provides strategic vision and direction within the NSG and allocates resources. The Principal also undertakes strategic communication with key stakeholders, including but not limited to, Parliament and the media. The Principal also leads the organisational change and transformation agenda, whilst at the same time ensuring adherence to good corporate governance practices, and financial viability and sustainability of the trading entity of the NSG.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Functional integrated institution	Improved productivity and functionality	Total quality management plan developed	New Indicator	New Indicator	New Indicator	Develop a total quality management policy and system for the NSG	Total quality management plan developed by March 2022	50% of the quality management plan implemented by March 2023	100% of the quality management plan implemented by March 2024
	ETD interventions delivered through modernised appropriate business processes	Number of mapped business processes in line with operations management plan implemented	New Indicator	New Indicator	New Indicator	Develop an operations management policy and plan for the NSG	3 mapped business processes in line with operations management plan implemented by March 2022	4 mapped business processes in line with operations management plan implemented by March 2023	4 mapped business processes in line with operations management plan implemented by March 2024
		Number of ICT projects enabling NSG operations implemented	ICT to support the NSG operations in place	ICT to support the NSG operations in place	ICT to support the NSG operations	Implement 4 ICT business solutions enabling to NSG operations	6 ICT business solutions enabling to NSG operations implemented by March 2022	6 ICT business solutions enabling to NSG operations implemented by March 2023	6 ICT business solutions enabling to NSG operations implemented by March 2024

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
		Percentage of material audit findings resolved by the end of financial year	8 audit material findings issued by AGSA	2 audit material findings issued by AGSA	Clean audit for Vote and unqualified audit for TTA issued by Auditor-General.	100% of material audit findings resolved by the end of financial year	100% of material audit findings resolved by March 2022	100% of material audit findings resolved by March 2023	100% of material audit findings resolved by March 2024
	Position the brand of the NSG	Percentage of the NSG brand and marketing strategy implemented	New indicator	New indicator	New indicator	Approved NSG brand and marketing strategy	30% of the NSG brand and marketing strategy implemented by March 2022	50% of the NSG brand and marketing strategy implemented by March 2023	100% of the NSG brand and marketing strategy implemented by March 2024
		Number of communication interventions promoting NSG offerings in the public sector	New indicator	New indicator	New indicator	12 communication interventions promoting NSG offerings in the public sector	12 communication interventions promoting NSG offerings in the public sector by March 2022	12 communication interventions promoting NSG offerings in the public sector by March 2023	12 communication interventions promoting NSG offerings in the public sector by March 2024

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Total quality management plan developed	Total quality management plan developed by March 2022	No target	TQM standards, systems, processes and assessment report developed	TQM resource requirements report (systems, processes, capacity) developed	TQM plan developed
Number of mapped business processes in line with operations management plan implemented	3 mapped business processes in line with operations management plan implemented by March 2022	No target	1 business process mapped in line with operations management plan	1 business process mapped in line with operations management plan	1 business process mapped in line with operations management plan
Number of ICT projects enabling NSG operations implemented	6 ICT business solutions enabling to NSG operations implemented by March 2022	1 ICT business solution enabling to NSG operations implemented	2 ICT business solutions enabling to NSG operations implemented	1 ICT business solution enabling to NSG operations implemented	2 ICT business solutions enabling to NSG operations implemented
Percentage of material audit findings resolved by the end of financial year	100% of material audit findings resolved by March 2022	No target	40% of the management improvement plan based on previous audit outcome implemented	70% of the management improvement plan based on previous audit outcome to ensure reduction of audit findings implemented (cumulative)	100% of the management improvement plan based on previous audit outcome to ensure reduction of audit findings implemented (cumulative)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of NSG brand and marketing strategy implemented	30% of the NSG brand and marketing strategy implemented by March 2022	10% of the NSG brand and marketing strategy implemented	20% of the NSG brand and marketing strategy implemented (cumulative)	No target	30% of the NSG brand and marketing strategy implemented (cumulative)
Number of communication interventions promoting NSG offerings in the public sector	12 communication interventions promoting NSG offerings across the public sector by March 2022	2 communication interventions promoting NSG offerings in the public sector undertaken	6 communication interventions promoting NSG offerings in the public sector undertaken - (cumulative)	8 communication interventions promoting NSG offerings in the public sector undertaken - (cumulative)	12 communication interventions promoting NSG offerings in the public sector undertaken - (cumulative)

Programme 2: Public Sector Organisational and Staff Development

The purpose of Programme 2: Public Sector Organisational and Staff Development Programme is to execute the legislative mandate of the NSG as provided in the Public Service Act (1994, as amended) and Public Administration Management Act (2014). This Programme comprises of the following Sub-programmes/Branches:

Sub-Programme 1: Learning and Professional Development:

This sub-programme is responsible for the design and implementation of ETD interventions and post-training delivery support, which include senior & executive leadership development in three spheres of government, legislative sector and state-owned entities. The focus of interventions will incorporate an entry-to-exit approach of public service career management (occupational/salary levels); implementation of compulsory programmes to address systemic challenges; and implementing partnership agreements to professionalise certain categories of employees; and reach a critical mass of public servants.

Sub-Programme 2: Professional Support Services

This sub-programme is responsible for specialised and transversal functions relating to research and market intelligence to inform ETD interventions, as well as training needs analysis. In addition, the branch has the responsibility of ensuring that quality assurance and accreditation of courses and programmes is undertaken, as well as the functions of evaluation and measuring outcomes and impact. The branch is responsible for all functions related to the client engagement process (liaison, logistics and learner records) as well as the eLearning offerings of the NSG.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Functional Integrated Institution	Effective financial management for the TTA	Amount of revenue generated and other funding sources in TTA as part of the cost-recovery	R139,2m revenue generated	R119,6m revenue generated	R151m revenue generated	R75,2m in revenue and other funding sources generated	R118,5 m in revenue and other funding sources generated by March 2022	R125m in revenue and other funding sources generated by March 2023	R145m in revenue and other funding sources generated by March 2024
	Position the brand of the NSG	Percentage of business development interventions resulting in opportunities for the uptake of NSG offerings	New indicator	New indicator	New indicator	50% of business development interventions resulting in opportunities for uptake of the NSG offerings	50% of business development interventions resulting in opportunities for uptake of the NSG offerings by March 2022	75% of business development interventions resulting in opportunities for uptake of the NSG offerings by March 2023	75% of business development interventions resulting in opportunities for uptake of the NSG offerings by March 2024

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Functional Integrated Institution	Effective research and knowledge management for ETD	Knowledge management (KM) strategy to support ETD interventions implemented	New indicator	KM Strategy developed and approved	KM Strategy implemented	Develop an NSG repository for information and knowledge management	4 areas of good practice in the public sector documented to enhance ETD interventions by March 2022	5 areas of good practice in the public sector documented to enhance ETD interventions by March 2023	5 areas of good practice in the public sector documented to enhance ETD interventions by March 2024
		Number of research projects informing ETD interventions developed	6 research projects informing training, development needs and opportunities	8 research projects informing training, development needs and opportunities	8 research projects informing training, development needs and opportunities	2 research reports informing ETD interventions developed	4 research reports informing ETD interventions developed by March 2022	6 research reports informing ETD interventions developed by March 2023	6 research reports informing ETD interventions developed by March 2024

