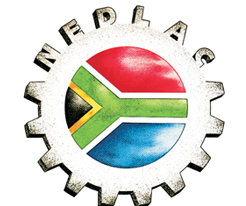
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**ANNUAL PERFORMANCE PLAN**

**OF THE**

**NATIONAL ECONOMIC DEVELOPMENT AND LABOUR COUNCIL**

**(NEDLAC)**

**FOR THE 2016 TO 2017**

**FINANCIAL YEAR**

**FOREWORD**

The National Economic Development and Labour Council (NEDLAC) was established through the NEDLAC Act, Act 35 of 1994. This was one of the very first pieces of legislation to be signed-off by the first democratic Parliament in 1994. NEDLAC was established as a crucial vehicle for forging partnerships between South Africa’s main social partners in order to jointly rebuild a post-apartheid South Africa.

South Africa once again needs its social partners to come together to address the economic and social challenges that our country faces. The concerted and joint action of our social partners; Organised Business, Community, Government and Organised Labour is necessary to grow South Africa’s economy, create jobs and address key social challenges. The National Development Plan (NDP) provides the national strategic framework for accelerating South Africa’s growth and development. The successful implementation of the NDP requires the social partners to overcome their differences, and to work together to support the implementation of shared priorities.

This draft Annual Performance Plan (APP) for 2016-17 is informed by NEDLAC’s Strategic Plan 2015/16 – 2019/20. It supports the intention of the Strategic Plan for NEDLAC to play a strengthened and increasingly important role in South Africa’s growth and development.

**Official sign-off**

It is hereby certified that this Annual Performance Plan:

1. was developed by the management of NEDLAC under the guidance of the Department of Labour;
2. was prepared in line with the Strategic Plan of NEDLAC;
3. takes into account all the relevant policies, legislation and other mandates for which NEDLAC is responsible; and,
4. accurately reflects the performance targets which NEDLAC will endeavour to achieve given the resources made available in the budget for the 2016-17 financial year.

Mfanufikile Daza Signature:

Chief Financial Officer

Ian Macun Signature: ­­­­­­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Acting Executive Director

Approved by:

Minister M.N Oliphant: Signature:

Executive Authority Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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# PART A: STRATEGIC OVERVIEW

## UPDATED SITUATIONAL ANALYSIS

Government has emphasised that each of its entities should align their respective Strategic Plans and Annual Performance Plans to the NDP. The NDP emphasises the centrality of partnerships in order to accelerate the South Africa’s development for the benefit of all its citizens.

This has particular significance for NEDLAC, given its role in building consensus between its social partners on fundamental social and economic issues. The achievement of increased consensus between social partners requires a resilient and well-resourced institution.

### Performance Delivery Environment

In his February 2014 and June 2014 State of the Nation addresses, President Zuma, emphasised the need to accelerate growth and tackle the triple challenges of unemployment, inequality and poverty. In this regard, the President also highlighted the importance of social dialogue and recognised the role of NEDLAC and its social partners in jointly contributing to the achievement of inclusive growth in South Africa.

This will require focused attention on the capacity, conduct and commitment of the social actors involved. It also calls for strong leadership and a paradigm shift away from the culture of adversarialism and a greater focus on building relationships and a network of trust and collaboration.

NEDLAC’s Founding Declaration envisages a pivotal role for social dialogue in promoting a shared vision and cooperation to enhance growth, equity and participation. NEDLAC’s contribution to the realisation of the NDP’s objectives will require the achievement of consensus on a shared vision, and social cooperation to improve the country’s socio-economic prospects.

### Organisational environment

The core goal of NEDLAC is for the social partners to attempt to reach consensus on key socioeconomic issues confronting South Africa.

Over the preceding year, significant achievements have been, and continue to be made, with regard to NEDLAC’s performance. Improvements have therefore been achieved in respect of the quality of engagements on legislation that passes through NEDLAC, the time taken to conclude engagements on legislative matters and the operational efficiency of the NEDLAC Secretariat.

However, pressures on NEDLAC continue to grow, both in respect of the number of increasingly technical legislation that is tabled at NEDLAC, as well as for a more prominent role in supporting economic growth and job creation. It must also be noted that the core work programme of NEDLAC is largely determined by the policy and legislative matters that government tables for engagement at NEDLAC. This creates a degree of unpredictability in the NEDLAC work programme.

