

STRATEGIC PLAN

DEPARTMENT OF LABOUR | 2014 -2019







labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA

PUBLISHER

Department of Labour
Chief Directorate of Communication
Private Bag X117
Pretoria
0001

EDITING, DISTRIBUTION, LAYOUT AND DESIGN

Sub-Directorate of Media Production,
Chief Directorate of Communication

PRINTER

Government Printers

RP Number

41/2014

ISBN Number

978-0-621-42480-5



www.labour.gov.za



ORGANISATIONAL STRUCTURE

TOP LEADERSHIP



 (FROM LEFT TO RIGHT)

- | | |
|--------------------|---|
| T LAMATI | > Deputy Director-General Inspection and Enforcement Services |
| T MKALIPI | > Acting Deputy Director-General Labour Policy and Industrial Relations |
| E TLOANE | > Acting Deputy Director-General Public Employment Services |
| TB SERUWE | > Commissioner Unemployment Insurance Fund |
| MN OLIPHANT | > MP, Minister of Labour |
| S MOROTOBA | > Acting Director-General |
| A MOILOA | > Chief Operations Officer |
| SS MKHONTO | > Commissioner Compensation Fund |
| BE MADUNA | > Chief Financial Officer |



INSTITUTIONS REPORTING TO THE EXECUTIVE AUTHORITY

Advisory Council for Occupational Health and Safety > Commission for Conciliation Mediation and Arbitration (CCMA) > Commission for Employment Equity (CEE) > Compensation Board > Employment Conditions Commission (ECC) > National Economic Development and Labour Council (NEDLAC) > Productivity SA > Unemployment Insurance Board



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ACRONYMS

Acronym	Description
AFS	Annual Financial Statements
AIA	Accredited Inspection Authorities
APP	Annual Performance Plan
APSO	Association for Professional Service Organisation
ARLAC	African Regional Labour Administration Centre
AU LSAC	African Union Labour and Social Affairs Commissions
BCEA	Basic Conditions of Employment Act
CAPESS	Confederation of Associations of Personnel Employment Agencies
CCMA	Commission for Conciliation, Mediation and Arbitration
CD: PO	Chief Director: Provincial Office
CF	Compensation Fund
CFO	Chief Financial Officer
CIO	Chief Information Officer
COIDA	Compensation for Occupational Injuries and Diseases
COO	Chief Operations Officer
COSATU	Congress of South African Trade Unions
CRP	Contract Review Panel
CS	Corporate Services
DDG	Deputy Director-General
DEXCOM	Departmental Executive Committee
DG	Director-General
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Corporation
DITSELA	Development Institute for Training, Support and Education for Labour
DoL	Department of Labour
DPSA	Department of Public Services and Administration
DWCP	Decent Work Country Programme
EAP	Economic Active Population
EC	Eastern Cape
ECC	Employment Conditions Commission
EEA	Employment Equity Act
EEC	Employment Equity Commission
ES	Employment Services
ESA/B	Employment Services Act or Bill
ESSA	Employment Services for South Africa
FEDUSA	Federation of Unions of South Africa
FS	Free State
GCIS	Government Communication and Information Services
GP	Gauteng Province
HO	Head Office
HRM	Human Resource Management
ICD	Integrated Client Database
ICT	Information and Communication Technology
IES	Inspection and Enforcement Services
IFS	Interim Financial Statements
ILO	International Labour Organisation
IT	Information Technology
JSE	Johannesburg Stock Exchange

Acronym	Description
KRA	Key Result Area
KZN	KwaZulu-Natal
LP	Limpopo
LP & IR	Labour Policy and Industrial Relations
LRA	Labour Relations Act
M&E	Monitoring and Evaluation
MISS	Minimum Information Security Standards
MPSS	Minimum Physical Security Standards
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MP	Mpumalanga
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NACTU	National Council of Trade Unions
NC	Northern Cape
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NT	National Treasury
NW	North West Province
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
PDP	Personal Development Plan
PEA	Private Employment Agencies
PES	Public Employment Services
PFMA	Public Finance Management Act
PPP	Public Private Partnership
PSA	Productivity South Africa
PwD	People with Disabilities
RAMP	Renovation and Maintenance Project
RME	Research Monitoring and Evaluation
SADC	Southern African Development Community
SADC - ELS	Southern African Development Community - Employment and Labour Sector
SAPS	South African Police Services
SD	Setoral determinations
SDIP	Service Delivery Improvement Plan
SEF	Sheltered Employment Factories
SMME	Small Medium Macro Enterprises
SMS	Senior Management Service
SP	Strategic Plan
SSA	State Security Agent
TEA	Temporary Employment Agencies
TR	Treasury Regulations
UIA	Unemployment Insurance Act
UIF	Unemployment Insurance Fund
WSP	Workplace Skills Plan
WSS	Work-Seeker Services

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

Was developed by the management of the Department of Labour under the guidance of Honourable MN Oliphant, MP, takes into account all the relevant policies, legislation and other mandates for the Department of Labour, accurately reflects the strategic outcome oriented goals and objectives which the Department of Labour will endeavour to achieve over the period 2014 to 2019.



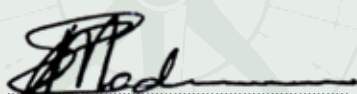
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A Moiloa
Chief Operations Officer
Date:



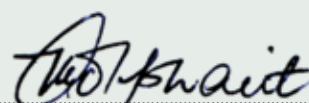
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S Morotoba
Acting Director-General
Date:



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B Maduna:
Chief Financial Officer
Date:



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MN Oliphant, MP
Executive Authority of the Department of Labour
Date Approved:

FOREWORD BY THE MINISTER

The goal of striving for a labour market which is conducive to investment, economic growth, employment creation and decent work remain paramount in our work. The Department of Labour is enjoined by the Constitution of this country to protect workers in general and vulnerable workers in particular. It is precisely for these reasons that the policies we develop resonate with these noble objectives. The real test of our work is whether or not they complement the various government efforts to address the national challenges.

Our work is underpinned by our resolve to finding the balance between protecting the workers and providing sufficient flexibility for growth and development of our people. We do this through putting in place sound legislative and regulatory framework. It is a fact that the labour market environment is not static but changes from time to time and sometimes more rapidly than it was the case in the past. The strategic issues that inform our plan going forward include but not limited to:

- Promoting Decent Work
- Ramping up the operationalization of Public Employment Services
- Strengthening and enhancing the inspection and enforcement Services to effectively monitor and enforce compliance with legislation
- Enhancing social security for workers in distress
- Continuing to strengthen the institutional capacity of the Department
- Initiating and facilitating employment creation opportunities.

We have successfully reviewed the labour legislative environment in order to ensure that our laws are not out of sync with the international best practice; are in line with the South African jurisprudence and most importantly eliminate abusive practices in the labour market. The challenge going forward is to ensure effective observance and compliance with the new labour law requirements.

Sectoral Determinations are now very much part of the South African labour market landscape and provide an effective instrument to protect vulnerable workers. Changes to the Basic Conditions of Employment Act, Labour Relations Act, and Employment Equity Act provide the legal framework to enhance transformation in the world of work. The pending changes to the Unemployment Insurance Fund Act and the Compensation for Occupational Injuries and Diseases Act will further enhance the social benefits for workers in need.

The last five years of this administration has indeed been characterised by hard work and breaking new grounds in the labour market world of work and the period ahead will primarily be to consolidate the achievements and fine-tuning areas that remain a challenge for the Department. The plan that follows is an honest attempt to continue with our work focusing on key priority areas.



Honourable MN Oliphant, MP
Executive Authority of the Department of Labour



OVERVIEW BY THE ACCOUNTING OFFICER

Nothing brings strategic plans to life more than the direct impact it would have on the lives of vulnerable workers and ascertaining a genuine attempt at contributing to improving the quality of people's lives. This resonates with the ideals of fostering a better life for all.

The Department remains committed to its core mandate of employment creation, protection of vulnerable workers and ensuring decent work, inter alia. There is little doubt that our continued insistence to execute our decree will enable us to claim our space in shaping and contributing to economic growth.