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Competent public servants empowered to do their jobs	Public servants assessed to determine their skills gaps and needs *before* an ETD intervention	Number of skills assessment reports completed on training needs for relevant ETD interventions	A total of 8 training needs analysis completed with public sector institutions	A total of 31 training needs analysis completed with public sector institutions	A total of 13 training needs analysis completed with public sector institutions	10 skills assessment reports to inform ETD needs completed	5 skills assessment reports informing ETD needs completed by March 2022	10 skills assessment reports to inform ETD needs completed by March 2023	10 skills assessment reports to inform ETD needs completed by March 2024
		Annual report on the analysis of the Workplace and Sector Skills Plans to inform ETD interventions developed	New indicator	New indicator	New indicator	Analysis report of Workplace and Sector Skills Plans to inform ETD interventions developed	Annual report on analysis of Workplace and Sector Skills Plans to inform ETD interventions developed by March 2022	Annual report on analysis of Workplace and Sector Skills Plans to inform ETD interventions developed by March 2023	Annual report on analysis of Workplace and Sector Skills Plans to inform ETD interventions developed by March 2024

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Competent public servants empowered to do their jobs	Accredited and non-accredited ETD interventions that meet the skills gaps and needs	Number of courses/ programmes/ interventions responsive to identified skills gaps and government priorities developed/ reviewed	6 programmes/ courses developed/ reviewed	6 programmes/ courses developed/ reviewed	6 programmes/ courses developed/ reviewed	6 courses/ programmes/ interventions available for implementation developed / renewed	8 courses/ programmes/ interventions responsive to identified skills gaps and government priorities developed/ reviewed by March 2022	10 courses/ programmes/ interventions responsive to identified skills gaps and government priorities developed/ reviewed by March 2023	12 courses/ programmes/ interventions responsive to identified skills gaps and government priorities developed/ reviewed by March 2024
	Impact evaluations to improve the quality of ETD interventions conducted	Number of impact evaluations studies conducted	New indicator	New indicator	New indicator	6 progress reports on the evaluation studies (Phase 1)	6 impact evaluation studies conducted by March 2022	6 progress reports on the impact evaluation studies conducted by March 2023	6 impact evaluation studies conducted by March 2024

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Competent public servants empowered to do their jobs	Professionalisation of the public service	Professionalise 2 functional areas of public servants through partnership with professional bodies	New indicator	New indicator	New indicator	Scope 2 areas of professionalising functional areas of public servants	National implementation framework on the professionalisation of the public service developed by March 2022	Professionalise 2 areas in the public service through partnership with professional bodies by March 2023	Professionalise 2 areas in the public service through partnership with professional bodies by March 2024
		Post-graduate qualification developed for the NSG	New indicator	New indicator	New indicator	Scope the full post graduate qualification to be offered by the NSG	Post-graduate qualification developed for the NSG by March 2022	Post-graduate qualification implemented by March 2023	Post-graduate qualification implemented by March 2024

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Competent public servants empowered to do their jobs	Integrated partnership strategy implemented	Percentage of partnerships and collaboration to support ETD interventions	New indicator	New indicator	New indicator	30% partnerships facilitated to support ETD interventions	20% partnerships facilitated to support ETD interventions by March 2022	20% partnerships facilitated to support ETD interventions by March 2023	20% partnerships facilitated to support ETD interventions by March 2024
		Number of thought leadership seminars/ platforms in partnership with public and private sectors hosted	New indicator	New indicator	New indicator	Establish thought leadership platforms/ seminars 2 Thought leadership platforms/ seminars Hosted	5 thought platforms/ seminars hosted by March 2022	5 thought platforms/ seminars hosted by March 2023	5 thought platforms/ seminars hosted by March 2024
Quality ETD practitioners	ETD practitioners professionalised to deliver ETD interventions	Performance management systems for ETD practitioners established	New indicator	New indicator	New indicator	Implement performance management systems for ETD practitioners	Framework for performance management system for ETD practitioners developed by March 2022	Performance management system for ETD practitioners established by March 2023	Performance management system for ETD practitioners implemented by March 2024

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Responsive Education, Training and Development Interventions	Quality compulsory and demand-led ETD interventions in all spheres of government offered	NSG status as an accredited training provider maintained	Status of the NSG as an accredited training provider maintained. This occurs through facilitated monitoring of the NSG by PSETA*, SASSETA**, Services SETA and SABPP***	Status of the NSG as an accredited training provider by the relevant accrediting bodies maintained	Accreditation processes facilitated and managed to maintain the status of the NSG as an accredited training provider	Accreditation processes facilitated and managed to maintain the status of the NSG as an accredited training provider	Accreditation processes facilitated and managed to maintain the status of the NSG as an accredited training provider by March 2022	Accreditation processes facilitated and managed to maintain the status of the NSG as an accredited training provider by March 2023	Accreditation processes facilitated and managed to maintain the status of the NSG as an accredited training provider by March 2024
		Number of programmes/ courses quality assured by the NSG Quality Assurance Committee	18 programmes/ courses quality assured by the NSG Quality Assurance Committee	17 programmes / courses quality assured by the NSG Quality Assurance Committee	13 programmes / courses Quality assured by the NSG Quality Assurance Committee	Quality assure 6 programmes/ courses by the NSG Quality Assurance Committee	8 programmes/ courses quality assured by the NSG Quality Assurance Committee by March 2022	10 programmes/ courses quality assured by the NSG Quality Assurance Committee by March 2023	12 programmes/ courses quality assured by the NSG Quality Assurance Committee by March 2024

* PSETA: Public Service Sector Education and Training Authority

** SASSETA: Safety and Security Sector Education and Training Authority

*** SABPP: South African Board for People Practices

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Responsive Education, Training and Development Interventions	Quality compulsory and demand-led ETD interventions offered	Compulsory in-service training framework approved and programmes implemented	New indicator	New indicator	New indicator	Compulsory in-service training framework approved	4 compulsory programmes implemented by 2022	4 compulsory programmes implemented by 2023	4 compulsory programmes implemented by 2024
		Number of learners trained on compulsory and demand-led ETD interventions	47 024 learners trained on compulsory and demand-led ETD interventions	56 614 learners trained on compulsory and demand-led ETD interventions	41 802 learners trained on compulsory and demand-led ETD interventions	20 775 learners trained on compulsory and demand-led ETD interventions	38 460 learners trained on compulsory and demand-led ETD interventions by March 2022	40 460 learners trained on compulsory and demand-led ETD interventions by March 2023	42 460 learners trained on compulsory and demand-led ETD interventions by March 2024
		Percentage of senior managers in the public service trained on how to deal with all forms of discrimination	New indicator	New indicator	New indicator	Develop an online course/ programme on how to deal with all forms of discrimination	30% of senior managers in the public service trained on how to deal with all forms of discrimination[2] (cumulative) by March 2022	65% of senior managers in the service sector trained on how to deal with all forms of discrimination (cumulative) by March 2023	100% of senior managers in the public service trained on how to deal with all forms of discrimination (cumulative) by March 2024

2 The course will also include the training on the NATIONAL STRATEGIC PLAN ON GENDER-BASED VIOLENCE AND FEMICIDE

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Responsive Education, Training and Development Interventions	Quality compulsory and demand-led ETD interventions offered	Number of provincial departments of education trained (ToT) by NSG to roll out training on handling diversity and dealing with all forms of discrimination to teachers and School Management Teams	New indicator	New indicator	New indicator	Develop and pilot the online curriculum and case studies in partnership with Department of Basic Education (DBE)	4 provincial departments of education trained (ToT) to roll out training to teachers and School Management Teams by March 2022	5 provincial departments of education trained (ToT) to roll out training to teachers and School Management Teams (cumulative) by March 2023	7 provincial departments of education trained (ToT) to roll out training to teachers and School Management Teams (cumulative) by March 2024
		Number of active online learning ETD interventions	24 active online learning ETD interventions available	25 active online learning ETD interventions available	27 active online learning ETD interventions available	34 active online learning ETD interventions available by March 2021	36 active online learning ETD interventions available by March 2022	40 active online learning ETD interventions available by March 2023	44 active online learning ETD interventions available by March 2024
		Number of online courses developed	1 online course developed	1 online course developed	2 online courses developed	7 online courses developed	2 online courses developed by March 2022	2 online courses developed by March 2023	2 online courses developed by March 2024