This APP is informed by the goal of the Strategic Plan 2015/16 – 2019/20, of ensuring that NEDLAC continues to strengthen its role as South Africa’s apex social dialogue structure. Over the 2016-17 financial year, the focus will therefore be intensified on:

i). Addressing budget constraints: NEDLAC’s budget is inadequate to sustain its activities and the level of staff resources that are required. Further effort will be made to ensure that NEDLAC’s budgetary allocation is increased.

ii). Strengthening the Secretariat’s capacity: particular attention will be paid to strengthening the facilitation, research and monitoring capacity of the Secretariat. This will allow the Secretariat space to introduce evidence based research into the dialogue process. In addition, compliance with the Public Finance Management Act and other regulatory requirements of government will continue to be strengthened.

iii). Enhanced communications and outreach: the focus on enhancing the communication of NEDLAC’s activities has commenced. This will however remain an important focus of NEDLAC’s work.

iv). Sustaining a culture of performance: a sound basis has been laid for improved organisational performance. In this regard, there has been improved compliance with the NEDLAC Protocol. This will be enhanced and sustained going forward.

## REVISIONS TO LEGISLATIVE AND OTHER MANDATES

There have been no significant revisions to the NEDLAC legislative and other mandates.

## OVERVIEW OF 2016 BUDGET AND MTEF ESTIMATES

### 3.1. Income Estimates

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **INCOME** | **Actual 2013/2014** | **Actual 2014/15** | **Budget 2015/2016** | **Budget 2016/2017** | **Budget 2017/2018** | **Budget 2018/2019** |
| Grant (Department of Labour) | 25 828 000 | 27 447 000 | 28 791 000 | 30 317 000 | 31833 000 | 33 584 000 |
| Interest | 549 000 | 410 000 | 415 000 | 420 000 | 430 000 | 603 000 |
| Rental income (PSA) | 245 000 | - | - | - | - | - |
| Other income | 186 000 | 112 000 | 125 000 | 132 000 | 139 000 | 147 000 |
| **Total income** | **26 808 000** | **27 969 000** | **29 331 000** | **30 869 000** | **32 402 000** | **34 334 000** |

### 3.2. Expenditure Estimates

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **CAPITAL EXPENDITURE** | **Actual 2013/2014** | **Actual 2014/2015** | **Budget**  **2015/2016** | **Budget 2016/2017** | **Budget 2017/2018** | **Budget 2018/2019** |
| Computer equipment | 123 000 | 29,000 | 100 000 | 60 000 | 60 000 | 60 000 |
| Furniture and Office equipment | 224 000 | 269 000 | 50 000 | 50 000 | 50 000 | 50 000 |
| Software | 109 000 | 18 000 | 50 000 | 90 000 | 90 000 | 90 000 |
| Building improvements/security |  | 12 582 000 |  | - | - | - |
| **Sub Total** | **456 000** | **12 898 000** | **200 000** | **200 000** | **200 000** | **200 000** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **PROGRAMME 1 - ADMINISTRATION** | **Actual 2013/2014** | **Actual 2014/2015** | **Budget 2015/2016** | **Budget 2016/2017** | **Budget 2017/2018** | **Budget 2018/2019** |
| 1.1 Entity Management | 1 771 000 | 1 275 000 | 1 347 000 | 1 420 000 | 1 491 000 | 1 580 000 |
| 1.2 Corporate Services | 2 182 000 | 3 757 000 | 627 000 | 410 000 | 405 000 | 429 000 |
| 1.3 Finance Administration | 1 805 000 | 1 371 000 | 1 443 000 | 1 523 000 | 1 594 000 | 1 690 000 |
| 1.4 Office Accommodation | 2 122 000 | 2 502 000 | 1 163 000 | 1227 000 | 1 285 000 | 1 362 000 |
| 1.5 General Office Administration | 2 434 000 | 812 000 | 2 888 000 | 3 021 000 | 3 226 000 | 3 420 000 |
| 1.6 HR Management | 9 794 000 | 11 914 000 | 12 561 000 | 13 229 000 | 13 905 000 | 14 739 000 |
| **Sub Total** | **20 108 000** | **21 631 000** | **20 029 000** | **20 830 000** | **21 906 000** | **23 220 000** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **PROGRAMME 2 - CORE OPERATIONS** | **Actual 2013/2014** | **Actual 2014/2015** | **Budget 2015/2016** | **Budget 2016/2017** | **Budget 2017/2018** | **Budget 2018/2019** |
| 2.1 Chambers – Development | 856 000 | 700 000 | 1130 000 | 1 275 000 | 1 325 000 | 1 405 000 |
| 2.2 Chambers - Public Finance | 443 000 | 400 000 | 770 000 | 846 000 | 875 000 | 928 000 |
| 2.3 Chambers - Trade & Industry | 767 000 | 777 000 | 1000 000 | 1 105 000 | 1 175 000 | 1 246 000 |
| 2.4 Chambers - Labour Market | 604 000 | 605 000 | 1 049 000 | 1 225 000 | 1 305 000 | 1 383 000 |
| 2.5 Manco Task Teams | 1 000 | 176 000 | 433 000 | 470 000 | 500 000 | 530 000 |
| 2.6 Section 77 | 100 000 | 150 000 | 100 000 | 100 000 | 103 000 | 109 000 |
| 2.7 Communications and Outreach | 939 000 | 1 282 000 | 900 000 | 900 000 | 900 000 | 954 000 |
| **Sub Total** | **3 710 000** | **4 090 000** | **5 382 000** | **5 921 000** | **6 183 000** | **6 555 000** |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **PROGRAMME 3 - CAPACITY BUILDING FUNDS** | **Actual 2013/2014** | **Actual 2014/2015** | **Budget 2015/2016** | **Budget 2016/2017** | **Budget 2017/2018** | **Budget 2018/2019** |
| 3.1 Business Constituency | 815 000 | 1 127 000 | 1 240 000 | 1 306 000 | 1 371 000 | 1 453 000 |
| 3.2 Community Constituency | 911 000 | 1 127 000 | 1 240 000 | 1 306 000 | 1 371 000 | 1 453 000 |
| 3.3 Labour Constituency | 912 000 | 1 127 000 | 1 240 000 | 1 306 000 | 1 371 000 | 1 453 000 |
| **Sub Total** | **2 638 000** | **3 381 000** | **3 720 000** | **3 918 000** | **4 113 000** | **4 359 000** |