I am grateful for numerous amendments to the Labour Relations, the Basic Conditions of Employment and the Employment Equity Acts and the new Employment Services Bill acceded to by Parliament. These pieces of legislation that will further enable the Department to make inroads in contributing to a labour market conducive to decent jobs and economic growth. The imminent conclusion of the parallel review process of the Unemployment Insurance, the Compensation of Occupational Injuries and Diseases and the Occupational Health and Safety Acts fills us with an excited anticipation of future possibilities.

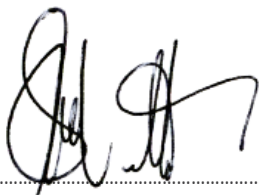
Indeed, the Department is toiling harder and smarter, amidst all the trials. This is attested to by the trend of unqualified audit reports we have been receiving. Such a trend is well set to continue.

The Department will continue to engage key roleplayers in the labour market in our quest for service delivery that is above reproach.

The public entities and statutory bodies aligned to the Department are indispensable allies. Their assiduous work has granted the institution with a coherent and effectual service delivery impetus.

I take this time to convey my heartfelt gratitude to the Minister for political guidance and leadership, my colleagues have been a pillar of strength and the staff of the Department who have remained trusted service delivery machinery even under very difficult working conditions.

Here is towards continued client centred service delivery.



S Morotoba
Acting Director-General





PART A: STRATEGIC OVERVIEW

STRATEGIC OVERVIEW

1. OUR VISION

The Department of Labour strives for a labour market which is conducive to investment, economic growth, employment creation and decent work.

2. OUR MISSION

Regulate the South African labour market for a sustainable economy through:

- Appropriate legislation and regulations
- Inspection, compliance monitoring and enforcement
- Protection of human rights
- Provision of employment services
- Promoting equity
- Social and income protection
- Social dialogue.

3. OUR VALUES

We shall at all times be exemplary in all respects:

- We treat employees with care, dignity and respect
- We respect and promote:
 - Client centred services
 - Accountability
 - Integrity and ethical behaviour
 - Learning and development
- We live the Batho Pele Principles
- We live the principles of the Department's Service Charter
- We inculcate these values through our performance management system.

4. LEGISLATIVE AND OTHER POLICY MANDATES

4.1 CONSTITUTIONAL AND LEGISLATIVE MANDATES

The Department of Labour's Legislative framework is informed by the South African Constitution, Chapter 2, and Bill of Rights:

- Section 9, to ensure equal access to opportunities
- Section 10, promotion of labour standards and fundamental rights at work
- Section 18, Freedom of association
- Section 23, To ensure sound Labour relations
- Section 24, To ensure an environment that is not harmful to the health and well being of those in the workplace
- Section 27, To provide adequate social security nets to protect vulnerable workers
- Section 28, To ensure that children are protected from exploitative labour practices and not required or permitted to perform work or services that are inappropriate for a person of that child's age or their well-being, education, physical or mental health or spiritual, moral or social development is placed at risk; and
- Section 34, Access to courts and access to fair and speedy labour justice.

The Department administers the following legislation:

SERIAL NO	LEGISLATION	PURPOSE
1	Labour Relations Act, 66 of 1995 (LRA)	The Labour Relations Act (LRA), Act 66 of 1995 aims to promote economic development, social justice, labour peace and democracy in the workplace.
2	Basic Conditions of Employment Act, 75 of 1997 (BCEA)	The purpose of this Act is to advance economic development and social justice by fulfilling the primary objects of this Act which are: <ul style="list-style-type: none"> (a) To give effect to and regulate the right to fair labour practices conferred by section 23(1) of the Constitution by— <ul style="list-style-type: none"> (i) Establishing and enforcing basic conditions of employment; and (ii) Regulating the variation of basic conditions of employment; (b) To give effect to obligations incurred by the Republic as a member state of the International Labour Organisation.
3	Employment Equity Act, 55 of 1998 (EEA) as amended	The purpose of the Act is to achieve equity in the workplace, by <ul style="list-style-type: none"> a. Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination b. Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.
4	Unemployment Insurance Act, 30 of 2001, as amended (UIA)	The Act empowers the UIF to register all employers and employees in South Africa for unemployment insurance benefits
5	Occupational Health and Safety Act, 85 of 1993 (OHSA)	The Occupational Health and Safety Act aims to provide for the health and safety of persons at work and for the health and safety of persons in connection with the activities of persons at work and to establish an advisory council for occupational health and safety.
6	Compensation for Occupational Injuries and Diseases, Act 130 of 1993 (COIDA)	To provide for compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for death resulting from such injuries or diseases; and to provide for matters connected therewith.
7	National Economic Development and Labour Council Act, 35 of 1994 (NEDLAC)	To provide for the establishment of a national economic, development and labour council; to repeal certain provisions of the Labour Relations Act, 1995; and to provide for matters connected therewith.
8	Employment Services Bill	To provide for public employment services, their governance and functioning, including the registration of private employment agencies. To provide for the establishment and functioning of Productivity South Africa and the Sheltered Employment Factories.

4.2 POLICY MANDATES

The mandate of the Department is: To regulate the labour market through policies and programmes developed in consultation with social partners, which are aimed at:

- Improved economic efficiency and productivity
- Creation of decent employment
- Promoting labour standards and fundamental rights at work
- Providing adequate social safety nets to protect vulnerable workers
- Sound labour relations
- Eliminating inequality and discrimination in the workplace
- Enhancing occupational health and safety awareness and compliance in the workplace
- Give value to social dialogue in the formulation of sound and responsive legislation and policies to attain labour market flexibility for competitiveness of enterprises which is balanced with the promotion of decent employment.

The Department is also responsible for the administration and effective functioning of the following labour market institutions:

- **Productivity South Africa (PSA).** Productivity SA aims to develop and enhance productive capacity in South Africa by continuously improving labour practices in South Africa. It works to build institutional capacity through sound project management skills, and through developing working relationships with other Government agencies
- **National Economic Development and Labour Council (NEDLAC).** A statutory social dialogue body, with its constituency comprising organised labour organizations, business organizations, Government Departments, and community groups. Social partners discuss and negotiate on public finance and monetary policy, labour market policy, trade and industrial policy, and development policy
- **The Commission for Conciliation, Mediation and Arbitration (CCMA).** An independent body established by the Labour Relations Act, No. 66 of 1995. The CCMA promotes social justice and fairness in the workplace by providing high-quality, ethical, innovative and cost-effective dispute management as well as dispute resolution services.

The following represents target clients and beneficiaries of the Department's services and labour market information:

- Employers
- Employees
- Unemployed and under-employed
- Private Employment Agencies
- Trade unions and trade union federations
- Employer organisations.

4.3. THE CORE FUNCTIONS AND SERVICES RENDERED BY THE DEPARTMENT ARE FOCUSED ON:

PROGRAMME	PURPOSE
Administration	Provides strategic direction, leadership and administrative support services to the Ministry and the Department.
Inspection and Enforcement Services (IES):	<p>Inspection and Enforcement Services are aimed at ensuring a fair and equitable labour market where all players adhere to the provisions of legislation that governs the labour market. The main functions of the inspectorate are:</p> <ul style="list-style-type: none"> (i) To conduct workplace inspections and audits of Accredited Inspection Authorities (AIAs) to monitor and enforce compliance with labour legislation (ii) To provide advice, educate and give technical information and support services to empower both workers, employers and stakeholders and to prevent labour disputes and workplace accidents (iii) To investigate workplace health and safety incidents once reported.
Public Employment Services (PES):	<p>The main functions of Employment Services are to register work seekers, obtain opportunities so as to facilitate the entry and re-entry of work seekers into the labour market. Employment Services therefore has to be supported by two main pillars: The 'Employer Services' and 'Work Seeker Services'. The key services include:</p> <ul style="list-style-type: none"> (i) Registration of work seekers (ii) Placement of work seekers (iii) Career information and guidance (iv) Special labour market (employment) programmes (v) Regulation of Private Employment Agencies and Temporary Employment Agencies (vi) Processing the number of foreign national's cooperate and individual work visas (vii) Transfer funding to supported employment enterprises to provide special employment to People with Disabilities (viii) Transfer funding to Productivity South Africa to promote productivity and competitiveness.
Labour Policy and Industrial Relations (LP&IR):	Labour Policy and Industrial Relations branch is responsible for eliminating inequality and discrimination, promoting labour standards and fundamental rights at work, including supervising Policy Research, Labour Market Information and Statistical Services. It also regulates labour and employer organisations and bargaining councils, deals with all the Department's responsibilities and obligations in relation to the International Labour Organisation and other international and regional bodies which the Government of South Africa has formal relations with. It oversees the effective functioning of the CCMA and NEDLAC.

