

EMPLOYMENT AND LABOUR

ANNUAL PERFORMANCE PLAN FOR 2021/22

DATE OF TABLING: MARCH 2021

Final Draft

(updated 9 March 2021)



employment & labour

Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA

TABLE OF CONTENTS

Annual Performance Plan for 2021/22	1
Date of Tabling: March 2021.....	1
Abbreviations and acronyms.....	4
Executive Authority Statement	6
Foreword by the Deputy Minister	10
Accounting Officer Statement.....	14
Official Sign-Off	16
Part A: Our Mandate	19
1. Updates to the relevant legislative and policy mandates.....	19
2. Legislative and policy mandates.....	19
3. Updates to Institutional Policies and Strategies.....	23
STRATEGIES	23
POLICIES	24
4. Updates to Relevant Court Rulings	24
Part B: Our Strategic Focus.....	24
5. Updated Situation Analysis	24
5.1. External Environment Analysis.....	24
5.2 Internal Environment Analysis	26
5.3 Strategic Planning Process in the Department of Employment and Labour	28
6. Departmental Resource Considerations.....	29
Part C: Measuring Our Performance	31
7. Institutional Programme Performance Information	31
7.1 Programme 1: Administration	31
7.2 Programme 2: Inspection and Enforcement Services.....	38
7.3 Programme 3: Public Employment Services	50
7.3.5 Programme Resource Considerations.....	57
7.4 Programme 4: Labour Policy and Industrial Relations	59
8. Public Entities	70
9. Infrastructure Projects.....	71
10. Public Private Partnerships	71
Part D: Technical Indicator Description (TID).....	72
Programme 1: Administration	72
Programme 2: Inspection and Enforcement Services	75
Programme 3: Public Employment Services	78
Programme 4: Labour Policy and Industrial Relations	80
Annexure E: Changes to the revised strategic plan	85
Priority 1: Capable, Ethical and Developmental State	85

Priority 2: Economic transformation and job creation	85
Priority 3: Education, Skills and Health.....	86
Priority 4: Consolidating the Social Wage through Reliable and Basic Services.....	86
Priority 6: Social cohesion and safer communities	87
Priority 7: A better Africa and a better World.....	88
Part a: Technical Indicator Description (TID)	88
Supported Employment Enterprises	91
1. Performance Information	91
1.1 Outcomes, Outputs, Performance indicators and Targets.....	94
1.2 Indicators, Annual and Quarterly Targets.....	94
2. Explanation of planned performance over the medium term period.....	95
3. Resource Considerations	95
Budget allocation	95
Key Risks and Mitigation Strategies.....	95
Technical Indicator Description (TID)	95
Annexure F: Changes to the revised strategic plan for SEE	96

ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution
5IR	Fifth Industrial Revolution
AFS	Annual Financial Statements
APP	Annual Performance Plan
ARLAC	African Regional Labour Administration Centre
AU	African Union
AUC	African Union Council
BCEA	Basic Conditions of Employment Act
Brexit	"British exit"
BRICS	Brazil, India, China and South Africa
CCMA	Commission for Conciliation, Mediation and Arbitration
CD	Chief Director
CEE	Commission for Employment Equity
CoE	Compensation of Employees
COIDA	Compensation of Injuries and Diseases Act
COO	Chief Operations Officer
CSOs	Client Service Officers
CV	Curriculum Vitae
DEL	Department of Employment and Labour
DEXCOM	Departmental Executive Committee
DG	Director-General
DPME	Department of Planning, Monitoring and Evaluation
E4E	Education For Employability
ECC	Employment Conditions Commission
EEA	Employment Equity Act
EPWP	Extended Public Works Programme
ES	Employment Services
ESA	Employment Services Act
ESSA	Employment Services for South Africa
EXCO	Executive Committee
G&S	Goods and Services
G20	international forum for the governments and central bank governors from 20 major economies
GDP	Gross Domestic Product
GTAC	Government Technical Advisory Centre
ICT	Information, Communication Technology
IES	Inspection and Enforcement Services
IFS	Interim Financial Statements
ILM	International Labour Matters
ILO	International Labour Organisation
IMCME	Inter Ministerial Committee on Migration and Employment
IT	Information Technology
JOI	Job Opportunity Index
JSE	Johannesburg Stock Exchange
KPI	Key Performance Indicator
LAP	Labour Activation Programmes
LMIS	Labour Market Information and Statistics
LP&IR	Labour Policy and International Relations
LRA	Labour Relation Act
MOU	memorandum of understanding
MSS	Management Support Services
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NEET	Not in Education, Employment, or Training
NMW	National Minimum Wage

NMWA	National Minimum Wage Act
NMWC	National Minimum Wage Commission
OCOO	Office of the Chief Operations Officer
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
PACE	Performance Assessment for Competency Education
PEA	Private Employment Agencies
PES	Public Employment Services
PMO	Project Management Office
PSA	Productivity SA
PSET	Post School Education and Training
QLFS	Quarterly Labour Force Survey
RME	Research, Monitoring and Evaluation
SADC	South African Development Council
SDG's	Sustainable Developmental Goals
SDs	Sectoral Determinations
SEE	Supported Employment Enterprises
SEIAS	Socio Economic Impact Assessment System
SETA's	Sector Education and Training Authority
SMMEs	Small, Medium and Micro-sized Enterprises
SONA	State of the Nation Address
SOP	Standard Operating Procedures
SP	Strategic Plan
SPEEX	Situation Specific Evaluation Expert system used for Psychometric Assessments
TERS	Temporary Employee Relief Scheme
TES	Temporary Employment Services
TR	Treasury Regulations
U.S.	United States
UI	Unemployment Insurance
UIA	Unemployment Insurance Act
UICA	Unemployment Insurance Contributions Act

EXECUTIVE AUTHORITY STATEMENT

2020/21 has been a difficult year. Alongside the deadly and debilitating effects of the Covid 19 pandemic, the lockdown measures required to combat the spread of the infection led to a large-scale reduction in economic activity and employment. During 2020, economic activity shrank by 7.7% with the loss of 1.7 million jobs. Although economic growth is projected to rebound to 3.3% in 2021, we nonetheless begin the year with record unemployment of 32%.

Apart from budget cuts, across government, the Department of Employment and Labour was directly affected by the pandemic and lockdown measures in two distinct ways: the immediate need to provide wage support: some R57 billion to over 4.5 million laid off workers and their families via the UIF Covid 19 Ters benefit payments, as well as the increased role of the Inspection and Enforcement Services Branch in developing and enforcing lockdown and Covid 19 health and safety regulations. The Department responded by appointing an additional 500 labour inspectors. Induction and training is well underway. The President announced in the 2021 State of the Nation Address (SONA), that the Covid 19 Ters benefits would be further extended until 15 March 2021 for those sectors which had been unable to fully operate due to lockdown restrictions.

The President also stated that due to the economic impact of the pandemic and lockdowns, 'budgets had to be reprioritized and many programmes had to be deferred.' (SONA 2021).

Meanwhile, even as the Department's targets and programmes have been impacted by the pandemic, the strategic direction and priorities remain the same. In this respect, the June 2019 SONA provided guidance. The Department of Labour's extension to include 'Employment' has expanded its mandate beyond monitoring of the labour market regulatory framework to include employment creation and protection, as well as coordination of employment efforts across government and its agencies. This Annual Performance Plan (APP) and work plans, therefore, reflects the expanded mandate of the Department of Labour (DOL) to include 'Employment', and outlines the progress that has been made regarding the reconfiguration of the Department to address the new mandate. This process is underway, and the task is now even more urgent in order to address the unemployment effects resulting from the pandemic.

The Economic Reconstruction and Recovery Plan announced towards the end of 2020 by the President significantly expanded the role of government in stimulating and supporting employment, and with it, the coordinating role of the Department of Employment and Labour. This includes greater engagement between social partners - Labour, Employers, Community and Government - via Nedlac (the National Economic Development and Labour Council).

The 2021 SONA reiterated the central role of the presidential Youth Employment Initiative for the demographic most adversely affected by unemployment. The creation of a national Pathway Management Network (PMN) to provide support and opportunities for training, employment and work experience to the youth is critical to this initiative. This process will be coordinated by the Department in partnership with the Presidency and across government departments and agencies.

Within this wider Pathway Management Network initiative we will also continue to provide vocational services through our Public Employment Services (PES). Through this programme, the

work seekers will get proper advice on job opportunities, will be registered on our employment database and, where possible, matched to the job opportunities available.

I need to flag that the traditional mandate of the Department of Labour is in no way diminished by this extension to include 'Employment'. The mandate still includes labour market regulation, collective bargaining, social security [through the Unemployment Insurance Fund (UIF) and the Compensation Fund (CF)], health and safety, employment equity, supported employment enterprises, and inspection and enforcement. In this respect we need to draw attention to the following areas of new legislation and policy development:

- The Employment Equity Act Amendment Bill - The Act is being strengthened after years of minimal compliance. The amendments will allow us to set sector targets, and non-compliant businesses will be excluded from doing business with the state. The process is now with Parliament for completion.
- Legislative amendments to the Compensation for Occupational Injuries and Diseases Act (COIDA), are also with Parliament for finalisation, and include extension of the scope of the Act to cover domestic workers.
- The Occupational Health and Safety Amendment Bill is also being finalized by Parliament. The Bill includes the strengthening of Health and Safety Committees, and the right of workers to refuse to work in conditions perceived to be unhealthy or dangerous. The changes are aimed at improving the health and safety of workers thereby also resulting in productivity gains.

I also need to mention that ILO Convention 190 - on the Elimination of all forms of Violence and Harassment in the World of Work - has been approved by Cabinet and is now en route for ratification by Parliament. C190 supports the presidential campaign to end Gender-Based Violence.

The Department continues to pursue the traditional mandate to promote the objectives of decent work in the belief that a well-regulated labour market, stable labour relations and a safe, humane and equitable work environment are preconditions for attracting investment for growth and employment creation.

In line with the Employment mandate, the Department will finalise this year the development of a National Employment Policy, which will be supported by strategies on employment as well as focused programmes. The sub-themed Labour Migration Policy will also be finalized this year. These policies are all the more urgent in the present fast changing environment of climate change, energy challenges, increased unemployment, heightened migration and the onset of the Fourth Industrial Revolution (4IR).

Last year we said that the process of integrating the extended mandate of Employment and reconfiguring the existing department to become the Department of Employment and Labour (DEL) would unfold in two phases:

Phase 1: building on the existing strengths of DOL, and

Phase 2: in the words of President Ramaphosa in the June 2019 SoNA speech: the 'coordination of all government efforts to create jobs and reduce unemployment'.

Phase 1, which is building on the existing strengths of DOL, has two main legs: leveraging existing resources in the Department and its entities (principally the UIF and CF) and utilising existing

capacity and programmes to create and preserve jobs. This is already under way and includes all projects implemented under the Labour Activation Programmes and extends across all branches of the Department of Employment and Labour.

The pandemic has slowed these employment creation and preservation programmes, as resources were required to address the short-term wage support initiative: the Covid 19 TERS benefits. The increased demands on the resources and systems of the UIF exposed weaknesses which have since been addressed: controls have been strengthened, corruption investigated and pursued, whilst the longer-term process of addressing structural weaknesses is now underway.

We are still in the process of reviewing the Labour Activation Programme to ensure that its three streams which are, enterprise development, training of the unemployed and TERS are properly resourced for greater impact. The High Impact Social Fund and the Project Development Partnership Fund will be put to greater use to support the growth of small and medium enterprises. This we will do in collaboration with the Department of Small Business Development.

In line with the Job Summit Framework Agreement, we have reviewed the Temporary Employer/Employee Relief Scheme (TERS), shifting our focus towards support for actual existing jobs in distressed companies. This involves referrals from the CCMA subsequent to the Section 189A process. The scheme will expand its impact with the development of improved turnaround times for applications for TERS funding.

The Project Development Partnerships (PDP) programme seeks to assist start-ups and small business, where there is no appetite from the usual funding institutions. The programme is expected to create direct jobs plus additional jobs downstream. The programme involves incubation of entrepreneurs and assistance to access markets, as well as a specific project to support previously disadvantaged youth and women to establish six new Asset Managers.

The second leg of Phase 1 of the reconfiguration is to strengthen the role of NEDLAC (National Economic Development and Labour Council) to promote social dialogue between the social partners: labour, business, communities and government. This provides a strong foundation for government's priority of attaining 'inclusive growth'. A major objective is to create the conditions for increased business confidence to unlock investment for growth and jobs.

There can be no doubt that NEDLAC has risen to the occasion during the pandemic and in response to the concomitant lockdown measures. The social partners, often after robust engagement, have moved together to ensure the successful implementation of health and safety measures, the large-scale distribution of Covid 19 TERS benefits, as well as working cooperatively to input into the substance and delivery of the government's Economic Reconstruction and Recovery Plan, building on the plans of the Jobs Summit and the Presidential Youth Employment Initiative.

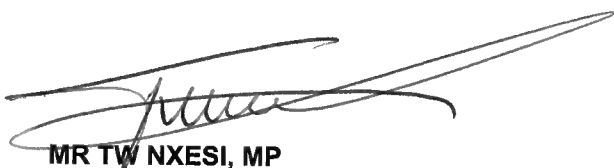
The implementation of Phase 2: coordinating all government efforts to create jobs and reduce unemployment, originally envisaged as a longer-term process, has picked up momentum in tandem with government's need to respond with speed to the exigencies of the pandemic, the lockdown measures and the resultant effects on the economy and jobs. This phase is characterised by heightened engagement across government and the private sector in order to increase cooperation and alignment in tackling the current unemployment challenges with clear policies and strategies.

Therefore, the practical task of reconfiguring DOL into DEL to incorporate the expanded mandate of 'Employment' is underway. In the meantime, we will continue to provide vocational services through our Public Employment Services (PES). Through this programme, the work seekers will get proper advice on job opportunities, will be registered on our employment database and, where possible, matched to the job opportunities available.

The increased demand for services - both Covid 19 Ters payments and normal UIF benefits - has led to greater focus on ensuring improved public accessibility, in ways aligned with pandemic protocols to safeguard the health and safety of staff and clients. This includes extended opening hours, careful marshalling of queues, taking services to large companies which have applied to make retrenchments, as well as our "Taking services to the people" campaign, and procurement of mobile buses to service more remote areas. Despite these challenges, as will be shown in this plan, we have already made traction in several areas.

All these initiatives, which are well articulated in our Annual Performance Plan, are intended to give effect to the government's goal of stabilizing our labour market, and creating that conducive environment for investment, economic growth and job creation. We will therefore ensure that this plan is fully implemented by the Department.

I wish to thank for all their support, in particular Deputy Minister, Ms. Boitumelo Moloi MP, and the Director-General, Mr. Thobile Lamati, as well as the management and staff of the Department and its entities: the CCMA, Productivity SA, NEDLAC, the CF, the UIF and SEE (Supported Employment Enterprises).



MR TW NXESI, MP

Executive Authority of Employment and Labour

FOREWORD BY THE DEPUTY MINISTER

HE Honorable President Cyril Matamela Ramaphosa, delivered the State of the Nation Address focusing on the Nation's Character, Resilience, Adaptation of our People to difficult situations and Encouraged the Nation and all South Africans to rise again and grow the economy. The powerful message of the State of the Nation Address carries a wonderful account of our difficult past and hardships almost similar to the three centuries of injustice endured by our people. The SONA identified the four most overriding focused priorities for 2021 as Defeating the Pandemic, Accelerating Economic Recovery, Implementing Economic Reforms to drive inclusive growth and to create sustainable jobs as well as to Build State Capacity to deliver services and enhance accountability.

Our country experienced the hardship of a dwindling economy as a result of the impact of the Corona Virus on the global supply and value chain which catalogued the movement restrictions in our borders and ports of our country. The movement restrictions in our borders allowed the country to follow the health protocols in preparation for a comprehensive health response to the pandemic. Although this happened at a huge cost to the economy, jobs and livelihoods, it could have been worse and far more devastating to life had our government not intervened. The South African science driven approach and protocols of responding to the pandemic, necessitated for the reprioritized departmental plans, budgets and programmes at national, provincial and local government spheres of our government.

The introduction of the social and economic relief packages to restore the livelihoods, protect jobs and businesses, was a massive intervention by the 06th Administration. Friday the 05th of March 2021 will mark exactly a full year since the first case of Corona Virus was reported in our country.

Today, the country is officially on level 1 Lockdown following the announcement by HE President Cyril Matamela Ramaphosa. The announcement eased many restrictions and ushered for the return of economic activities, the Rollout of Employment Stimulus and Infrastructure Investment Programmes and the Urgency in undertaking the Economic Reforms for our country.

Furthermore, the Nation Wide Preparations for the Massive Vaccination Rollout Programme has already commenced to benefit our Health and all other frontline workers in the fight against the Variant.

For our department, it means the return of economic activities will have a lesser burden on our resources with the extension of the UIF special Covid19 wage support benefit until the 15th March 2021. This is an intervention for those sectors of the economy that have not been able to operate during lockdown.

Although there were challenges due to lockdown restrictions in terms of the normal processes to consolidate the Annual Performance Plans, the department and all its Entities held a strategic planning review workshop on February the 04th - 05th 2021 to report on the planned targets and to reflect on the impact of these plans in the Minister's Performance Agreement and Service delivery. The workshop further reviewed our future plans for the year ahead 2021/2022 and for the Medium term period.

It takes hard work and commitment, something that our Department has demonstrated even under difficult times - I must mention that the support of the Select and Portfolio Committees on the work of the Department of Employment and Labour has been highly noticeable and encouraging and we hope to maintain this standard. We are doing very well with responses to the National Assembly and the NCOP. We are also on track with tabling of bills to Parliament.

The 79% overall commendable performance of the department under the most difficult times of huge budget cuts and reprioritization of resources was a really taxing period for us and a true test of character, commitment and resilience demonstrated by our department. Clearly, the attitude of our personnel is a rare treasure and quality that we must preserve. Some of the systems and solutions we have always had and those we had to modify as we introduced new measures are working.

We need to improve in areas where we lagged, especially in the provinces and branches that underperformed and to work harder to achieve all our targets. One of the things that requires our priority is the recent Concourt judgment. The implications of this Judgement regarding the recognition of domestic workers as employees and the retrospective remuneration dated back to the 27th of April 1994 will require thorough planning in the years ahead. We will do everything possible to avoid going back to the Concourt to explain ourselves on what could be interpreted as contempt of court by the Department of Employment and Labour.

The department will also develop a strategy for all current and possible future litigations by internal and external parties. This will assist us in terms of managing information and contract management. Our biggest test in the years ahead is the clean audit. There will be challenges but a clean audit is definitely within reach.

Our immediate task towards clean audit will require that we must find coherence with the Auditor General with regard to the Interpretations of audits and accounting standards. This will ease the burden and clear our path towards Clean Audit. A clear alignment of our Indicators, Outcomes and Outputs as well as allocation of sufficient resources will be required. We must demonstrate some commitment and hard-work with regard to the implementation of the Audit Action Plans and remedial actions recommended by the Auditor General.

Regular Monitoring and Evaluation of our Monthly and Quarterly Targets in line with the Audit Action Plans must also be conducted. We must be clearer with our priorities and targets and their alignment to the SONA and Budget commitments.

All our priorities, targets and indicators will take into account, the Performance Agreement of the Minister and proper alignment in this regard will be realized. While we are planning for the years ahead, we must look carefully with more vigor and determination on the employment mandate. This may necessitate for the reset of our strategies and a more aggressive and robust approach in our Policy interventions.

One of the policies with the benefit of Covid19 that we must develop as a matter of urgency, is the working from home or remote working policy. The pandemic has put our Labour Centers and Inspections under severe strain during lockdown and surely we have learned some of the lessons that we should be phasing in towards developing this policy.

The President expects us to account on the impact of all our interventions and programs instead of just simply reporting on achieved targets. So, it is comforting to realize that we are collaborating in terms of our programs and we will work as integrated as we should to maximize on the limited resources at our disposal. This will improve and impact on the gains we are making as the department and entities, especially with the adjustment of all our operations to the district model of service delivery for all our high impact Projects.

The vacancy rate is amongst the main drivers of our under expenditure and should this not receive the necessary attention, it will even impact on the further budget reduction by Treasury and ultimately impact on the audit outcomes.

The review of the NEDLAC founding documents around representation is another matter that will require attention and I am confident that the Government Research Task Team will bring this to

finality. We must also attend to the issue of capacity constraints within the NEDLAC staff as well as social partners and develop a clear timeframe to turn this around.

The Support to Productivity SA must address the recurring Audits deal with some deficiencies around Deferred Income, Contract Management, HR Policy, Policies not reviewed and Consequence Management.

It is estimated that 72% of the Labour force in South Africa falls under the Jurisdiction of the CCMA and the remaining 28% of the work falls within the courts. This figure demonstrates the vulnerability of workers in the South African Labour Market and is an indication of the huge responsibility carried by the CCMA compared to our courts. I am aware that small scale retrenchments are allowed in terms of our legislation without necessarily having to invoke the Section 189 and 189A process. Unfortunately for some families, this is all they need to survive and for a country that is bleeding jobs, our legislation is bound to protect all types of jobs.

The Promulgation of the National Minimum Wage Act which came into effect in January 2019 was meant to intervene in the wage inequalities and disparities especially in the vulnerable sectors. We have made significant progress in this area since the 2019 Promulgation although some challenges of high wage violations still exist. I believe the National Minimum Wage Compliance and Monitoring, is a responsibility of every citizen, workers and employers alike and not a function that must be left to government alone. Some level of care and commitment to the vulnerable who look after our households and work the land for our profits must be a patriotic duty which all citizens must undertake, to look after these workers without having to be policed with some compliance to the National Minimum Wage Act and other legislations.

The Inspection and Enforcement Services has reached a milestone in OHS and this commendable landmark must be launched as a matter of urgency. The disclaimer on the IES will require a dedicated program focusing on the verification of data. Data verification remains a material finding for audit because if it can't be verified in principle it means it doesn't exist, so this must improve. An interesting lesson from the Pandemic with regard to Safety Compliance in both the Public and Private Sector suggests that Public Sector Compliance is at 40% compared to 60% Private Sector. A lot of work needs to be done to improve in this area.

All our programmes and sub-programmes are linked to the clearly defined indicators, Outcomes, Outputs, the Quarterly and Annual Targets. We must be clearer as the department with regard to Economic Recovery Plan interventions.

Our interventions must include Massive Infrastructure Rollout Programmes, the massive increase in local production and our plans towards employment stimulus.

As a consequence, the department is in the process of re-evaluating our SOE mandates to respond to our mandate and the needs of the country. The programmes of the department and entities will also be linked to the planned performance over the Medium Term period, and most importantly; all our programmes must respond to the key risks identified within the allocated resources.

In our response to the National Strategic Plan on GBV+F, the department must play a meaningful role in the workplaces in support and care of Survivors of the Gender Based Violence and Femicide. The women economic empowerment program and support of women owned businesses through our procurement system must be a priority for our department and entities.

The President calls upon all of us to expand our productive economy by buying locally manufactured goods and products. The State of the Nation Address identified products such as the steel products, edible oils, food concentrates, PPE and green economy inputs as being amongst the 42 identified areas of Local Production. Our Labour Activation Programmes, our entities and all our

training programmes must also focus on expanding our productive economy and contribute to the return on investment for the country's annual productive output.

I wish to thank the Minister for demonstrating true leadership in the Department of Employment and Labour.

I must also thank the DG for the support and thank all DDG's and officials of our department for demonstrating the commitment to serve our people.

I Thank you.

A handwritten signature in black ink, appearing to be 'MS BE MOLOI', with a stylized flourish at the end.