### 3.3. Summary of expenditure

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **EXPENDITURE** | **Actual 2013/2014** | **Actual 2014/2015** | **Budget 2015/2016** | **Budget 2016/2017** | **Budget 2017/2018** | **Budget 2018/2019** |
| Capital expenditure | 456 000 | 12 898 000 | 200 000 | 200 000 | 200 000 | 200 000 |
| Programme 1 | 20 108 000 | 21 631 000 | 20 029 000 | 20 830 000 | 21 906 000 | 23 220 000 |
| Programme 2 | 3 710 000 | 4 090 000 | 5 382 000 | 5 921 000 | 6 183 000 | 6 555 000 |
| Programme 3 | 2 638 000 | 3 381 000 | 3 720 000 | 3 918 000 | 4 113 000 | 4 359 000 |
| **TOTAL EXPENDITURE** | **26 912 000** | **42 000 000** | **29 331 000** | **30 869 000** | **32 402 000** | **34 334 000** |
|  |  |  |  |  |  |  |
| Revenue | 26 808 000 | 27 969 000 | 29 331 000 | 30 869 000 | 32 402 000 | 34 334 000 |
|  |  |  |  |  |  |  |
| **RECONCILIATION** | 104 000 | 14 031 000 | - | - | - | - |

It is important to note that the budget that is currently available to the institution remains small, and therefore limits the extent to which then organisation is able to effectively fulfil its full mandate, as set out in the NEDLAC Act and the NEDLAC Constitution. A review of this budget has been requested.

### Relating Expenditure Trends to Strategic Outcomes-Oriented Goals

The strategic outcome-oriented goal of promoting effective participation in socio-economic policy-making and legislation fundamentally focuses on the enhanced achievement of the NEDLAC Chamber work programmes. This strategic outcome-oriented goal therefore represents the largest component of the APP, and consequently receives a major proportion of the NEDLAC expenditure allocation.

The budget allocation to this outcome-oriented goal is used to fund the engagement processes of each of the Chambers and the task teams that are established by the Chambers. It is also used to fund the engagements of the Executive Council (Exco), Management Committee (Manco), Manco task teams, as well as Section 77 processes. These engagement processes comprise the largest proportion of NEDLAC’s activities.

The strategic outcome-oriented goal of enhancing organisational effectiveness and efficiency forms the second largest expenditure allocation. This expenditure will be directed at improving governance. It will also be directed at the further strengthening of the NEDLAC Secretariat in order to more effectively and efficiently support social partner engagement processes.

The outcome oriented-goal of promoting and embedding a culture of effective social dialogue and engagement will continue to be given stronger focus. In this regard, increasing emphasis will be placed on communicating the activities of the institution, as well as creating a wider range of opportunities for broader social partner interactions, including through research, roundtables and other information sharing platforms.

# PART B: PROGRAMME AND SUB-PROGRAMME PLANS

## Programme 1: Administration

The purpose of this programme is to enhance organisational efficiency and effectiveness.