4.4 RELEVANT COURT RULINGS

- a) Name of the court case: Law Society of the Northern Provinces vs. Minister of Labour, Minister of Justice and CCMA

The impact that the court ruling has on the CCMA's operations or service delivery is that the current rule 25 which makes provision for CCMA Commissioners to exclude legal practitioners from dismissal matters involving claims of conduct and capacity has been upheld. The constitutionality of this rule was challenged by the Law Society but has been upheld by the Supreme Court of Appeal. A further application for leave to appeal was denied by the Constitutional Court

- b) Name of the court case: Valuline (and five other applicants) vs. Minister of Labour, the National Bargaining Council for the Clothing Manufacturing Industry (and seven other respondents):

The impact that the case has on the institution's operations is that the extension of collective agreements concluded in a bargaining council have to be verified at the time that the bargaining council requests the Minister to extend an agreement. Reliance should not be placed on a certificate of representativeness issued in terms of section 49 of the Labour Relations Act. The judgement overturned the Minister's extension of the collective agreement of the Clothing Bargaining Council.

- c) Name of the court case: National Employers Association of South Africa (and two other applicants) vs. Minister of Labour, Metal and Engineering Industries Bargaining Council (and thirty nine other respondents):

The judgement of the Labour Court set aside the Minister of Labour's decision to extend a collective agreement concluded in the Metal and Engineering Industries Bargaining Council. The judgement was suspended for four months during which the Minister and the Department were given an opportunity to extend the agreement in terms of section 32 (5) of the Labour Relations Act.

4.5 PLANNED POLICY INITIATIVES

- a) Amendment of the Unemployment Insurance Act No. 63 of 2001. These changes relate to improvements of benefits and administrative changes regarding submission of information by employers to the Fund
- b) Promulgate the Employment Services Act. The new Employment Services Act aims to strengthen the provision of employment services within the Department and to repeal employment services provisions in the Skills Development Act
- c) Amendment of the Compensation for Occupational Injuries and Diseases Act. Develop a rehabilitation, re-integration and return-to-work policy for injured and diseased workers to ensure integration with other South African Policies and Programmes, which provide a framework for rehabilitation of people with disabilities which stresses the importance of vocational integration
- d) Amendment of the OHS Act, 85 of 1993. Although the OHS Act has placed responsibility of creating a health and safe working environment on the employers, the provisions compelling employers to do this are very vague. In order to address these shortcomings, it is necessary that the OHS Act in its current form be amended in order to ensure that:
- Employers develop and implement a health and safety management system
 - Penalties issued to employers are increased
 - Inspectors are enabled to issue prescribed fines on the spot.
- e) Amendment of the Basic Conditions of Employment Act - The amendments have been approved by the National Assembly and the National Council of Provinces.
- f) Amendment of the Employment Equity Act, 1998 - The Employment Equity Act, 2013, as amended, (Act No.47 of 2013) was assented into law on 14 January 2014 and subsequently published in the Government Gazette on 16 January 2014.
- g) Amendment of the Labour Relations Act - The amendments have been approved by the National Assembly and the National Council of Provinces.

5. SITUATIONAL ANALYSIS

The South African economy was relatively stable but at a lower growth rate than projected at the time of the 2012 budget. South Africa's economic outlook is improving, but requires that we actively pursue a different trajectory if we are to address the challenges ahead. He noted in his budget speech that "a significant increase in private sector investment and competitiveness is needed in the wider economy: agriculture, manufacturing, tourism, and communications. This means every sector has to play its part in expanding trade, investment and job creation...¹". Without faster growth we cannot succeed in reducing unemployment, poverty and inequality...²"

Overall, the following challenges can be highlighted:

- The Department of Labour reported that the South African labour market was disrupted by labour unrest in the last quarter of 2012 which originated from the platinum mining sector before spreading to other mining sectors and subsequently to other sectors of the economy such as the road freight transportation and agricultural sectors in the Western Cape Province. Out of 99 strikes recorded in 2012, about 45% of strikes were "unprotected or un-procedural" with more than 17 million working days lost
- There is persistence of prolonged labour market underperformance which could sustain the long term unemployment trends in future. Consequently, a large number of economically active people could be excluded from the labour force, in particular young people
- In line with the international trends, it is also noted that the deepening crisis in the Eurozone, slow growth in other advanced economies such as the United States and Japan could increase the risk of a slow economic growth in the South African economy in future. If so, it will also affect the projected economic growth of 2.7% in 2013 and therefore employment growth.

The National Development Plan (NDP) presents a new trajectory to move beyond the constraints of the present to the transformation imperatives of the next twenty and thirty years. Thus, the South African Government regards the NDP as the point of departure where it:

- Recognises that our medium-term plans are framed in the context of a long-term vision and strategy
- Focuses on strengthening growth and employment creation
- Prioritises improvements in education and expansion of training opportunities
- Promotes progress towards a more equal society and an inclusive growth path.

5.1 PERFORMANCE ENVIRONMENT

The first challenge facing us is unemployment and under-employment:

- By September 2013³, the total labour force was 18 638 000 with 14 029 000 employed and 4 609 000 (24.7%) unemployed. More than 2.2 million people were recorded as discouraged work seekers. Using the Unemployment Insurance Fund database, the number of people claiming for unemployment benefits increased to 168 662 in September 2013 from 159 655 in June 2013. This increase in UIF claims was mainly associated with a large number of ends of employment contracts in a number of industries
- The long-term unemployed (those who have been out of work for more than a year) now account for more than half (65%) of the unemployed. A worry is that this cohort may become unemployable because of skills atrophy and becoming increasingly detached from the informal networks that would lead them to new jobs.
- A total of 69.3% people amongst the total unemployed persons (4.6 million) was in the age group 15-34 years in September 2013. In the same light, the Department of Labour recorded a total of 600 259 work seekers in the Employment Services Database in the financial year 2012/13. Only 16 171 registered work seekers on Employment Services for South Africa (ESSA) were placed over the same period. In other words, the South African Government needs to give special attention to the young unemployed people as they formed a large number in the South African labour force
- Despite a decline in unemployment rates between September 2012 and September 2013, the changes, in the labour absorption rates, on year-to-year, were minimal at 0.6%. This does not create a strong basis to halve unemployment by 2020 as projected in the National Growth Path (NGP).

1 Minister of Finance, Budget speech, 7th February 2013, p. 6

2 President Zuma's argument, Business Day, 31st May, 2013

3 Statistics South Africa, Quarterly Labour Force Survey, third quarter 2013

- The number of uneducated amongst the unemployed (52% of the unemployed did not complete secondary education) is a critical composition of the labour force to be considered. It (uneducated) is the most likely group to lose their jobs in periods of employment contraction
- The youth (15-34 years), who currently constitute more than 69% of the unemployed are the dominant and, identifiable cohort amongst long-term unemployed individuals in the country.

The second challenge relates to the changing nature of work:

- There has been a tendency amongst employers to switch away from permanent and full time employment towards atypical form of employment such as casual labour, part-time employment, temporary and seasonal work
- Externalisation in the form of outsourcing and subcontracting is also on the rise, as the pressures of greater international competitiveness is felt by domestic firms
- The increase in atypical forms of employment is contributing to instability in the labour market and a potential increase in the violation of labour standards and fair labour practices
- It is estimated that approximately 6% of total employment is made up of atypical work, that is, employees contracted directly to companies on fixed-term contracts, sub-contractors and employees employed through employment agencies.