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Responsive Education, Training and Development Interventions	Quality compulsory and demand-led ETD interventions offered	Comprehensive methodology for a perception survey to determine satisfaction with the NSG's ETD interventions in response to government priorities and performance improvement in the public sector developed	New indicator	New indicator	New indicator	Comprehensive methodology approved	Perception survey in national and provincial government to determine the learner satisfaction on NSG's ETD interventions undertaken by March 2022	Perception survey in local government to determine the learner satisfaction on NSG's ETD interventions undertaken by March 2023	Perception survey in the legislative sector to determine the learner satisfaction on NSG's ETD interventions undertaken by March 2024

INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Amount of revenue generated and other funding sources in TTA as part of the cost-recovery	R118,5m in revenue and other funding sources generated by March 2022	R22,4m in revenue and other funding sources generated	R57,5 m in revenue and other funding sources generated (cumulative)	R85,7 m in revenue and other funding sources generated (cumulative)	R118,5 m in revenue and other funding sources generated (cumulative)
Percentage of business development interventions resulting in opportunities for uptake of NSG offerings	50% business development interventions resulting in opportunities for uptake of the NSG offerings by March 2022	No target	Report on the business development interventions resulting in the uptake of NSG offerings	No target	50% of business development interventions resulting in opportunities for uptake of the NSG offerings in the public sector
Knowledge management strategy to support ETD interventions implemented	4 areas of good practice in the public sector documented to enhance ETD interventions by March 2022	1 area of good practice documented and disseminated to enhance ETD interventions	1 area of good practice documented to enhance ETD interventions (cumulative)	1 area of good practice documented to enhance ETD interventions (cumulative)	1 area of good practice documented to enhance ETD interventions (cumulative)
Number of research projects informing ETD interventions developed	4 research reports informing ETD interventions developed by March 2022	No target	2 research reports informing ETD interventions developed	No target	2 research reports informing ETD interventions developed
Number of skills assessment reports completed on training needs for relevant ETD interventions	5 skills assessment reports informing ETD needs completed by March 2022	1 skills assessment report completed	2 skills assessment reports completed (cumulative)	4 skills assessment reports completed (cumulative)	5 skills assessment reports completed (cumulative)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Annual report on analysis of Workplace and Sector Skills Plans to inform ETD interventions developed	Annual report on analysis of Workplace and Sector Skills Plans to inform ETD interventions developed by March 2022	No target	Analysis of Workplace and Sector Skills Plans to inform ETD interventions undertaken	Analysis of Workplace and Sector Skills Plans to inform ETD interventions undertaken	Annual report for presentation of the results developed
Number of courses/ programmes/ interventions responsive to identified skills gaps and government priorities developed/ reviewed	8 courses/ programmes/ interventions responsive to identified skills gaps and government priorities developed/reviewed by March 2022	Stakeholder consultation and conceptual outline of courses/ programmes/ interventions completed	8 draft courses/ programmes/ interventions developed/ reviewed	No target	8 courses/ programmes/ interventions responsive to identified skills gaps and government priorities developed/reviewed
Number of impact evaluations studies conducted	6 impact evaluation studies conducted by March 2022	No target	No target	No target	6 reports on the Impact evaluation studies conducted
Professionalise 2 functional areas of public servants through partnership with professional bodies	National implementation framework on the professionalisation of the public service developed by March 2022	Public Consultation on the draft framework undertaken	Draft framework based on comments and consultation finalised	Report on the categories of employees to be professionalised in the public service developed	National framework on the professionalisation of the public service developed
Post-graduate qualification developed for the NSG	Post-graduate qualification for the NSG developed by March 2022	Completed stakeholder consultation and conceptual outline of qualification	Draft post graduate qualification developed	No target	Post-graduate qualification developed for the NSG
Percentage of partnerships facilitated to support ETD interventions	20% of partnerships facilitated to support ETD interventions by March 2022	No target	10% of partnerships facilitated to support ETD interventions	No target	20% of partnerships facilitated to support ETD interventions (cumulative)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of thought leadership seminars/ platforms in partnership with public and private sectors hosted	5 thought platforms/ seminars hosted by March 2022	1 thought leadership platform/ seminar hosted	2 thought leadership platform/ seminar hosted	1 thought leadership platform/ seminar hosted	1 thought leadership platform/ seminar hosted
Performance management systems for ETD practitioners established	Framework for performance management system for ETD practitioners developed by March 2022	Stakeholder consultation and conceptual outline	Draft framework for performance management system for ETD practitioners	No target	Framework for performance management system for ETD practitioners developed
NSG status as an accredited training provider maintained	Accreditation processes facilitated and managed to maintain the status of the NSG as an accredited training provider by March 2022	Facilitation of various accreditation process as required by the accrediting bodies	Facilitation of various accreditation process as required by the accrediting bodies	Facilitation of various accreditation process as required by the accrediting bodies	Facilitation of various accreditation process as required by the accrediting bodies
		Manage various accreditation process as required by the accrediting bodies	Manage various accreditation process as required by the accrediting bodies	Manage various accreditation process as required by the accrediting bodies	Manage various accreditation process as required by the accrediting bodies
Number of programmes/ courses quality assured by the NSG Quality Assurance Committee	8 programmes/courses quality assured by the NSG Quality Assurance Committee by March 2022	2 programmes/courses quality assured by the NSG Quality Assurance Committee	2 programmes/courses quality assured by the NSG Quality Assurance Committee	2 programmes/courses quality assured by the NSG Quality Assurance Committee	2 programmes/courses quality assured by the NSG Quality Assurance Committee

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Compulsory in-service training framework approved and programmes implemented	4 compulsory programmes implemented by March 2022	Stakeholder consultation and conceptual outline of courses/ programmes/ interventions completed	2 compulsory programmes implemented	No target	2 compulsory programmes implemented
Number of learners trained on compulsory and demand- led ETD interventions	38 460 learners trained on compulsory and demand-led ETD interventions by March 2022	6 295 learners trained on compulsory and demand-led ETD interventions	17 580 learners trained on compulsory and demand-led ETD interventions (cumulative)	27 625 learners trained on compulsory and demand-led ETD interventions (cumulative)	38 460 learners trained on compulsory and demand-led ETD interventions (cumulative)
Percentage of senior managers in the public service trained on how to deal with all forms of discrimination	30% of senior managers in the public service trained on how to deal with all forms of discrimination by March 2022	Programme piloted with senior managers in the public service trained on how to deal with all forms of discrimination	10% of senior managers in the public service trained on how to deal with all forms of discrimination	20% of senior managers in the public service trained on how to deal with all forms of discrimination (cumulative)	30% of senior managers in the public sector service on how to deal with all forms of discrimination (cumulative)
Number of provincial departments of education trained (ToT) by NSG to roll out training on handling diversity and dealing with all forms of discrimination to teachers and School Management Teams	4 provincial departments of education trained (ToT) to roll out training to teachers and School Management Teams by March 2022	Programme piloted with 1 provincial departments of education trained (ToT) to roll out training to teachers and School Management Teams	1 provincial departments of education trained (ToT) to roll out training to teachers and School Management Teams	1 provincial departments of education trained (ToT) to roll out training to teachers and School Management Teams	1 provincial departments of education trained (ToT) to roll out training to teachers and School Management Teams