MS BE MOLOI, MP

Deputy Minister of Employment and Labour

COVID-19 pandemic forced all of us to adapt to the new normal. The new normal necessitated that we re-evaluate how we conduct our business. Therefore, the crafting of this Annual Performance Plan is informed by a number of factors; which one of them are the effects of the COVID-19 pandemic and the adjusted budget allocation.

During the 2020/2021 financial year we saw a number of businesses closing their doors due to economic hardship and the net effect of that being massive job losses. Although the Department of Employment and Labour through the Unemployment Insurance Fund tried to prevent job losses with its Temporary Employment Relief Scheme (TERS) job losses could not be prevented. It is clear that more interventions are needed to ensure that those who lost their jobs are re-introduced into the labour market and also make room for new entrants.

The shrinkage in economic activity; which resulted in 1.7 million job losses had a knock on effect on other sectors such as the Domestic Worker and the Hospitality sectors. It should be understood that when difficult economic conditions hit, households take a knock and resort to cost cutting measure, as a way to cut monthly expenses. This seems to suggest that we have a deep rooted structural unemployment challenge that affects everyone at all levels and immediate measurable action is required. We believe as the Department of Employment and Labour we cannot tackle this huge responsibility of creating jobs alone.

The co-ordination of job creation instruments across government is of outmost importance to ensure alignment of job creation initiatives to avoid duplication of efforts. This also gives effect to our extended mandate of co-ordinating employment. As a result of these factors we had to carefully review our previous Employment Strategies and Annual Performance Plans to consider whether our extended mandate is accommodated and most importantly to ensure that interventions to address the effects of COVID-19 are clearly articulated.

In responding to the job losses and unemployment challenges in our country, the President in the SONA announced a number of interventions to stimulate job creation. Key amongst those is the mass employment presidential stimulus and the presidential youth employment initiatives. Part of the presidential youth employment initiatives is the launch of the pathway management networks. This when launched will provide young people with endless access to the existing networks that exist in the country. Our department will play a key role in coordinating the work of these networks. Most importantly, for the first time we will access the work seeker placement data that encompasses work done by private sector networks.

As part of implementation of the presidential youth employment initiative, we will be working closely with the implementing agents such as the national youth development agent and jobs fund to ensure that job creation initiatives are supported. As the department we are convinced that by leveraging the capacity and the networks of these two implementing agents we will achieve our objectives of not only improving the placement of young people in employment but to bring hope to young people about the future.

The 2021/2022 Annual Performance Plan is also aligned to the Annual Performance Plans of our entities specifically on the issue of job creation. This alignment is the confirmation of our commitment to the government's effort of managing the climbing unemployment rate in our country. Our Public Employment Services; Unemployment Insurance Fund; Compensation Fund, Supported Employment Enterprises and Productivity South Africa are in the fore front of the Department's drive on job creation; generating higher income growth and most importantly serving the people of South Africa better.

Another factor; which played a significant role in the crafting of this Annual Performance Plan is the adjusted budget of the Department. Our adjusted budget had a limiting effect with regards to setting of targets; because we had to be careful so that we do not over stretch our resources to

more that we can afford. Therefore, the targets indicated in this Annual Performance Plan are set within our limited human and financial resources.

However; we are confident that with the limited resources at our disposal, the Department through this Annual Performance Plan will achieve the fundamental objective of its extended mandate as well as addressing the effects of the COVID-19 pandemic. Our targets in this regard are carefully set to ensure clear cut implementation that will result in quantifiable impact for the citizens of our country. The Department of Employment and Labour Strategic Plan, over the next five-years, 2020/2025 and Annual Performance Plan for 2021/22 clearly indicate our strategic direction and the performance targets; which amongst others will ensure that immediate actionable steps are taken to stabilise the climbing unemployment rate.

Clearly, the successful implementation of this annual plan is largely depended on factors affecting our operating environment. As statement above, scarcity of resources, both human and financial, the impact of COVID19 and its variants will determine whether we succeed in serving our people as promised from our service charter. I am however, buoyed by the commitment that our employees display year in and year out. This therefore, gives me comfort that despite the devastating impact of COVID19 and other environmental factors, the commitment and dedication of DEL family will see us through.

Furthermore; we are confident that with the support received from the Minister; Deputy Minister; Oversight Committees; Top Management and the entire staff of the Department of Employment and Labour the actionable steps outlined in 2021/2022 Annual Performance Plan will bear positive results.



Mr T Lamati

Accounting Officer of Employment and Labour

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Employment and Labour under the guidance of the Minister of Employment and Labour
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Employment and Labour is responsible
- Accurately reflects the outcomes and outputs which the Department of Employment and Labour will endeavour to achieve over the period 2021/22.



Ms B Matebesi

Deputy Director-General: Corporate Services



Ms A Moiloa

Deputy Director-General: Inspection and Enforcement Services



Mr S Morotoba

Deputy Director-General: Public Employment Services




Mr V Seafield

Deputy Director-General: Labour Policy and International Relations



Mr B Maduna

Chief Financial Officer



Ms N Sigaba

Acting Chief Operations Officer

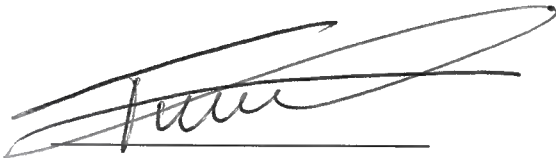


Mr T Lamati
Director General



Ms BE Moloji
Deputy Minister

Approved by:



Mr TW Nxesi
Minister

VISION

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

MISSION

Promote employment and regulate the South African labour market for sustainable economic growth through:

- **Appropriate** legislation and regulations
- Inspection and enforcement
- Protection of **worker** rights
- Provision of employment services
- Promoting equity
- Provision of social protection
- Promote social dialogue

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.

PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

The Department of Employment and Labour derives its mandate from the Constitution of the Republic of South Africa and gives effect thereto through a number of Acts which regulate labour matters in South Africa. Such legislation includes the Labour Relations Act (1995), the Basic Conditions of Employment Act (1997), the Employment Equity Act (1998), and the Occupational Health and Safety Act (1993).

The Department of Employment and Labour's legislative framework is informed by the South African Constitution's, 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 wellbeing 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.

2. LEGISLATIVE AND POLICY MANDATES

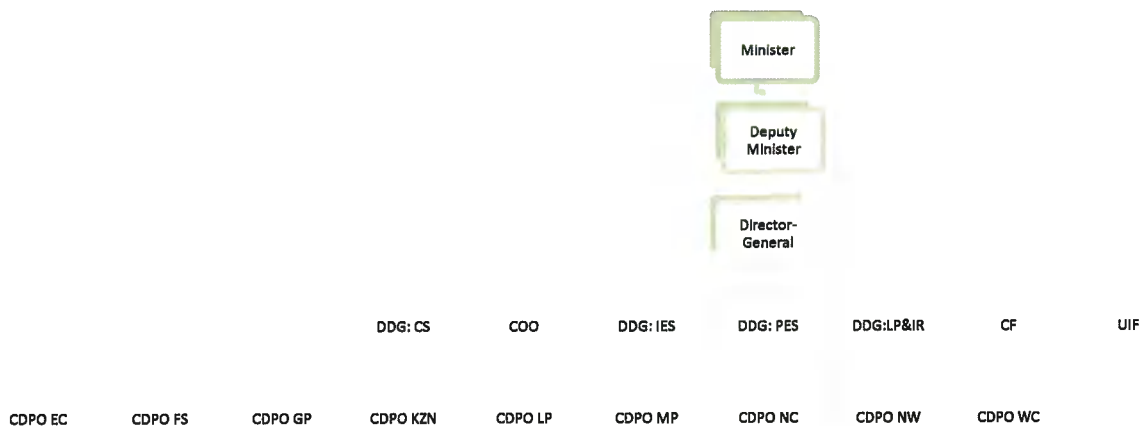
The Department administers the following legislation:

Serial No	LEGISLATION	PURPOSE
1	Labour Relations Act, 66 of 1995 (LRA), as amended	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), as amended	The purpose of this Act is to advance economic development and social justice by fulfilling the primary objects of this Act which are: (a) To give effect to and regulate the right to fair labour practices conferred by section 23(1) of the Constitution by: (i) Establishing and enforcing basic conditions of employment

Serial No	LEGISLATION	PURPOSE
		<p>(ii) Regulating the variation of basic conditions of employment</p> <p>(b) To give effect to obligations incurred by the Republic as a member state of the International Labour Organisation</p>
3	Employment Equity Act, 55 of 1998 (EEA), as amended	<p>The purpose of the Act is to achieve equity in the workplace, by</p> <p>(a) Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination</p> <p>(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</p>
4	Unemployment Insurance Act, 30 of 2001, as amended (UIA)	The Act empowers the Unemployment Insurance Fund 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	<p>Employment Services Act 4 of 2014</p> <p>Skills Development Act 97 of 1998 Sections 24 - 26</p>	<p>To provide for public employment services, their governance and functioning, including the registration of private employment agencies</p> <p>To provide for transitional arrangements with regard to regulation of private employment agencies</p>
9.	Unemployment Insurance Contributions Act, 4 of 2002	To provide for the imposition and collection of contributions for the benefit of the Unemployment Insurance Fund; and to provide for matters connected therewith

Serial No	LEGISLATION	PURPOSE
10.	National Minimum Wage Act, Act 9 of 2018	<p>The National Minimum Wage Act 9 of 2018 aims:</p> <ul style="list-style-type: none"> To provide for a national minimum wage To establish the National Minimum Wage Commission To provide for the composition and functions of the National Minimum Wage Commission To provide for the review and annual adjustment of the national minimum wage To provide for exemption from paying the national minimum wage To provide for matters connected therewith

ORGANOGRAM



SERVICE DELIVERY SITES OF THE DEPARTMENT

Services are rendered at nine Provincial Offices, 126 Labour Centres, 36 Satellite Offices and 490 Visiting Points across the country. The Department uses its fleet to provide services at satellite offices and visiting points. The provincial breakdown is as follows:

- In the Eastern Cape the Department delivers services at 16 Labour Centres, 5 Satellite Offices and 78 visiting points
- In the Free State the Department deliver services at 11 Labour Centres, 3 Satellite Offices and 69 visiting points
- In Gauteng the Department delivers services at 27 Labour Centres, 1 Satellite Office and 7 visiting points
- In KwaZulu-Natal the Department delivers services at 16 Labour Centres, 3 Satellite Office and 49 visiting points
- In Limpopo the Department delivers services at 13 Labour Centres, 7 Satellite Offices and 28 visiting points
- In Mpumalanga the Department delivers services at 14 Labour Centres, 2 Satellite Offices and 26 visiting points

- In the Northern Cape the Department delivers services at 7 Labour Centres and 95 visiting points
- In the North West Province the Department delivers services at 10 Labour Centres, 7 Thusong Service Centres and 34 visiting points
- In the Western Cape the Department delivers services at 12 Labour Centres, 8 Satellite Offices and 104 visiting points
- The Department is currently rolling out Kiosks to all Labour Centres, Youth Employment Centres and have other applications such as employment services available on internet and e-gov.

3. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

STRATEGIES

For the monitoring of the impact of labour legislation, the department will continue to conduct priority research projects guided by trends in national and global economies.

The Branch Inspection and Enforcement Services (IES) will continue to consider ways to innovate the way in which its service offerings are presented to its clients. The inspectors are finding ways to use the 4IR to ensure decent work is well and truly entrenched at the level of the worker. This financial year the Branch will be introducing an updated 'new' case management system that will hopefully revolutionise the way in which IES conducts its business.

The addition of 500 new inspectors places a huge burden on our system to ensure that all new inspectors are adequately trained to meet the future needs of the client and to fulfil the mandate of the organisation. Training required by an OHS inspector is life-long and will have to be carefully planned. Current training focusses on foundational issues while future training of the new inspectors will focus on specialised training.

The Branch IES will also need to prepare for the 5IR which has already started to rear its head and research shows us areas that we need to prepare. A key project moving into the future for OHS will be to improve compliance rates for various sectors while formulating the right service offering for the informal and SMME sectors.

The Branch IES keeps contemplating the questions, "How will the future affect the day to day business of the Branch": How will we conduct inspections in future? How can we do things differently that will benefit our clients? The response to these questions and others like it will change year on year, decade on decade; and so on. Despite past pandemics, the memories of those pandemics lie deeply buried in the past for most of us. Covid-19, however, as with AIDs which eventually surfaced fully world-wide in the '90s and the like of what is coming out of the current research reports show that the 5IR undoubtedly will take into account that which is happening now, radically changing the future in ways we cannot imagine. There will be an overlap going forward between the 4IR and 5IR. The Department will need to get the foundation for the future right, starting with a solid IT infrastructure.

The Branch Public Employment Services (PES) will further develop Draft Zero on the National Employment Policy that has a number of sub-themes such as migration management, fourth industrial revolution, informal economy, social enterprises, youth employment etc. Sub-themes such as Labour Migration Management have been singled out for accelerated development given the huge impact of Covid-19 locally and in the neighbouring countries to address migration problems.

PES will play a strategic role in partnership with the Presidency Program Management Office, the Unemployment Insurance Fund Labour Activation Program, other governments and entities, the private sector and non-governmental organisations to coordinate and establish Employment Schemes that are to absorb the large number of work-seekers that cannot be absorbed in formal employment or learning opportunities.

PROJECTS FOR THE YEAR AND FUTURE YEARS

1. Dipheto Project - SAP Roadmap Implementation across the department and its entities
2. SAP Support and Maintenance, ICT Resource Augmentation
3. Managed Information Security Services
4. ICD Clean-up and Maintenance
5. Cloud Hosting for SAP Roadmap Implementation
6. Replacement of the Compensation Funds Claims System with SAP S/4 Hana System (CompEasy)
7. Establishment of Johannesburg Employment Centre and Rollout of 24 PES Mobile Units
8. Roll out of VOIP and Video Conferencing at all DEL Offices and Labour Centres

POLICIES

All legislation will be updated and reviewed over the next five years which will ensure that employees will be protected by legislation that is relevant for the next five years at least. In addition to this, the current Covid-19 that has plagued every country in the world up until now will undoubtedly change the way we do business, in some cases marginally and in other areas significantly. What is quite significant is that we are unprepared and our current systems archaic to adequately deal with the future. Updated systems therefore will provide a new passage to us to engage our clients more than what we are currently doing.

4. UPDATES TO RELEVANT COURT RULINGS

a) African Labour Civil Rights Union (ALCRU) v Registrar of Labour Relations: (J 1605/17)

This was an appeal in terms of section 111(3)(b) of the Labour Relations Act. The Registrar of Labour Relations refused to register the Applicant (ALCRU) as a trade union as a result of its shortcomings in terms of the relevant sections of the Labour Relations Act, 66 of 1995 as amended.

The Registrar found that the union:

1. Had no members
2. Could not account financially
3. There was no proper formation of the union.

The court found that the Registrar was correct in finding that the union was not formed as a genuine trade union. The Court further found that the Registrar was correct to conclude that the union did not have proper financial control measures. The appeal of the Appellant (ALCRU) was dismissed.

Judgement was delivered on 9 November 2018.

b) Solidarity v Minister of Employment and Labour and 5 Others (J 3092/2018)

The Human Rights Commission published their Equality report titled "Achieving substantive economic equality through rights-based radical socio-economic transformation in South Africa. In short, this report finds that the definition of designated groups as determined in the Employment Equity Act (EEA) is non-compliant with both the Constitution and international law obligations. This report therefore recommends that the EEA be amended in order to target more nuance groups, based on needs and socio economic indicators. Solidarity took the view that the report cannot merely be ignored due to its factual existence. Solidarity was of the view that the Equality report has recommendations that ought to be actioned by the Respondents including the Minister of Employment and Labour.

In summary: The court held that there is no statutory or other regulatory provision that deems the Equality Report binding on government or any other party. The court placed emphasis on the fact that the South Africa Human Rights Commission itself did not intend the Report to be binding and considered it to be a research report intended to contribute to the public discourse and to provide advice and guidance to government in fulfilling its constitutional obligations. Hence, the court found that there was no basis on which this court is empowered to confirm or otherwise enforce the report's findings and recommendations for the purpose sought by Solidarity or for any other purpose. The court dismissed the application with no cost.

Judgement was delivered on 8 October 2019.

PART B: OUR STRATEGIC FOCUS

5. UPDATED SITUATION ANALYSIS

The latest statistics have shown that South Africa was already in recession when Covid-19 pandemic hit our shores early in March 2020. The data has reflected that Covid-19 pandemic together with the government stringent lockdown measures had negatively impacted the South African economy

in such a way that in quarter two of 2020, on the one hand, the Real Gross Domestic Product (GDP - measured by production) fell by just over 16% between the first and second quarters of 2020, giving an annualised growth rate of a 51% decline. For noting, it is also useful to mention that historical data from the South African Reserve Bank in 1960, has shown that the second quarter of 2020 experienced the biggest fall in GDP since that year, far steeper than the annualised 8.2% decline in the fourth quarter of 1982. In this respect, researchers argued that it will be for some time before the real GDP figure shows the South African's growing resilience to lockdowns.

Fortunately, all industries have shown positive performance and economic growth between quarters two and three of 2020 when lockdown restrictions were relaxed in the country that led the real GDP increased at an annualised rate of 66.1% in the third quarter of 2020. On the other hand, the labour market outcomes were recorded as follows:

- Unemployment levels in the country increased substantially by 2.2 million to 6.5 million in the third quarter compared to quarter two of 2020 that resulted an increase of 2.8 million in the number of people in the labour force (employment plus unemployment) over the same period. This implies that more of those who reported to be not economically active in quarter two of 2020 had now reported to be actively searching for work that explains an increase in the official unemployment rate of 30.8% in the country by end of September 2020. In this context, the youth people (15-34 years) have remained the mostly affected and vulnerable age group during the Covid-19 crisis. About 40.4% of youth unemployed (15-34 years) reported to be neither in employment, education or training (NEET) in quarter three of 2020 where female (44.1%) were predominant than their male (36.9%) counterparts.
- The number of employed persons increased by 543 000 to 14.7 million in the third quarter of 2020 compared to 14.1 million in the second quarter of 2020. The data shows that all sectors reported employment gains with the largest in the formal sector (non-agricultural) with 44% and the least in the agriculture sector with 1.6% in the third quarter of 2020. However, this comes with a caution that employment is still well below employment losses reflected during the lockdown restrictions in March 2020. The underlying reduction in employment growth is also associated to a slowdown in global economic activity.

The evidence that exists has revealed the threat is not idle and government knows what is at stake from the current slow economic growth to meeting the National Development Plan, Vision 2030 targets. The main impact in the South African labour market is that those who search, want and are available to work will still have limited opportunities to secure decent and sustainable work. Thus, they will lose skills and interests to be attached on the labour market and they will probably be classified as discouraged and long-term unemployed people that the high rates could sustain inequality and poverty in the country in long-run. High rate of total labour underutilization in the country is another challenge since the rates might exceed that of unemployment.

Looking ahead, one needs to note the Department's intervention within the current demand shocks in the labour market. The statistics from CCMA have shown that out of 71 099 workers who were at risks to be retrenched by end of December 2020, only 30 199 (42%) of workers did find their jobs being saved. It was only 39 566 of workers who were retrenched over the same period. This is relatively significant in the context of the triple challenges of high unemployment, inequality and poverty in the country. In addition, the Unemployment Insurance Fund (UIF) continued to pay ordinary benefits which have increased by 1.64% from R2 475 231 742.20 to R2 516 525 813.48 and the number of claims rising by 2.76% from 358 048 to 368 243 in mid-June 2020. Again, the Department has disbursed R16.5 million through the UIF for the Covid-19 TERS benefits payment.

As the lockdown restrictions have started to ease and economic activity has gradually begun to resume, only few individuals and businesses may be out of danger regarding the negative effects of Covid-19 pandemic. It remains therefore critical to monitor the implementation of the new South African Economic Reconstruction and Recovery plan in the short and medium term in order to combat the high level of poverty in the country. President Cyril Ramaphosa communicated our determinations as a country in responding to the Covid-19 crisis when he said: ***"We are determined not merely to return our economy to where it was before the coronavirus, but to forge a new economy in a new global reality"***.

5.1. EXTERNAL ENVIRONMENT ANALYSIS

A number of middle-income countries that have undergone economic crises in recent years still have high unemployment rates, e.g., South Africa. The impact is that these countries are still facing the shortage of jobs that make it difficult to achieve national employment targets to improve the living conditions of its citizens.

With the current Covid-19 pandemic, it is believed that inequalities in African labour market prevail where recovery is observed to be slow and will leave deep scars in particular amongst the vulnerable group, e.g., the African youngest population. It is reported that in the sub-Saharan Africa, the damaging effects of the pandemic will drag on, causing harm in the short, medium and long term. The IMF forecasts that in 2021, it will be the slowest growing major region¹.

South Africa's economy was already in a tough position before the pandemic's arrival. The combination of public sector debt, particularly among major state-owned enterprises, ongoing load-shedding that inhibits productivity of major economic sectors such as mining and manufacturing, and an already-low growth rate, have created a precarious situation that demanded urgent remedies. Covid-19 pandemic has mutated into a complicated tangle of a demand shock, a supply shock and a financial shock, all coming together at a time when South Africa was poorly fortified economically to deal with it. In Covid-19 crisis, the country was downgraded again.

Given that Covid-19 is likely to reduce demand and disrupt normal business operations, the International Monetary Fund (IMF) forecasts the global economy could shrink 4.4% in 2020, before bouncing back to 5.2% growth in 2021. The IMF said in October the world economy has started to recover, but warned the return to pre-pandemic levels will be "long, uneven, and uncertain²." The scope of Covid-19 pandemic induced economic disruption on the SA economy is wide. In particular, as China is South Africa's largest trading partner, it will be exposed to any disruption in China and other trading partners (USA-Presidential election, UK-Brexit) import and export activities.

The impact on GDP will be significant with a projected recession, with severe contraction of the economy in 2020, accompanied by big job losses, most business will collapse. and high level of social hardships. The challenges outlined above bear direct impact to the functioning of the Department of Employment and Labour as its core strategic objectives is to ensure decent work for all men and women in the country and goes against the impact of the challenges brought by frail economy and the shock from Covid-19 pandemic.

Specifically, South African unemployment picture was dire before the distress of Covid-19, and the economy was also significantly down before Covid-19 pandemic. Businesses were already under severe stress due to the lack of economic growth. The StatsSA (2020) study revealed that the Covid-19 pandemic will have a substantially worse impact on their business compared with the financial crisis during 2008/2009.

Some State owned enterprises are affected by Covid-19. Many small businesses, formal or informal, will thus probably not survive. The businesses affected by the national lockdown are those that are not regarded as providing essential services. These industries include, amongst others, those reliant on the movement of goods (supply chain disruptions), the telecommunications sector, selected mining activities due to a decrease in demand for minerals, accommodation and tourism due to travel bans, construction, and various services.

The consequence is that unemployment rate will probably rise. That means drops in productivity and consumer spending will contribute to a long-tail of employment losses. There will also be significant export slowdowns, in part due to lower productivity, but also because some of the major trading partners such as China and India will scale back as their own productivity and economies are impacted at the international market.

Given our labour market absorption rate, which is particularly low at 37.5% in the third quarter of 2020 and given that there are going to be a lot more people displaced who will be job seekers means the labour market is going to be a very difficult place. The impact of Covid-19 pandemic

¹ The Economist, 6th February 2021, pp.23

² www.imf.org, 27th December 2020

especially in the neighbouring countries, will also result in their citizens, doing everything to migrate into South Africa (legally and illegally) to escape poverty and to look for opportunities to provide for their families.