The third challenge still facing the country relates to inequalities and unfair discrimination in the workplace:

- Black people, women and people with disabilities remain marginalised in relation to meaningful and influential participation in the economy.
- The Commission for Employment Equity reported in 2012 that:
 - The representation of Blacks in top management and senior management levels is 27.4% and 37.6% respectively whereas they constitute over 88.7% of the Economically Active Population (EAP).
 - The representation of Blacks in top management and senior management levels is 27.6% and 37 % respectively whereas they constitute over 88% of the Economically Active Population (EAP)
 - White people in general, still dominate with 72.6% at the Top Management Level, which is nearly six times their representation within the EAP and approximately three times the representation of the cumulative sum of Blacks combined at this level
 - The representation of people with disabilities across all occupational levels was recorded at 1.4% an increase from 0.8% in 2010. Over the years from 2002 to 2012 this is the increase for all employees (i.e. Public and Private Sectors combined)

The fourth challenge relates to domestic as well as cross-border labour migration:

- The former describes a phenomenon whereby people from rural areas, some (though not all) of whom are unskilled, migrate to urban areas in search of employment
- The latter refers to economic refugees who have left their countries and settled in the urban areas of South Africa, hoping to find employment
- Both phenomena bear the risk of increasing the numbers of unemployed people in large urban centres, with the concomitant greater pressure on public services and utilities.

The fifth challenge relates to inadequate instruments for constant performance monitoring and evaluation of labour market policies and programmes to determine their impact on the economy:

- Stakeholder participation and strategic partnerships in programme delivery, monitoring and feedback is inadequate, despite our strong culture of social dialogue in policy development
- Planning processes are to some extent not well coordinated between strategic Departments on related socio-economic development programmes
- Our appreciation and use of modern information and communication technology systems to manage data and information is inadequate. (The necessity to base policy and programme interventions on facts and evidence and to measure their impact is critical for any labour market system).

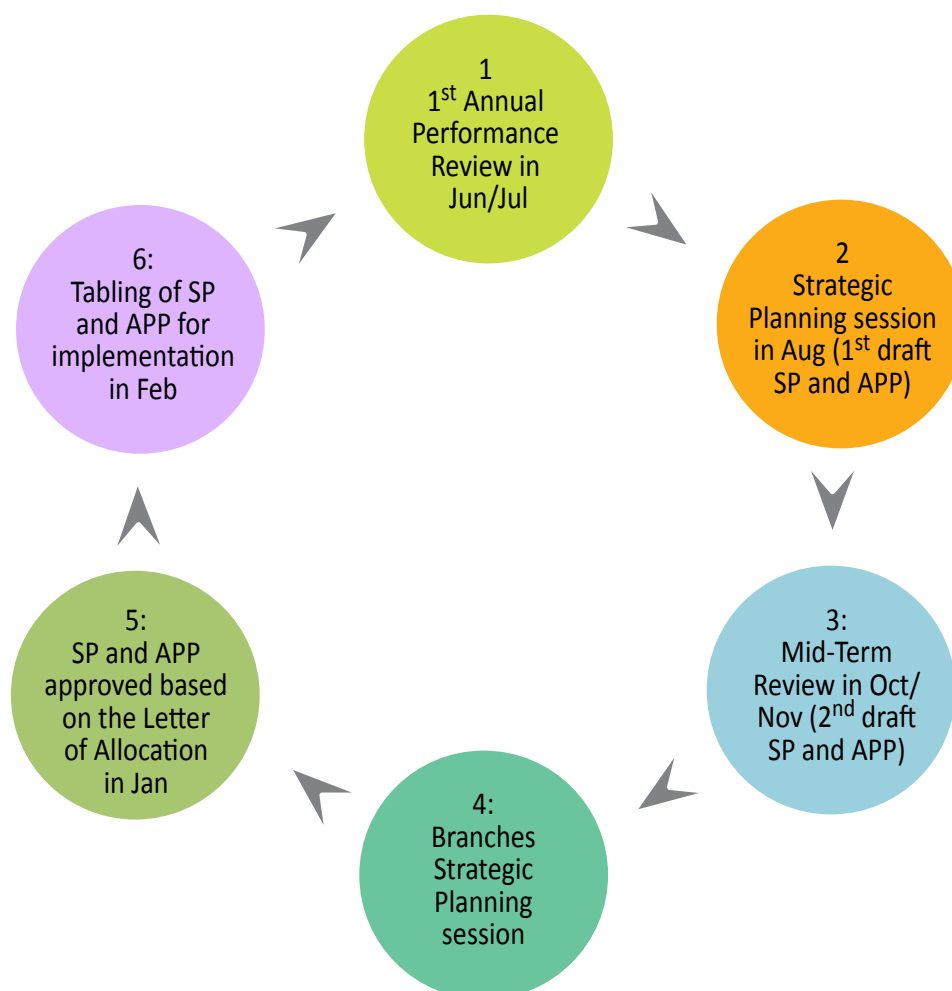
5.2 ORGANISATIONAL ENVIRONMENT

To deliver on its core business of public employment services and inspection and enforcement services, the Department has a staff complement of 8 611. The Department will continue to transform the labour market and change the way we do business and transact with citizens by enhancing access to quality services and information aimed at improving the quality of life of all South African citizens. At the centre of our transformation agenda is ensuring that customer insight is driving our service design; optimising contact and making use of cheaper technology enabled channels and utilisation of Government-wide infrastructure where appropriate.

Furthermore, we will reconfigure and reposition the Department for an efficient and effective service by developing ground breaking service delivery models aimed at improving the quality of service. Establishing key strategic partnerships for collaboration will be one of our ideals. We will continue to put in place measures to encourage continuous learning, development and service delivery innovation.

5.3 DESCRIPTION OF THE DEPARTMENT OF LABOUR'S STRATEGIC PLANNING PROCESSES

Figure 1: Strategic Planning Cycle



The first step is an Annual Evaluation workshop that takes place in June/July each year, whereby the Department undertakes an annual evaluation of the previous financial year, and considers proposals on key priorities and budget requirements for the coming MTEF cycle. The key priorities and strategic objectives are informed by the MTSF and service delivery outcomes specific to the Department. This process is the basis for the Department to submit the first draft Annual Performance Plan to National Treasury at the end of August each year.

The second step is a strategic planning consultation process that takes place from August to the end of November each year. The focus of the consultation process is to take stock of the previous years' financial and non-financial performance and chart the way forward for the MTEF period in terms of the strategic objectives, key deliverables and budget as well as taking into consideration the resolutions of the 1st Annual Evaluation workshop.

The third is a Mid-Term Review and Planning workshop which takes place in October/November of every year. Whilst the focus of this session is a mid-term review of progress with regards to the current performance of the Department, it equally ensures that the agreed priorities of the annual evaluation are developed into a concrete programme of action (Annual Performance Plan) taking into account the possible MTEF allocations for the following year. This allows the Department to submit the second draft Annual Performance Plan to National Treasury at the end of November each year.

The fourth step entails Branches Strategic Planning sessions to finalise on agreed priorities of the annual evaluation and mid-term review and formulate the branch annual work plans taking into account the possible MTEF allocations for the following year.

The fifth is the finalisation and approval of the Strategic Plan and Annual Performance Plan in line with the allocated funds. This leads to agreed targets and resource allocations between the DG, Branch Heads and the COO/Chief Directors: Provincial Operations by the end of January. The APP informs the DG's performance agreement (DoL Integrated work plan), and is cascaded down to branches and provincial operations work plans/performance agreements.

The sixth and final step in a given planning cycle is the approval of the strategic plan and the Annual Performance Plan and tabling to Parliament by the Minister in March every year.



6. STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION

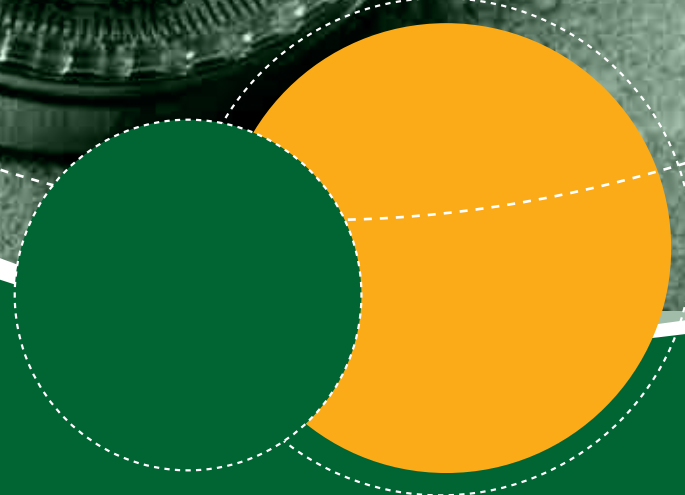
In the medium-term, the Department of Labour will contribute mainly on the following outcomes:

- Outcome 4: Decent employment through inclusive economic growth
- Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World
- Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

6.1 GOVERNMENT SERVICE DELIVERY OUTCOMES AND THE DEPARTMENT OF LABOUR STRATEGIC GOALS

To address these outcomes, the Department was mandated to implement the following strategic goals:

Strategic outcome oriented goals 1: (outcome 4)	Decent employment through inclusive economic growth
GOAL STATEMENT	<ol style="list-style-type: none"> 1. Contribute to decent employment creation 2. Promote equity in the labour market 3. Protect vulnerable workers 5. Strengthen social protection 6. Promote sound labour relations 7. Monitor the impact of legislation
Strategic outcome oriented goals: 2 (Outcome 11)	Create a better South Africa and contribute to a better and safer Africa and World.
GOAL STATEMENT	4. Strengthen multilateral and bilateral relations.
Strategic outcome oriented goals: 3 (Outcome 12)	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
GOAL STATEMENT	8. Strengthen the institutional capacity of the Department.



PART B: PROGRAMME STRATEGIC OBJECTIVES

7. PROGRAMME STRATEGIC OBJECTIVES

7.1 PROGRAMME 1: ADMINISTRATION

Programme purpose: Provide management, strategic and administrative support services to the Ministry and the Department.

- **Ministry provides** political oversight to ensure that the Department's mandate is achieved
- **The Office of the Director-General** provides administrative oversight for effective implementation of the Department's mandate and overall accounting oversight.

Description: The programme consists of the following sub-programmes:

- **Office of the Chief Operations Officer** manages and directs medium term strategic planning processes, performance information reporting, monitoring and evaluation of performance against plan and the service delivery improvement plan.
- **Corporate Services** that includes:
 - **Human Resource Management** ensures optimum and efficient utilisation and development of Human Capital and provide an advisory service on matters pertaining to, organisational effectiveness and development, transformation management, individual performance management, sound employee relations, employee health and wellness, as well as effective and efficient recruitment, selection and placement services, including research and development of human resources policies and practices
 - **Internal Audit** provides management and the Audit Committee with independent objective assurance with a view to improving effectiveness of governance, risk management and control processes
 - **Risk Management** pro-actively manages / addresses risks that have a negative impact on the Department's performance
 - **Security Services** renders security support aimed at protecting the Department's information, staff and assets
 - **Communication** disseminates and improves access to information about the Department
 - **Legal Services** provides Legal Support Services to the Department
 - **Office of the Chief Information Officer** caters for the Information and Communications Technology (ICT) needs and requirements of the Department.
- **Office of the Chief Financial Officer** renders effective and efficient financial management and administrative support for the Department as well as office accommodation requirements.

Strategic outcome oriented goals 1: (outcome 4)	An efficient, effective and development orientated public service and an empowered and inclusive citizenship
Strategic goal:	8. Strengthen the institutional capacity of the Department

7.1.1 Strategic Risks

RISK	RISK DESCRIPTION	MITIGATION STRATEGY
1. Poor Performance Management	Inadequate monitoring of service delivery in Provincial offices	Develop and implement a more collective and focused monitoring approach that will ensure adequate monitoring of service delivery Service delivery monitoring reports reviewed and followed up timely by the Branch heads prior submission
2. Ineffective Communication	Communication Strategy not supporting Branch initiatives.	Develop and implement external communication Strategy which is in line with the Branch initiatives targeting all stakeholders
3. Insufficient human resources	Employment equity targets not met	Review and monitor the Employment Equity Targets report and take appropriate action to ensure that 45% of women are employed in SMS, 43% youth and 3% PWD are employed

RISK	RISK DESCRIPTION	MITIGATION STRATEGY
4. Poor Financial Management	Irregular Expenditure may rise due to non-compliance with Departmental SCM Policies and Procedures	Timely review, monitor and take appropriate action against non-compliance with SCM processes Timely review of Irregular Expenditure report and take appropriate action for noncompliance
5. Disruptions to business systems	Inability for IT to deliver the required services to business	Appoint Governance structures to perform oversight responsibility and ensure IT delivers the required IT services
6. Poor Budget Planning	Non-utilisation of allocated funds	Implement and monitor the Branch interventions financial reports and ensure they remain within budgets

7.1.2 Strategic Objectives

STRATEGIC OBJECTIVE 1 PROVIDE LEADERSHIP AND INSTITUTIONAL MANAGEMENT TO THE DEPARTMENT OF LABOUR AND ENTITIES	
Objective statement	Strategic leadership and guidance provided through Departmental governance structures
Baseline	Functional governance structures for oversight on implementation of the Department's and Entities' Strategic Plans and Annual Performance Plans
Justification	Ensure improved corporate governance and overall management of the Department to promote public confidence in the Department
Links	Outcome 12, Department of Labour and entities, Public Finance Management Act of 1999, Department of Public Service and Administration prescripts
STRATEGIC OBJECTIVE 2 PLANNING, MONITORING AND EVALUATION OF ORGANISATIONAL PERFORMANCE	
Objective statement	Support improved planning, monitoring and evaluation of organisational performance of the Department in line with the National Treasury frame work for managing performance information
Baseline	Strategic Plan and Annual Performance Plan approved and tabled within prescribed time frames Annual and quarterly monitoring reports of Programmes' performance Analysis of organisational performance trends in the form of performance reports
Justification	This objective focuses mainly on organisational performance, which involves planning, monitoring and evaluation of activities in relation to the Department's plans so as to assess the impact, efficiency and effectiveness of the Department's strategies that are aimed at improving the livelihood of the public
Links	Outcome 12, National Treasury Regulations and the Public Finance Management Act of 1999
STRATEGIC OBJECTIVE 3 RISK MANAGEMENT STRATEGY IMPLEMENTED	
Objective statement	Conduct annual risk assessment and monitoring to provide guidance on risk treatment plans in line with the National Treasury Framework.
Baseline	Four Risk Monitoring reports
Justification	Compliance with PFMA and TR
Links	Outcome 12
STRATEGIC OBJECTIVE 4 FRAUD PREVENTION AND SECURITY STRATEGY IMPLEMENTED	
Objective statement	To prevent and detect fraud and security breaches and implement fraud and security related strategies
Baseline	Conduct 4 fraud prevention awareness campaigns 95% of cases received or detected, investigated and finalised by year end New
Justification	Compliance with PFMA and TR Protection of Government assets, information and staff
Links	Outcome 12 An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship In terms of the MISS and MPSS mandates from SSA and SAPS respectively

STRATEGIC OBJECTIVE 5 DEPARTMENTAL INTERVENTIONS AND INITIATIVES COMMUNICATED	
Objective statement	To provide a corporate communication capability that promotes publicity, visibility and access to information on labour services
Baseline	Public participation events profiled (exhibitions, job fairs, imbizo's) Number of service delivery points branded and signage displayed per selected province (new) Turnaround time to respond to media queries (new)
Justification	Communication coordinates the dissemination of information about the Department, the Ministerial engagements and other related activities
Links	Outcome 12 Public Access to Information (PAIA). The various communication platforms that are used ensure that members of the public have access to information about the Department

STRATEGIC OBJECTIVE 6 INTEGRATED HUMAN RESOURCE STRATEGY IMPLEMENTED	
Objective statement	Provide human resource support to line functions
Baseline	38.5% (32 out of 83 employees at Senior Management Service level) women are employed in Senior Management Service (SMS) as on 31 March 2012 40% (2 830 out of 7 057 filled posts) youth are employed in the Department as on 31 March 2012 2.6% (184 out of 7 057 filled posts) of the employees in the Department are people with disabilities as on 31 March 2012 The vacancy rate in the Department has been reduced to 7.28% (554 out of 7611 posts) on 31 March 2012 85.1% (5 927 out of 6 957 employees) of the Department's staff were trained in accordance with the approved WSP as on 31 March 2012 79% (216 out of 271 cases) of misconduct cases were finalised as on 31 March 2012 95% of SMS members entered into performance contracts and were assessed (new)
Justification	So as to provide a strategic and administrative human resources support service to the whole of the Department of Labour with a view to enabling it to deliver on its mandate.
Links	Outcome 12 WSP links: Mandated by the Skills Development Act Misconduct links: Disciplinary Code And Procedures for the Public Service states that discipline must be applied in a prompt, fair, consistent and progressive manner