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of active online learning ETD interventions available	36 active online learning ETD interventions available by March 2022	36 active online learning ETD interventions available	36 active online learning ETD interventions available	36 active online learning ETD interventions available	36 active online learning ETD interventions available
Number of online courses developed	2 online courses developed by March 2022	Course development plan for the 2 identified online courses developed	25% of the two course materials developed in line with the course development plan	60% of the two courses developed in line with the course development plan (cumulative)	100% of the course materials developed in line with the course development plan (cumulative)
Comprehensive methodology for a perception survey to determine satisfaction with the NSG's ETD interventions in response to government priorities and performance improvement in the public sector developed	Perception survey in national and provincial government to determine the learner satisfaction on NSG's ETD interventions undertaken by March 2022	Stakeholder consultation and conceptual outline completed	Perception survey in national and provincial government to determine the trainees satisfaction on NSG's ETD interventions undertaken	No target	Analysis report of results on the perception survey to determine the trainees satisfaction on NSG's ETD interventions

6. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The annual planned performance is aligned to the NSG five-year strategic plan (2020-2025) as well as the Medium-Term Strategic Framework (MTSF) that ultimately contributes to the overall achievement of priority 1 (a capable, ethical and developmental state). In the MTEF period and five-year strategy period, the NSG will focus on some of the following:

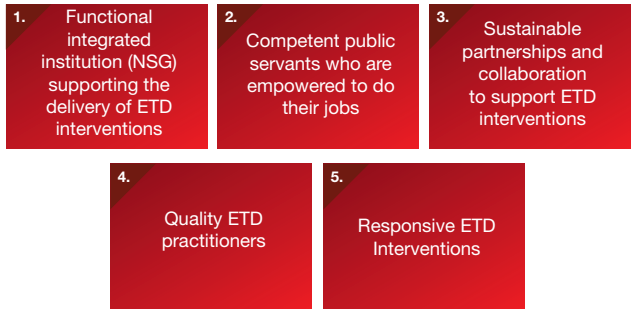
- Expanding ETD interventions across the three spheres of government and organs of state (**expanded mandate**)
- Emphasising the quality and responsiveness of the ETD interventions
- Raising the profile (brand identity and management) and relevance of the NSG products and services
- Embracing partnerships and collaborations with public and private institutions to support ETD interventions
- Measuring the longer-term impact and outcomes of ETD interventions offered by the NSG.

This will be done through processes, as outlined in the NSG service delivery model and value chain, as follows:

Value chain element	Proposed performance outputs for 2021/22
Diagnosis	• Research and skills assessments reports to inform ETD interventions • Analysis report of workplace and sector skills plans • Perception survey undertaken in national and provincial government
Content creation and service offering	• Courses/ programmes/ interventions developed, and quality assured • Compulsory programmes developed • Active online ETD interventions • Knowledge management and document of good practices
Enablement and engagement	• Partnerships facilitating ETD interventions • Business development interventions facilitating ETD interventions • ETD Practitioners performance managed • Supporting DBE on training provincial departments of education
Delivery	• Learners offered ETD interventions • Delivery partnerships • Bespoke programmes, including *Nyukela*, *Etella*, ethics and gender
Outcome and impact	• Impact evaluation studies

The ETD interventions will be offered across the public sector, inclusive of the three spheres of government and organs of state, using blended approaches to learning (including contact classes, virtual and online learning). Over the next three-year period (2021/22 to 2023/24) the NSG anticipates to train 121 380 learners in all forms of ETD interventions. As an accredited training provider, the NSG will also ensure that the relevant quality management system policies are in place, e.g. ETD quality management system policy, learner support and management policy, and a certification management policy.

The outputs reflected in the Annual Performance Plan is aligned to the five outcomes for achievement over the next five-year period, which are reflected as follows:



PROGRAMME RESOURCE CONSIDERATIONS

Regarding the resources available to the achievement of the outputs, in fulfilling its' mandate, the NSG recovers costs for revenue generation to augment the Training Trading Account (TTA) for financial viability and institutional sustainability. The current funding model is made up of partial funding appropriated by Parliament and income derived from cost recovery through training course fees. The School is required to recover all costs associated with the training, which includes developing materials, marketing, logistics and infrastructure for the NSG. The National Treasury determines the cost tariff of the NSG courses and programmes, with the last tariff increase taking effect from 1 April 2020.

The impact of the COVID-19 global pandemic and national lockdown have also affected the ability of the NSG to generate revenue due to cancellations, and non-uptake of contact training in the 2019/20 and the 2020/21 financial years. The NSG recovery plan does include: (i) protocols for contact training under COVID-19 conditions; and (ii) a greater shift towards online and virtual learning.

BUDGET ALLOCATION FOR PROGRAMME AND SUB PROGRAMMES: NSG VOTE ACCOUNT

It is noted in the table below (NSG VOTE ACCOUNT) that the budget allocation to the NSG is R210,189 million for the 2021/22 financial year, of which R101,019 million is transferred to the NSG Trading Account. This translates to a 48% transfer to the Trading Account. Of the remaining 52% of the budget allocation, an amount of R58,057 million (28%) is allocated to Compensation of Employees, and another R54,3million (26%) to Goods and Services.

During this financial year, the Programme 1: Administration will seek to achieve the following outputs:

- Implement ICT business solutions to improve NSG operations and service delivery
- Map business processes in line with an operations management plan, to improve and modernise business processes
- Improve internal controls, address material audit findings, and reduce irregular expenditure
- Identify and facilitate partnerships to support and enable ETD interventions
- Implement communications interventions, including the development of an integrated marketing, communication and brand strategy

Other performance areas, such as human resource management and development, organisational development, risk management, and change management will be covered in the NSG Annual Operational Plan.

BUDGET ALLOCATION FOR PROGRAMME AND SUB PROGRAMMES: NSG TRADING ACCOUNT

In the table below (NSG TRADING ACCOUNT), the total revenue is R223 million, of which an amount of R118,5million must be generated through course fees and other sources of funding. Through the training of a total of 38 460 learners, the NSG plans to raise this revenue amount.

The allocation to Compensation of Employees amounts to R106,1million and an amount of R116,8million to Goods and Services. During this financial year, the Programme 2: Public Sector Organisational and Staff Development will seek to achieve some of the following outputs:

- Research and skills assessments reports to inform ETD interventions
- Perception survey undertaken in national and provincial government
- Courses/ programmes/ interventions developed, and quality assured
- Compulsory programmes developed
- Active online ETD interventions
- Partnerships and business development facilitating ETD interventions
- Learners offered ETD interventions
- Impact evaluation studies

Other performance areas will be covered in the NSG Annual Operational Plan.

BUDGET ALLOCATION FOR PROGRAMME AND SUB PROGRAMMES: NSG VOTE ACCOUNT

	Audited Outcome	Audited Outcome	Audited Outcome	Revised Estimate	5-year Strategic Framework Financial Estimates				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Administration	90,355	96,622	108,058	106,909	109,170	110,624	110,980	136,726	143,922
Public Sector Organisational and Staff Development	63,312	70,180	79,847	136,498	101,019	103,316	103,713	122,799	129,262
TOTAL	**153,667**	**166,802**	**187,905**	**243,407**	**210,189**	**213,940**	**214,693**	**259,525**	**273,184**

NSG VOTE ACCOUNT

	Audited Outcome	Audited Outcome	Audited Outcome	Revised Estimate	5-year Strategic Framework Financial Estimates				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Revenue									
Administration	90,355	96,622	95,522	106,909	109,170	110,624	110,980	136,726	143,922
Transfers	63,312	70,180	87,464	136,498	101,019	103,316	103,713	122,799	129,262
TOTAL REVENUE	**153,667**	**166,802**	**182,986**	**243,407**	**210,189**	**213,940**	**214,693**	**259,525**	**273,184**
Expenses									
Current expense	**87,975**	**94,647**	**93,107**	**103,477**	**105,549**	**106,798**	**106,985**	**132,523**	**139,497**
Compensation of employees	50,767	54,228	55,211	58,644	58,057	58,056	58,057	76,189	80,198
Goods and services	37,208	40,419	37,896	44,833	54,376	54,375	54,376	56,334	59,298
Payment for capital assets	2,352	1,919	2,415	3,432	3,621	3,826	3,995	4,202	4,423
Transfers	63,340	70,236	87,464	136,498	101,019	103,316	103,713	122,799	129,262
Total expenses	**153,667**	**166,802**	**182,986**	**243,407**	**210,189**	**213,940**	**214,693**	**261,981**	**273,184**
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-