### 4.1. Sub-Programme 1.1: Entity Management

The purpose of this sub-programme is to enhance strategic oversight and governance of the entity.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective governance and strategic leadership.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 1.1.1. | NEDLAC Summit held as per the NEDLAC Act. | Number of NEDLAC Summits convened annually. | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 1.1.2. | EXCO meetings held as per the NEDLAC Constitution. | Number of EXCO meetings held. | 4 | 5 | 3 | 4 | 4 | 4 | 4 |
| 1.1.3. | Stakeholder survey conducted on quality of meeting preparations and logistical arrangements. | Number of satisfaction surveys completed for Manco. | N/A[[1]](#footnote-1) | N/A | N/A | 4 | 2 stakeholder surveys completed. | 2 stakeholder surveys completed. | 2 stakeholder surveys completed. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective governance and strategic leadership.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 1.1.1. | NEDLAC Summit held as per the NEDLAC Act. | Annual NEDLAC Summit convened. | Annual | Annual Summit convened in September 2015. | No target for this quarter. | Annual Summit convened. | No target for this quarter. | No target for this quarter. |
| 1.1.2. | EXCO meetings held as per the NEDLAC Constitution. | Number of EXCO meetings held. | Annual | 4 EXCO meetings held. | 1 EXCO meeting held. | 1 EXCO meeting held. | 1 EXCO meeting held. | 1 EXCO meeting held. |
| 1.1.3. | Stakeholder satisfaction survey conducted on quality of meeting preparations and logistical arrangements. | Number of stakeholder satisfaction surveys completed for Manco. | Annual | 2 stakeholder satisfaction surveys completed. | No target for this quarter. | Stakeholder satisfaction survey completed. | No target for this quarter. | Stakeholder satisfaction survey completed |

### 4.2. Sub-Programme 1.2: Corporate Services

The purpose of this sub-programme is to ensure the provision of the reliable back-office support services.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Provision of efficient and reliable back office support services.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 1.2.1. | Efficient voice and data services. | 4 meetings with voice and data service provider. | N/A | N/A | 4 | 4 | 4 meeting with voice and data service provider. | 4 meeting with voice and data service provider. | 4 meeting with voice and data service provider. |
| 1.2.2. | Secure back-up of data. | 12 off-site data back-ups. | N/A | N/A | N/A | N/A | 12 off-site data back-ups. | 12 off-site data back-ups. | 12 off-site data back-ups. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Provision of efficient and reliable back office support services.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 1.2.1. | Efficient voice and data services. | Quarterly meetings with voice and data service provider. | Annual | 4 x meetings with voice and data service provider. | 1 meeting with voice and data service provider. | 1 meeting with voice and data service provider. | 1 meeting with voice and data service provider. | 1 meeting with voice and data service provider. |
| 1.2.2. | Secure back-up of data | 12 off-site data back-ups. | Annual | 12 off-site data back-ups. | 3 off-site data back-ups. | 3 off-site data back-ups. | 3 off-site data back-ups. | 3 off-site data back-ups. |

### 4.3. Sub-Programme 1.3: Finance Administration

The purpose of this sub-programme is to ensure strong and compliant financial management of the NEDLAC budget allocations.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Improved risk management and financial oversight.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 1.3.1. | Unqualified audit opinion obtained. | Unqualified audit opinion by the Auditor-General. | Qualified audit opinion obtained. | Unqualified audit opinion obtained. | Qualified audit opinion obtained. | Unqualified audit opinion | Unqualified audit opinion obtained. | Unqualified audit opinion obtained. | Unqualified audit opinion obtained. |
| 1.3.2. | Review of Risk Register. | Risk Register reviewed and updated quarterly. | N/A | N/A | 2 | 4 | 4 x Risk Register review and update. | 4 x Risk Register review and update. | 4 x Risk Register review and update. |
| 1.3.3. | Financial Reports. | Quarterly financial reports submitted to governance structures. | N/A | 4 | 4 | 4 | 4 | 4 | 4 |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Improved risk management and financial oversight.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 1.3.1. | Unqualified audit opinion obtained. | Unqualified audit opinion by the Auditor-General. | Annual | Unqualified audit opinion obtained. | No target for this quarter. | Unqualified audit opinion obtained | No target for this quarter. | No target for this quarter. |
| 1.3.2. | Review of Risk Register. | Risk Register reviewed quarterly. | Annual | 4 Risk Register reviews. | 1 x Risk Register review. | 1 x Risk Register review. | 1 x Risk Register review. | 1 x Risk Register review. |
| 1.3.3. | Financial Reports. | Quarterly financial reports submitted to governance structures. | Annual | 4 x financial reports submitted. | Financial report submitted. | Financial report submitted. | Financial report submitted. | Financial report submitted. |