STRATEGIC OBJECTIVE 7 EFFECTIVE LITIGATION SUPPORT SERVICES	
Objective statement	To provide professional and comprehensive litigation support services
Baseline	New
Justification	To maintain high ethical standards that promotes public confidence in the Department to litigate on its behalf
Links	Outcome 12

STRATEGIC OBJECTIVE 8 EFFECTIVE INFORMATION COMMUNICATION TECHNOLOGY SUPPORT SERVICES	
Objective statement	Provide ICT services to support and improve service delivery and performance
Baseline	New
Justification	To ensure the Department ICT is enabler, for both internal and external clients, for effective and efficient service delivery
Links	Outcome 12

STRATEGIC OBJECTIVE 9 EFFECTIVE FINANCIAL MANAGEMENT AND GOVERNANCE	
Objective statement	Ensure effective and efficient financial management policies and practices in line with relevant legislation
Baseline	1 AFS and 4 IFS 1 Medium Term Expenditure Framework (MTEF) document 1 Estimate of National Expenditure (ENE) document
Justification	Ensure effective accountability, transparency and adherence to governance best practices
Links	Outcome 12
STRATEGIC OBJECTIVE 10 EFFECTIVE SUPPLY CHAIN MANAGEMENT	
Objective statement	Enhance supply chain management processes and systems to be in line with the regulatory framework and governance best practises
Baseline	100% compliance with SCM prescripts 30% Reduction in irregular expenditure
Justification	Ensure effective accountability, transparency and adherence to governance best practices
Links	Outcome 12

7.2 INSPECTIONS AND ENFORCEMENT SERVICES (IES)

Purpose: To realise decent work by regulating non-employment and employment conditions through inspection and enforcement in order to achieve compliance with all labour market policies.

Description: The programme consists of the following sub-programmes:

- **Management and Support Services: Inspection and Enforcement Services** manages the delegated administrative and financial responsibilities of the office of the Deputy Director-General: Inspection and Enforcement Services, and provides corporate support to line function sub-programmes within the programme.
- **Occupational Health and Safety** promotes health and safety in the workplace by regulating dangerous activities and the use of plant and machinery
- **Registration: Inspection and Enforcement Services** registers incidents relating to labour relations and occupational health and safety matters, as reported by members of the public, and communicates these to the relevant structures within the Compliance, Monitoring and Enforcement sub-programme for investigation
- **Compliance, Monitoring and Enforcement** ensures that employers and employees comply with labour legislation through regular inspections and following up on reported incidents
- **Training of staff: Inspection and Enforcement Services** defrays all expenditure relating to staff training within this programme in order to easily identify this expenditure for reporting purposes
- **Statutory and Advocacy** gives effect to the legislative enforcement requirement and educate stakeholders on labour legislation.

Strategic outcome oriented goals 1: (outcome 4)	Improve the quality of labour market services to contribute to decent employment through inclusive economic growth
Strategic goals:	2: Promote equity in the labour market (Outcome 4) 3: Protect vulnerable workers (Outcome 4) 5: Strengthen social protection (Outcome 4)

7.2.1 Strategic Risks

RISK	RISK DESCRIPTION	MITIGATION STRATEGY
1. Organisational Reputation	Misinterpretation and Poor enforcement of legislations	Development and implementation of Standard Operating Procedure and Inspection and Enforcement manual. Agreement with Justice College for the training of inspectors will be concluded and implemented.
2. Disruptions to business systems	Non availability of Inspection and Enforcement Case Management System causing inaccurate and incomplete case management	The IES Case Management system is currently being developed and will be implemented
3. Insufficient Human Resources	High Vacancy Rate of Inspectors resulting in failure to enforce legislation	Implementation of the newly approved IES structure
4. Fraud and Corruption	Bribery of inspectors resulting in reputational implications	Implementation of Fraud Prevention Plan and awareness campaigns will be conducted with the inspectors. Monitoring and control of inspectors will be done on regular basis

7.2.2 Strategic Objectives

STRATEGIC OBJECTIVE 1 PROMOTION OF EMPLOYMENT EQUITY IN THE LABOUR MARKET	
Objective statement	Promotion of the transformation of the labour market by inspecting workplaces in order to achieve compliance with Employment Equity legislation
Baseline	87 JSE workplaces inspected 182 Designated workplaces inspected
Justification	Promotion of equal opportunities and fair treatment in employment through the elimination of unfair discrimination
Links	Outcome 4 National Development Plan: Labour - market regulation (Chapter 3)
STRATEGIC OBJECTIVE 2 WORKERS PROTECTED THROUGH INSPECTION AND ENFORCEMENT OF LABOUR LEGISLATION	
Objective statement	Ensure Decent Work principles are adhered to by protecting workers through the inspection and enforcement of labour legislation
Baseline	101 792 workplaces inspected 10 880 non-complying workplaces of those inspected were dealt with 4 seminars: Forestry Hospitality Construction Major hazard instillation 282 shop stewards trained
Justification	To give effect to the right of fair labour practices by the regulation of basic conditions of employment
Links	Outcome 4 National Development Plan: Labour –market regulation (Chapter 3)
STRATEGIC OBJECTIVE 3 HEALTH AND SAFETY OF WORKERS PROTECTED THROUGH INSPECTION AND ENFORCEMENT OF THE OCCUPATIONAL HEALTH AND SAFETY ACT	
Objective statement	Ensure the protection of the health and safety of workers through inspection and enforcement of the OHSA
Baseline	26 333 Workplaces audited 2 270 follow-up inspections
Justification	To provide for the protection of workers and persons other than workers against hazards to health and safety arising out of or in connection with the activities of persons at work
Links	Outcome 4 National Development Plan: Labour –market regulation (Chapter 3)

7.3 PROGRAMME 3: PUBLIC EMPLOYMENT SERVICES (PES)

Purpose: Provide assistance to companies and workers to adjust to changing labour market conditions and to regulate private employment agencies.

Description: The programme consists of the following sub-programmes:

- **Management and Support Services: Public Employment Services** manages delegated administrative and financial responsibilities, coordinates all planning, monitoring and evaluation functions, and provides corporate support to line function sub programmes
- **Employer Services** facilitates registering vacancies, and disseminates scarce skills information, issues immigrant corporate and work permits, records migrating skilled South Africans, oversees placements, responds to companies in distress, provides a social plan and regulates private employment agencies
- **Work-Seeker Services** registers work seekers, retrenched workers, work vacancies, training and income generating opportunities on the employment services system, and facilitates access to employment and income generating opportunities for the unemployed and under-employed
- **Designated Groups Special Services** facilitates the transfer of subsidies to national councils to promote the employment of people with disabilities, youth, and women, in collaboration with Sheltered Employment Factories and other relevant bodies.

The programme has oversight over the following entities:

- **Sheltered Employment Factories and Subsidies to Designated Workshops** facilitates transfers to subsidised workshops for the blind and subsidised work centres for people with disabilities, and aims to improve the administration, production and financial control of sheltered employment factories and workshops
- **Productivity South Africa** Promotes improvements in workplace productivity, competitiveness and social plan (job saving mechanisms through future forums and turnaround solutions). The Branch PES facilitates the conclusion of the Memorandum of Agreement, transfer of funding and monitoring of the entity's performance against its Strategic Plan
- **Unemployment Insurance Fund** provides for the possible future funding of the Unemployment Insurance Fund. The UI activities are funded from its revenue and the entity report separately from PES in accordance with its Strategic Plan except in those areas wherein there are joint projects
- **Compensation Fund** provides for possible funding requests from the Compensation Fund. The PES allocation provides for costs incurred through claims received from civil servants for injuries sustained on duty or occupational-related illnesses. The Compensation Fund activities are funded from its revenue and the entity reports separately in accordance with its Strategic Plan.