	Audited Outcome	Audited Outcome	Audited Outcome	Revised Estimate	5-year Strategic Framework Financial Estimates				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Public Sector Organisational and Staff Development	178,149	186,356	234,117	202,081	223,007	231,879	252,447	292,925	308,342
TOTAL	**178,149**	**186,356**	**234,117**	**202,081**	**223,007**	**231,879**	**252,447**	**292,925**	**308,342**

TRADING ACCOUNT

	Audited Outcome	Audited Outcome	Audited Outcome	Revised Estimate	5-year Strategic Framework Financial Estimates				
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/25
Revenue									
Tax revenue	**114,837**	**119,976**	**146,551**	**65,583**	**121,988**	**128,563**	**148,734**	**170,126**	**179,080**
Course Fees	109,920	117,283	143,351	62,283	118,588	125,000	145,000	166,212	174,960
Interest	4,917	2,693	3,200	3,300	3,400	3,563	3,734	3,913	4,118
Transfers received	63,312	70,236	87,464	136,498	101,019	103,316	103,713	122,799	129,262
Total revenue	**178,149**	**190,212**	**234,117**	**202,081**	**223,007**	**231,879**	**252,447**	**292,925**	**308,342**
Expenses									
Current expense	**188,900**	**190,156**	**226,398**	**264,234**	**223,007**	**231,879**	**252,447**	**292,924**	**308,342**
Compensation of employees	82,848	96,884	105,353	106,134	106,134	106,134	106,134	149,544	157,414
Goods and services	106,052	93,272	91,940	158,100	116,873	125,745	146,313	143,380	150,926
Software and intangible assets	-	-	-	-	-		-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Total expenses	**188,900**	**190,156**	**226,398**	**264,234**	**223,007**	**231,879**	**252,447**	**292,924**	**308,342**
Surplus / (Deficit)	**(10,751)**	**56**	**7,719**	**(62,153)**	**-**	**-**	**-**	**-**	**-**

7. UPDATED KEY RISKS

Outcomes	Key Risks	Risk Mitigations
Functional integrated institution	Lack of an efficient training management and information system	Procurement of a new integrated and secure management and information system to support ETD management and delivery
Competent public servants who are empowered to do their jobs	Lack of impactful/ effective and quality training.	Develop and implement a Total QMS
Sustainable partnerships and collaboration to support education, training and development interventions	Reluctance of potential partners to partner/collaborate with the NSG	Develop and implement a clear and targeted partnership strategy.
Quality ETD Practitioners	Lack of Availability, Support and Continuous Professional Development of ETD practitioners professionalised and competent to deliver training	Approval and implementation of Trainer Professionalisation Framework
Responsive Education, Training and Development Interventions	Lack of impactful/effective and quality training.	Modernise business processes and implement management & information system

8. PUBLIC ENTITIES

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
N/A	N/A	N/A	N/A

9. INFRASTRUCTURE PROJECTS

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

10. PUBLIC PRIVATE PARTNERSHIPS

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
N/A	N/A	N/A	N/A	N/A

Annexure A: Amendments to the Strategic Plan

There are no amendments to the Strategic Plan.

Annexure B: Conditional Grants

The National School of Government does not have the conditional grant.

Annexure C: Consolidated Indicators

Not Applicable. The National School of Government does not have concurrent functions with other departments.

PART D:
TECHNICAL INDICATOR DESCRIPTION

Indicator Title	**Total quality management plan developed**
Definition	The indicator measures the development and implementation of the total quality management system for the NSG. A total quality management system is defined as an organisation-wide and client/citizen centred management of the quality of products and services; as well the production and offering of such products and services across for processes (from input to output).
Source of data	Approved total quality management plan
Method of Calculation / Assessment	Performance is assessed qualitatively by reporting on the development of the total quality management plan
Means of verification	Portfolio of evidence will be reporting detailing the development deliverables of the total quality management system. These include evidence of internal consultations as well as reports developed
Assumptions	There is sufficient capacity and resources to fulfil this performance.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	Implement a total quality management system that supports the NSG mandate.
Indicator Responsibility	DDG: Corporate Management

Indicator Title	**Number of mapped business processes in line with operations management plan implemented**
Definition	The indicator measures the development of the operations management policy and plan in the NSG. Operations Management is defined as the activities, decisions and responsibilities involved in managing products and services' production and delivery. The operations function arranges resources necessary for the production and delivery of products and services.
Source of data	Approved operations management plan and mapped business processes
Method of Calculation / Assessment	Performance is assessed qualitatively by reporting on the implementation of the operations management plan
Means of verification	Portfolio of evidence will be reporting detailing the implementation deliverables of the operations management system. These include evidence of internal consultations as well as process maps developed
Assumptions	There is sufficient capacity and resources to fulfil this performance.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	Implement an operations management system to ensure that the NSG is committed to maintaining high standards of work.
Indicator Responsibility	DDG: Corporate Management

Indicator Title	**Number of ICT projects enabling NSG operations implemented**
Definition	The indicator measures the number of ICT projects implemented to enable NSG operations
Source of data	Signed off ICT projects that support and enable NSG operations
Method of Calculation / Assessment	Performance is calculated quantitatively by number of ICT projects enabling NSG operations
Means of verification	Portfolio of evidence will be reporting on ICT projects implemented to enable NSG operations. (ICT System or reports)
Assumptions	There is sufficient capacity and resources to fulfil this performance.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	NSG business is supported by relevant and sufficient ICT infrastructure and systems
Indicator Responsibility	DDG: Corporate Management

Indicator Title	**Percentage of material audit findings resolved by end of financial year**
Definition	The indicator measures percentage of resolved material audits findings by end of financial year. Material audit is defined as significant errors or risks in the NSG financial and performance information as reported in the Annual Report that will be stated in the final audit report issued by the Auditor-General.
Source of data	Report by Auditor-General
Method of Calculation / Assessment	Performance is calculated quantitatively by monitoring material findings resolved throughout the year
Means of verification	Management Improvement Plan
Assumptions	Management will implement controls as recommended by AG to improve efficiency
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired performance	Management implements controls to findings issued by AG to improve efficiency
Indicator Responsibility	DDG: Corporate Management; DDG: Learning & Professional Development; DDG: Professional Support Services; Chief Financial Officer.