5.2 INTERNAL ENVIRONMENT ANALYSIS

The Covid-19 pandemic and the national lockdown restrictions created a problem and allowed for some solutions to ensure that clients are served during the different levels of the lockdown period to ensure that the newly unemployed persons are helped.

The challenges that were faced by the programme: Administration, centred on the provision of sufficient Information Communication Technology (ICT) tools on time as well as availability of the systems. The mandatory reliance on other state institutions for ICT service provision somewhat contributed to the intermittent availability of systems especially the critical service delivery systems. The department is currently seeking alternative options to ensure consistent availability of systems. The other challenges that were met were in the governance of the ICT and this led to the revision of the ICT governance framework that allows the department a gradual step by step adoption of certain requirements to get to acceptable levels. It was advised that this would be the best approach as opposed to being overly ambitious. The reporting on ICT to the department's governance structures is also being reviewed to align to best practise and this new reporting template will be used in the 2021/22 financial year.

Workplace Transformation

The EEA legislation amendments have been implemented and there have been changes on the part of the inspectorate in order to address the lack of forward momentum in order to deal with the challenges of workplace transformation. Internally, the Inspection and Enforcement Services Branch has undergone a slight change in its structure at provincial level in the inspectorate dealing with Employment Equity (EE) in order to improve the way it conducts its business in relation to EE.

Low employer sectoral compliance in relation to Occupational Health and Safety (IES)

The Department has employed an additional 500 new inspectors in order to address the various challenges it faces in Occupational Health and Safety. The 500 new inspectors are funded by the Compensation Fund in a strategic move that sees the inspectorate playing a pivotal role in reducing the burden of incidents on the Fund while ensuring that employers that are not registered are in fact registered as required.

In a critical move to address long outstanding issues introduced with the promulgation of the new Act, Act 85 of 1993, the Branch will ensure that a greater focus is placed on ensuring full compliance by employers in the area of occupational health and hygiene. In the financial years 2013/14 - 2014/15, there was a plan put in place to address the shortcomings of the Act since it was promulgated. The Branch, on the policy front, continues to build on what was started and has introduced the 22nd Regulation to the OHS Act by promulgating the Ergonomics Regulations. Other policies (Regulations) continue to be reviewed at this time to address any shortcomings.

Self-help Kiosks for Work-seekers

The limited functioning of face to face interaction (to help curb infections), has seen fewer work seeker registrations, with similar impact on counselling sessions both individual and group. Public Employment Services (PES) extended its focus to reaching out to disconnected work-seekers, those who do not have access to registration facilities by increasing self-help kiosks, safe space where work-seekers can be provided with free employment services that include registration, job searching, employment counselling and placement. Measures are taken to ensure that the Branch's achievements meet the Department's employment contribution to the MTSF 2019-2024. There are currently 62 Labour Centres out of 126 that have self-service facilities that provide all online PES, UIF and COIDA services. Insufficient availability of space at Labour Centres, inadequate security and procurement processes impacted on the Unemployment Insurance Fund and the Compensation Fund to procure and supply the remaining 64 Labour Centres with units.

Major economic activities were negatively impacted during lockdown levels 4 and 5, with the effect that most companies and business operations closed down resulting to retrenchments. PES piloted the concept of a Youth Employment Centre in the Cape Town Labour Centre since July 2019 and

committed to expand these centres to six (6). A lot of work was done during 2020/21 in further developing other three Labour centres, namely Durban; New Castle and De Aar into Employment Centres. The unveiling was delayed due to the Covid-19 environment. The Eastern Cape and Johannesburg employment centres were delayed because of the readiness of the two Labour Centres. PES also secured the assistance of the European Union through a joint project to be managed with Departments of Higher Education and Basic Education, to procure and roll-out 24 Mobile Employment Centres. The mobile centres are seen as another way of limiting the numbers at existing Labour Centres, to reach out to work-seekers wherever they are and in the process reduce their costs of looking for employment and learning opportunities.

5.3 STRATEGIC PLANNING PROCESS IN THE DEPARTMENT OF EMPLOYMENT AND LABOUR

The Covid-19 national lockdown for the various levels had an impact on the Department's normal planning cycle. Due to the risks involved and the numbers of personnel it was not possible to held a national planning session with all the various stakeholders attending. However, the different branches were able to held their internal planning sessions.

6. DEPARTMENTAL RESOURCE CONSIDERATIONS

Table: Consolidated budget allocation

Programme	Audited outcomes				Voted (Main Appropriation)	Revised Estimate	Medium Term Expenditure Estimate		
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24
R-thousand	2017/18	2018/19	2019/20	2020/21					
1 Administration	768 677	804 917	871 069	1 011 652	926 814	1 003 867	1 026 754	1 030 432	
2 Inspection and Enforcement Services	520 165	549 211	560 597	676 893	613 449	633 801	637 206	638 357	
3 Public Employment Services	485 543	542 817	605 630	643 467	588 664	610 157	618 939	621 554	
4 Labour Policy & International Relations	1 069 634	1 189 746	1 178 581	1 305 737	1 170 378	1 257 888	1 276 404	1 280 891	
Total	2 844 019	3 086 691	3 215 877	3 637 749	3 299 305	3 505 713	3 559 303	3 571 234	
Economic Classification									
Current Payments	1 571 384	1 700 607	1 840 987	2 177 557	1 942 196	2 076 461	2 101 928	2 104 802	
Compensation of Employees	1 059 512	1 149 681	1 253 327	1 490 476	1 364 452	1 375 657	1 384 089	1 384 763	
Goods and Services	511 872	550 926	579 999	687 081	577 744	700 804	717 839	720 039	
Of which:									
Advertising	14 431	14 920	3 755	21 052	14 863	18 619	19 189	19 232	
Communication	28 539	24 933	24 401	47 139	37 559	47 310	48 525	48 646	
Computer Services	54 583	55 911	88 250	131 001	121 486	130 992	134 516	134 703	
Consultants and Professional Services: Business and advisory services	6 311	8 863	5 158	13 678	13 355	17 327	15 907	15 955	
Fleet Services	28 141	30 222	38 464	22 191	19 822	22 894	23 435	23 506	
Consumables: Stationery, printing and office supplies	12 928	19 086	14 117	19 339	13 129	19 782	20 358	20 423	
Operating Leases	138 720	132 457	141 411	161 160	158 368	163 660	168 006	168 646	
Property Payments	50 869	52 307	62 056	88 722	85 198	91 212	93 649	93 997	
Travel and Subsistence	85 290	110 301	109 728	78 608	42 972	80 550	82 762	82 941	
Other Goods and Services	92 060	101 926	92 659	104 191	70 992	108 458	111 492	111 990	
Interest and rent on land	-	-	-	-	-	-	-	-	
Transfers and Subsidies	1 179 632	1 296 766	1 338 288	1 391 364	1 292 282	1 362 061	1 385 731	1 392 088	
Provinces and municipalities	652	752	864	707	707	715	734	737	
Departmental agencies and accounts	979 904	1 103 547	1 121 383	1 162 979	1 065 403	1 128 971	1 146 390	1 151 781	
Foreign governments and international organisations	19 974	20 278	17 585	28 095	28 095	28 467	29 214	29 327	
Non-profit institutions	173 351	167 877	190 325	199 179	196 123	203 498	208 968	209 815	
Households	5 751	4 312	8 131	404	1 954	410	425	428	
Payments for capital assets	92 780	87 909	43 145	68 828	64 827	67 191	71 644	74 344	

Programme	Audited outcomes				Voted (Main Appropriation)	Revised Estimate	Medium Term Expenditure Estimate			
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24	
R-thousand										
Buildings and other fixed structures	2 404	10 886	10 247	16 544	13 566	17 785	18 801	19 630		
Machinery and equipment	78 232	77 023	32 898	52 284	51 261	49 406	52 843	54 714		
Software and other intangible assets	12 144	-	-	-	-	-	-	-		
Payments for financial assets	223	1 409	1 118	-	-	-	-	-		
Total	2 844 019	3 086 691	3 215 877	3 637 749	3 299 305	3 505 713	3 559 303	3 571 234		

The Department of Employment and Labour supports the realisation of the National Development Plan's vision of eliminating poverty and reducing inequality by facilitating the resolution of workplace disputes, improving labour relations, enhancing occupational health and safety, and facilitating job creation. Over the medium term, the department will focus on providing support to work seekers, increasing safety and fairness in the workplace, and regulating the workplace to establish minimum working conditions and fair labour practices. The department has a total budget over the medium term of R10.6 billion after baseline reductions of R351.4 million in 2021/22; R450.5 million in 2022/23 and R378.7 million in 2023/24. The total medium term reductions were R1.2 billion of which R666.5 million was made on Compensation of employees and R301.7 million on the transfer to the Commission for Conciliation Mediation and Arbitration.

The President has since assigned the Minister of Employment and Labour, to Co-chair the Inter Ministerial Committee on Migration and Employment (IMCME). The Committee is amongst others addressing the unintended effect of the large inflow of both documented and undocumented migrants into the South African Labour market. The IMCME has since identified a number of intervention measures across all participating departments. Within the department, PES was tasked to accelerate the development of the National Employment Policy, sub-theme on labour migration and Draft bill that will regulate the employment of foreign nationals in South Africa. Over the medium term this programme will focus on improving the placement of work seekers in registered employment opportunities. Under the E4E programme, 24 mobile centres will be procured for distribution to all Provinces for use in areas where public employment services are required. This will represent a significant shift in terms of service delivery, by taking services to citizens in local districts. The Inspection and Enforcement Services (IES) Branch will be introducing an updated 'new' case management system that will hopefully revolutionise the way in which IES conducts its business. There will be an overlap going forward between the 4th and 5th Industrial Revolution. The Department will therefore need to get the foundation for the future right, starting with a solid IT infrastructure. A key project moving into the future for OHS will be to improve compliance rates for various sectors while formulating the right service offering for the informal and SMME sectors. The Labour Policy and Industrial Relations branch will focus on the annual review of the National Minimum Wage (NMW). This policy outcome requires the development of monitoring mechanisms in order to give credibility to NMW impact on the economy, collective bargaining, reduction of income differentials as well as the proposed adjustment of the NMW. Those sectors currently pegged below the national minimum wage, will need to be adjusted to equal the national minimum wage by March 2022/23.

7. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

7.1 PROGRAMME 1: ADMINISTRATION

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

Sub-Programme and purpose: The programme consists of the following sub-programmes:

- **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.
- **Office of the Chief Operations Officer** manages and directs medium-term strategic planning processes, performance information reporting, monitoring and evaluation of performance against plan, service delivery improvement plans and provincial operations.
- **Corporate Services** that includes:
 - **Human Resource Management** ensures optimum and efficient utilisation and development of human capital and to 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** exists to provide 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.

7.1.1 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

DEL Outcome	Outputs	Output Indicators	Audited/Actual Performance				Annual Targets			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
			Estimated Performance				MTEF Period			
MTSF OUTCOME: Functional, efficient and integrated government Strengthen the institutional capacity of the Department	1. Reduction of vacancy rate 2. Gender Responsive recruitment 3. Modern Systems and ICT services 4. Programme to prevent and fight corruption in the Department	1.1 Vacant funded posts maintained at 3% or less for every quarter 2.1 % of SMS positions occupied by women 3.1 Percentage increase of system availability 4.1 Ensure functionality of ethics structures and adequate capacity 4.2 Percentage resolution of reported incidents of corruption in the Department	11.51%	9.23%	12.7%	80% Vacant funded posts filled within 4 months of becoming vacant	Vacant funded posts maintained at 3% or less for every quarter	Vacant funded posts maintained at 3% or less for every quarter	Vacant funded posts maintained at 3% or less for every quarter	
					New	43% of SMS positions occupied by women	45% of SMS positions occupied by women	48% of SMS positions occupied by women	50% of SMS positions occupied by women	
				N/A	New	90% Systems Availability	Increase systems availability to 98%	Increase systems availability to more than 98%	Increase availability of systems to more than 98%	
					New	Ethics Governance Structures in place and Complete Roll Out of the Ethics Management Plan	Roll out of the Ethics Management Plan	Roll out of the Ethics Management Plan	Roll out of the Ethics Management Plan	
					New	90% resolution of reported incidents by disciplinary and criminal interventions	93% resolution of reported incidents by disciplinary and criminal interventions	95% resolution of reported incidents by disciplinary and criminal interventions	95% resolution of reported incidents by disciplinary and criminal interventions	

DEL Outcome	Outputs	Output Indicators	Audited/Actual Performance				Annual Targets						
			2017/18		2018/19		2019/20		2020/21		MTEF Period		
			2017/18		2018/19		2019/20		2020/21		2021/22		2022/23
MTSF OUTCOME: Functional, efficient and integrated government													
5.	Number of Annual Financial Statements (AFS) and Interim Financial Statements (IFS) compiled per year that comply with guidelines issued by the National Treasury	5.1 Annual financial statements submitted to the National Treasury by 31 May each year 3 IFS reports submitted to the National Treasury on due dates as determined by National Treasury	Produced 1 AFS by 31 May, and 3 IFS 30 days after each quarter	Produced 1 AFS by 31 May, and 3 IFS 30 days after each quarter	Produced 1 AFS by 31 May, and 3 IFS 30 days after each quarter	Produced 1 AFS by 31 May, and 3 IFS 30 days after each quarter	1 AFS by 31 May, and 3 IFS 30 days after each quarter	1 AFS by 31 May, and 3 IFS 30 days after each quarter	1 AFS by 31 May, and 3 IFS 30 days after each quarter	1 AFS by 31 May, and 3 IFS 30 days after each quarter	1 AFS by 31 May, and 3 IFS 30 days after each quarter	1 AFS by 31 May, and 3 IFS 30 days after each quarter	1 AFS by 31 May, and 3 IFS 30 days after each quarter
6.	Detection and reporting of Irregular and/or Unauthorised expenditure, to the Accounting Officer and National Treasury in terms of National Treasury's guidelines	6.1 Percentage reporting of all detected Irregular and/or Unauthorised expenditure cases per financial year, to the Accounting Officer	Irregular expenditure - A total of fourteen (14) cases amounting to R1 236 548.09 were detected and reported	Irregular expenditure - A total of twenty-six (26) cases R3 446 415.51 were detected and reported	Irregular expenditure - A total of nine (9) cases amounting to R 506 129.62 were detected and reported	Irregular expenditure - A total of nine (9) cases amounting to R 506 129.62 were detected and reported	25% reduction from base line	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences
7.	Detection and reporting of Fruitless and Wasteful expenditure, to the Accounting Officer and National Treasury in	7.1 Percentage reporting of all detected Fruitless and Wasteful Expenditure cases per financial year, to the Accounting Officer	Fruitless and Wasteful expenditure - A total of ninety-eight (98) cases amounting to R4 024 383.02 were detected and reported	Fruitless and Wasteful expenditure - A total of three hundred and thirty-six (336) cases amounting to R4 450 475.23 were detected	Fruitless and Wasteful expenditure - A total of hundred and twenty-nine (129) cases amounting to R 1 097 673.70 were	Fruitless and Wasteful expenditure - A total of hundred and twenty-nine (129) cases amounting to R 1 097 673.70 were	25% reduction from base line	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences

DEL 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
MTSF OUTCOME: Functional, efficient and integrated government									
	terms of National Treasury's guidelines		and reported		detected and reported				

7.1.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.1 Vacant funded posts maintained at 3% or less every quarter	Vacant funded posts maintained at 3% or less every quarter	Vacant funded posts maintained at 3% or less for every quarter	Vacant funded posts maintained at 3% or less for every quarter	Vacant funded posts maintained at 3% or less for every quarter	Vacant funded posts maintained at 3% or less for every quarter
2.1 Gender responsive recruitment	45% of SMS positions occupied by Women	-	44% of SMS posts occupied by Women	-	45% of SMS positions occupied by women
3.1 Percentage increase of system availability	Increase systems availability to 98%	Increase systems availability to 98%	Increase systems availability to 98%	Increase systems availability to 98%	Increase systems availability to 98%
4.1 Ensure functionality of ethics structures and adequate capacity	Roll out of the Ethics Management Plan	Roll Out of the Ethics Management Plan activities for Q1	Roll Out of the Ethics Management Plan activities for Q2	Roll Out of the Ethics Management Plan activities for Q3	Roll Out of the Ethics Management Plan activities for Q4
4.2 Percentage resolution of reported incidents of corruption in the Department	93% resolution of reported incidents by disciplinary and criminal interventions	93%	93%	93%	93%
5.1 Number of Annual Financial Statements (AFS) and Interim Financial Statements (IFS) compiled per year that comply with guidelines issued by the National Treasury	1 AFS by 31 May, and 3 IFS 30 days after each quarter	1 AFS by 31 May 2019	1 IFS by 31 July 2019	1 IFS by 31 October 2019	1 IFS by 31 January 2020
6.1 Percentage reporting of all detected irregular and/or Unauthorised expenditure cases per financial year, to the Accounting Officer	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences
7.1 Percentage reporting of all detected Fruitless and Wasteful Expenditure cases per financial year, to the Accounting Officer	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences

7.1.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The Department of Employment and Labour supports the realisation of the National Development Plan's vision of eliminating poverty and reducing inequality by facilitating the resolution of workplace disputes, improving labour relations, enhancing occupational health and safety, and facilitating job creation. Over the medium term, the department will focus on providing support to work seekers, increasing safety and fairness in the workplace, and regulating the workplace to establish minimum working conditions and fair labour practices. The department has a total budget over the medium term of R10.6 billion after baseline reductions of R351.4 million in 2021/22; R450.5 million in 2022/23 and R378.7 million in 2023/24.

7.1.4 PROGRAMME RESOURCE CONSIDERATIONS

Table: Budget Allocation for programme and subprogrammes

Programme	Audited outcomes				Voted (Main Appropriation)	Revised Estimate	Medium Term Expenditure Estimate		
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24
R-thousand									
Ministry	32 252	41 063	43 547	36 950	33 368	36 167	36 562	36 594	
Management	256 415	272 625	305 676	278 944	295 422	272 887	278 188	278 968	
Corporate Services	200 947	225 192	231 232	329 538	281 327	326 517	333 859	334 395	
Office of the Chief Financial Officer	118 086	103 703	113 261	141 396	131 734	139 432	142 729	143 398	
Office Accommodation	160 977	162 334	177 353	224 824	184 963	228 864	235 416	237 077	
Total	768 677	804 917	871 069	1 011 652	926 814	1 003 867	1 026 754	1 030 432	
Economic Classification									
Current Payments	721 537	751 151	825 898	965 611	882 508	958 476	978 885	980 950	
Compensation of Employees	343 137	367 204	408 722	457 337	441 537	443 062	450 444	450 970	
Goods and Services	378 400	383 947	417 176	508 274	440 971	515 414	528 441	529 980	
Of which:									
Advertising	9 970	3 972	386	10 648	2 130	10 673	10 942	10 958	
Communication	13 229	10 438	10 786	23 822	14 960	24 031	24 608	24 656	
Computer Services	53 844	54 952	85 372	126 744	117 932	126 992	130 165	130 336	
Consultants and Professional Services:	3 838	5 350	3 047	5 170	3 965	5 199	5 333	5 344	
Business and advisory services									
Fleet Services	15 081	17 455	23 762	11 229	10 088	11 662	11 958	12 003	
Consumables: Stationery, printing and office supplies	6 101	9 331	4 981	9 197	4 621	9 375	9 616	9 645	
Operating Leases									
Property Payments	135 725	129 684	138 634	156 979	155 271	159 132	163 305	163 930	
Travel and Subsistence	37 873	38 714	45 014	74 406	70 974	75 603	77 622	77 920	
Other Goods and Services	37 863	42 364	43 104	28 677	15 012	29 094	29 599	29 692	
Interest and rent on land	64 876	71 687	62 090	61 402	46 018	63 653	65 293	65 496	
Transfers and Subsidies	2 777	2 309	4 947	978	1 778	990	1 019	1 023	
Provinces and municipalities	638	703	852	707	707	715	734	737	
Departmental agencies and accounts		40	15						
Households	2 139	1 566	4 080	271	1 071	275	285	286	
Payments for capital assets	44 140	50 048	39 106	45 063	42 528	44 401	46 850	48 459	
Buildings and other fixed structures	2 404	10 886	10 247	16 544	13 566	17 785	18 801	19 630	
Machinery and equipment	29 592	39 162	28 859	28 519	28 962	26 616	28 049	28 829	
Software and other intangible assets	12 144	-	-	-	-	-	-	-	
Payments for financial assets	223	1 409	1 118	1 011 652	926 814	1 003 867	1 026 754	1 030 432	
Total	768 677	804 917	871 069	1 011 652	926 814	1 003 867	1 026 754	1 030 432	

Narrative: Explanation of the contribution of resources towards achievement of outputs

Programme Administration will provide support services to the different branches of the department in order to achieve the outputs. Administration will support branches to reduce the vacancy rates in the department to ensure sufficient number of staff members to provide services to the public. Administration will ensure that the ICT environment are not left behind as the Covid-19 pandemic showed the need for more flexibility in the ICT environment as officials required tools of trade in order to work from home and still deliver services to the clients.

There will be an overlap going forward between the 4th and 5th Industrial Revolution. The Department will therefore need to get the foundation for the future right, starting with a solid IT infrastructure.

7.1.5 KEY RISKS

Outcome	Key Risk	Risk Mitigation
Strengthen institutional capacity of the Department	Inability of modernisation programme to meet intended objectives	<ul style="list-style-type: none"> Business process re-engineering Business process mapping Stakeholder engagement
Strengthen institutional capacity of the Department	Structural deficiencies / inadequate organisational structure to service the department	<ul style="list-style-type: none"> Facilitate review of the existing Departmental structure Engage National Treasury to secure funding through the OCFO
Strengthen institutional capacity of the Department	Increase in vacancy rate	<ul style="list-style-type: none"> HR Audits to be conducted Reconciliation of approved structure and PERSAL information Monitoring of vacancy rate Advocacy sessions twice a year
Strengthen institutional capacity of the Department	Increase in fraud and corruption	<ul style="list-style-type: none"> Management to sensitise officials about the stunt of zero tolerance to fraud and corruption during staff meetings Implementation of consequence management Frequent improvement on system controls Continuous reporting of all suspicions to Risk Management Unit Continuous conducting fraud and ethics awareness Every report/ transaction to be scrutinised prior being signed-off Conduct monthly verification including (monthly reconciliation, statistics verification, etc.)
Effective financial management and governance	Budget spending not aligned with performance targets and structures	<ul style="list-style-type: none"> Engage Departmental Executives to reconfigure MSS across the Branches to monitor the Budget spending Follow up and report progress on Procurement Plans
Effective financial management and governance	Non-submission of financial statements as per stipulated timeframes	<ul style="list-style-type: none"> Distribute Financial circulars with dates for timely submission and compliance
Effective supply chain management	Failure to detect and report irregular expenditure	<ul style="list-style-type: none"> Separation of Finance and SCM functions to be headed by specialists in the Provinces Capacity building of the newly appointed personnel Induction and training of finance circulars
Strengthen institutional capacity of	Poor, below standard security services	<ul style="list-style-type: none"> Security assessments to be

Outcome	Key Risk	Risk Mitigation
the Department	and outdated security infrastructures	<ul style="list-style-type: none"> conducted per province Upgrading security systems Support procurement of contract security services and alarms systems at the Provinces
Strengthen institutional capacity of the Department	Exposure of the department to litigation	<ul style="list-style-type: none"> Development and Implementation of the Litigation Strategy Advocacy sessions with business MOUs signed with business units

7.2 PROGRAMME 2: INSPECTION AND ENFORCEMENT SERVICES

Programme purpose: Realise decent work by regulating non-employment and employment conditions through inspection and enforcement, to achieve compliance with all labour market policies.