### 4.4. Sub-Programme 1.4: Office Accommodation

The purpose of this sub-programme is to ensure the management and maintenance of NEDLAC House.

| .**Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Improved facilities management.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 1.4.1. | Maintenance of NEDLAC House | Quarterly maintenance inspections. | N/A | N/A | N/A | N/A | 4 x maintenance inspections. | 4 x maintenance inspections. | 4 x maintenance inspections. |
| Issues identified in quarterly maintenance inspection reports resolved. | N/A | N/A | N/A | N/A | 80% of issues resolved within 30 days of identification. | 80% of issues resolved within 30 days of identification. | 80% of issues resolved within 30 days of identification. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Improved facilities management.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 1.4.1. | Maintenance of NEDLAC House | Quarterly maintenance inspections. | Quarterly | 4 maintenance inspection reports. | 1 maintenance inspection reports. | 1 maintenance inspection report. | 1 maintenance inspection report. | 1 maintenance inspection report. |
| Issues identified in quarterly maintenance inspections resolved. | Quarterly | Time taken to resolve identified issues. | 80% of issues resolved within 30 days of identification. | 80% of issues resolved within 30 days of identification. | 80% of issues resolved within 30 days of identification. | 80% of issues resolved within 30 days of identification. |

### 4.5. Sub-Programme 1.5: General Office Administration

The purpose of this sub-programme is to ensure the adequate effective and efficient general office administration.

| .**Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Office administration systems enhanced and monitored.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 1.5.1. | Staff satisfaction surveys on office administration services. | Staff satisfaction surveys undertaken. | N/A | N/A | N/A | 2 | 2 x staff satisfaction surveys completed. | 2 x staff satisfaction surveys completed. | 2 x staff satisfaction surveys completed. |
| 1.5.2. | Document management system maintained. | Monthly Secretariat documentation uploads into i-Cabinet. | N/A | N/A | N/A | Document management system implemented | 12 x Secretariat documentation uploads. | 12 x Secretariat documentation uploads. | 12 x Secretariat documentation uploads. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Office administration systems enhanced and monitored.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 1.5.1. | Staff satisfaction surveys on office administration services. | Staff satisfaction rate on office administration services. | Annual | Staff satisfaction surveys undertaken. | No target for this quarter. | Staff satisfaction survey | No target for this quarter. | Staff satisfaction survey |
| 1.5.2. | Document management system maintained. | Monthly Secretariat documentation uploads into i-Cabinet. | Annual | 12 x Secretariat documentation uploads. | 3 x Secretariat documentation uploads. | 3 x Secretariat documentation uploads. | 3 x Secretariat documentation uploads. | 3 x Secretariat documentation uploads. |

### 4.6. Sub-Programme 1.6: Human Resource Management

The purpose of this sub-programme is to build a strong and performing Secretariat.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Strengthening organisational culture and performance.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 1.6.1. | Staff performance assessments conducted. | Quarterly appraisals conducted. | N/A | Initiation of a NEDLAC performance management system. | 2 x quarterly appraisals. | 4 | 4 x appraisals completed annually. | 4 x appraisals completed annually. | 4 x appraisals completed annually |
| 1.6.2. | Performance improvement plans | Annual Performance improvement plans developed. | N/A | N/A | N/A | 1 | Performance improvement plans developed annually. | Performance improvement plans developed annually. | Performance improvement plans developed annually. |
| 1.6.3. | Staff Retention Plan | Date by which the Staff Retention Plan has been developed. | N/A | N/A | N/A | N/A | Staff Retention Plan developed by 31 March 2016. | N/A |  |

| **Quarterly targets for 2016 – 2017** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Strengthening organisational culture and performance.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | | |
| **1st** | **2nd** | **3rd** | **4th** | |
| 1.6.1. | Staff performance assessments conducted. | Quarterly appraisals conducted. | Annual | 4 appraisals conducted. | Performance appraisals conducted. | Performance appraisals conducted. | Performance appraisals conducted. | Performance appraisals conducted. | |
| 1.6.2. | Performance improvement plans | Annual Performance improvement plans developed. | Annual | Performance improvement plans developed annually. | No target for this quarter. | Performance improvement plans developed. | No target for this quarter. | No target for this quarter. | |
| 1.6.3. | Staff Retention Plan. | Date by which the Staff Retention Plan has been developed. | Annual | Staff Retention Plan developed by March 2016. | No target for this quarter. | No target for this quarter. | No target for this quarter. | Staff Retention Plan developed. | |

## 5. Programme 2: Core Operations

The purpose of this programme is to consider and engage on policy and legislation.