Indicator Title	**Percentage of the NSG brand and marketing strategy implemented**
Definition	The indicator measures the implementation the NSG brand and marketing strategy.
Source of data	Approved brand and marketing strategy
Method of Calculation / Assessment	Performance will be assessed qualitatively by the approved NSG brand and marketing strategy and implementation as outlined in the strategy
Means of verification	Approved NSG brand and marketing strategy and a report detailing the implementation deliverables
Assumptions	There is sufficient capacity and resources to fulfil this performance.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	Develop the NSG brand and marketing strategy for positioning NSG's brand in order to elevate the NSG as an ETD institution in the public sector.
Indicator Responsibility	DDG: Corporate Management

Indicator Title	**Number of communication interventions promoting NSG offerings**
Definition	The indicator measures the communication interventions promoting NSG offerings. This will increase the NSG exposure also communicate the NSG programmes.
Source of data	Not Applicable
Method of Calculation / Assessment	Performance is calculated quantitatively by number of of communication interventions promoting NSG offerings in the public sector
Means of verification	Portfolio of evidence will be any communication interventions (print and non-print) promoting NSG offerings in the public sector
Assumptions	There is sufficient capacity and resources to fulfil this performance.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	Communication interventions promoting NSG that will increase the NSG exposure and communicate NSG programmes in the public sector
Indicator Responsibility	DDG: Corporate Management

Indicator Title	**Amount of revenue generated and other funding sources in TTA as part of the cost-recovery**
Definition	The indicator measures the money generated by the Training Trading Account and other funding sources/ programmes. The NSG operates a trading account to manage revenue raised through cost recovery from learning and development. The raising of revenue supplements the parliamentary budget allocation, and covers costs of learning and development (including building rentals, training logistics, etc.) Other funding sources may include sponsorships and donor funding.
Source of data	Financial performance reports and Training Management System
Method of Calculation / Assessment	Performance is calculated quantitatively by the amount received per ETD intervention and other funding sources as deposited into the trading account
Means of verification	Training Management System and Annual Financial Reports
Assumptions	NSG will train sufficient learners to generate revenue to sustain the TTA
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	A desired performance is a greater amount of revenue generated to sustain the business of the NSG
Indicator Responsibility	DDG: Learning & Professional Development

Indicator Title	**Percentage of business development interventions resulting in the uptake of the NSG interventions**
Definition	The indicator measures business development interventions creating opportunities for uptake of NSG offerings. These include but not limited to client engagement meetings, follow up, workshops, presentations, attendance of stakeholder forums, initiation and facilitation of the signing of partnership MoA/Us.
Source of data	Not Applicable
Method of Calculation / Assessment	Performance is calculated quantitatively measuring the percentage of all interventions resulting in opportunities for the uptake of training from the NSG through the business development interventions
Means of verification	Portfolio of evidence will be report/s detailing all the business development interventions undertaken in a respective quarter/year promoting NSG offering
Assumptions	Public sectors institutions will commit to the uptake of the NSG offerings after the business development interventions
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	The business development intervention will be conducted in the public sector
Calculation Type	Non-cumulative (Year-end)
Reporting Cycle	Quarterly
Desired performance	Business development interventions results in uptake of NSG interventions
Indicator Responsibility	DDG: Learning and Professional Development

Indicator Title	**Knowledge management strategy to support ETD interventions implemented**
Definition	The indicator measures the implementation of the knowledge management strategy, through the documenting of areas of good practice in the public sector.
Source of data	Not applicable
Method of Calculation / Assessment	Performance is assessed qualitatively by reporting on the implementation of the strategy
Means of verification	Portfolio of evidence will be report/s on areas of good practice documented
Assumptions	There is a plethora of good practices in the public service the NSG can document and share.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-cumulative (Year-end)
Reporting Cycle	Quarterly
Desired performance	Knowledge management strategy supports the ETD interventions
Indicator Responsibility	DDG: Professional Support Services

Indicator Title	**Number of research projects informing ETD interventions developed**
Definition	The indicator will measure research projects undertaken informing ETD interventions
Source of data	Secondary data sources depending on a specific area of research focus
Method of Calculation / Assessment	Performance will be calculated quantitatively by number of of research projects informing ETD discourse
Means of verification	Portfolio of evidence will be research reports informing ETD interventions
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	The research projects will be conducted and cover the public sector
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	NSG undertakes research projects that informs ETD interventions
Indicator Responsibility	DDG: Professional Support Services

Indicator Title	**Number of skills assessments reports completed on training needs for relevant ETD interventions**
Definition	The indicator measures the skills assessment completed on the public sector institutions to determine skills gaps and training needs. **Skills assessment:** a method used by the NSG to collect data to inform and guide training and development interventions to address a need for public servants to carry out a job functions and be efficient in the work they do. **Training needs**: Training and development interventions identified after the skills assessment analysis **ETD interventions**: intervention to improve group and/or individual competency and performance by providing education, training or development
Source of data	Diagnostic tool
Method of Calculation / Assessment	Performance will be calculated quantitatively by number of skills assessment reports completed to determine the skills gaps of public servants in different public sector institutions
Means of verification	Portfolio of evidence will be skills assessment reports completed
Assumptions	Public sectors institutions will cooperate with the NSG to undertake the skills assessments. NSG will have appropriate capacity to address the skills gaps identified.
Disaggregation of Beneficiaries	The NSG will seek to ensure that skills assessment support the target for women (50%), youth (30%) and persons with disabilities (3%)
Spatial Transformation	The skills assessment will be conducted in the public sector
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	Determine the skills gaps to inform the ETD interventions in the public sector
Indicator Responsibility	DDG: Professional Support Services

Indicator Title	**Annual report on analysis of Workplace and Sector Skills Plans to inform ETD interventions developed**
Definition	The indicator will measure the development of the annual report based on the analysis conducted for the Workplace and Sector Skills Plans to inform ETD interventions **Workplace and Sector Skills Plans**: The workplace and sector skills plans define how organizations will address skills development and training requirements within their working environment. It assists the employers in the identification and implementation of skills development programmes which addresses existing skills gaps within the organizations. These plans are submitted by all the public sector institutions to various relevant SETAs, end of June every year.
Source of data	Workplace and Sector Skills Plans reports produced to inform ETD interventions
Method of Calculation / Assessment	Performance will be calculated qualitatively by reports completed on the analysis of the Workplace and Sector Skills Plans
Means of verification	Portfolio of evidence will be analysis reports based on the Workplace and Sector Skills Plans.
Assumptions	NSG will have appropriate capacity to address the skills gaps identified.
Disaggregation of Beneficiaries (where applicable)	The NSG will seek to ensure that skills assessment support the target for women (50%), youth (30%) and persons with disabilities (3%)
Spatial Transformation (where applicable)	The skills assessment will be conducted in the public sector
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	Workplace and Sector Skills Plans to inform the ETD interventions offered by the NSG with the ultimate goal of addressing the skills gaps that exists in the public sector
Indicator Responsibility	DDG: Professional Support Services

Indicator Title	**Number of courses/ programmes/ interventions responsive to identified skills gaps developed/reviewed**
Definition	The indicator measures the courses/ programmes or interventions the NSG will offer responding to the identified skills gaps (and government priorities) in the public sector. **Courses/ programmes/ interventions:** These are suites of offerings by the NSG to address the training needs. The offerings can be in a form of a full course, programme (module from the full course) and intervention which can be delivered in a form of a workshop. These can be delivered either face to face, virtual or online.
Source of data	NSG Curriculum Matrix database that includes programmes, courses and interventions
Method of Calculation / Assessment	Performance is calculated quantitatively by identifying the number of ETD programmes, courses and interventions available as a response to the identified skills gap and government priorities in the public sector
Means of verification	The portfolio of evidence will be a list of programmes, courses and interventions developed/ reviewed to respond to the skills gaps and government priorities by the NSG
Assumptions	The NSG will have capacity to make available all the programmes, courses and interventions to respond to the identified skills gap and government priorities
Disaggregation of Beneficiaries (where applicable)	The NSG will seek to target for women (50%), youth (30%) and persons with disabilities (3%)
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Suite of sufficient course/ programme (accredited and non-credit) responding to the public sector skills gaps and government priorities.
Indicator Responsibility	DDG: Learning and Professional Development