Objectives

Protect vulnerable workers through the inspection and enforcement of labour legislation by ensuring that decent work principles are adhered to by:

- Conducting 296 904 compliance inspections by March 2022
- Serving 90 per cent of noncompliant employers/ workplace/ users inspected with a notice in terms of relevant employment law within 14 calendar days of inspection
- 65% of non-compliant employers/ workplace/ users received by Statutory Services referred for prosecution within 30 calendar days
- At least four Seminars and two Conferences (formal Advocacy) conducted per year to increase awareness of employment law by March 2022.

Subprogrammes

Management and Support Services: Inspection and Enforcement Services manages the delegated administrative and financial responsibilities of the office of the Deputy Director General, and provides corporate support to line function subprogrammes within the programme.

Occupational Health and Safety promotes health and safety in the workplace by conducting inspections on compliance with the Occupational Health and Safety Act (1993), and 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, as reported by members of the public, and communicates these to the relevant structures within the *Compliance, Monitoring and Enforcement Services* sub programme for investigation.

Compliance, Monitoring and Enforcement Services ensures that employers and employees comply with labour legislation by conducting 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.

Statutory and Advocacy Services gives effect to the legislative enforcement requirement and educates stakeholders on labour legislation.

7.2.1 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

DEL 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	
MTSF OUTCOMES: <ul style="list-style-type: none"> Investing for accelerated inclusive growth Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities Safe and healthy work environment 										
<ul style="list-style-type: none"> Promote Occupational health services Contribute to decent employment creation Protect vulnerable workers Strengthen occupational safety protection Promote sound labour relations Development of the Occupational Health and Safety policies 	1. Workers protected through inspection and enforcement of employment law	1.1 Number of employers / users inspected per year to determine compliance with employment law	214 946	218 919	227 990	188 323	296 904 ³	297 156	297 156	
			Employers were inspected to determine compliance with employment law against a target of 217 008. The variance is - 2 062. The total number of compliant employers was 175 239	Employers were inspected to determine compliance with employment law against a target of 218 732. The variance is 187. The total number of compliant employers was 177 209	Employers were inspected to determine compliance with employment law against a target of 220 692. The variance is 7 298. The total number of compliant employers was 185 612	Employers were inspected to determine compliance with employment law against a target of 220 692. The variance is 7 298. The total number of compliant employers was 185 612	Of the 227 990 employers inspected 42 378 were non-compliant. 99.7% (42 249 of the 42 378	80%	90%	90%
		1.2 Percentage of non-compliant employers/ workplaces/users of those inspected served with a notice in terms of relevant employment law within 14 calendar days of the	100% (29 612 of 29 612)	99.8% (39 609 of the 39 707)						

³ The target in the ENE were not updated to the higher number in the APP. The target in the APP is correct.

DEL Outcome	Outputs	Output Indicators	Audited/Actual Performance					Annual Targets						
			MTEF Period					Estimated Performance	2021/22	2022/23	2023/24			
			2017/18	2018/19	2019/20	2020/21	2021/22							
		inspection			non-compliant employers) were served with notices within 14 calendar days of the inspection									
		1.3 Percentage of non-compliant employers/workplaces/users received by Statutory Services referred for prosecution within 30 calendar days	new	Of the 39 628 employers served with notices 7 617 failed to comply with served notice and 35% (2 667) were referred for prosecution	Of the 42 249 employers served with notices, 9 939 failed to comply with the served notice and 72% (4 475) were referred for prosecution	50%	65%	65%	65%					
		1.4 Number of formal Advocacy sessions conducted per year to increase awareness of employment law	N/A	N/A	New	4 x Seminars to be conducted 2 x Conferences	4 x Seminars and 2 x Conferences to be conducted	4 x Seminars and 2 x Conferences to be conducted	4 x Seminars and 2 x Conferences to be conducted					

7.2.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicator	Annual Target	Q1	Q2	Q3	Q4																																																																																															
1.1 Number of employers / workplaces /users inspected per year to determine compliance with employment law	296 904 ⁴	74 226	148 452	222 678	296 904																																																																																															
		<table border="1"> <thead> <tr> <th>Province</th> <th>No of Inspections</th> </tr> </thead> <tbody> <tr><td>EC</td><td>7 971</td></tr> <tr><td>FS</td><td>6 618</td></tr> <tr><td>GP</td><td>15 174</td></tr> <tr><td>KZN</td><td>15 672</td></tr> <tr><td>LP</td><td>7 032</td></tr> <tr><td>MP</td><td>5 304</td></tr> <tr><td>NC</td><td>3 180</td></tr> <tr><td>NW</td><td>5 067</td></tr> <tr><td>WC</td><td>8 136</td></tr> <tr><td>HO</td><td>72</td></tr> <tr><td>Total</td><td>74 226</td></tr> </tbody> </table>	Province	No of Inspections	EC	7 971	FS	6 618	GP	15 174	KZN	15 672	LP	7 032	MP	5 304	NC	3 180	NW	5 067	WC	8 136	HO	72	Total	74 226	<table border="1"> <thead> <tr> <th>Province</th> <th>No of Inspections</th> </tr> </thead> <tbody> <tr><td>EC</td><td>15 942</td></tr> <tr><td>FS</td><td>13 236</td></tr> <tr><td>GP</td><td>30 348</td></tr> <tr><td>KZN</td><td>31 344</td></tr> <tr><td>LP</td><td>14 064</td></tr> <tr><td>MP</td><td>10 608</td></tr> <tr><td>NC</td><td>6 360</td></tr> <tr><td>NW</td><td>10 134</td></tr> <tr><td>WC</td><td>16 272</td></tr> <tr><td>HO</td><td>144</td></tr> <tr><td>Total</td><td>148 452</td></tr> </tbody> </table>	Province	No of Inspections	EC	15 942	FS	13 236	GP	30 348	KZN	31 344	LP	14 064	MP	10 608	NC	6 360	NW	10 134	WC	16 272	HO	144	Total	148 452	<table border="1"> <thead> <tr> <th>Province</th> <th>No of Inspections</th> </tr> </thead> <tbody> <tr><td>EC</td><td>23 913</td></tr> <tr><td>FS</td><td>19 854</td></tr> <tr><td>GP</td><td>45 522</td></tr> <tr><td>KZN</td><td>47 016</td></tr> <tr><td>LP</td><td>21 096</td></tr> <tr><td>MP</td><td>15 912</td></tr> <tr><td>NC</td><td>9 540</td></tr> <tr><td>NW</td><td>15 201</td></tr> <tr><td>WC</td><td>24 408</td></tr> <tr><td>HO</td><td>216</td></tr> <tr><td>Total</td><td>222 678</td></tr> </tbody> </table>	Province	No of Inspections	EC	23 913	FS	19 854	GP	45 522	KZN	47 016	LP	21 096	MP	15 912	NC	9 540	NW	15 201	WC	24 408	HO	216	Total	222 678	<table border="1"> <thead> <tr> <th>Province</th> <th>No of Inspections</th> </tr> </thead> <tbody> <tr><td>EC</td><td>31 884</td></tr> <tr><td>FS</td><td>26 472</td></tr> <tr><td>GP</td><td>60 696</td></tr> <tr><td>KZN</td><td>62 688</td></tr> <tr><td>LP</td><td>28 128</td></tr> <tr><td>MP</td><td>21 216</td></tr> <tr><td>NC</td><td>12 720</td></tr> <tr><td>NW</td><td>20 268</td></tr> <tr><td>WC</td><td>32 544</td></tr> <tr><td>HO</td><td>288</td></tr> <tr><td>Total</td><td>296 904</td></tr> </tbody> </table>	Province	No of Inspections	EC	31 884	FS	26 472	GP	60 696	KZN	62 688	LP	28 128	MP	21 216	NC	12 720	NW	20 268	WC	32 544	HO	288	Total
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1.2 Percentage of non-compliant employers/ workplaces/users of those inspected served with a notice in terms of relevant employment law within 14 calendar days of the inspection	90%	90%	90%	90%	90%																																																																																															
1.3 Percentage of non-compliant employers/ workplaces/users received by Statutory Services	65%	65%	65%	65%	65%																																																																																															

⁴ The target in the ENE were not updated to the higher number in the APP. The target in the APP is correct.

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
referred for prosecution within 30 calendar days					
1.4 Number of formal Advocacy sessions conducted per year to increase awareness of employment law	4 seminars and 2 conferences to be conducted	Occupational Health and Safety 1 x Seminar	Employment Standards and Occupational Health and Safety 1 x Seminar 1 x Conference	Occupational Health and Safety and Employment Standards 1 x Seminar 1 x Conference	Employment Standards 1 x Seminar

7.2.3 PROGRAMME 2: INSPECTION AND ENFORCEMENT SERVICES ANNUAL TARGETS FOR 2021/2022 PER LEGISLATION

ANNUAL TARGET	EE	BCEA	OHS	EAS	COID	TOTAL
Eastern Cape	312	19 968	8 808	1 624	1 172	31 884
Free State	228	13 392	10 392	1 632	828	26 472
Gauteng	936	36 588	18 708	3 060	1 404	60 696
Kwa-Zulu Natal	648	34 512	23 784	2 352	1 392	62 688
Limpopo	312	16 428	8 952	1 620	816	28 128
Mpumalanga	312	12 900	5 568	1 620	816	21 216
Northern Cape	228	6 348	3 708	1 620	816	12 720
North West	228	11 136	6 648	1 440	816	20 268
Western Cape	228	17 076	11 724	2 340	1 176	32 544
HO	0	0	288	0	0	288
TOTAL	3 432	168 348	98 580	17 308	9 236	296 904

7.2.4 QUARTERLY TARGET PER LEGISLATION PER PROVINCE

EMPLOYMENT STANDARDS

EMPLOYMENT EQUITY

Number of workplaces (designated employers) inspected per year to determine compliance with Employment Equity Legislation

- The Branch is expected to conduct **3 432** EE inspections on designated employers:

Province	Annual target	Q1	Q2	Q3	Q4	
Eastern Cape	312	78	156	234	312	312
Free State	228	57	114	171	228	228
Gauteng	936	234	468	702	936	936
Kwa-Zulu Natal	648	162	324	486	648	648
Limpopo	312	78	156	234	312	312
Mpumalanga	312	78	156	234	312	312
Northern Cape	228	57	114	171	228	228
North West	228	57	114	171	228	228
Western Cape	228	57	114	171	228	228
TOTAL	3 432	858	1 716	2 574	3 432	3 432

BASIC CONDITIONS OF EMPLOYMENT ACT

Number of workplaces inspected per year to determine compliance with Basic Conditions of Employment

- The Branch is expected to conduct **168 348** workplace inspections to determine compliance with labour legislation:

Province	Annual target	Q1	Q2	Q3	Q4
Eastern Cape	19 968	4 992	9 984	14 976	19 968
Free State	13 392	3 348	6 696	10 044	13 392
Gauteng	36 588	9 147	18 294	27 441	36 588
Kwa-Zulu Natal	34 512	8 628	17 256	25 884	34 512
Limpopo	16 428	4 107	8 214	12 321	16 428
Mpumalanga	12 900	3 225	6 450	9 675	12 900
Northern Cape	6 348	1 587	3 174	4 761	6 348
North West	11 136	2 784	5 568	8 352	11 136
Western Cape	17 076	4 269	8 538	12 807	17 076
TOTAL	168 348	42 087	84 174	126 261	168 348

ADVOCACY AND EDUCATIONAL

Number of advocacy and educational sessions conducted per year in identified sectors

4 x Seminars and 2 x Conferences conducted in the following disciplines:

- Q1 - Occupational Health and Safety
- Q2 - Employment Standards and Occupational Health and Safety
- Q3 - Occupational Health and Safety and Employment Standards
- Q4 - Employment Standards

PUBLIC EMPLOYMENT SERVICES

Percentage of inspections on request by PES on work permits applications, PEAs and TES conducted within 25 calendar days.

- 90% of inspections on request for permits conducted within 25 calendar days.

Where	Annual target	Q1	Q2	Q3	Q4
All	90% of inspections on request for permits conducted within 25 calendar days	Driven by client need.	Driven by client need.	Driven by client need.	Driven by client need.

OCCUPATIONAL HEALTH AND SAFETY ACT

Number of Employer/User inspected per year to determine their compliance with the Occupational Health and Safety legislation

- The provinces and head office are expected to conduct **98 580** Employer/User inspections to determine compliance with OHS legislation.

• Province	Annual target	Q1	Q2	Q3	Q4
Eastern Cape	8 808	2 202	4 404	6 606	8 808
Free State	10 392	2 598	5 196	7 794	10 392
Gauteng	18 708	4 677	9 354	14 031	18 708
Kwa-Zulu Natal	23 784	5 946	11 892	17 838	23 784
Limpopo	8 952	2 238	4 476	6 714	8 952
Mpumalanga	5 568	1 392	2 784	4 176	5 568
Northern Cape	3 708	927	1 854	2 781	3 708
North West	6 648	1 662	3 324	4 986	6 648
Western Cape	11 724	2 931	5 862	8 793	11 724
Head Office	288	72	144	216	288
TOTAL	98 580	24 645	49 290	73 985	98 580

EMPLOYMENT AUDIT SERVICES

Number of procedural and employer payroll audits conducted per annum to determine compliance with Unemployment Insurance Act and Unemployment Insurance Contributions.

- The Branch is expected to conduct **17 308** procedural and employer payroll audits conducted to determine compliance with the UIA and UICA.

• Province	Annual target	Q1	Q2	Q3	Q4
Eastern Cape	1 624	406	812	1 218	1 624
Free State	1 632	408	816	1 224	1 632
Gauteng	3 060	765	1 530	2 295	3 060
Kwa-Zulu Natal	2 352	588	1 176	1 764	2 352
Limpopo	1 620	405	810	1 215	1 620
Mpumalanga	1 620	405	810	1 215	1 620
Northern Cape	1 620	405	810	1 215	1 620
North West	1 440	360	720	1 080	1 440
Western Cape	2 340	585	1 170	1 755	2 340
TOTAL	17 308	4 327	8 654	12 981	17 308

COMPENSATION FOR OCCUPATIONAL INJURIES AND DISEASES ACT

Number of employer audits conducted per year to determine compliance with Compensation for Occupational Injuries and Diseases Act (COIDA)

- The Branch is expected to conduct 9 236 employer audits to determine compliance with the COIDA.

• Province	Annual target	Q1	Q2	Q3	Q4
Eastern Cape	1 172	293	586	879	1 172
Free State	828	207	414	621	828
Gauteng	1 404	351	702	1 053	1 404
Kwa-Zulu Natal	1 392	348	696	1 044	1 392
Limpopo	816	204	408	612	816
Mpumalanga	816	204	408	612	816
Northern Cape	816	204	408	612	816
North West	816	204	408	612	816
Western Cape	1 176	294	588	882	1 176
TOTAL	9 236	2 309	4 618	6 927	9 236

7.2.5 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The Inspection and Enforcement Services Branch derives its mandate from the following relevant legislation:

- Basic Conditions of Employment Act, Act 75 of 1997, as amended (BCEA)
- Employment Equity Act, Act 55 of 1998, as amended (EEA)
- Unemployment Insurance Act, Act 30 of 2001, as amended (UIA)
- Occupational Health and Safety Act, Act 85 of 1993, as amended (OHSA)
- Compensation for Occupational Injuries and Diseases Act, Act 130 of 1993, as amended (COIDA)
- Employment Services Act, Act 4 of 2014, as amended (ESA)
- Unemployment Insurance Contributions Act, Act 4 of 2002, as amended (UIC)
- National Minimum Wage Act, Act 9 of 2018 (NMWA)

a) The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, children and Persons with Disabilities

IES contributes to the overall Departmental mandate by providing advocacy, inspections and enforcement services on the relevant labour market laws administered to employers, employees and the general public. The main purpose being the compliance of employers/users to labour market laws thereby creating decent work. Women, Persons with Disabilities are covered by the Employment Equity Act and children are covered in terms of the Occupational Health and Safety Act and the Basic Conditions of Employment Act.

b) Explanation of planned performance in relation to outputs must be discussed within budget programmes, the rationale for the choice of the outcome indicators relevant to the respective outcomes

Increased compliance and therefore improved conditions of employment (decent work) will be achieved through the achievement of the following outcome indicators:

- Conducting 296 904 compliance inspections by March 2022
- Serving 90 per cent of noncompliant employers inspected with a notice in terms of relevant employment law within 14 calendar days of inspection
- 65 Per cent of non-compliant employers received by Statutory Services referred for prosecution within 30 calendar days
- Four (4) seminars and two (2) Conferences conducted per year to increase awareness of employment law.

The allocated budget for the Branch to implement its Programmes, are R633.801m, R637.206m and R638.357m respectively over the medium-term. These figures are subject to confirmation through the ENE Allocation letter.

c) Explanation of the outputs contribution to the achievement of the outcomes

The outputs that have been selected are expected to provide the greatest improvement in workplace compliance in line with the IES business model and strategy. Decent work is a right and not a 'nice-to-have whenever I feel like it' matter. Employees, including the most vulnerable will enjoy the protection of the employment laws as was intended in the Bill of Rights.

The rationale for the choice of the outcome indicators relevant to the respective outcomes

The indicators are based on the IES business model as the vehicle most relevant and appropriate for maximum impact.

Explanation of enablers to achieve the five-year targets

Key to the achievement of the five-year targets will be:

- Adequate budget in goods and services to ensure inspectors are mobilised
- Adequate tools of trade
- Sufficiently capacitated inspectors
- Strong partnerships.

Any compromise in any of the aforementioned will have a broad impact on achievements.

Explanation of the outcomes contribution to the achievement of the impact

The achievement of the outcome indicators will have the impact of improved compliance in workplaces and increased protection of the most vulnerable in all sectors. The intended impact is as follows:

- Employers are registered with UIF and CF and pay what is required of them
- Workers are paid what is due to them
- Workers work in healthy and safe workplaces
- Labour market is transformed.

7.2.6 PROGRAMME RESOURCE CONSIDERATIONS

Table: Budget Allocation for programme and subprogrammes

Programme	Audited outcomes				Voted (Main Appropriation)	Revised Estimate	Medium Term Expenditure Estimate		
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24
R-thousand	6 833	6 873	6 224	7 299	6 473	6 933	6 996	7 010	
Management and Support Services: IES	25 868	27 759	31 535	36 860	33 247	34 107	34 312	34 466	
Occupational Health and Safety	61 115	62 510	66 527	76 986	71 596	71 456	71 322	71 336	
Registration: IES	414 853	438 975	440 945	539 247	489 799	505 255	508 268	509 198	
Compliance, Monitoring and Enforcement Services	4 971	5 684	6 947	5 914	3 268	5 991	6 151	6 174	
Training of Staff: IES	6 525	7 410	8 419	10 587	9 066	10 059	10 157	10 173	
Statutory and Advocacy									
Total	520 165	549 211	560 597	676 893	613 449	633 801	637 206	638 357	
Economic Classification									
Current Payments	470 596	514 174	555 131	659 828	594 984	615 791	618 169	618 484	
Compensation of Employees	406 092	432 430	463 834	565 562	518 910	521 166	521 165	521 166	
Goods and Services	64 504	81 744	91 297	94 266	76 074	94 625	97 004	97 318	
Of which:									
Advertising	254	280	1 089	1 333	1 333	1 341	1 377	1 379	
Communication	9 071	9 324	7 852	17 739	17 339	17 805	18 265	18 316	
Computer Services	-	-	-	-	-	-	-	-	
Consultants and Professional Services: Business and advisory services	247	506	386	360	360	365	374	375	
Fleet Services	8 828	10 379	12 163	9 543	9 543	9 652	9 857	9 877	
Consumables: Stationery, printing and office supplies	2 635	3 042	4 068	3 393	3 393	3 431	3 493	3 504	
Operating Leases	444	474	436	936	936	941	966	968	
Property Payments	5 884	6 291	7 549	6 856	6 856	6 885	7 075	7 089	
Travel and Subsistence	25 729	38 554	41 579	29 346	19 278	29 425	30 271	30 271	
Other Goods and Services	11 412	12 894	16 175	24 760	17 036	24 780	25 326	25 539	
Interest and rent on land									
Transfers and Subsidies	1 760	1 358	2 794	80	580	81	84	85	
Provinces and municipalities	6	49	12						
Households	1 754	1 309	2 782	80	580	81	84	85	
Payments for capital assets	47 809	33 679	2 672	16 985	17 885	17 929	18 953	19 788	

Programme	Audited outcomes			Voted (Main Appropriation)	Revised Estimate	Medium Term Expenditure Estimate		
	2017/18	2018/19	2019/20			2021/22	2022/23	2023/24
R-thousand								
Buildings and other fixed structures								
Machinery and equipment	47 809	33 679	2 672	16 985	17 885	17 929	18 953	19 788
Software and other intangible assets								
Payments for financial assets								
Total	520 165	549 211	560 597	676 893	613 449	633 801	637 206	638 357

Narrative: Explanation of the contribution of resources towards achievement of outputs.

IES will continue to provide the services (advocacy, inspections, enforcement and registrations) it has offered to date while at the same time exploring other innovative practices to ensure improved services to employers, users and employees. IES has tremendously improved on its vacancy rates over the past 12 months, which stood at 18 % in October 2020, after employment of some of the 500 new OHS inspectors. The continued vacancies however have contributed to the challenges of meeting targets in certain provinces due to high vacancy rates in these provinces, this in addition to capacitating inspectors and a reduced budget. The Branch is monitoring the filling of vacant posts to ensure that they get filled. Increasing petrol prices and the rising inflation will impact directly on G&S over the financial year. Limited training for inspectors is taking place due to the limited funding for this activity, this however is having a direct impact on performance.

On a positive note, more than 90% of the 500 OHS inspectors have entered employment within the inspectorate the end of January 2021. It is anticipated that the budget will be reduced by between 31% and 38% for G&S and CoE. The business of IES is human resources and the ability to access employers - motor vehicles, fuel, other tools of trade, all of which requires money to be available for inspectors to be out on the road and to ensure the maximum footprint across the length and breadth of the Republic to all citizens.

It is important that the IES Branch capitalizes on its strengths and opportunities while employing resources that will allow it to deal with its weaknesses. The Branch is driven by innovation and has spent substantially on resources to promote innovation as a source of improvement in services. IES staff have been encouraged to make use of what the 4IR has to offer in improving services to stakeholders and clients.

7.2.7 KEY RISKS

Outcome	Key Risk	Risk Mitigation
Vulnerable Employees and others are protected through inspection and/or enforcement of labour legislation	Non-compliance by employers and users with labour legislation	<ul style="list-style-type: none"> • Strengthening of sector specific advocacy by utilising various platforms at both the Provincial and National level • Improve the conducting of follow up inspections to strengthen monitoring in areas of noncompliance • Effective implementation of existing MOU's • Establish and maintain partnerships in key sectors where there are no MOU's • Provinces to commission Blitz inspections in targeted problematic or high risk areas • Improve on referring all employers who fail to comply with expired notices for prosecution
	Unreliable performance information	<ul style="list-style-type: none"> • Develop an SOP and or guidelines on quality assurance of performance information • Establish Quality assurance teams to handle performance information issues at various levels • Ensure that consolidated monthly performance information submitted are accompanied by consolidated registers that are quality assured • Improve on the utilisation of the Case Management System • Implement the strategy on transition from the manual to the Case Management System

7.3 PROGRAMME 3: PUBLIC EMPLOYMENT SERVICES

Purpose: Assist companies and workers to adjust to changing labour market conditions.