### 5.1. Sub-Programme 2.1: Development Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to urban and rural development, youth, gender and people with disabilities and the associated institutions of delivery.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective engagement on draft policy and legislation within the framework of the NEDLAC Act, Constitution and Protocols.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 2.1.1. | Research reports concluded. | Number of research reports concluded. | N/A | N/A | 2 | 1 | 1 x research reports concluded. | 1 x research reports concluded. | 1 x research reports concluded. |
| 2.1.2. | Strategic Session of the Chamber | Number of strategic sessions held. | N/A | N/A | 1 | 1 | 1 x strategic session held. | 1 x strategic session held. | 1 x strategic session held. |
| 2.1.3. | Conclude Nedlac Reports on draft legislation. | Time taken to conclude a Nedlac Report. | 4 | 4 | 2 | 4 pieces of legislation concluded within 6 months from date of tabling. | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac. | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac. | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac. |
| 2.1.4. | Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of satisfaction surveys completed. | N/A | N/A | 4 | 2 | 2 x Chamber satisfaction surveys completed. | 2 x Chamber satisfaction surveys completed. | 2 x Chamber satisfaction surveys completed. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective engagement on draft policy and legislation within the framework of the NEDLAC Act, Constitution and Protocols.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 2.1.1. | Research reports concluded. | Number of research reports concluded. | Annual | 1 x research report concluded. | No target for this quarter. | No target for this quarter. | No target for this quarter. | Research report concluded. |
| 2.1.2. | Strategic Session of the Chamber. | Number of Chamber strategic sessions held. | Annual | 1 x Chamber strategic session | No target for this quarter. | 1 x strategic session held. | No target for this quarter. | No target for this quarter. |
| 2.1.3. | Conclude Nedlac Reports on draft legislation. | Time taken to conclude a NEDLAC Report. | Annual | Finalise NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. | Concluded 6 months from date of tabling. | Concluded 6 months from date of tabling. | Concluded 6 months from date of tabling. | Concluded 6 months from date of tabling. |
| 2.1.4. | Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of satisfaction surveys completed. | Annual | 2 x Chamber satisfaction surveys completed. | No target for this quarter. | 1 x Chamber satisfaction survey completed. | No target for this quarter. | 1 x Chamber satisfaction survey completed. |