Indicator Title	**Number of impact evaluation studies conducted**
Definition	The indicator measures the impact evaluation studies conducted to assess the impact of NSG ETD interventions in improving the performance of the public sector institutions. **Impact evaluations:** Assessment of the changes that can be attributed by the NSG ETD interventions. This will determine the response of the NSG interventions to government priorities and performance improvement of both individuals and institutions
Source of data	Primary and secondary data depending on the focus of the study
Method of Calculation / Assessment	Performance is calculated quantitatively by identifying the number of impact evaluation studies conducted
Means of verification	Portfolio of evidence will be the reports of the impact evaluation studies conducted
Assumptions	NSG ETD interventions are responsive to performance improvement in the public sector
Disaggregation of Beneficiaries (where applicable)	The NSG will report on M&E data as follows: women (50%), youth (30%) and persons with disabilities (3%)
Spatial Transformation (where applicable)	The scope of the studies conducted will reach/ influence the three spheres of government
Calculation Type	Non-Cumulative (Year- End)
Reporting Cycle	Annual
Desired performance	Impact evaluations conducted to assess the quality, responsiveness and impact of NSG ETD interventions
Indicator Responsibility	DDG: Professional Support Services

Indicator Title	**NSG status as an accredited training provider maintained**
Definition	The indicator is used to monitor the process towards maintaining the status of the NSG as an accredited training provider and ensures alignment with quality council requirements. Separate accreditation process followed for institution and courses offered by the NSG
Sources of data	Quality Council (QCTO and ETQA)
Method of calculation/ Assessment	The indicator is measured qualitatively by processes undertaken to maintain the status of the NSG as a training institution
Means of verification	Portfolio of evidence will consist of checklist (when necessary) and confirmation letters
Assumptions	The NSG will meet the quality council requirements (QCTO and ETQA)
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	NSG courses/ programmes will be offered across the public sector
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Maintain the status of the NSG as an accredited training provider with PSETA and secondary SETAs (LGSETA, SASSETA, SABPP, ETDPSETA) when necessary
Indicator responsibility	DDG: Professional Support Services

Indicator Title	**Number of programmes/ courses quality assured by the NSG Quality Assurance Committee**
Definition	The indicator measures the new/ reviewed developed courses/programmes that meet the quality assurance standards/ requirements before offered to learners.
Sources of data	Minutes of the Quality Assurance Committee for the programme/ course quality assured.
Method of calculation/ Assessment	Performance is calculated quantitatively by the number of programmes/ course quality assured.
Means of verification	Portfolio of evidence will be request form/s, minutes of the programme that completed quality assurance
Assumptions	All training managers will submit course new/ under review course to the Quality Assurance Committee
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	NSG courses/ programmes will be offered across the public sector
Calculation type	Cumulative (Year-end)
Reporting cycle	Quarterly
New indicator	No
Desired performance	All programmes and or courses offered by the NSG are quality assured by the Quality Assurance Committee to uphold the quality standards
Indicator responsibility	DDG: Professional Support Services

Indicator Title	**Professionalise 2 functional areas of public servants through partnership with professional bodies**
Definition	The indicator measures the partnerships developed with professional bodies in order to assist public servants to undertake specialised services that require registration with professional bodies. **Professional bodies**: organisations with individual members practicing a profession or occupation in which the organisation maintains an oversight of the knowledge, skills, conduct and practice of that profession or occupation.
Source of data	Scoping reports to determine which professions the NSG will partner with to professionalise public servants
Method of Calculation / Assessment	Performance is calculated qualitatively by the framework developed to guide the process
Means of verification	Portfolio of evidence will be the framework developed
Assumptions	The NSG will succeed in partnering with professional bodies to professionalise the public servants
Disaggregation of Beneficiaries (where applicable)	The NSG will seek to ensure that professionalisation of public servants will accommodate the target for women (50%), youth (30%) and persons with disabilities (3%)
Spatial Transformation (where applicable)	Professionalization of public servants will take place in all the three spheres of government and public sector including SOEs (where applicable)
Calculation Type	Non-Cumulative (Year- End)
Reporting Cycle	Annually
Desired performance	Professionalisation of public servants
Indicator Responsibility	DDG: Professional Support Services

Indicator Title	**Post-graduate qualification developed for the NSG**
Definition	The indicator measures the development and offering of a post graduate qualification by the NSG. **Post graduate qualification**: A postgraduate qualification by the NSG will be offered to public servants who successfully complete an undergraduate degree/diploma level course. The post graduate qualification will focus or specialise in Public Administration, Management and Leadership in the public service
Source of data	Reports on the scoping exercise for the post graduate qualification to be offered by the NSG.
Method of Calculation / Assessment	Performance is calculated qualitatively by the post graduate course developed
Means of verification	Portfolio of evidence will be post graduate course developed
Assumptions	Public servants will enrol for the post graduate qualification
Disaggregation of Beneficiaries (where applicable)	The NSG will offer the post graduate qualification to public servants by accommodating the target for women (50%), youth (30%) and persons with disabilities (3%)
Spatial Transformation (where applicable)	NSG will offer the qualification to public servants in all the three spheres of government and public sector including SOEs (where applicable)
Calculation Type	Non-Cumulative (Year- End)
Reporting Cycle	Annually
Desired performance	The NSG develops and offers a post graduate qualification to qualifying public servants
Indicator Responsibility	DDG: Professional Support Services

Indicator Title	**Percentage of partnerships facilitated to support ETD interventions**
Definition	The indicator intends to measure implementation of partnerships and collaborations the NSG has locally and international with public and private institutions with the aim of benefiting the NSG's ETD interventions and capacity building. • **Partnership**: A legal form of agreement between the NSG and other institution with the common aim of increasing and improving the NSG ETD interventions • **Collaboration**: Working jointly with other private and public institutions to benefit the NSG • **ETD intervention**: intervention to improve group and individual competency and performance by providing education, training or development
Source of data	Agreements detailing the implementation of the partnerships and collaborations
Method of Calculation / Assessment	Performance will be calculated quantitatively by measuring the percentage of partnership agreements implemented against the total number partnerships agreements the NSG has closed
Means of verification	Performance will be verified by means of the following: NSG Partnership Strategy, signed partnership agreements with implementation plans and reports where applicable
Assumptions	Sustained and adequate resources will be available to implement the planned performance
Disaggregation of Beneficiaries (where applicable)	The NSG will seek to ensure that ETD interventions through partnerships and collaboration will support the target for women (50%), youth (30%) and persons with disabilities (3%)
Spatial Transformation (where applicable)	The ETD interventions, i.e. those secured through partnerships and collaboration where possible, be delivered in all three spheres of government and SOEs (where applicable)
Calculation Type	Cumulative (Year-to-end)
Reporting Cycle	Quarterly
Desired performance	The NSG partnerships and collaborations are effectively implemented to support the NSG mandate and advance ETD support
Indicator Responsibility	DDG: Corporate Management

Indicator Title	**Number of thought leadership seminars/ platforms in partnership with public and private sectors hosted**
Definition	The indicator measures partnerships and collaboration the NSG will engage with thought leaders in the public or private sector. This will lead to the NSG hosting thought leadership platforms throughout the public sector with the aim of building a capable public sector **Thought leaders:** Experts providing advice and sharing knowledge on specific public sector/ service related matters
Source of data	Reports detailing the implementation of thought leadership platforms and a database of thought leaders
Method of Calculation / Assessment	The performance will be assessed qualitatively by number of thought leadership platforms held by the NSG
Means of verification	Portfolio of evidence will be report/s detailing the implementation of thought leadership platforms
Assumptions	The NSG will find suitable and interested thought leaders for building a capable public sector
Disaggregation of Beneficiaries (where applicable)	The NSG will seek to ensure that partnerships and collaboration will support the target for women (50%), youth (30%) and persons with disabilities (3%)
Spatial Transformation (where applicable)	The NSG will seek to develop partnerships and collaboration across the three spheres of government
Calculation Type	Cumulative(Year-end)
Reporting Cycle	Quarterly
Desired performance	Establish and coordinate thought leadership in the public service to inform public discourse
Indicator Responsibility	DDG: Learning & Professional Development