Objectives

- Provide public employment services and collaborate with the Program Management Office, the UIF, other departments to support work seekers. PES will contribution through:
 - Registering 800 000 work seekers on ESSA by 31 March 2022
 - Registering 100 000 work opportunities on the employment services of South Africa database system by 31 March 2022
 - Providing employment counselling to 230 000 work seekers by 31 March 2022
 - Filling 50 000 registered employment opportunities by 31 March 2022
 - Conclude 20 partnership agreements with various stake holders, by 31 March 2022
 - Develop National Employment Policy with various sub-themes and where necessary develop draft amendments to the Employment Services Act 2014 by 31 March 2022.
- Provide funding and monitors use of allocated funds to promote employment in:
 - Supported Employment Factories to increase employment levels of Persons with Disabilities
 - Non-governmental organisations employing Persons with Disabilities subsidies

- The Public sector through re-imbursing to the Compensation Fund for administration of public sector medical claims
- The private and public sector productivity promotion and Turn Around Solutions initiated by Productivity South Africa
- The public sector through re-imbursing of UIF Claims that were payable to the public servants.

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 subprogrammes.

Employer Services registers work opportunities, facilitates the employment of foreign nationals where such skills do not exist in South Africa, 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 and learning opportunities, training and income-generating opportunities on the Employment Services of South Africa system, and facilitates access to employment and income-generating opportunities for the unemployed and underemployed.

Designated Groups Special Services facilitates the transfer of subsidies to national organisations to promote the employment of Persons with Disabilities.

Supported Employment Enterprises transfers promote supported employment for persons with long-term physical, mental or sensory impairment disabilities

Productivity South Africa transfers funds to Productivity South Africa, which promotes workplace productivity, competitiveness and social plan interventions.

Unemployment Insurance Fund provides for the possible future funding of the Unemployment Insurance Fund.

Compensation Fund provides for costs incurred through claims from civil servants for injuries sustained on duty or occupation-related illnesses and diseases, and provides for the funding of claims from the Compensation Fund.

Training of Staff: Public Employment Services defrays all expenditure relating to staff training in the programme to easily identify this expenditure for reporting purposes.

7.3.1 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

DEL Outcome	Outputs	Output Indicators	Audited/Actual Performance					Annual Targets			
			2017/18		2018/19		2019/20		Estimated Performance	MTEF Period	
			2017/18		2018/19		2019/20		2020/21	2021/22	2022/23
MTSF OUTCOME: More decent jobs created and sustained, with youth, women and persons with disabilities prioritised											
Contribute to decent employment creation	1. Work seekers registered	1.1 Number of work-seekers registered on Employment Services of South Africa per year	890 523	888 553	929 770	750 000	800 000	850 000	900 000		
	2. Work and learning opportunities registered	2.1 Number of employment opportunities registered on the Employment Services South Africa per year	109 917	142 804	153 973	50 000	100 000	105 000	110 000		
	3. Employment counselling provided	3.1 Number of registered work-seekers provided with employment counselling per year	193 573	240 675	264 044	220 000	230 000	240 000	250 000		
	4. Work seekers placed in work and learning opportunities	4.1 Number of registered employment opportunities filled by registered work seekers per year	21 076	49 968	62 213	15 000	50 000	55 000	60 000		
	5. Partnerships agreements concluded	5.1 Number of partnerships agreements concluded with various stakeholders per year	n/a	n/a	New	15	20	22	24		
	6. National Employment Policy developed and approved	6.1 Number of policies developed and approved per year		n/a	New	0	1	1	1		

7.3.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicator	Annual Target	Q1	Q2	Q3	Q4	
1.1 Number of work-seekers registered on Employment Services of South Africa per year	800 000		184 000	200 000	184 000	232 000
2.1 Number of employment opportunities	100 000		25 000	50 000	75 000	100 000

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
registered on the Employment Services South Africa per year					
3.1 Number of registered work-seekers provided with employment counselling per year	230 000		55 200	119 600	170 200
4.1 Number of registered employment opportunities filled by registered work seekers per year	50 000		12 500	25 000	37 500
5.1 Number of partnerships agreements concluded with various stakeholders per year	20		5	10	15
6.1 Number of policies developed and approved per year.	1		0	0	0
					1

7.3.3 PROGRAMME 3: PUBLIC EMPLOYMENT SERVICES ANNUAL TARGETS FOR 2021/2022 PER PROVINCE

Output Indicators Annual targets and Provincial Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.1 Number of work-seekers registered on Employment Services of South Africa per year	800 000	184 000	200 640	185 280	230 080
		EC 96 000 FS 56 000 GP 208 000 KZN 136 000 LP 56 000 MP 64 000 NC 32 000 NW 48 000 WC 104 000 TOTAL 800 000	EC 24 000 FS 14 000 GP 52 000 KZN 34 000 LP 14 000 MP 16 000 NC 8 640 NW 12 000 WC 26 000 TOTAL 200 640	EC 22 080 FS 12 880 GP 47 840 KZN 31 280 LP 12 880 MP 14 720 NC 7 360 NW 11 040 WC 23 920 TOTAL 184 000	EC 22 080 FS 12 880 GP 47 840 KZN 31 280 LP 12 880 MP 14 720 NC 8 640 NW 11 040 WC 23 920 TOTAL 185 280
2.1 Number of employment opportunities registered on	100 000	25 000	50 000	75 000	100 000
		EC 27 840 FS 16 240 GP 60 320 KZN 39 440 LP 16 240 MP 18 560 NC 7 360 NW 13 920 WC 30 160 TOTAL 230 080			

Output Indicator the Employment Services South Africa per year	Annual Target		Q1		Q2		Q3		Q4	
	EC	TOTAL	EC	TOTAL	EC	TOTAL	EC	TOTAL	EC	TOTAL
	13 682	100 000	3 421	25 000	6 841	50 000	10 262	75 000	13 682	100 000
	7 896		1 974		3 948		5 922		7 896	
	19 158		4 790		9 579		14 369		19 158	
	15 790		3 948		7 895		11 843		15 790	
	10 526		2 632		5 263		7 895		10 526	
	8 422		2 106		4 211		6 317		8 422	
	6 106		1 527		3 053		4 580		6 106	
	6 842		1 711		3 421		5 132		6 842	
	11 578		2 891		5 789		8 680		11 578	
	100 000		25 000		50 000		75 000		100 000	
3.1 Number of registered work-seekers provided with employment counselling per year	230 000		55 200		119 600		170 200		230 000	
	29 206		7 009		15 187		21 612		29 206	
	20 080		4 819		10 442		14 860		20 080	
	47 460		11 390		24 679		35 120		47 460	
	29 206		7 009		15 187		21 612		29 206	
	23 730		5 695		12 340		17 560		23 730	
	27 381		6 571		14 238		20 262		27 381	
	12 778		3 067		6 645		9 456		12 778	
	18 254		4 381		9 492		13 508		18 254	
	21 905		5 259		11 390		16 210		21 905	
	230 000		55 200		119 600		170 200		230 000	
4.1 Number of registered employment opportunities filled by registered work seekers per year	50 000		12 500		25 000		37 500		50 000	
	6 842		1 710		3 421		5 132		6 842	

Output Indicator	Annual Target		Q1		Q2		Q3		Q4	
	FS	3 947	FS	987	FS	1 974	FS	2 961	FS	3 947
	GP	9 579	GP	2 395	GP	4 789	GP	7 184	GP	9 579
	KZN	7 895	KZN	1 974	KZN	3 947	KZN	5 921	KZN	7 895
	LP	5 263	LP	1 316	LP	2 632	LP	3 947	LP	5 263
	MP	4 211	MP	1 053	MP	2 105	MP	3 158	MP	4 211
	NC	3 053	NC	763	NC	1 526	NC	2 289	NC	3 053
	NW	3 421	NW	855	NW	1 711	NW	2 566	NW	3 421
	WC	5 789	WC	1 447	WC	2 895	WC	4 342	WC	5 789
	TOTAL	50 000	TOTAL	12 500	TOTAL	25 000	TOTAL	37 500	TOTAL	50 000

7.3.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Public Employment Services derives its mandate from:

- Employment Services Act 4 of 2014
- Applicable provisions that remain in the Skills Development Act 14 of 1998 and
- Applicable provisions of the Immigration Act 2002

a) The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, youth and Persons with Disabilities.

PES contributes to the department's mandate by providing assistance to companies and workers to adjust to changing labour market conditions, and to regulate private employment agencies.

Branch activities and outputs are focused on increased placement of work seekers to work and learning opportunities.

b) Explanation of planned performance in relation to outputs must be discussed within budget programmes, the rationale for the choice of the outcome indicators relevant to the respective outcomes

Increased placement of work seekers to work and learning opportunities will be achieved through the outcome indicators outlined below:

- (i) Number of work seekers registered on Employment Services of South Africa per year
- (ii) Number of work and learning opportunities registered
- (iii) Number of work seekers provided with employment counselling
- (iv) Number of work seekers placed in work and learning opportunities
- (v) Number of partnership agreements concluded with various stakeholders
- (vi) Number of policies developed and approved.

The proposed allocation for the Branch to implement its Programmes have been reduced to, R610.157m, R618.939m and R621.554m over the medium-term. These figures are subject to confirmation through the ENE Allocation letter.

c) Explanation of the outputs contribution to the achievement of the outcomes

All outputs identified by the Branch contribute to improvement of work-seekers' work readiness and placement.

The rationale for the choice of the outcome indicators relevant to the respective outcomes

The outcomes will assist many work-seekers, to register themselves as work-seekers on the national register of the employed, and receive job preparation support, including counselling, psychometric assessment and job preparation.

Explanation of enablers to achieve targets

Sufficient budget to enable the establishment of employment centres and provision of equipment is required.

Explanation of the outcomes contribution to the achievement of the impact

The achievement of the outcome indicators will have the impact of improved placement of work-seekers into learning opportunities and permanent jobs.

7.3.5 PROGRAMME RESOURCE CONSIDERATIONS

Table: Budget Allocation for programme and subprogrammes

Programme	Audited outcomes				Voted (Main Appropriation)	Revised Estimate	Medium Term Expenditure Estimate					
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24			
R-thousand												
Management and Support Services: PES	42 545	48 058	49 645	58 166	49 566	52 934	53 566	53 938				
Employer Services	76 833	89 458	102 425	132 771	106 486	111 468	111 810	111 876				
Work-Seeker Services	130 559	156 640	174 778	193 206	174 326	179 939	180 401	180 461				
Designated Groups Special Services	12 221	10 125	19 255	22 709	22 709	24 245	25 014	25 156				
Supported Employment Enterprises and Subsidies to Designated Workshops	145 995	142 175	154 028	160 348	160 348	162 266	166 486	167 160				
Productivity South Africa	60 064	78 361	63 710	57 069	56 309	59 853	61 698	62 921				
Unemployment Insurance Fund	-	-	-	1	1	1	1	1				
Compensation Fund	15 917	16 123	40 107	17 805	17 805	18 040	18 514	18 586				
Training of Staff: PES	1 409	1 877	1 682	1 392	1 114	1 411	1 449	1 455				
Total	485 543	542 817	605 630	643 467	588 664	610 157	618 939	621 554				
Economic Classification												
Current Payments	253 968	296 994	331 257	386 128	334 512	348 859	348 817	349 132				
Compensation of Employees	220 393	255 780	283 857	350 079	306 294	306 482	306 806	306 953				
Goods and Services	33 575	41 214	47 400	36 049	28 218	42 377	42 011	42 179				
Of which:												
Advertising	676	1 841	1 673	670	570	759	783	786				
Communication	4 088	4 156	4 755	3 689	3 489	4 160	4 282	4 300				
Computer Services	45	60	2 700	2 700	2 700	2 899	3 204	3 217				
Consultants and Professional Services: Business and advisory services	108	195	176	500	3 400	2 537	593	596				
Fleet Services	4 023	2 209	2 252	1 198	-	1 367	1 400	1 405				
Consumables: Stationery, printing and office supplies	1 246	2 556	1 998	1 732	1 216	1 960	2 026	2 034				
Operating Leases	416	356	305	998	478	1 124	1 172	1 176				
Property Payments	5 922	6 399	8 406	6 275	6 165	7 175	7 340	7 369				
Travel and Subsistence	10 822	13 743	15 448	8 753	4 239	9 850	10 206	10 247				
Other Goods and Services	6 229	9 699	9 687	9 534	5 961	10 546	11 005	11 049				
Interest and rent on land												
Transfers and Subsidies	230 845	241 808	273 041	250 686	250 176	257 266	264 417	266 466				
Provinces and municipalities	8											
Departmental agencies and accounts	75 981	94 461	103 817	74 875	74 115	77 894	80 213	81 508				
Non-profit institutions	153 528	146 904	168 178	175 758	175 758	179 318	184 148	184 901				
Households	1 328	443	1 046	53	303	54	56	57				
Payments for capital assets	730	4 015	1 332	6 653	3 976	4 032	5 705	5 956				
Buildings and other fixed structures												
Machinery and equipment	730	4 015	1 332	6 653	3 976	4 032	5 705	5 956				

Programme	Audited outcomes			Voted (Main Appropriation)	Revised Estimate	Medium Term Expenditure Estimate		
	2017/18	2018/19	2019/20			2021/22	2022/23	2023/24
R-thousand								
Software and other intangible assets								
Payments for financial assets								
Total	485 543	542 817	605 630	643 467	588 664	610 157	618 939	621 554

Narrative: Explanation of the contribution of resources towards achievement of outputs.

Public Employment Services will continue to provide employment counselling, subsidize workshops providing and facilitating employment for people with disabilities, provide recruitment and selection for employers through psychometric assessment tools, table ES regulations and develop framework for employment schemes through the guidance of the Employment Services Board. The Branch will consolidate its work on additional access points to support work seekers, through self-help kiosks and public employment service mobile units to provide services in remote areas. Originally planned Employment Centres will be turned to mobile units, with relevant life skills and work readiness programmes to assist young people to respond to future scarce and critical skills, the 4th Industrial Revolution, and rural economies etc.

The department also plans to regulate employment services provided by agencies outside of the public administration and categories of employment in which new vacancies/positions and employment opportunities may be reported in terms of the employment services act. Providing more employment counsellors to enhance work seekers employability to enter the labour market is essential, and is the backbone of most modern public employment services. Employment counselling will be provided to 230 000 registered work seekers in 2021-22.

The placement of work seekers has been hindered by a number of obstacles including; Covid-19, the lack of adequate tools to track referred work seekers, the time it takes employers to provide feedback on referrals by the department, the skills mismatch, i.e. work seekers' skills not meeting requirements demanded by employers. Over the MTEF period, the department will implement recommendations to address the root causes of low placement challenges, including facilitating life skill activities and enhancing work seekers readiness for employment to make them more attractive to potential employers. The Branch aims to significantly increase placement of work seekers to work and learning opportunities, over the medium term. The department will also be registering private employment agencies, facilitating the employment of foreign nationals where the required skills are not available in South Africa. In spite of Budgetary reductions, as indicated earlier, the Branch will try to leverage the resources it has, and "do more with less", with an allocation of R1.9 billion over the medium term.

7.3.6 KEY RISKS

Outcome	Key Risk	Risk Mitigation
Work seekers placed in work and learning opportunities	Insufficient placement of registered work-seekers in registered opportunities	<ul style="list-style-type: none"> • Collaboration with the Presidency Programme Management Office, UIF, other departments and entities, the private sector and NGOs in providing a range of work seeker services • Further developments on ESSA Online Services • Establishment of Youth Centres and roll-out of 24 PES Mobile units • Conclusion of strategic partnerships agreements with employers and institutions to use ESSA for recruitment • Development and implementation of National Employment Policy (sub-themes and amendments to Employment services legislation) • Provision of funding to entities assisting PES in employment promotion (SEE, Productivity SA, CF, NGOs, UIF)

7.4 PROGRAMME 4: LABOUR POLICY AND INDUSTRIAL RELATIONS

Purpose: Facilitate the establishment of an equitable and sound labour relations environment, support institutions that promote social dialogue; promote South Africa's interests in international labour matters, conduct research, analysis and evaluation of labour policy and provide statistical data on the labour market.

Objectives

- Improve employment equity implementation and compliance monitoring mechanisms in the labour market by:
 - publicising the 2020/2021 employment equity annual report and public register by 30 June 2021; and
 - developing the 2021/2022 employment equity annual report and public register by 31 March 2022
- Extend protection to vulnerable workers by publishing national minimum wages for all sectors
- Promote sound labour relations and centralised collective bargaining through the extension of collective agreements and registration of qualifying labour organisations by 31 March 2022
- Monitor and evaluate the impact of labour legislation to promote an evidence-based labour policy framework through the production of research and labour market trend reports by 31 March 2022.

Subprogrammes

- *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 subprogrammes

- *Strengthen Civil Society* transfers funds to various civil society organisations that protect vulnerable workers by providing resources, support and expertise to improve the independence and self-reliance of workers, in order to contribute to a stable and well-functioning labour market
- *Collective Bargaining* manages the implementation of the Labour Relations Act (1995) through policies and practices that promote sound labour relations by: registering labour organisations and deregistering those that are noncompliant, publishing and extending collective agreements; supporting and advancing participation in collective bargaining structures, and participating in relevant National Economic Development and Labour Council activities
- *Employment Equity* promotes equity in the labour market through the elimination of unfair discrimination and the promotion of equitable representation in the workplace through the development and promotion of employment equity policy instruments as mandated by the Employment Equity Act, 1998 as amended
- *Employment Standards* protects vulnerable workers in the labour market by administering the Basic Conditions of Employment Act (1997)
- *Commission for Conciliation, Mediation and Arbitration* transfers funds 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* monitors and evaluates the impact of labour legislation and policies that affect the South African labour market
- *Labour Market Information and Statistics* collects, collates, analyses and disseminates internal and external labour market statistics regarding changes in the South African labour market as a result of the implementation of labour legislation
- *International Labour Matters* contributes to global policy formulation and facilitates compliance with international obligations through multilateral and bilateral relations
- *National Economic Development and Labour Council* transfers funds to the National Economic Development and Labour Council, which promotes economic growth, participation in economic decision making and social equity through social dialogue.

7.4.1 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

DEL Outcome	Outputs	Output Indicators	Audited/Actual Performance				Annual Targets			
			2017/18	2018/19	2019/20	2020/21	Estimated Performance	MTEF Period		
MTSF OUTCOME: Equal opportunities, inclusion and redress										
<ul style="list-style-type: none"> Promote Equity in the Labour Market Protect vulnerable workers 	1. Amend the Employment Equity Act to enable the regulation of Sector EE Targets by 2023	1.1 Amendments to the Employment Equity Act promulgated and implemented per annum	N/a	N/a	New	EEA amendments tabled in Parliament by 31 March 2021	EEA amendments finalised by 31 March 2022	EEA amendments implemented by 31 March 2023	EEA amendments implemented through EE Certificate of Compliance by 31 March 2024	
	2. A number of policy instruments developed and promoted to enhance the implementation of EEA per annum	2.1 Annual EE Report and Public Register published per annum	Only the 2016-2017 Annual Employment Equity Report was published in May 2017	2017-2018 Annual Employment Equity Report and Public Register published by 30 June 2018	2018-2019 Annual Employment Equity Report and Public Register published by 30 June 2019	2019-2020 Annual Employment Equity Report and Public Register published by 30 September 2020	2020-2021 Annual Employment Equity Report and Public Register published by 30 June 2021	2021-2022 Annual Employment Equity Report and Public Register published by 30 June 2022	2022-2023 Annual Employment Equity Report and Public Register published by 30 June 2023	2022-2023 Annual Employment Equity Report and Public Register published by 30 June 2023
		2.2 Annual EE Report and Public Register developed per annum	2017-2018 Annual Employment Equity Report and Public Register developed	2018-2019 Annual Employment Equity Report and Public Register developed by 31 March 2019	2019-2020 Annual Employment Equity Report and Public Register developed by 26 March 2020	2020-2021 Annual Employment Equity Report and Public Register developed by 31 March 2021	2021-2022 Annual Employment Equity Report and Public Register developed by 31 March 2022	2022-2023 Annual Employment Equity Report and Public Register developed by 31 March 2023	2023-2024 Annual Employment Equity Report and Public Register developed by 31 March 2024	2023-2024 Annual Employment Equity Report and Public Register developed by 31 March 2024
		2.3 Income differential data collection tool (EEA4 form) for designated employers developed per annum			Income differential data collection tool (EEA4 form) for designated employers developed by 31 March 2020	N/a	N/a	Income differential data collection tool (EEA4 form) for designated employers developed and implemented by 2022	N/a	

<p>MTSF OUTCOME: A Better South Africa</p> <p>Strengthen multilateral and bilateral relations</p>	<p>5. Labour organisations' applications for registration approved or refused within 90 working days of receipt per annum</p>	<p>5.1 Percentage of labour organisations' applications for registration approved or refused within 90 working days of receipt per annum</p>	<p>98% of labour organization applications approved or refused within 90 days of receipt by end of March 2018</p>	<p>calendar days of receipt = 20%</p> <p>100% 133 (One hundred and thirty-three) applications received</p> <p>114 (One hundred and fourteen) refused within 90 calendar days of receipt</p> <p>19 (Nineteen) approved within 90 calendar days of receipt</p>	<p>99% of labour organisations for registration approved or refused within 90 calendar days of receipt</p> <p>145 (One hundred and forty-five) application received</p> <p>130 (One hundred and thirty) refused within 90 calendar days of receipt</p> <p>14 (Fourteen) approved within 90 calendar days of receipt</p> <p>1 (One) approved outside 90 calendar days of receipt</p>	<p>100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 March 2021</p>	<p>100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 March 2022</p>	<p>100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 March 2023</p>	<p>100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 March 2024</p>	<p>6. Number of progress reports on bilateral cooperation and multilateral obligations submitted to the minister annually</p>	<p>6.1 Progress reports on bilateral cooperation and multilateral obligations submitted to the minister annually</p>	<p>Mid-term implementation report by 30 September 2017</p> <p>1 Annual implementation report by 31 March 2018</p>	<p>2017/18 1 Annual implementation report signed off by the Minister on 30 April 2018</p> <p>1 Mid-term implementation report signed off by the</p>	<p>2 Reports on the implementation of bilateral cooperation and multilateral obligations signed off by the Minister</p>	<p>2 Reports on the implementation of bilateral cooperation and multilateral obligations signed off by the Minister annually</p>	<p>2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister annually</p>	<p>2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister annually</p>	<p>2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister annually</p>	<p>2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister annually</p> <ul style="list-style-type: none"> • 1 Annual implementation report
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<p>MTSF OUTCOME More decent jobs created and sustained, with youth, women and persons with disabilities prioritised</p> <p>DEL OUTCOME: Monitor the impact of legislation</p>	<p>7. Analyse and report on the labour market trends annually</p>	<p>7.1 Number of labour market trend reports produced per annum</p>	<p>2 Annual Labour market trend reports produced by 30 March 2018. These include: Annual Industrial Action report and Annual Administrative Statistics 2017 2 Annual Labour market trend reports produced by 30 June 2017. These include: Job Opportunity and Unemployment in the South African labour market and Annual Labour Market Bulletin 2016/17</p>	<p>Minister by 31 October 2018</p>	<p>All (4) four annual labour market trend reports were produced: (2) Two Annual Labour Market trend reports were produced and submitted to the CD: LMP These reports include Annual Labour Market Bulletin and Job Opportunity and Unemployment in the South African labour market for 2018/19 (2) Two Annual Labour Market trend reports were produced and submitted before 30 March 2020 to the CD: LMP. These reports include Annual Administrative</p>	<p>1 Mid - term implementation report submitted to the Minister by 31 October 2020 for sign-off</p>	<p>1 Mid - term implementation report submitted to the Minister by 31 October 2021 for sign-off</p>	<p>1 Mid - term implementation report submitted to the Minister by 31 October 2022 for sign-off</p>	<p>1 Mid - term implementation report submitted to the Minister by 31 October 2023 for sign-off</p>
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							report 2019 and Annual Industrial Action Report 2019					
					4 final literature review reports by 30 March 2018	4 Research Reports produced	Only 4 evaluation packs out of 5 were finalized and submitted to SCM in preparation for panel meeting that is aimed at taking decision for recommendation of two service providers to DBA	Number of service providers to conduct research identified and submitted to DBAC by 31 March 2021	2 Research reports and two data collection instruments in line with RME Agenda produced by 31 March 2022	3 Research service providers to conduct research identified and submitted to DBAC by 31 March 2023	3 Research reports in line with RME Agenda produced by 31 March 2024	
8.	Research reports developed on the impact of labour legislation to the labour market	8.1 Number of Research reports on the impact of labour legislation to the labour market produced per annum	4 final literature review reports by 30 March 2018	4 Research Reports produced								