Strategic outcome oriented goals 1: (outcome 4)	Improve the quality of labour market services to contribute to decent employment through inclusive economic growth
Strategic goals:	1: Contribute to decent employment creation (Outcome 4)

7.3.1 Strategic Risks

RISK	RISK DESCRIPTION	MITIGATION STRATEGY
1. Organisational reputation	Readiness to implement ES Act	ES Regulations developed and implemented after promulgation of the Act Review and implement the Standard Operating Procedures Review of resource provisioning (funding and capacity) and take corrective action
2. Disruptions to Business systems	Inadequate IT support for implementation of employment services	Maintenance and enhancement of ESSA will be conducted timely.
3. Ineffective Communication	Inadequate communication and marketing strategies of the Employment Services	Public hearings will be conducted after the promulgation of the Bill
4. Stakeholders' collaboration	Resistance to collaborate with the Department of Labour by Private Employment Agencies	Development and communication of draft Regulations on Private Employment Agencies (Including Temporary Employment Service Agencies)

7.3.2 Strategic Objectives

Strategic Objective 1.1	PROVISION OF PUBLIC EMPLOYMENT SERVICES
Objective statement	Develop and implement Employment Services Act regulations as prescribed
Baseline	New
Justification	Regulate the provision of employment services to work seekers and employers
Links	Outcome 4(Contribute to decent employment creation) and the National Development Plan (Chapter 3)
STRATEGIC OBJECTIVE 1.2	PROVISION OF PUBLIC EMPLOYMENT SERVICES
Objective statement	Communicate PES initiatives and interventions through various channels
Baseline	44 major campaigns and 3 306 minor campaigns were held
Justification	Raise awareness of on PES to increase access to employment
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)
STRATEGIC OBJECTIVE 1.3	PROVISION OF PUBLIC EMPLOYMENT SERVICES
Objective statement	Register work seekers on ESSA for opportunities
Baseline	600 259 work seekers registered on ESSA
Justification	To enable work seekers to access employment opportunities
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)
STRATEGIC OBJECTIVE 1.4	PROVISION OF PUBLIC EMPLOYMENT SERVICES
Objective statement	Provide employment counselling to work-seekers
Baseline	44% of registered work seekers were provided with employment counselling
Justification	Enhance the employability of registered work seekers
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)
STRATEGIC OBJECTIVE 1.5	PROVISION OF PUBLIC EMPLOYMENT SERVICES
Objective statement	Place work seekers into opportunities
Baseline	16 171 work-seekers placed
Justification	Contribute to the reduction of unemployment and poverty
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)
STRATEGIC OBJECTIVE 1.6	PROVISION OF PUBLIC EMPLOYMENT SERVICES
Objective statement	Employers register vacancies and opportunities on ESSA system
Baseline	2 475 Employers registered vacancies on ESSA
Justification	Facilitate the placement of registered work seekers into employment opportunities
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)
STRATEGIC OBJECTIVE 1.7	PROVISION OF PUBLIC EMPLOYMENT SERVICES
Objective statement	Regulate PEA and TEA
Baseline	Amended indicator
Justification	Prevent the abuse/exploitation of work seekers by PEA and TEA
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)
STRATEGIC OBJECTIVE 2	FOREIGN NATIONALS INDIVIDUAL AND CORPORATE WORK VISAS REGULATED
Objective statement	All applications for foreign nationals corporate and individual work visas processed within 30 working days
Baseline	153 requests for recommendation responded to within 30 working days
Justification	Facilitate the employment of foreign nationals where such skills do not exist in the country
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)

STRATEGIC OBJECTIVE 3		MoA's CONCLUDED BY 31ST MARCH EACH YEAR WITH ELIGIBLE DESIGNATED ORGANISATIONS, PERFORMANCE MONITORED AND FUNDING TRANSFERRED
Objective statement	Subsidise Nationals Councils and workshops to place people with disabilities in employment and opportunities	
Baseline	MoAs concluded with 7 organisations, performance reports submitted quarterly, and financial transfers effected	
Justification	Contribute to the reduction of unemployment and poverty focused on people with disabilities	
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)	
STRATEGIC OBJECTIVE 4		MoA CONCLUDED BY 31ST MARCH EACH YEAR, PERFORMANCE REPORTS SUBMITTED, QUARTERLY AND FUNDING TRANSFERS EFFECTED (SEF)
Objective statement	Fund supported employment enterprises to train and place people with disabilities in employment and opportunities	
Baseline	MoA concluded, performance reports submitted quarterly and funding transferred quarterly	
Justification	Contribute to the reduction of unemployment and poverty focused on people with disabilities	
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)	
STRATEGIC OBJECTIVE 5		MoA CONCLUDED BY 31ST MARCH EACH YEAR, PERFORMANCE REPORTS SUBMITTED AND FUNDING TRANSFERS EFFECTED (PRODUCTIVITY SA)
Objective statement	Fund Productivity SA to promote productivity and competitiveness	
Baseline	MoA concluded, performance reports submitted quarterly and funding transferred quarterly	
Justification	Promoting enterprise competitiveness	
Links	Outcome 4 (Contribute to decent employment creation) and the National Development Plan (Chapter 3)	

7.4 PROGRAMME 4: LABOUR POLICY AND INDUSTRIAL RELATIONS (LP & IR)

Purpose: Facilitate the establishment of an equitable and sound labour relations environment and the promotion of South Africa's interests in international labour matters through research, analysing and evaluating labour policy, and providing statistical data on the labour market, including providing support to institutions that promote social dialogue.

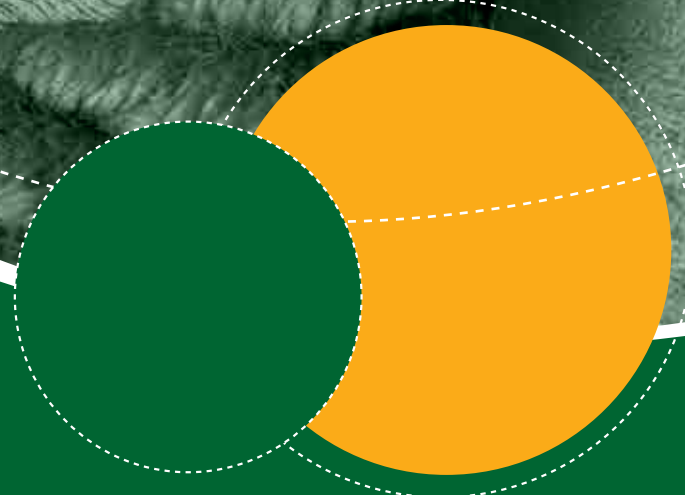
Programme Description: The programme consists of the following sub-programmes:

- **Management and Support Services: Labour Policy and Industrial Relations** manages delegated administrative and financial responsibilities, coordinates all planning, monitoring and evaluation functions, and provides corporate support to line function sub-programmes
- **Strengthen Civil Society** funds civil society organisations that protect vulnerable workers in order to contribute to a stable and smooth functioning labour market by providing resources, support and expertise to improve the independence and self-reliance of workers through transfers to the Development Institute for Training, Support and Education for Labour (DITSELA), the Workers' College Natal, the Congress of South African Trade Unions (COSATU), Federation of Unions of South Africa (FEDUSA), National Council of Trade Unions (NACTU), the South African Labour Bulletin, selected rural advice offices and other deserving labour market institutions
- **Collective Bargaining** manages the implementation of the Labour Relations Act (1995) through policies and practices that promote sound labour relations. Funds are mainly used to: register labour organisations and de-register those that are non-compliant; publish and extend collective agreements; support and advance participation in collective bargaining structures; participate in the governance structures of the Commission for Conciliation, Mediation and Arbitration; and to participate in relevant National Economic Development and Labour Council (NEDLAC) activities
- **Employment Equity** promotes equity in the labour market through improving the enforcement of the Employment Equity Act (1998)
- **Employment Standards** protects vulnerable workers in the labour market by administering the Basic Conditions of Employment Act (1997)
- **Commission for Conciliation, Mediation and Arbitration** - Funds are transferred to the Commission for Conciliation, Mediation and Arbitration, which promotes social justice and fairness in the workplace through dispute prevention and dispute resolution services
- **Research, Policy and Planning** researches and monitors working conditions and policies affecting the labour market in South Africa
- **Labour Market Information and Statistics** collects, collates, analyses and disseminates internal and external labour market statistics regarding the changes in the South African labour market resulted from the impact of labour legislation
- **International Labour Matters** contribute to Global policy formulation and facilitate compliance with international obligations through multi- and bilateral relations
- **National Economic Development and Labour Council** - funds are transferred to the National Economic Development and Labour Council, which promotes economic growth, participation in economic decision making and social equity.