Indicator Title	**Performance Management System for ETD Practitioners established**
Definition	This indicator measures the Performance Management System put in place to continuously manage and improve the performance of the ETD practitioners as contracted with the NSG. This ensures the excellence and quality of the ETD provision by the NSG. The NSG uses a hybrid delivery model utilising independent individual consultant, volunteers (e.g. retired public servants), and serving public servants (including NSG employees). This requires a panel of experts and public servants to be professionalised in order to achieve the learning outcomes of ETD interventions. ETD practitioners after recruitment undergo a determined facilitator's programme and are certified to facilitate. **ETD Practitioners**: Trainers and facilitators recruited to offer the NSG training programmes. This includes a panel of experts and any other private or expert facilitators contracted (or volunteering) by the NSG to offer ETD
Source of data	Framework for ETD practitioners.
Method of Calculation / Assessment	The performance of this indicator will be calculated qualitatively by the development of the framework for the Performance Management System for ETD practitioners to continuously improve their performance
Means of verification	The establishment/ development of the Framework for Performance Management System for the ETD practitioners
Assumptions	The NSG will have capacity to establish and implement the performance management system that will manage and monitor the performance improvement the quality of ETD practitioners.
Disaggregation of Beneficiaries (where applicable)	The NSG will seek to ensure that ETD interventions support the target for women (50%), youth (30%) and persons with disabilities (3%)
Spatial Transformation (where applicable)	The ETD practitioners will, where possible, be secured from across the country
Calculation Type	Non - Cumulative
Reporting Cycle	Quarterly
Desired performance	Performance management system established and implemented to continuously manage and monitor the performance of the ETD practitioners to deliver quality ETD interventions
Indicator Responsibility	DDG: Learning & Professional Development

Indicator Title	**Compulsory in-service training framework approved and programmes implemented**
Definition	The indicator measures the development of the in-service framework and the implementation of the programmes over the years **Compulsory in-service training framework:** This framework follows the Cabinet decision on 5 September 2018, which approved compulsory training programmes to be delivered by the NSG; and approved the direct payment for compulsory programmes to the NSG by relevant employing/sending departments.
Source of data	Not Applicable
Method of Calculation / Assessment	The indicator is calculated by the number of in-service programmes developed by the financial year
Means of verification	Developed framework
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Compulsory in-service training framework approved to enable the NSG to rollout the training across the three spheres of government
Indicator Responsibility	DDG: Learning & Professional Development

Indicator Title	**Number of learners trained on compulsory and demand- led ETD interventions**
Definition	Learners trained and developed on the NSG courses/ programmes or interventions. These include webinars and virtual classes
Source of data	NSG training management system and QlikView
Method of Calculation / Assessment	Performance will be calculated quantitatively by identifying the number of learners trained on NSG ETD interventions through face to face, virtual and online platforms. Each learner is counted once after completing the course/ programme
Means of verification	Portfolio of evidence will be the case files and attendance registers of learners that completed the ETD interventions
Assumptions	• Departments will have budget for training to ensure employees skills and developments needs are addressed through the NSG training • Departments will choose the NSG as a training provider of choice • Employees will attend and complete training enrolled for • Natural and other disasters (e.g. COVID-19) will not impact on NSG operations and business continuity
Disaggregation of Beneficiaries (where applicable)	• Target for Women: 50% • Target for Youth: 20% • Target for Persons with Disabilities: 3%
Spatial Transformation (where applicable)	Training will cover the public sector as well as non-public servants (within South Africa and internationally)
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired performance	All learners will be trained by the NSG as provider of choice
Indicator Responsibility	DDG: Learning and Professional Development

Indicator Title	**Percentage of senior managers in the public service trained on how to deal with all forms of discrimination**
Definition	The indicator measures the percentage of senior managers trained on diversity management. All SMS members in the public service (national and provincial government) should be capacitated to deal with all forms of discrimination in the public service.
Source of data	NSG training management system and QlikView
Method of Calculation / Assessment	Performance will be calculated quantitatively by identifying the percentage trained against the total SMS number in the public service. Each learner trained will be counted once
Means of verification	The information will be collected from the online portal of the NSG, as this will be an online intervention
Assumptions	All SMS members will be keen to learn to deal with discrimination
Disaggregation of Beneficiaries (where applicable)	• Target for Women: 50% • Target for Youth: 20% • Target for Persons with Disabilities: 3%
Spatial Transformation (where applicable)	Training will take place across the three spheres of government including SOEs (where applicable)
Calculation Type	Cumulative(Year-end)
Reporting Cycle	Quarterly
Desired performance	To ensure that all the SMS members in the public service are capacitated and informed on how to deal with all forms of discrimination in the public service
Indicator Responsibility	DDG: Learning and Professional Development

Indicator Title	**Number of provincial departments of education trained (ToT) by NSG to roll out training on handling diversity and dealing with all forms of discrimination to teachers and School Management Teams**
Definition	The indicator measures the number of provincial departments of education trainers trained (ToT) by the NSG on handling diversity and dealing with all forms of discrimination
Source of data	Department of Basic Education
Method of Calculation / Assessment	Performance is calculated quantitatively by identifying the number of trainers trained (ToT) by the NSG
Means of verification	Portfolio of evidence will be the case files and attendance registers of trainers trained by the NSG
Assumptions	The Department of Basic Education cooperates and supports the NSG to implement the training
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Training will be implemented in all the provincial department of education
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Annually
Desired performance	All trainers through Ministry of Basic Education trained by the NSG to roll out training on handling diversity and dealing with all forms of discrimination to teachers and School Management Teams
Indicator Responsibility	DDG: Learning and Professional Development

Indicator Title	**Number of active online learning ETD interventions**
Definition	The indicator measures active online programmes/ courses available anytime to NSG learners
Source of data	NSG eLearning platform (Moodle)
Method of Calculation / Assessment	Performance is calculated quantitatively by identifying the number of active online ETD interventions
Means of verification	The portfolio of evidence will be the number of online programmes/ courses active on the NSG eLearning platform
Assumptions	NSG is able to provide online courses (Moodle)
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Courses can be accessed by all learners in the three spheres of government provided they are registered for the course
Calculation Type	Non-cumulative (Year-end)
Reporting Cycle	Annually
Desired performance	To have a considerable number of online programmes/ courses that will give NSG learners access to anytime, anywhere training at reasonable cost
Indicator Responsibility	DDG: Professional Support Services

Indicator Title	**Number of online courses developed**
Definition	The indicator measures the course/s developed in a financial year for implementation in the following financial year
Source of data	Not Applicable
Method of Calculation / Assessment	The indicator is calculated by number of course developed for implementation in the following financial year
Means of verification	Course/ s developed for online delivery
Assumptions	Growing need to have more online courses/ programmes
Spatial Transformation (where applicable)	Training will take place across the public sector
Calculation Type	Non-cumulative (Year-end)
Reporting Cycle	Quarterly
Desired performance	Learners embrace the use of more online training platforms
Indicator Responsibility	DDG: Professional Support Services

Indicator Title	**Comprehensive methodology on the perception survey to determine the trainees satisfaction on NSG's ETD intervention's responsive to government priorities and performance improvement in the public sector developed**
Definition	The indicator measures the perception survey conducted in national and provincial government to determine the learner satisfaction on NSG's ETD interventions undertaken
Source of data	The information is will be collected from data collection instruments developed to conduct the survey study
Method of Calculation / Assessment	Performance will be calculated qualitatively by the report detailing the results of the survey conducted
Means of verification	The portfolio of evidence will be the report detailing the comprehensive methodology for the perception survey
Assumptions	The NSG will have the appropriate resources and capacity to undertake the survey
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Cumulative (Year - End)
Reporting Cycle	Quarterly
Desired performance	Determine learner satisfaction on NSG's ETD intervention's responsive to government priorities and performance improvement of the public sector
Indicator Responsibility	DDG: Professional Support Services

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