7.4.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
1.1 Amendments to the Employment Equity Act promulgated and implemented per annum	EEA amendments finalised by 31 March 2022				EEA amendments finalised by 31 March 2022
2.1 Annual EE Report and Public Register published per annum	2020-2021 Annual Employment Equity Report and Public Register published by 30 June 2021	2020-2021 Annual Employment Equity Report and Public Register published by 30 June 2021			
2.2 Annual EE report and Public Register developed per annum	2021-2022 Annual Employment Equity Report and Public Register developed by 31 March 2022				2021-2022 Annual Employment Equity Report and Public Register developed by 31 March 2022
2.3 Income differential data collection tool (EEA4 form) for designated employers developed per annum	No target for the year				
2.4 Law and policy interventions developed to protect specific groups of workers who are particularly	Code of good practice on elimination of harassment and violence in the world of work published by 31 March				Code of good practice on elimination of harassment and violence in the world of work published by 31 March

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
vulnerable to specific forms of gender-based violence per annum	2022				2022
3.1 Review of the National Minimum Wage level per annum	Review of the National Minimum Wage level by 31 March 2022			NMW investigation report published by 31 October 2021	NMW reviewed and published to reflect new minimum wage rates by 31 March 2022
4.1 Percentage of collective agreements assessed and verified within 180 working days of receipt per annum	100% of collective agreements assessed and verified within 180 working days of receipt by 31 March 2022	100% of collective agreements assessed and verified within 180 working days of receipt by 30 June 2021	100% of collective agreements assessed and verified within 180 working days of receipt by 30 September 2021	100% of collective agreements assessed and verified within 180 working days of receipt by 31 December 2021	100% of collective agreements assessed and verified within 180 working days of receipt by 31 March 2022
5.1 Percentage of labour organisations' applications for registration approved or refused within 90 working days of receipt per annum	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 March 2022	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 30 June 2021	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 30 September 2021	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 December 2021	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 March 2022
6.1 Progress reports on bilateral cooperation and multilateral obligations submitted to the minister annually	2 Reports on the implementation of bilateral cooperation and multilateral obligations signed off by the Minister annually	1 Annual implementation report submitted to the Minister for sign-off by 30 April 2021		1 Mid-term implementation report submitted to the Minister by 31 October 2021 for sign-off	
7.1 Number of annual labour market trend reports produced on the impact of labour legislation per annum	4 Annual labour market trend reports produced	Two Annual Labour Market trend reports were produced by the end of June 2021			(2) Two Annual Labour Market trend reports were produced by end of March 2022
8.1 Number of Research reports on the impact of labour legislation to the labour market produced per annum	2 Research reports and 2 data collection instruments in line with RME Agenda produced by 31 March 2022	Data collection instruments for two research reports piloted by 30 June 2021 First draft Literature review reports developed by 30 June 2021	50% of data collection for 2 research projects completed by 30 September 2021 Literature review reports finalized by 30 September 2021	Data collection completed for 2 research reports by 31 December 2021 Draft data collection instruments for 2 research reports developed by 30 December 2021	2 Final research reports completed by 31 March 2022 2 data collection instruments completed by 31 March 2022

7.4.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Outputs contribute positively to Priority 2: Economic transformation and job creation by ensuring that policy environment supported through policy instruments developed and promoted to enhance the implementation of the EEA. Outputs contribute positively to priority 6 Social cohesion and safer communities by promoting sound labour relations through extension of collective agreements and registration of labour organisation. Research conducted over the medium term is aimed at assessing policies and programmes made to ensure that South Africa create and sustain decent jobs for its citizens. The results of the research will be used in amending policies and programme outlined in the department's strategic plan and even creating new ones as guided by research evidence.

Outputs will be implemented within the allocated planned budget for the programme. No additional budget will be required. Outputs are aligned with the allocated budget for the programme. No additional resources will be required to achieve them.

Research reports will provide findings that would be used to review legislation, policies and programmes aimed at reducing unemployment and creating and sustaining decent employment similarly, best practice derived from bilateral and multilateral engagements inform the policy decisions that assist in the improvement of our labour markets. Outputs will create a workplace environment that is fair, just and inclusive workforce that embraces diversity. Outputs will moderate workplace conflict and contribute to orderly collective bargaining in the labour market.

7.4.4 PROGRAMME RESOURCE CONSIDERATIONS

Table: Budget Allocation for programme and subprogrammes

Programme	Audited outcomes				Voted (Main Appropriation)	Revised Estimate	Medium Term Expenditure Estimate		
	2017/18	2018/19	2019/20	2020/21			2021/22	2022/23	2023/24
R-thousand									
Management and Support Services: LP&IR	14 848	22 845	16 171	18 127	14 123	17 232	17 454	17 469	
Strengthen Civil Society	19 823	20 973	22 147	23 365	20 365	24 122	24 760	24 854	
Collective Bargaining	14 211	15 066	16 137	17 696	17 082	17 088	17 298	17 308	
Employment Equity	12 562	12 370	11 803	15 021	9 249	14 316	14 607	14 628	
Employment Standards	12 143	11 704	6 826	29 046	17 920	23 082	23 177	23 224	
Commission for Conciliation, Mediation and Arbitration	864 090	963 066	976 810	1 025 990	935 810	991 984	1 007 293	1 011 163	
Research, Policy and Planning	6 416	8 052	6 478	12 268	10 895	12 236	12 554	12 581	
Labour Market Information and Statistics	43 089	43 061	43 494	50 769	43 394	48 311	48 759	48 784	
International Labour Matters	42 619	46 629	37 974	51 341	46 062	50 424	51 618	51 770	
National Economic Development and Labour Council	39 833	45 980	40 741	62 114	55 478	59 093	58 884	59 110	
Total	1 069 634	1 189 746	1 178 581	1 305 737	1 170 378	1 257 888	1 276 404	1 280 891	
Economic Classification									
Current Payments	125 283	138 288	121 040	165 990	130 192	153 335	156 057	156 236	
Compensation of Employees	89 890	94 267	96 914	117 498	97 711	104 947	105 674	105 674	
Goods and Services	35 393	44 021	24 126	48 492	32 481	48 388	50 383	50 562	
Of which:									
Advertising	3 531	8 827	607	8 401	10 830	5 846	6 087	6 109	
Communication	2 151	1 015	1 008	1 889	1 771	1 314	1 370	1 374	
Computer Services	694	899	178	1 557	854	1 101	1 147	1 150	
Consultants and Professional Services:	2 118	2 812	1 549	7 648	5 630	9 226	9 607	9 640	
Business and advisory services									
Fleet Services	209	179	287	221	191	213	220	221	
Consumables: Stationery, printing and office supplies	2 946	4 157	3 070	5 017	3 899	5 016	5 223	5 240	
Operating Leases	2 135	1 943	2 036	2 247	1 683	2 463	2 563	2 572	
Property Payments	1 190	903	1 087	1 185	1 203	1 549	1 612	1 619	
Travel and Subsistence	10 876	15 640	9 597	11 832	4 443	12 181	12 686	12 731	
Other Goods and Services	9 543	7 646	4 707	8 495	1 977	9 479	9 868	9 906	
Interest and rent on land									
Transfers and Subsidies	944 250	1 051 291	1 057 506	1 139 620	1 039 748	1 103 724	1 120 211	1 124 514	

Programme	Audited outcomes			Voted (Main Appropriation)	Revised Estimate	Medium Term Expenditure Estimate		
	2017/18	2018/19	2019/20			2021/22	2022/23	2023/24
R-thousand								
Provinces and municipalities								
Departmental agencies and accounts	903 923	1 009 046	1 017 551	1 088 104	991 288	1 051 077	1 066 177	1 070 273
Foreign governments and international organisations	19 974	20 278	17 585	28 095	28 095	28 467	29 214	29 327
Non-profit institutions	19 823	20 973	22 147	23 421	20 365	24 180	24 820	24 914
Households	530	994	223					
Payments for capital assets	101	167	35	127	438	829	136	141
Buildings and other fixed structures								
Machinery and equipment	101	167	35	127	438	829	136	141
Software and other intangible assets								
Payments for financial assets								
Total	1 069 634	1 189 746	1 178 581	1 305 737	1 170 378	1 257 888	1 276 404	1 280 891

Narrative: Explanation of the contribution of resources towards achievement of outputs

The Labour Policy and Industrial Relations branch will focus on the annual review of the National Minimum Wage (NMW). This policy outcome requires the development of monitoring mechanisms in order to give credibility to NMW impact on the economy, collective bargaining, reduction of income differentials as well as the proposed adjustment of the NMW. Those sectors currently pegged below the national minimum wage, will need to be adjusted to equal the national minimum wage by March 2022/23.

7.4.5 KEY RISKS

Outcome	Key Risk	Risk Mitigation
Promote sound labour relation	Insufficient Labour market research conducted in terms of monitoring the impact of legislation	<ul style="list-style-type: none"> Developing a Monitoring and Evaluation agenda which lists a number of research topics that would be outsourced and conducted over a period of 24 months Limit number of research that requiring tender procurement and increase procurement through RFQ Procure an online survey tool to facilitate more research conducted internally by departmental staff

8. PUBLIC ENTITIES

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
Unemployment Insurance Fund (UIF)	The Unemployment Insurance Fund 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	<p>More decent jobs created and sustained, with youth, women and persons with disabilities prioritised</p> <p>Expanded access to PSET opportunities</p> <p>Comprehensive social security system</p>	1
Compensation Fund (CF)	The Compensation Fund's main objective is to provide compensation for disability, illness and death resulting from occupational injuries and diseases	<p>More decent jobs created and sustained, with youth, women and persons with disabilities prioritised</p> <p>Comprehensive social security system</p>	18 040
Productivity South Africa (Productivity SA)	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	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	59 853
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	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	991 984
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	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	59 093

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
	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		
Supported Employment Enterprises (SEE)	The SEE is established in terms of the Employment Services Act to provide employment for people with special disabilities in the various factories across provinces that manufacture wood, linen and steel products	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	155 073

9. INFRASTRUCTURE PROJECTS

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure
1	Construction	Administration	Construction of Labour Centres: Ulundi	New infrastructure	4 Sep 2019	June 2021	30 000 000	16 544
			Prospecton	Renovations	19 Nov 2019	Nov 2022	0	0

10. PUBLIC PRIVATE PARTNERSHIPS

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
None				

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

Indicator Title	Title of the indicator verbatim from the Programme plan
Definition	<ul style="list-style-type: none"> The meaning of the indicator The explanation of technical terms used in the indicator
Source of data	<ul style="list-style-type: none"> Where the information is collected from
Method of Calculation /Assessment	<ul style="list-style-type: none"> How the performance is calculated (quantitative) How the performance is assessed (qualitative)
Means of verification	<ul style="list-style-type: none"> The portfolio of evidence required to verify the validity of data
Assumptions	Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women Target for Youth Target for Persons with Disabilities
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Contribution to spatial transformation priorities Description of spatial impact
Calculation Type	<ul style="list-style-type: none"> Cumulative (Year- End) Cumulative (Year-to-Date) Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly Bi-Annual or Annual
Desired performance	<ul style="list-style-type: none"> Information about whether actual performance that is higher or lower than the targeted performance is desirable
Indicator Responsibility	Who is responsible for managing or reporting on the indicator

PROGRAMME 1: ADMINISTRATION

Indicator Title	1.1 Vacant funded posts maintained at 3% or less every quarter
Definition	Vacancy rate maintained at 3% on the approved establishment of DEL voted funds
Source of data	Establishment report and vacancy report from Head Office, Provinces, and Funds for consolidation at DEL Head Office
Method of Calculation /Assessment	<ul style="list-style-type: none"> Count the number of vacant funded posts against the total establishment Number of funded vacancies divided by Total DEL establishment multiplied by 100 to get the percentage of funded vacant posts
Means of verification	Establishment report from Persal and vacancy report from the Provinces, Funds and HO consolidation by the HO
Assumptions	<ul style="list-style-type: none"> All vacant posts are funded Adherence to the Standard Operating Procedure on Recruitment and Selection Availability of required skills in the labour market
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Women Youth Persons with Disabilities These groups will benefit and statistics will be reported
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly and annually
Desired performance	All vacant funded posts to be filled and maintain vacancy rate at 3% or less
Indicator Responsibility	Deputy Director-General: Corporate Services

Indicator Title	2.1 % of SMS positions occupied by Women
Definition	<ul style="list-style-type: none"> The percentage of women against percentage of men employed on SMS positions
Source of data	<ul style="list-style-type: none"> The Persal system report on gender statistics
Method of Calculation /Assessment	<ul style="list-style-type: none"> Total number of women on SMS positions divide by the total SMS positions expressed in percentage (Number of women on SMS /Total SMS positions) * 100.
Means of verification	<ul style="list-style-type: none"> The EE Report from Persal
Assumptions	Availability of persal reports
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Women
Spatial Transformation (where applicable)	Throughout the geographical spread of the department
Calculation Type	Quantitative
Reporting Cycle	<ul style="list-style-type: none"> Every 6 months Bi-Annual
Desired performance	<ul style="list-style-type: none"> To have 45% of SMS positions occupied by Women
Indicator Responsibility	Deputy Director General : Corporate Services

Indicator Title	3.1 Percentage increase of system availability
Definition	ICT system is essential for service delivery as all services are computerised. If the ICT services are down clients cannot be served
Source of data	ICT service management reports that determine the downtime or time lost due to a fault in the ICT services or due to electricity problems
Method of Calculation /Assessment	Add the reported downtimes together (accumulative)/divided by total number of workhours per quarter multiply by a hundred to determine the percentage downtime
Means of verification	Down time reports
Assumptions	SITA services are 98% available, Electrical Power downtimes are below 2% and there is no disaster
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Women • Youth • Persons with Disabilities • These groups will benefit although not specifically reported in the statistics
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Throughout South Africa
Calculation type	Cumulative
Reporting Cycle	Quarterly and annually
Desired performance	Systems should be working 98% of the office operating hours
Indicator Responsibility	Deputy Director General: Corporate Services

Indicator Title	4.1 Ensure functionality of ethics structures and adequate capacity
Definition	Ethics programme with rules that define moral conduct in public administration in accordance with the Public Service regulations, 2016
Source of data	Approved Ethics Strategy Approved Ethics Management Plan
Method of Calculation /Assessment	Compare progress reports vs the approved plan
Means of verification	Ethics plans and progress reports
Assumptions	Officials have knowledge of the Public Service Regulations, 2016 Every official committed to ethical behaviour
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Women • Youth • Persons with Disabilities <p>All though the identified groups would benefit, we would not be able to disaggregate at this stage</p>
Spatial Transformation (where applicable)	Not available at this stage
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly and Annual
Desired performance	Roll-out of the Ethics Management Plan
Indicator Responsibility	Deputy Director General: Corporative Services; Director: Risk

Indicator Title	4.2 Percentage resolution of reported incidents of corruption in the Department
Definition	Misconduct is instances of unacceptable or improper behaviour by employees Resolution means that the disciplinary hearing and appeals process are finalised Criminal cases referred to external authorities are deemed to be finalised/resolved once referred and have an allocated case/reference number
Source of data	Misconduct and Risk/Ethics Case register per provincial and head office
Method of Calculation /Assessment	Cases resolved divided by number reported multiply by 100 to determine the percentage resolved (Only cases linked to voted funds are included - excluding cases from UIF, CF and SEE)
Means of verification	Statistical audits Case file audits
Assumptions	Valid cases reported
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Women • Youth • Persons with Disabilities <p>Final statistic information will be available in the annual report</p>
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly and Annual
Desired performance	93%
Indicator Responsibility	Deputy Director General: Corporative Services; Chief Director Human Resources Management; Director: Risk

Indicator Title	5.1 Number of Annual Financial Statements (AFS) and Interim Financial Statements (IFS) compiled per year that comply with guidelines issued by the National Treasury
Definition	Compilation and submission of the Interim and Annual Financial Statements to National Treasury (NT) and Auditor-General as well as the publication of the AFS in the Annual Report in order to achieve a unqualified audit

Source of data	Interim Financial Statements - Q1 in July, Q2 in October and Q3 in January Final Financial Report - May Templates from NT Letters to NT
Method of Calculation /Assessment	Due dates determined by National Treasury and compiled according to National Treasury prescripts (AFS guidelines and template)
Means of verification	<ul style="list-style-type: none"> Inputs received from stakeholders are verified using system generated reports and relevant source documents Primary and secondary Financial Statements together with Notes to the Financial Statements are verified against the Trial Balance, inputs and relevant supporting documents To verify the accuracy of the Trial balance, exceptions on IFS and AFS templates are checked and cleared to ensure that the Statement of Financial Position balances
Assumptions	<ul style="list-style-type: none"> The accounting month is timely and accurately closed on BAS Required inputs for preparation of IFS and AFS are timely and accurately received from stakeholders The IFS and AFS templates provided by National Treasury are accurate and free of errors
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Throughout South Africa
Calculation Type	Performance is cumulative - due to NT introducing new reporting requirements both quarterly and annually.
Reporting Cycle	Quarterly and Annually as prescribed by NT
Desired performance	1 AFS by 31 May and 3 IFS 30 days after each quarter
Indicator Responsibility	Chief Financial Officer

Indicator Title	6.1 Percentage reporting of all detected Irregular and/or Unauthorised expenditure cases per financial year, to the Accounting Officer
Definition	Reporting of all detected Irregular and/or Unauthorised expenditure cases
Source of data	Payments processed on transversal systems Register for irregular expenditure and actual payment documents Reports to the Accounting Officer
Method of Calculation /Assessment	<p>Cases recorded in the register reported monthly to the Accounting Officer 15 days after the month-end</p> <p>Count all the cases reported to the Accounting Officer Count all cases detected and reported in the register Formula for percentage= Cases reported/cases detected*100</p> <p>Reporting will be the percentage with the case numbers and R-value in brackets for example: 90% (9 of 10 cases to the value of R999)</p>
Means of verification	<ul style="list-style-type: none"> Identifying irregular expenditure (i.e. payments for unapproved goods/ services) that was captured on BAS for each month. Verifying the payment documentation to ascertain such expenditure. Identifying fruitless and wasteful expenditure incurred i.e. in respect of accidents and no shows, the invoices received from service providers. Cases identified by the Auditor-General.
Assumptions	<ul style="list-style-type: none"> Identified Irregular Expenditure (IE) and Fruitless & Wasteful Expenditure (FWE) cases per month are registered in both the IE & FWE Registers for each month. All IE and FWE cases are reported on a monthly basis to the Director-General. Non-Compliance letters are issued to responsible officials for their response in order to be referred to Employment Relations for an investigation. All investigated IE cases, in respect of Supply Chain Management expenditure, are submitted for condonation to National Treasury
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Throughout South Africa
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	100% reported to Accounting Officer
Indicator Responsibility	Chief Financial Officer

Indicator Title	7.1 Percentage reporting of all detected Fruitless and Wasteful Expenditure cases per financial year, to the Accounting Officer
Definition	Reporting of Fruitless and Wasteful Expenditure cases year-on-year.
Source of data	Payments processed on transversal systems Register for irregular expenditure and actual payment documents Reports to the Accounting Officer
Method of Calculation /Assessment	Cases recorded in the register reported monthly to the Accounting Officer 15 days after

	<p>the month-end</p> <p>Count all the cases reported to the Accounting Officer Count all cases detected and reported in the register Formula for percentage= Cases reported/cases detected*100</p> <p>Reporting will be the percentage with the case numbers and R-value in brackets for example: 90% (9 of 10 cases to the value of R999)</p>
Means of verification	<ul style="list-style-type: none"> Identifying irregular expenditure (i.e. payments for unapproved goods/ services) that were captured on BAS for each month. Verifying the payment documentation to ascertain such expenditure. Identifying fruitless and wasteful expenditure incurred i.e. in respect of accidents and no shows, the invoices received from service providers. Cases identified by the Auditor-General.
Assumptions	<ul style="list-style-type: none"> Identified Irregular Expenditure (IE) and Fruitless & Wasteful Expenditure (FWE) cases per month are registered in both the IE & FWE Registers for each month All IE and FWE cases are reported on a monthly basis to the Director-General. Non-Compliance letters are issued to responsible officials for their response in order to be referred to Employment Relations for an investigation All investigated IE cases, in respect of Supply Chain Management expenditure, are submitted for condonation to National Treasury
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Throughout South Africa
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	100% reported to Accounting Officer
Indicator Responsibility	Chief Financial Officer

PROGRAMME 2: INSPECTION AND ENFORCEMENT SERVICES

Indicator Title	1.1 Number of employers/workplaces/ users inspected per year to determine compliance with employment law.
Definition	<p>Subject number of employers/users subjected to inspection to establish whether they comply with employment law</p> <p>Number - the target number states how many employers/ workplaces/users will be inspected in a given financial year (1 April until 31 March)</p> <p>Employers - Defined in the respective Acts Employment Equity Act Basic Conditions of Employment Act National Minimum Wage Act Occupational Health and Safety Act Unemployment Insurance Act Compensation for Occupational Injuries and Diseases Act Employment Services Act</p> <p>Inspections - is a process undertaken by the Inspector to determine employer's compliance with employment law and includes audits. Compliance - is a state of employer or user after inspection is conducted and the employer/user is found to be obedient with employment law Per Year - financial year (1 April until 31 March)</p> <p>Employment law - means all labour legislation administered by the Minister of Employment and Labour (BCEA, EEA, UIA, COIDA, ESA, OHSA) including legislation administered through the Minister of Finance (UICA)</p>
Source of data	<p>Source:</p> <p>Number - APP, Branch Work Plan, Provincial Work Plan, Labour Centre Work Plan (Targets must be aligned to APP)</p> <p>Employers/Users - as per complaints/ request received and targeted randomly as per APP (notice of inspection)</p> <p>Inspections - Signed Inspection Reports/ recommendations/assessment reports/audit reports signed-off by Inspector and Supervisor.</p> <p>Compliance - Signed off Inspection report and Inspection register</p> <p>Per Year - financial year (1 April 2021 until 31 March 2022)</p> <p>Employment law - means all labour legislation administered by the Minister of Employment and Labour (BCEA, EEA, UIA, COIDA, ESA, OHSA) including legislation administered through the Minister of Finance (UICA)</p>
Method of Calculation /Assessment	<p>Signed off weekly inspection plan per inspector</p> <p>Completed and Signed-off Inspection reports at finalisation of inspections and signed-off IES registers</p> <p>Number of inspections on employers/ workplaces/users across Labour Centres, Provincial Offices and Head Office to be consolidated</p> <p>Information collected at labour centres collated and submitted to provincial offices</p>