### 5.2. Sub-Programme 2.2: Public Finance and Monetary Policy Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to financial, fiscal, monetary and exchange rate policies, the coordination of fiscal and monetary policy, the related elements of macroeconomic policy and the associated institutions of delivery.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective engagement on draft policy and legislation within the framework of the NEDLAC Act, Constitution and Protocols.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 2.2.1. | Briefing Reports to Chamber on the National Budget and the Medium Term Budget Policy Statement. | Number of special sessions on the National Budget and the Medium Term Budget Policy Statement. | 1 | 2 | 2 | 2 | 2 x special sessions held. | 2 x special sessions held. | 2 x special sessions held. |
| Number of briefing reports to Chamber arising from the special sessions. | N/A | 2 | 2 | 2 | 2 x reports to Chamber arising from the special sessions concluded. | 2 x reports to Chamber arising from the special sessions concluded. | 2 x reports to Chamber arising from the special sessions concluded. |
| 2.2.2. | Briefing Reports to Chamber arising from special sessions convened by the Chamber. | Number of special sessions convened by the Chamber. | N/A | 1 | 1 | 5 | 3 x special sessions convened. | 3 x special sessions convened. | 3 x special sessions convened. |
| Number of briefing reports to Chamber arising from the special sessions. | N/A | 1 | 1 | 5 | 3 x reports submitted to Chamber arising from the special sessions. | 3 x reports submitted to Chamber arising from the special sessions. | 3 x reports submitted to Chamber arising from the special sessions. |
| 2.2.3. | Capacity building of chamber constituency representatives. | Number of training sessions held. | N/A | 2 | 2 | 2 | 2 x training sessions held. | 2 x training sessions held. | 2 x training sessions held. |
| 2.2.4. | Strategic Session of the Chamber | Number of strategic sessions. | N/A | 1 | 1 | 1 | 1 x strategic session held | 1 x strategic session held | 1 x strategic session held |
| 2.2.5. | Research reports concluded. | Number of research reports concluded. | N/A | N/A | 2 | 2. | 1 x research report concluded. | 1 x research report concluded. | 1 x research report concluded. |
| 2.2.6. | Concluded NEDLAC Reports on draft legislation. | Time taken to conclude a NEDLAC Report. | N/A | No new legislative matter tabled to date. | No new legislative matter tabled. | No new legislative matter tabled to date. | NEDLAC Reports on draft legislation concluded within 6 months of being tabled at NEDLAC. | NEDLAC Reports on draft legislation concluded within 6 months of being tabled at NEDLAC. | NEDLAC Reports on draft legislation concluded within 6 months of being tabled at NEDLAC. |
| 2.2.7. | Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of satisfaction surveys completed. | N/A | N/A | 4 | 2 | 2 x Chamber satisfaction surveys completed. | 2 x Chamber satisfaction surveys completed. | 2 x Chamber satisfaction surveys completed. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective engagement on draft policy and legislation within the framework of the NEDLAC Act, Constitution and Protocols.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 2.2.1. | Reports to Chamber on the National Budget and the Medium Term Budget Policy Statement. | Number of special sessions on the National Budget and the Medium Term Budget Policy Statement. | Annual | 2 x special sessions held. | No target for this quarter. | 1 x Special session held on the National Budget. | No target for this quarter. | 1 x Special session held on the National Budget. |
| Number of briefing reports to Chamber arising from the special session. | Annual | 2 x reports submitted to Chamber arising from the special sessions. | No target for this quarter. | 1 x Report submitted to Chamber. | No target for this quarter. | 1 x Report submitted to Chamber. |
| 2.2.2. | Briefing Reports to Chamber arising from special sessions convened by the Chamber. | Number of special sessions convened by the Chamber. | Annual | 3 x special session s convened. | 1 x Special session convened. | 1 x Special Session convened | 1 x Special Session convened | No target for this quarter. |
| Number of briefing reports submitted to Chamber arising from the special sessions. | Annual | 3 x reports submitted to Chamber arising from the special sessions. | No target for this quarter. | 1 x Report submitted to Chamber. | 1 x Report submitted to Chamber. | 1 x Report submitted to Chamber. |
| 2.2.3. | Capacity building of chamber constituency representatives. | Number of training sessions held. | Annual | 2 x training sessions held. | 1 x Training session held. | No target for this quarter. | No target for this quarter. | 1 x Training session held. |
| 2.2.4. | Strategic Session of the Chamber | Number of strategic convened | Annual | 1 x Strategic session convened | No target for this quarter. | 1 x Strategic session convened. | No target for this quarter. | No target for this quarter. |
| 2.2.5. | Research reports concluded. | Number of research reports concluded | Annual | 1 x research report concluded. | No target for this quarter. | No target for this quarter. | No target for this quarter. | 1 x Research report concluded. |
| 2.2.6. | Concluded NEDLAC Reports on draft legislation. | Time taken to conclude a NEDLAC Report. | Annual | Conclude NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. | NEDLAC Reports on draft legislation concluded within 6 months of being tabled at NEDLAC. | NEDLAC Reports on draft legislation concluded within 6 months of being tabled at NEDLAC. | NEDLAC Reports on draft legislation concluded within 6 months of being tabled at NEDLAC. | NEDLAC Reports on draft legislation concluded within 6 months of being tabled at NEDLAC. |
| 2.2.7. | Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of satisfaction surveys completed. | Annual | 2 x Chamber satisfaction surveys completed. | No target for this quarter. | 1 x Chamber satisfaction survey completed.  Completed surveys will allow management to identify areas of improvement for chamber. | No target for this quarter. | 1 x Chamber satisfaction survey completed.  Completed surveys will allow management to identify areas of improvement for chamber. |