Strategic outcome oriented goals 1: (outcome 4)	Improve the quality of labour market services to contribute to decent employment through inclusive economic growth
Strategic goals:	2: Promote equity in the labour market 3: Protect vulnerable workers 6: Promote sound labour relations 7: Monitor the impact of legislation
Strategic outcome oriented goals 2: (outcome 11)	Creating a better South Africa and contributing to a better and safer Africa in a better world
Strategic goals:	4: Strengthen multilateral and bilateral relations

7.4.1 Strategic Objectives

STRATEGIC OBJECTIVE 1 EMPLOYMENT EQUITY IN THE LABOUR MARKET ENSURED TO PROMOTE EQUITY	
Objective statement	Establish legislative framework to promote employment equity
Baseline	Amended Employment Equity Act, 1998 Amendment to HIV and AIDS Code and its technical assistance guidelines 2012-2013 Employment Equity Annual Report 31 Income Differentials assessed
Justification	Promotion of equality through the establishment of equitable representative workplaces free from unfair discrimination to contribute to decent employment and inclusive economic growth
Links	Outcome 4: Improve the quality of labour market services to contribute to decent employment through inclusive economic growth (Promote equity in the labour market)
STRATEGIC OBJECTIVE 2 BASIC CONDITIONS OF EMPLOYMENT IN THE LABOUR MARKET ENSURED	
Objective statement	Establish basic minimum standards for working conditions
Baseline	Amended Basic Conditions of Employment Act 7 Sectoral determinations published 10 civil society organisations funded
Justification	Protection of vulnerable workers ensured
Links	Outcome 4: Improve the quality of labour market services to contribute to decent employment through inclusive economic growth (Protect vulnerable workers)
STRATEGIC OBJECTIVE 3 SECTORAL DETERMINATIONS (SD) FOR RESIDUAL AND EMERGING VULNERABLE WORKERS	
Objective statement	Review existing sectoral determinations and introduce new sectoral determinations
Baseline	Contract Cleaning, Domestic Workers, Wholesale & Retail, Private Security, Farm and Forestry Workers, Taxi Sector Hospitality Sector
Justification	Protection of vulnerable workers ensured
Links	Outcome 4: Improve the quality of labour market services to contribute to decent employment through inclusive economic growth (Protect vulnerable workers)
STRATEGIC OBJECTIVE 4 ENSURE COMPLIANCE WITH THE COUNTRY'S INTERNATIONAL OBLIGATION	
Objective statement	Promotion of International cooperation by complying with South Africa's International obligations
Baseline	Five Reports submitted in terms of Article 19 and 22 Four Briefing documents produced Three reports on SADC and AU obligations
Justification	Promote international cooperation and coordinate all multilateral and bilateral engagement of the Department
Links	Outcome 11: Creating better South Africa and contributing to a better and safer Africa in a better world (Strengthen multilateral and bilateral relations)
STRATEGIC OBJECTIVE 5 PROMOTING SOUND LABOUR RELATIONS	
Objective statement	Establish legislative framework to promote sound labour relations
Baseline	25 Collective agreements published 130 new organisations processed
Justification	Sound labour relations are a necessary condition for decent employment, inclusive economic growth, freedom of association, social justice and effective social dialogue in the labour market
Links	Outcome 4: Improve the quality of labour market services to contribute to decent employment through inclusive economic growth (Promote sound labour relations)
STRATEGIC OBJECTIVE 6 IMPACT OF LEGISLATION AND LABOUR MARKET TRENDS MONITORED AND EVALUATED	
Objective statement	Promote sound policy framework through research and labour market information analysis
Baseline	8 Labour market trend reports and 3 research reports produced The focus will be on disseminating labour market information and conducting research leading to more efficient service delivery and evidence based policy intervention
Justification	Provide research findings and ensure up to date labour market information for evidence based policy intervention
Links	Outcome 4: Improve the quality of labour market services to contribute to decent employment through inclusive economic growth (Monitor the impact of legislation)



PART C: LINKS TO OTHER PLANS



LINKS TO OTHER PLANS

8. CONDITIONAL GRANTS

Not applicable to the Department of Labour.

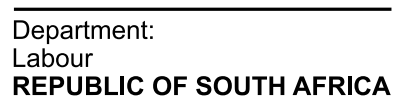
9. PUBLIC ENTITIES REPORTING TO THE MINISTER OF LABOUR

NAME OF PUBLIC ENTITY	MANDATE	OUTPUTS	CURRENT ANNUAL BUDGET (R THOUSAND)	DATE OF NEXT EVALUATION
Unemployment Insurance Fund	The Unemployment Insurance Fund (UIF) contributes to the alleviation of poverty in South Africa by providing short-term unemployment insurance to all workers who qualify for unemployment related benefits. The Fund is financed by a dedicated tax on the wage bill	Collection of unemployment insurance contributions and payment of benefits to qualifying contributors	R18 930 858	01 April 2014
Compensation Fund	The Compensation Fund's (CF) main objective is to provide compensation for disability, illness and death resulting from occupational injuries and diseases	Collection of contributions and payment of Medical, compensation and pension benefits	R8 420 343	01 April 2014
Productivity South Africa	Productivity SA is mandated by Government, Organised Labour and Organised Business to improve the productive capacity of the economy and thus contribute to South Africa's socio-economic development and competitiveness	<ul style="list-style-type: none"> • Products and services of assisted companies world class and competitive • Productivity and competitiveness awareness is high and embraced in South Africa • Capacitated SMMEs contribute to sustainable employment creation • Jobs saved in distressed companies • Productivity research reports for selected sectors produced 	R43 119	15 April 2014

NAME OF PUBLIC ENTITY	MANDATE	OUTPUTS	CURRENT ANNUAL BUDGET (R THOUSAND)	DATE OF NEXT EVALUATION
Commission for Conciliation, Mediation and Arbitration	The Commission for Conciliation, Mediation and Arbitration (CCMA) was established in terms of the Labour Relations Act, 1995, as amended. It is mandated to promote social justice and fairness in the workplace by delivering ethical, qualitative, innovative and cost effective dispute management and resolution services, institution building services, education, training and development, and efficient administration	<p>The CCMA's compulsory statutory functions are to:</p> <ul style="list-style-type: none"> • Consolidate workplace disputes • Arbitrate certain categories of disputes that remain unresolved after conciliation, establish picketing rules • Facilitate the establishment of workplace forums and statutory councils • Compile and publish information and statistics about CCMA activities • Accredite and consider applications for subsidy by bargaining councils and private agencies • Provide support for the Essential Services Committee 	R687 096	01 April 2014
National Economic Development and Labour Council (NEDLAC)	The National Economic Development and Labour Council was established in terms of the National Economic Development and Labour Council Act, 1994. The Act requires Organised Labour, Organised Business, Community Based Organisations and Government, as a collective, to promote the goals of economic growth; participate in economic decision making and social equity; seek to reach consensus and conclude agreements on matters pertaining to social and economic policy; consider all proposed labour legislation relating to labour market policy and all significant changes to social and economic policy before these are introduced in Parliament; and encourage and promote the formulation of coordinated policy on social and economic matters	<p>The NEDLAC Act requires the institution to:</p> <ul style="list-style-type: none"> • Strive to promote the goals of economic growth • Participation in economic decision-making and social equity • Seek to reach consensus and conclude agreements on matters pertaining to social and economic policy • Consider all proposed labour legislation relating to labour market policy before it is introduced in Parliament • Encourage and promote the formulation of coordinated policy on social and economic matters • Consider all significant changes to social and economic policy before it is implemented or introduced in Parliament • Consider Social Economic Disputes in terms of Section 77 of the Labour Relations Act 	R27 447	01 April 2014

10. Public-Private Partnerships

None



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