	Information collected at Provincial Office submitted to Head Office (IES Branch) Information collected at Head office included in Branch Report
Means of verification	IES Registers, Inspection reports Process set out in the IES Standard Operating Procedures
Assumptions	The target will be met with a full complement of staff in IES and budget as allocated for the reporting period. It will also be assumed that employers and users grant their full cooperation during the inspection performed
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly and Annually
Desired performance	296 904 employers to be inspected
Indicator Responsibility	Inspector, Team Leaders, Deputy Director Labour Centre Operations, Principal Inspectors, Specialist Inspectors, Provincial Chief Inspectors, Chief Director Provincial Operations, Directors and Chief Directors IES in HO, Inspector General (DDG:IES)

Indicator Title	1.2 Percentage of non-compliant employer/workplaces/users of those inspected served with a notice in terms of relevant employment law within 14 calendar days of the inspection
Definition	<p>90% of non-compliant employers/ workplaces/users of those inspected served with a notice in terms of relevant employment law within 14 calendar days of the inspection (10% can be served after 14 days, the service of notices depends on the availability of employers/users during inspections)</p> <p>Percentage - Divide the number of notices issued within 14 calendar days by the number of all non-compliant employers/workplaces/users found in ref to 1.1 multiply by 100 to determine the percentage</p> <p>Non-compliant employer/workplaces/users - employer that failed to comply with employment law after inspection was conducted Notice- legal instrument issued in terms of relevant employment law. Legal instruments could be any of the following: Undertaking (signed by employer and inspector) as applicable to BCEA, UIA, EEA Compliance order (if hand delivered signed by inspector and employer, if posted proof of registered mail, if faxed or emailed proof of transmission) as applicable to BCEA, UIA and EEA Recommendations (received by the employer/user proof of delivery to employer/user either by fax/ or email transmission/ registered mail or in person by the inspector) as applicable to EEA (DG Reviews) or the OHS (including incorporated Standards) Contravention Notices or Improvement Notice or Direction Notice or Prohibition Notice as applicable to OHS (all signed by the inspector and the employer). The 14 days referred to, do not apply to OHS notices as these are expected to be served on the employer/workplace/users immediately after the inspection. Recommendations (OHS) by the employer/user - proof of delivery to employer/user either by fax/ or email transmission/ registered mail or in person by the inspector) as applicable by the OHS (including incorporated Standards) Subpoena- applicable to all legislation (signed by inspector and any person at the workplace) Served - when signed notice by inspector is delivered (personal, via post office per registered mail, fax or e-mail) to the employer/workplace/users 14 Calendar days - counting from the date inspection was conducted</p>
Source of data	<p>Source</p> <p>Information as collected in indicator 1.1</p> <p>Signed Inspection reports/recommendations/ assessment report/ audit reports</p> <p>Notices served</p> <p>Registers of labour centres, Provincial Office as well Head Office on inspection conducted</p> <p>From IES Manual Registers</p> <p>From IES electronic registers, through the Case Management System, where enabled.</p>
Method of Calculation /Assessment	<p>Percentage - Divide the number of notices issued within 14 calendar days by the number of all non-compliant employers found in ref to 1.1 multiply by 100 to determine the percentage</p> <p>$A \div B \times 100$</p> <p>A= Number of notices issued within 14 days (14 days not applicable in the case of OHS notices)</p> <p>B= Number of inspected employers found non-compliant with reference to 1.1.</p> <p>100= to determine percentage</p>
Means of verification	<p>IES Registers, Inspection reports, notices for non-compliance</p> <p>Process set out in the IES Standard Operating Procedures</p> <p>Number of inspections conducted in 1.1</p> <p>Number of employers found to be non-compliant in terms of 1.1</p>

Assumptions	The target will be met with a full complement of staff in IES and budget as allocated for the reporting period. It will also be assumed that employers and users grant their full cooperation during the inspection performed.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly and annually
Desired performance	90% non-compliant employer/workplaces/users must be issued with a notice as provided for in the legislation within 14 calendar days (10% can be served after 14 days; the service of notices depends on the availability of employers during inspections). In the case of OHS, all notices are expected to be served on the employer/user before the inspector leaves the premises.
Indicator Responsibility	Inspector, Team Leaders, Deputy Director Labour Centre Operations, Principal Inspectors, Specialist Inspectors, Provincial Chief Inspectors, Chief Director Provincial Operations, Directors and Chief Directors IES in HO, Inspector General (DDG:IES)

Indicator Title	1.3 Percentage of non-compliant employers/workplaces/users received by Statutory Services referred for prosecution within 30 calendar days.
Definition	<p>65% non-compliant employers/ workplaces/users referred for prosecution</p> <p>Percentage - the number of files referred for prosecution within 30 calendar days divided by the number of competent files referred to Statutory Services multiply by 100 to determine the percentage</p> <p>Non-compliant employers/ workplaces/users - employer that failed to comply with employment law after the expiry of the notice period (notice period will depend on each employment law and SOP)</p> <p>Failed to comply - employer that has failed to action the notice served within the stipulated employment law time frames and SOP.</p> <p>Served - when signed notice by inspector is delivered (personal, via post office per registered mail or e-mail) to the employer</p> <p>Notice- notice issued in terms of relevant employment law. notice could be any of the following:</p> <p>Undertaking (signed by employer and inspector) as applicable to BCEA, UIA, EEA</p> <p>Compliance order (if hand delivered signed by inspector and employer, if posted proof of registered mail, if faxed or emailed proof of transmission) as applicable to BCEA, UIA and EEA</p> <p>Recommendations (received by the employer/ proof of delivery to employer either by fax/ or email transmission/ registered mail or in person by the inspector) as applicable to EEA (DG Reviews) or OHS Audits of Entities</p> <p>Contravention Notices or Improvement Notice or Direction Notice or Prohibition Notice or Recommendation as applicable to OHS (all signed by the inspector and the employer or user)</p> <p>Subpoena- applicable to all legislation (signed by inspector and any person at the workplace)</p> <p>Referred - Inspection file for non-compliant employers/ workplaces/ users after the expiry of the notice from Labour Centre to Provincial Office. Inspection files for non-compliant employers / workplaces/ users after the expiry of the notice from Provincial office to Statutory Services at Provincial Office. Inspection files for non-compliant employers after the expiry of the notice from Statutory Services at Provincial Office referred to Statutory Services at Head Office</p> <p>Prosecution - Statutory Services hands over the inspection file for non-compliant employers/workplaces/ users to Court.</p> <p>30 calendar days - from the date Statutory Services received the inspection file from the inspector to the date of filing at the court.</p>
Source of data	<p>Inspection File referred to Statutory Services for prosecution</p> <p>Stamped notice of motion file filed at Labour court, referral letter to Magistrate's Court and referral form to Commission for Conciliation Mediation and Arbitration (CCMA) Register</p>
Method of Calculation /Assessment	<p>Percentage - Divide the number of files referred for prosecution within 30 calendar days by the number of files received by Statutory Services multiply by 100 to determine the percentage</p> $(A \div B) \times 100$ <p>A= Number of files referred for prosecution within 30 calendar days B= Number of files received by Statutory Services. 100= to determine percentage</p>
Means of verification	Registers, referral form to SS, stamped notion of motion, referral to CCMA Files referred for prosecution
Assumptions	The target will be met with a full complement of Statutory Services staff in IES and budget as allocated for the reporting period. It will also be assumed that the National Prosecuting Authority and the CCMA deal expeditiously with cases presented to them..
Disaggregation of Beneficiaries (where applicable)	Not applicable

Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly and annually
Desired performance	65% Non-compliant employers / workplaces/ users received by Statutory Services referred to court for prosecution within 30 calendar days (35% can be referred after 30 days, due to capacity challenges in the Branch)
Indicator Responsibility	Inspector, Team Leaders, Deputy Director Labour Centre Operations, Principal Inspectors, Specialist Inspectors, Assistant Director: Statutory Services at Provincial Office, Provincial Chief Inspectors, Deputy Director: Statutory Services at Head Office, Director: Statutory Service in Head Office, Chief Director Provincial Operations, Directors and Chief Directors IES in HO, Inspector General (DDG:IES)

Indicator Title	1.4 Number of formal Advocacy sessions conducted per year to increase awareness of employment law.
Definition	<p>There must be four seminars and two conferences conducted</p> <p>Number - the target number states how many conferences and seminars will be conducted in the given financial year (1 April 2021 until 31 March 2022)</p> <p>Advocacy - An action or activity aimed at promoting awareness of Employment Law to internal and external stakeholders in order to improve compliance in the Labour market</p> <p>Conducted - Planning and implementing a conference /seminar and drafting a close out report thereafter.</p> <p>Conference - A formal event conducted for staff and/or external stakeholders internally or externally with the purpose of sharing information; educating staff or employees, sharing information, raising awareness.</p> <p>Seminar - Seminar has a similar meaning</p> <p>Per Year - Financial year (1 April 2021 until 31 March 2022)</p> <p>Employment law - means all labour legislation administered by the Minister of Employment and Labour (BCEA, NMWA, EEA, UIA, COIDA, ESA, OHS) including legislation administered through the Minister of Finance (UICA)</p>
Source of data	Conference or seminar report Attendance register
Method of Calculation /Assessment	Number - Aggregate the number of seminars and conferences conducted.
Means of verification	Attendance Registers
Assumptions	Stakeholders and clients will in fact attend the event that has been organised.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
Desired performance	No less than 4 seminars and 2 conferences conducted per year.
Indicator Responsibility	Inspector, Team Leaders, Deputy Director Labour Centre Operations, Principal Inspectors, Specialist Inspectors, Assistant Director: Statutory Services at Provincial Office, Provincial Chief Inspectors, Deputy Director: Statutory Services at Head Office, Director: Statutory Service in Head Office, Chief Director Provincial Operations, Directors and Chief Directors IES in HO, Inspector General (DDG:IES)

PROGRAMME 3: PUBLIC EMPLOYMENT SERVICES

Indicator Title	1.1 Number of work-seekers registered on Employment Services of South Africa per year
Definition	800 000 Unemployed or under-employed work seekers are registered on the Department of Labour database (ESSA)
Source of data	Labour Centre Productivity Report from ESSA, requested for reporting period
Method of Calculation /Assessment	The total number of work seekers registered in labour centres, provincial offices, head office, online, UIF
Means of verification	Labour Centre Productivity Report from ESSA, requested for reporting period
Assumptions	Required resources will be provided and other enablers processed to provide the needed enabling environment.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Youth • Women • Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative per quarter, Cummulative - Annually
Reporting Cycle	Quarterly and Annually
Desired performance	800 000 registered work seekers on the Department of Labour database (ESSA) per year
Indicator Responsibility	Client Service Officers at Labour Centres, PES Managers at Provincial Offices, Chief Directorate - Work Seeker services at Head Office, DDG: PES

Indicator Title	2.1 Number of employment opportunities registered on the Employment Services South Africa per year.
Definition	100 000 employment opportunities registered on ESSA for placement of work-seekers
Source of data	Opportunity and placement report from ESSA requested from April up to each end of quarterly period
Method of Calculation /Assessment	Number of employment opportunities registered as generated by ESSA excluding the work permit /visa opportunity type
Means of verification	Opportunity and placement report from ESSA requested from April up to each end of quarterly period
Assumptions	Required resources will be provided and other enablers processed to provide the needed enabling environment
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly and Annually
Desired performance	100 000 employment opportunities registered on ESSA per year
Indicator Responsibility	Employment Services Practitioners at Labour centres, Employer Service co-ordinators and PES Managers at Provincial Offices, Chief Directorate - Employer Services at Head Office, DDG: PES

Indicator Title	3.1. Number of registered work-seekers provided with employment counselling per year
Definition	230 000 of registered work seekers provided with employment counselling services that includes life skills programmes, careers information and guidance, psychometric assessments, automated career and employment assessments and any other intervention as defined in the ES Act
Source of data	Employment Counselling Report from ESSA, requested from April up to each end of quarterly period
Method of Calculation /Assessment	Number of registered work seekers that received Employment Counselling interventions as reflected on ESSA BW Report for employment counselling
Means of verification	Employment Counselling Report from ESSA, requested from April up to each end of quarterly period
Assumptions	Required resources will be provided and other enablers processed to provide the needed enabling environment
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Youth • Women • Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly and Annually
Desired performance	230 000 registered work -seekers provided with employment counselling per year
Indicator Responsibility	Employment Counsellors at Labour Centres, Principal Psychologist at Provincial Offices, Chief Directorate - Work seeker Services at Head Office, DDG: PES

Indicator Title	4.1 Number of registered employment opportunities filled by registered work seekers per year
Definition	Registered work seekers placed into 50 000 of registered employment opportunities through the process identified in Recruitment, Selection and Placement SOP and ES Act. Placement against opportunities registered before end of March will be reported in the first semester of the new financial year. Placement against opportunities for Work visa opportunity type is excluded
Source of data	Opportunity and Placement report from ESSA, requested from April up to each end of each quarterly period. The updated placements for a previous financial year, which have not yet been reported, will be calculated using the BW reports, and reported only in the specific quarter.
Method of Calculation /Assessment	The number of registered work seekers that were placed against the employment opportunities registered on ESSA as reflected in the Opportunity and Placement report of ESSA This report exclude the work permit /visa opportunity type
Means of verification	Opportunity and Placement report from ESSA, requested from April up to each end of each quarterly period. The updated placements for a previous financial year, which have not yet been reported, will be calculated using the BW reports, and reported only in the specific quarter.
Assumptions	Required resources will be provided and other enablers processed to provide the needed enabling environment
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Youth • Women • Persons with Disabilities
Spatial Transformation (where applicable)	N/A

Calculation Type	Cumulative
Reporting Cycle	Quarterly and Annually
Desired performance	50 000 registered employment opportunities filled by registered work seekers per year
Indicator Responsibility	Employment Services Practitioners and Counsellors at Labour Centres, PES Managers at Provincial Offices, Chief Directors Work seeker and Employer Services at Head Office, DDG: PES

Indicator Title	5.1 Number of Partnership Agreements concluded with various stakeholders
Definition	Partnership Agreements concluded with various stakeholders to facilitate implementation of the objects of the Employment Services Act, 2014
Source of data	Quarterly Reports.
Method of Calculation /Assessment	Number of Partnership Agreements concluded and Implementation in Progress
Means of verification	Signed Agreements
Assumptions	The stipulations will be honoured by all Agreement signatories
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly and Annually
Desired performance	20 Partnership agreement concluded with various stakeholders
Indicator Responsibility	CD - Employer Services /Work seeker services

Indicator Title	6.1 Number of Policies developed and approved
Definition	Draft policies in relation to Employment Services (& sub-themes) developed & amendment of the ES Act 2014, consulted and approved
Source of data	Employment Policy review and update draft documents in the Branch
Method of Calculation /Assessment	Draft Zero NEP by Quarter 4. (Draft Zero will cover sub-theme on migration policy and draft Employment Services Act legislative amendments)
Means of verification	Quarterly Progress Reports
Assumptions	Human and Financial Resources available to undertake review and development of policies
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly and Annually
Desired performance	One (1) Policy developed and approved
Indicator Responsibility	DDG: PES

PROGRAMME 4: LABOUR POLICY AND INDUSTRIAL RELATIONS

Indicator Title	1.1 Amendments to the Employment Equity Act promulgated and implemented per annum
Definition	EE Amendments finalised to enable the regulation of sector EE by 31 March 2022
Source of data	Copy of the Employment Equity Amendment Act in the Government Gazette
Method of Calculation /Assessment	EE Amendment Act
Means of verification	Published EE Amended Act in the government Gazette
Assumptions	Transformed and inclusive workplace
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	EEA amendments finalised by 31 March 2022
Indicator Responsibility	DDG: LP&IR, CD: LR and Director: Employment Equity

Indicator Title	2.1 Annual EE Report and Public Register published per annum
Definition	2020-2021 Annual Employment Equity Report and Public Register published by 30 June 2021
Source of data	Information gathered through Employment Equity reports submitted by designated employers annually through manual submissions or EE Online Reporting facility <ul style="list-style-type: none"> • Copy of the 2020-2021 Employment Equity (EE) Annual Report • Copy of the Government Gazette of the EE Public Register
Method of Calculation /Assessment	EE Annual Report and EE Public Register published by 30 June 2021
Means of verification	Published Annual EE report and EE Public Register
Assumptions	Transformed and inclusive workplace
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities

Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	2020-2021 Annual Employment Equity Report and Public Register published by 30 June 2021
Indicator Responsibility	DDG: LP&IR, CD: LR and Director: Employment Equity

Indicator Title	2.2 Annual EE report and Public Register developed per annum
Definition	2021-2022 Annual Employment Equity Report and Public Register developed by 31 March 2022
Source of data	Information gathered through Employment Equity reports submitted by designated employers annually through manual submissions or EE Online Reporting facility <ul style="list-style-type: none"> • Copy of CEE Advisory to Minister of Employment and Labour • Copy of 2020 -2021 Employment Equity (EE) Annual Report developed • Copy of EE Public Register developed
Method of Calculation /Assessment	EE Annual Report and EE Public Register developed by 31 March 2022
Means of verification	Developed Annual EE report and EE Public Register
Assumptions	Transformed and inclusive workplace
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	2021-2022 Annual Employment Equity Report and Public Register developed by 31 March 2022
Indicator Responsibility	DDG: LP&IR, CD: LR and Director: Employment Equity

TID for indicator 2.3 was removed. There is no target for this year

Indicator Title	2.4 Law and policy interventions developed to protect specific groups of workers who are particularly vulnerable to specific forms of gender-based violence developed per annum
Definition	Code of good practice on the prevention and elimination of violence and harassment in the world of work published by 31 March 2022
Source of data	Information from the ILO convention 190 and its recommendation, including public written submissions/ comments on the Draft Code published for public comment
Method of Calculation /Assessment	Copy of the Code of good practice on the Prevention and Elimination of violence and harassment in the world of work published in Government Gazette
Means of verification	Code of Good Practice on the Prevention and Elimination of violence and harassment in the world of work published in the Government Gazette
Assumptions	The Minister approves the the final code for publication on time
Disaggregation of Beneficiaries (where applicable)	All Workers, i.e. women, men, youth, persons with disabilities, and LGBTIQ+ persons
Spatial Transformation (where applicable)	South African Labour market
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	Code of good practice on the prevention and elimination of violence and harassment in the world of work published by 31 March 2022
Indicator Responsibility	DDG: LP and IR

Indicator Title	3.1 Review of the National Minimum Wage level per annum
Definition	NMW reviewed and adjusted to an appropriate level
Source of data	Published Investigation report
Method of Calculation /Assessment	Copies of the Government Gazettes on the NMW investigation report and the notice of the reviewed NMW level
Means of verification	Investigation report and the notice of reviewed NMW level
Assumptions	Improved lives of vulnerable workers
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	Review of the National Minimum Wage level by 31 March each year
Indicator Responsibility	DDG: LP and IR, CD: LR and Director: Employment Standards

Indicator Title	4.1 Percentage of Collective agreements assessed and verified within 180 working days of receipt per annum
Definition	Registration of new labour organisations:

	<ul style="list-style-type: none"> Association of employers or employees come together to form a trade union or employers' organisation (labour organisations) Unregistered trade unions or employers' organisations cannot fully participate in collective bargaining system as provided in the LRA To become a registered trade union or employers' organisation, such organisations will apply for registration to the Registrar of Labour Relations Upon registration, the trade union or employers' organisation become a body corporate with full rights to participate in the collective bargaining system as provided for in the LRA
Source of data	<ul style="list-style-type: none"> Collective agreements register Submission to the Registrar for determination
Method of Calculation /Assessment	<p>Calculate the percentage of assessed and verified collective agreements within 180 working days of receipt.</p> <p>A = number of collective agreements received from Bargaining Councils B = total of collective agreements assessed and verified $A/B*100/1 = \%$</p>
Means of verification	Collective agreement register
Assumptions	Improved working conditions, including wages and benefits for all workers in sectors
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	100% of collective agreements assessed and verified within 180 working days of receipt by 31 March each year
Indicator Responsibility	DDG: LP&IR, CD: LR and Director: Collective Bargaining

Indicator Title	5.1 Percentage of labour organisation applications for registration approved or refused within 90 working days of receipt per annum
Definition	<p>Registration of new labour organisations:</p> <ul style="list-style-type: none"> Association of employers or employees come together to form a trade union or employers' organisation (labour organisations) Unregistered trade unions or employers' organisations cannot fully participate in collective bargaining system as provided in the LRA To become a registered trade union or employers' organisation, such organisations will apply for registration to the Registrar of Labour Relations Upon registration, the trade union or employers' organisation become a body corporate with full rights to participate in the collective bargaining system as provided for in the LRA
Source of data	<ul style="list-style-type: none"> Application forms (date stamped on receipt) Applications register Record of all decisions made by the Registrar pertaining to the applications of trade unions and employers' organisations
Method of Calculation /Assessment	<p>Deduct the number of applications refused/approved from the total number of applications received</p> <p>Calculate the percentage of applications for registration of labour organisations from date of receipt to date of decision to approve or refuse</p> <p>A = Applications for registration approved/refused B = All applications received $A/B*100/1 = \%$</p> <p>Days exclude weekend and holidays</p>
Means of verification	Labour Organisation Register
Assumptions	Strengthened collective bargaining in sectors
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	100% of labour organisation applications for registration approved or refused within 90 working days of receipt per annum
Indicator Responsibility	DDG: LP&IR, CD: LR and Director: Collective Bargaining

Indicator Title	6.1 Progress reports on bilateral cooperation and multilateral obligations submitted to the minister annually
Definition	<p>Monitor and report on multilateral obligations</p> <p>What is meant by multilateral obligations:</p> <ul style="list-style-type: none"> Obligatory reports submitted to multilateral organisation such as: International Labour Organisation (ILO), G20, Brazil, Russia, India, China and South Africa

	<p>(BRICS), Southern African Development Community (SADC), African Regional Labour Administration Centre (ARLAC), African Union Commission (AUC) and South Africa European Social Dialogue Forum (SA/EU)</p> <ul style="list-style-type: none"> National priorities/ interest - A country's goals and ambitions (labour market) informed by self-interest derived from domestic priorities. South Africa thus makes strategic interventions based on the application of law and practice with the view to improve our domestic laws based on international best practice <p>What is meant by bilateral cooperation</p> <ul style="list-style-type: none"> Bilateral cooperation is contained within the different Memoranda of Understanding that the country enters into with different strategic governments National priorities/ interest - A country's goals and ambitions (labour market) informed by self-interest derived from domestic priorities. South Africa thus makes strategic interventions based on the application of law and practice with the view to improve our domestic laws based on international best practice
Source of data	The mid-term implementation report as well as the annual implementation report submission signed off by Minister
Method of Calculation /Assessment	Count the number of (a) mid-term implementation reports and (b) annual implementation reports submitted to Minister annually
Means of verification	Mid-term implementation reports and annual implementation reports
Assumptions	Contribute to a sound Labour Market
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Mid-term and annually
	<p>Q3- Mid-term implementation report submitted by 31 October 2021 Q1 - Annual implementation report submitted by 30 April 2021</p>
Desired performance	2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister annually
Indicator Responsibility	DDG: LP and IR, CD: International Relations

Indicator Title	7.1 Number of Annual Labour market trend reports produced on the impact of labour legislation per annum
Definition	To conduct an analysis and report on the trends observed through monitoring the DEL's implementation of labour legislation and its impacts in the South African labour market in line with National Development Plan (NDP) targets, Vision 2030
Source of data	<p>To use the DEL internal administrative and other relevant external data in the production of 4 annual labour market trend reports. Data will include amongst others the UIF, PES, CF and Quarterly Labour Force Survey, South African Reserve Bank, Productivity SA, Research reports, Social media etc.</p> <p>Explanation: By end of June 2021, two annual labour market reports will be produced by the LMIS directorate: Annual Labour Market Bulletin and Job Opportunity and Unemployment in the South African labour market for the financial year 2020/21.</p> <p>By end of March 2022, two other annual labour market reports will be produced by the LMIS directorate: Annual Industrial Action and Annual Administrative Statistics for the calendar 2021.</p> <p>*Processes and Verification of data sources and reports production:</p> <ol style="list-style-type: none"> Annual Industrial Action: <ul style="list-style-type: none"> Identification of strike through media, e.g., newspapers, radio, TV, etc. LRA Form 9.2 sent to affected employers Forms received and captured on strike database Data verification and analysis conducted Annual report written by March and approval sourced from the Minister Approval received, from the Minister and submit to the Chief Directorate of Communication to assist in editing and publishing Annual Administrative Statistics: <ul style="list-style-type: none"> Internal data requested from provincial offices, e.g. LMIS units; extracted from Employment Services (ESSA), requested from UI (Siyaya database) Data captured on Excel spread sheets and captured on LMIS snapshots format LMIS snapshots format consolidated for key internal indicators and forwarded to all through the Exchange Postmaster Four LMIS snapshots are consolidated into one year for analysis Annual report written by March and approval sourced from the Minister Approval received from the Minister and submit to the Chief Directorate:

	<p>Communication to assist in editing and publishing</p> <p>c. Job Opportunity and Unemployment in the SA labour market:</p> <ul style="list-style-type: none"> • Vacancies data sourced from national and regional newspapers, e.g., Info Desk; DPSA and Internet • Data captured on internal JOI database (Excel spread sheets) on daily basis • JOI data consolidated and analysed by key vacancies indicators as reflected on newspapers, e.g., Info-Desk; DPSA and Internet • Annual report written by June and approval sourced from the Minister • Approval received from the Minister and submit to the Chief Directorate of Communication to assist in editing and publishing <p>d. Annual Labour Market Bulletin:</p> <ul style="list-style-type: none"> • External statistical information extracted from national publication, e.g., Reserve Bank, Stats SA, labour market academic and CCMA reports • Report structure outlined and information consolidated and analysed • Annual report written by June and approval sourced from the Minister • Approval received from the Minister and submit to the Chief Directorate of Communication to assist in editing and publishing
Method of Calculation /Assessment	Count the number of reports issued
Means of verification	Annual Labour market trend reports
Assumptions	<ul style="list-style-type: none"> • Limited coverage in particular with most of data sources used (internal and external) • Delay in the implementation of a single integrated database in the Department
Disaggregation of Beneficiaries (where applicable)	Report to be disseminated to all to improve information knowledge, e.g. the public
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly and Annual
Desired performance	Four annual labour market trend reports produced
Indicator Responsibility	DDG: LP&IR, CD: LMP and Director: Labour Market Information and Statistics

Indicator Title	8.1 Number of Research reports on the impact of labour legislation to the labour market produced per annum
Definition	Reports produced from the research process in which research methods are used to develop those reports
Source of data	Literature review, data collection instruments, draft report and final reports
Method of Calculation /Assessment	Quantitative Count of number of research reports and data collection instruments produced and submitted to the DDG per annum
Means of verification	Submission to the DDG
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Women • Youth • Persons with Disabilities
Spatial Transformation (where applicable)	Reducing unemployment through evidence based policy interventions
Calculation Type	Cumulative - Annual
Reporting Cycle	Annual
Desired performance	2 data collection instruments and 2 research reports produced per year
Indicator Responsibility	DDG:LP&IR.CD:LMP and Director- RPP

ANNEXURE E: CHANGES TO THE REVISED STRATEGIC PLAN

PRIORITY 1: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

The only change to the Revised Strategic Plan that were tabled in July 2020 is the five year targets for the two indicators below.

MTSF Outcome	Departmental Outcome	Outcome Indicator	Baseline	Five year target	Implementing Programme
1. Functional, Efficient and Integrated Government	Strengthen the institutional capacity of the Department	1.1 Reduction in the vacancy rate	10%	Vacancy rate maintained at 3% or less	Corporate Services
		1.2 Acquisition, maintenance and improvement of ICT services	90 % system availability	98% system availability	Corporate Services

PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION

MTSF Outcome	Departmental Outcome	Outcome Indicator	Baseline	Five year target	Implementing Programme
2. More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	Contribute to decent employment creation	2.1 Number of jobs created per year through Job Summit agreement initiatives coordinated through the implementation of Jobs Summit framework agreements	New Indicator	Monitor and report on the target set by the Presidential Job Summit agreement (275 000 jobs created per year) ⁵	Labour Policy and Industrial Relations
		2.2 Number of jobs created through the Presidential Comprehensive Youth Employment interventions	New indicator	1 million youth jobs by 2024 ⁶ DEL: 256 050 (contributors PES: 190 000, SEE and Designated Groups: 1 000; UIF (LAP): 61 050; CF: 4 000)	Public Employment Services
		2.3 Number of youth NEET absorbed in employment			
	Contribute to decent employment creation	2.4 Employment Policy developed, consulted, piloted and implemented	New Indicator	Employment policy implemented by 2024	Public Employment Services
3. Investing for accelerated inclusive growth	Promote Equity in the labour market	3.1 Number of Employment Equity Act (EEA) inspections: which includes EE Procedural inspections, DG Reviews and Reassessments,	EEA inspections conducted in 2018/19 3 610	The five year target is anticipated to be 18 420 workplaces inspected and transformed (inclusive of 1 812 DG	Inspection and Enforcement Services

⁵ Labour Policy and Industrial Relations monitor the creation of jobs through the Jobs Summit.

⁶ DEL will identify all key departments and private programmes in the employment space, secure agreement on the reporting mechanisms, prepare and submit reports.

MTSF Outcome	Departmental Outcome	Outcome Indicator	Baseline	Five year target	Implementing Programme
		workplaces (designated employers) conducted per year to-determine compliance with Employment Equity legislation		Reviews)	
4. Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities	Protect vulnerable workers Promote sound labour relations	4.1. Number of workplaces inspected per year to determine compliance with the National Minimum Wage Act and the Basic Conditions of Employment Act	172 229 NMWA only implemented on 1 January 2019 ⁷	The inspectors will visit 838 560 workplaces over the next five years	Inspection and Enforcement Services

PRIORITY 3: EDUCATION, SKILLS AND HEALTH

MTSF Outcome	Departmental Outcome	Outcome Indicator	Baseline	Five year target	Implementing Programme
5. Safe and healthy work environment	Promote Occupational health services Protect vulnerable workers Strengthen occupational safety protection Development of the Occupational Health and Safety policies	5.1 Number of Employer/User inspected per year to determine compliance with the Occupational Health and Safety legislation	23 027	Year 1 = 23 844 - this target is for existing inspectors in FY 2020/21 4 x Years = 397 776 (2021/22-2024/25) This is what will be achieved in the next 5 x Years = 421 620	Inspection and Enforcement Services

PRIORITY 4: CONSOLIDATING THE SOCIAL WAGE THROUGH RELIABLE AND BASIC SERVICES

MTSF Outcome	Departmental Outcome	Outcome Indicator	Baseline	Five year target	Implementing Programme
6. Comprehensive social security coverage	Strengthening social security	Number of Employer audits conducted per year to determine compliance with	19 340	Coverage for employees will improve with 131 580 employers visited	Inspection and Enforcement Services

⁷⁷ The FY 2019/20 information is not available to indicate the baseline.

MTSF Outcome	Departmental Outcome	Outcome Indicator	Baseline	Five year target	Implementing Programme
		UIA, UICA and COIDA		over the next 5 years	

PRIORITY 6: SOCIAL COHESION AND SAFER COMMUNITIES

MTSF Outcome	Departmental Outcome	Outcome Indicator	Baseline	Five year target	Implementing Programme
7. Equal opportunities, inclusion and redress	Promote Equity in the labour market	7.1 Amendment of the Employment Equity Act	Employment Equity Act	Employment Equity Act amended, enacted and enforced by 2024	Labour Policy and Industrial Relations
		7.2 At least 2% annual increase in the representation of Africans in senior and middle management levels	Africans constituted 23.2% and 40.2% at senior and middle management levels as reported by designated employers in 2018 EE Reporting period (2018-2019 EE Annual Report (19 th CEE Annual Report)	Set sector targets and monitor to achieve at least 50% of middle and senior management are African by 2024 ⁸	Labour Policy and Industrial Relations
		7.3 Number of persons with disabilities employed increased annually with at least 1.5% of the total workforce reported by designated employers	Persons with disabilities constituted 1% of total workforce in both Public and Private sectors as reported in 2018 EE reporting period (2018-2019 EE Annual Report (19 th CEE Annual Report)	Set sector targets and monitor to achieve at least 2.5% of employed adults between the age of 15 and 65 will be persons with disabilities by 2024 ⁹	
		7.4 Development of Income differential	New indicator	Income differential data	

⁸ The underlying architecture of the Employment Equity Act does not allow for the Department to ensure this rate of transformation. The EEA is predicated on voluntary compliance and therefore the Department cannot force companies to transform at this rate.

⁹ The underlying architecture of the Employment Equity Act does not allow for the Department to ensure this rate of transformation. The EEA is predicated on voluntary compliance and therefore the Department cannot force companies to transform at this rate. The Department's proposal in this regard would be to track and report on the employment of persons with disability on an annual basis

MTSF Outcome	Departmental Outcome	Outcome Indicator	Baseline	Five year target	Implementing Programme
		data collection tool (EEA4 form) for designated employers		collection tool (EEA4 form) for designated employers developed and implemented by 2022	

PRIORITY 7: A BETTER AFRICA AND A BETTER WORLD

MTSF Outcome	Departmental Outcome	Outcome Indicator	Baseline	Five year target	Implementing Programme
8. A Better South Africa	Strengthen multilateral and bilateral relations	8.1 Country obligation to SADC and AU fulfilled	New indicator	90% of obligations fulfilled	Labour Policy and Industrial Relations
		8.2 Payment of South African contributions to international organisations (in which we are a member) in full and on time	New indicator	South Africa's participation in international organisations is secured to advance national interest	Labour Policy and Industrial Relations

PART A: TECHNICAL INDICATOR DESCRIPTION (TID)

Due to the changes to the five year target of the two indicators under Priority 1 the TID for those were amended as displayed below.

PRIORITY 1: A CAPABLE ETHICAL AND A DEVELOPMENTAL STATE

Indicator Title	1.1 Reduction in the vacancy rate
Definition	Vacant post on the approved establishment must be filled in order to deliver service to the community
Source of data	Establishment report and Vacancy Report from provinces, funds for consolidation at HQ
Method of Calculation /Assessment	Quantitative Count the number of vacant posts against total establishment Number of posts vacant divided by total number of posts multiply by 100 equals vacancy rate Provide information on age analysis of vacancies
Assumptions	All vacant posts are funded. Adherence to the Standard Operating Procedure on Recruitment and Selection Availability of required skills in the labour market
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Women Youth Persons with Disabilities These groups will benefit and statistics will be reported
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Throughout South Africa
Desired performance	All funded vacant posts filled within 4 months of becoming vacant. Vacancy rate maintained at 3% or less.
Indicator Responsibility	Deputy Director-General: Corporate Services

Indicator Title	1.2 Acquisition, maintenance and improvement of ICT services
Definition	ICT system is essential for service delivery as all services are computerised. If the ICT services are down clients cannot be served
Source of data	ICT service management reports that determine the downtime or time lost due to a fault in the ICT services or due to electricity problems
Method of Calculation /Assessment	Quantitative Add the reported downtimes together (accumulative)/divided by total number of workhours per quarter multiply by a hundred to determine the percentage
Assumptions	SITA services are 98% available, Electrical Power downtimes are below 10% and there is no disaster
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Women • Youth • Persons with Disabilities • These groups will benefit although not specifically reported in the statistics
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Throughout South Africa
Desired performance	Systems should be working 98% of the office operating hours
Indicator Responsibility	Deputy Director-General: Corporate Services



employment & labour

Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA



SUPPORTED EMPLOYMENT ENTERPRISES

1. PERFORMANCE INFORMATION

Purpose:

- facilitates supported employment
- provides work opportunities for persons with disabilities
- develops and implement programmes that promote the employability of persons with disabilities, including persons with permanent disablement as defined in the Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993), in the light of their evolving needs in a changing economy, and
- performs any other function as may be prescribed by the Minister.

Production Facilities:

The SEE has a factory network across 8 of the 9 provinces in the country, and the factories footprint and production portfolio is as follows:

Province	Factory Location	Products Portfolio
(i) Gauteng	Pretoria	School furniture, Office Furniture, Work ware, Hospital PPE and Hospital linen
	Springfield	Office Furniture, Home Furniture and Upholstery
	Rand	Work ware, Hospital PPE and Hospital linen
(ii) Western Cape	Ndabeni	School furniture, Work ware, Hospital PPE and Hospital linen
	Epping	School Furniture, Office Furniture and Upholstery
(iii) KwaZulu Natal	Pietermaritzburg	School Furniture, Office Furniture and Hospital Linen
	Durban	School furniture, Office Furniture, Work ware, Hospital PPE and Hospital linen
(iv) Eastern Cape	East London	School furniture, Hospital PPE and Hospital linen
	Port Elizabeth	Hospital PPE and Hospital linen
(v) Northern Cape	Kimberley	School furniture, Hospital PPE and Hospital linen
(vi) Free State	Bloemfontein	School furniture, Hospital PPE and Hospital linen
(vii) North West	Potchefstroom	School Furniture, Hospital Linen, Metal Safes and Trailers

Province	Factory Location	Products Portfolio
(viii) Limpopo	Seshego	Hospital Linen and Hospital PPE

Factory Infrastructure and Machinery:

The entity during the 2020/21 financial year invested around R52million in wood and metal machinery for all the factories which is aimed at improving production efficiency and quality. The investment also included the procurement of 13 delivery trucks to ensure that all manufactured products reach the customer on time and in a good state. The following SEE factories are also undergoing a revamp from Public Works;

- Springfield
- Port Elizabeth
- Durban

Organisational Environment:

The factories are managed by 159 staff members that are employed by the Department of Employment and Labour. Each factory is led by a factory manager who report through their Directorate Operations to the SEE EXCO. All sales of products from the factories are centrally coordinated through the Directorate Business Development. Products are marketed through the new SEE website. Printed catalogues are widely distributed to entities and the entity also conducts direct marketing to national and provincial departments.

COVID-19 Impact:

The SEE operations were seriously affected by the lockdown during the 2020/21 financial year as a result of the COVID-19 pandemic. The factories were all adversely affected by the initial lockdown restrictions, which resulted in the entity recording no sales during the first quarter of the financial year. The Entity also paid all factory workers their full salaries and did not suspend or reduce them like other factories as this would have resulted in serious hardships given their current earning levels. The working from home concept could not be implemented during shift work as it was not practical to supply them with machinery to work from home.

With the introduction of lockdown regulations and the clarity on how essential work and manufacturing would be conducted, the factories experienced a sharp increase in the demand for reusable hospital PPE predominantly from the Western Cape province. The entity also responded to the introduction of the regulation enforcing the use of cloth face masks by anticipating the demand by institutions and the general public which led to the manufacturing of cloth face masks in line with the DTIC guidelines.

Establishment of Limpopo Factory:

The Limpopo factory was launched at the beginning of the 2019/20 financial year and currently the factory employs 35 young persons with disabilities manufacturing hospital linen and PPE. All employees were recruited from special schools from around Limpopo in districts such as Capricorn, Sekhukhune and Vhembe. The factory is located in the township of Seshego, which makes it the first one out of the SEE factories to be located in a historically disadvantaged area. The Seshego

factory has the capacity to an additional 45 people in the textile section, and 40 in the wood and metal section which will bring the factory total to 120 once capacity is filled.

Establishment of Mpumalanga Factory:

The entity has temporarily paused plans to establish a new factory in Mpumalanga due to the slowdown in sales across the country. Consultations have however been ongoing with stakeholders from the Disability Sector, The Departments of Social Development, Health, Education and SEDA in the province. A provisional site for the factory has been identified in the Bushbuckridge area which is an unutilised site that belongs to the municipality and was established for the benefit of persons with disabilities in the area.

1.1 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Audited/ Actual Performance				Annual targets		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Provide additional job opportunities for People with Disabilities	Employment Services Act and recruitment and selection strategy for PWDs implemented	Number of additional persons with disabilities employed in the SEE factories by the end of March	85 additional persons with disabilities provided with work opportunities in the SEE by the end of March 2018	100 additional PWDs provided with work opportunities by end of March 2019	64 additional PWDs provided with work opportunities by end of March 2020	25 additional persons with disabilities employed in the SEE factories by the end of March 2021	25 additional persons with disabilities employed in the SEE factories by the end of March 2022	120 additional persons with disabilities employed in the SEE factories by the end of March 2023	130 additional persons with disabilities employed in the SEE factories by the end of March 2024
Increase sales revenue	Financial viability increased and sustained	% annual increase of sales revenue from goods and services by the end of March	N/A	16.59% annual increase of sales revenue from goods and services by the end of March 2019	67% annual increase of sales revenue from goods and services by the end of March 2020	5% annual increase of sales revenue from goods and services by the end of March 2021	5% annual increase of sales revenue from goods and services by the end of March 2022	25% annual increase of sales revenue from goods and services by the end of March 2023	35% increase of sales revenue from goods and services by the end of March 2024
Increase SEE's market share	SEE's market share increased and sustained	Number of customer agreements entered into annually	N/A	N/A	N/A	3 customer agreements entered into by the end of March 2021	5 customer agreements entered into by the end of March 2022	7 customer agreements entered into by the end of March 2023	10 customer agreements entered into by the end of March 2024

1.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Output Indicators	Annual Target			
	Q1	Q2	Q3	Q4
Number of additional persons with disabilities employed in the SEE factories by the end of March	0	10	25	25
% annual increase of sales revenue from goods and services by the end of March	1.25%	3,75%	5%	5%
Number of customer agreements entered into annually	1	4	5	5

2. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Resource consideration is based on the transfer allocation to fund for the entity's mandate and achievement of APP targets. The MTEF was based on the three APP targets as per revised APP and estimates for targets was based on historical cost with NT's transfer allocation adjustments used for cost adjustments.

3. RESOURCE CONSIDERATIONS

BUDGET ALLOCATION

R'Thousand	Audited outcomes R'000			Adjusted Appropriation R'000	Revised Estimate R'000	Medium Term Expenditure Estimate R'000		
	2017/18	2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
TRANSFERS/GRANT ALLOCATION	141 307	136 779	148 923	153 049	-	155 457	159 644	160 671
FACTORY EMPLOYEES SALARIES	84 870	89 301	100 472	102 412		112 369	122 923	134 216
PROMOTIONAL AND CAMPAIGN COST	-	-	-	-	-	1 000	1 100	1 210
MARKETING AND RESEARCH COST	3 412	3 847	264	450	-	500	550	605
ADMINISTRATION SALARIES	34 565	38 321	39 767	54 600	-	55 459	56 953	57 319
ADMINISTRATION COST	19 093	22 511	12 293	5 410		5 531	5 565	5 826
OPERATING SURPLUS/(DIFIC)	-632	-17 201	-3 845	-9 823		-19 402	-27 447	-38 505

KEY RISKS AND MITIGATION STRATEGIES

Outcome	Key Risk	Risk Mitigation
Provide additional job opportunities for People with Disabilities	Inability to generate work opportunities	<ul style="list-style-type: none"> Improved marketing Develop new innovative products Secure 5 new customer agreements Increase sales by 5%

TECHNICAL INDICATOR DESCRIPTION (TID)

Indicator Title	Number of additional persons with disabilities employed in the SEE factories by the end of March 2022
Definition	The indicator measures the number of new additional persons with disabilities employed in the SEE factories
Source of data	Employee HR file
Method of Calculation /Assessment	A count of the number of additional persons with disabilities provided with work opportunities, including permanent, contact and project work opportunities
Means of verification	<ul style="list-style-type: none"> Employee appointment letters Proof of Disability report
Assumptions	The target will be met with full complement of HR staff and support form management

Disaggregation of Beneficiaries (where applicable)	25 Additional persons with disabilities employed by end of March 2022 to include youth and women
Spatial Transformation (where applicable)	Throughout all Provinces with SEE factories
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	To increase the current 1025 persons with disabilities employed in the SEE factories by the end of March 2022 by an additional 25
Indicator Responsibility	13 Factory Managers , Director : SEE HR

Indicator Title	% annual increase in sales revenue
Definition	The percentage increase in sales from the 2020/21 base year
Source of data	Syspro system
Method of Calculation /Assessment	Calculation of the percentage difference of achieved sales against targeted for the year
Means of verification	Trial Balance generated from the System
Assumptions	Assumed that the data generated from the system will be accurate and correct
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Sales increase of 5% by 2022 from a baseline of R40 million
Indicator Responsibility	Business Development

Indicator Title	Number of customer sales agreements entered into with annually
Definition	The number of sales contracts entered into with customers
Source of data	Signed customer sales agreements
Method of Calculation /Assessment	A count of the number of signed contracts entered into with customers for the sale of goods and services from the SEE
Means of verification	Signed customer sales agreements
Assumptions	Assumed that all sales agreements will be entered into by way of a signed contract
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	5 customer agreements entered into by the end of March 2022
Indicator Responsibility	Business Development

ANNEXURE F: CHANGES TO THE REVISED STRATEGIC PLAN FOR SEE

MTSF Outcome	Outcome	Outcome Indicator	Baseline	Five year target
Economic Transformation and Job Creation	Provide additional job opportunities for People with Disabilities	Number of jobs created through the presidential comprehensive youth employment interventions	SEE currently employs just over 1025 people with disabilities	2020/21 - 25 additional persons with disabilities employed in the SEE factories by the end of March 2021 2021/22 - 25 additional persons with disabilities employed in the SEE factories by the end of March 2022 2022/23 - 120 additional persons with disabilities employed in the SEE factories by the end of March 2023 2023/24 - 130 additional persons with disabilities employed in the SEE factories by the end of March 2024 2024/25 - 100 PWDs employed by 31 March 2025
	Increase sales revenue	% sales increase to ensure financial viability and growth	SEE currently generate ZAR 61 million	2020/21 - 5% annual increase of sales revenue from goods and services by the end of March 2021

MTSF Outcome	Outcome	Outcome Indicator	Baseline	Five year target
			and receives ZAR 141 million in transfer funding. Its strategic intent is to generate over ZAR 200 million per annum by strengthening relationships and alliances with our existing key customers	2021/22 - 5% annual increase of sales revenue from goods and services by the end of March 2022 2022/23 - 25% annual increase of sales revenue from goods and services by the end of March 2023 2023/24 - 35% annual increase of sales revenue from goods and services by the end of March 2024 2024/25 - 40% annual increase of sales revenue from goods and services by the end of March 2025
	Increase SEE's market share	Establish customer agreements for sustainable income to implement the SEE mandate	SEE has entered into three customers agreement	2020/21 - 3 customer agreements entered into by the end of March 2021 2021/22 - 5 customer agreements entered into by the end of March 2022 2022/23 - 7 customer agreements entered into by the end of March 2023 2023/24 - 10 customer agreements entered into by the end of March 2024 2024/25 - 5 customer agreements entered into by the end of March 2025