### 

### 5.3. Sub-Programme 2.3: Trade and Industry Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to the economic and social dimensions of trade, industrial, mining, agricultural, and services policies and the associated institutions of delivery.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective engagement on draft policy and legislation within the framework of the NEDLAC Act, Constitution and Protocols.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 2.3.1. | Report to Chamber arising from the engagement session with the Minister of Trade and Industry. | Number of engagement sessions held with the Minister of Trade and Industry. | N/A | N/A | 1 | 1 | 1 x strategic session held. | 1 x strategic session held. | 1 x strategic session held. |
| Number of briefing reports submitted to Chamber. | N/A | N/A | 1 | 1 | 1 x report submitted to Chamber. | 1 x report submitted to Chamber. | 1 x report submitted to Chamber. |
| 2.3.2. | Research reports concluded. | Number of research reports concluded. | N/A | N/A | 2 | 1 | 1 x research report concluded. | 1 x research report concluded. | 1 x research report concluded. |
| 2.3.3. | Progress reports to Chamber on Teselico activities. | Quarterly progress reports submitted to Chamber. | N/A | N/A | 4 | 4 | 4 x progress reports submitted to Chamber. | 4 x progress reports submitted to Chamber. | 4 x progress reports submitted to Chamber. |
| 2.3.4. | Concluded NEDLAC Reports on draft legislation. | Time taken to conclude a NEDLAC Report. | 2 | 2 | 1 legislation concluded within 6 months. | No new legislative matter tabled to date. | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac. | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac |
| 2.3.5. | Strategic Session of the Chamber Convenors | Number of Chamber Convenor’s strategic sessions held. | 1 | 1 | 1 | 1 | 1 x Chamber Convenor’s strategic session held. | 1 x Chamber Convenor’s strategic session held. | 1 x Chamber Convenor’s strategic session geld |
| 2.3.6. | Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of satisfaction surveys completed. | N/A | N/A | 4 | 2 | 2 x Chamber satisfaction surveys completed. | 2 x Chamber satisfaction surveys completed | 2 x Chamber satisfaction surveys completed. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective engagement on draft policy and legislation within the framework of the NEDLAC Act, Constitution and Protocols.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 2.3.1. | Report to Chamber arising from the engagement session with the Minister of Trade and Industry | Number of briefing reports submitted to Chamber arising from engagement sessions with the Minister of Trade and Industry. | Annual | 1 x report submitted to Chamber. | No target for this quarter. | No target for this quarter. | No target for this quarter. | 1 x Report submitted to Chamber |
| 2.3.2. | Research reports concluded. | Number of research reports concluded. | Annual | 1 x research report concluded. | No target for this quarter. | No target for this quarter. | No target for this quarter. | 1 x Research report concluded. |
| 2.3.3. | Progress reports to MANCO on Teselico activities. | Quarterly progress reports submitted to Chamber. | Annual | 4 x progress reports to Chamber. | Progress report submitted to Chamber. | Progress report submitted to Chamber. | Progress report submitted to Chamber. | Progress report submitted to Chamber. |
| 2.3.4. | Conclude NEDLAC Reports on draft legislation. | Time taken to conclude a NEDLAC Report. | Annual | Conclude NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac. | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac. | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac. | Nedlac reports on draft legislation concluded within 6 months of being tabled at Nedlac. |
| 2.3.5. | Strategic Session of the Chamber Convenors | Number of Chamber Convenor’s strategic sessions convened. | Annual | 1 x Chamber Convenor’s strategic session convened. | No target for this quarter. | Chamber Convenor’s Strategic session convened. | No target for this quarter. | No target for this quarter. |
| 2.3.6. | Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of satisfaction surveys completed. | Annual | 2 x Chamber satisfaction surveys completed. | No target for this quarter. | 1 x Chamber satisfaction survey completed. | No target for this quarter. | 1 x Chamber satisfaction survey completed. |

### 5.4. Sub-Programme 2.4: Labour Market Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to world of work and the associated institutions of delivery.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective engagement on draft policy and legislation within the framework of the NEDLAC Act, Constitution and Protocols.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 2.4.1. | Progress reports to MANCO on the Decent Work Country Programme. | Number of progress reports submitted to Manco. | 2 | 2 | 4 | 4 | 4 x progress reports submitted to Manco. | 4 x progress reports submitted to Manco. | 4 x progress reports submitted to Manco. |
| 2.4.2. | Resolution of bargaining council demarcation disputes and applications referred by the CCMA. | Time taken to resolve demarcation disputes. | 33 demarcation disputes considered and finalised within 21 working days from receipt | 29 demarcation disputes considered and finalised within 21 working days from receipt | 34 demarcation disputes considered and finalised within 21 working days from receipt. | 33 demarcation disputes considered and finalised within 21 working days from receipt. | Bargaining Council demarcation disputes are resolved within 21 working days of being referred by the CCMA. | Bargaining Council demarcation disputes are resolved within 21 working days of being referred by the CCMA. | Bargaining Council demarcation disputes are resolved within 21 working days of being referred by the CCMA. |
| Time taken to conclude consideration of demarcation applications. | 6 demarcation applications concluded. | 1 demarcation application concluded. | 1 demarcation application concluded. | No demarcation applications have been received to date. | Consideration of demarcation applications are concluded within 90 days of receipt. | Consideration of demarcation applications are concluded within 90 days of receipt. | Consideration of demarcation applications are concluded within 90 days of receipt. |
| 2.4.3. | Briefing reports to Chamber on engagements with institutions that fall within the labour market ambit. | Number of briefing reports submitted to Chamber. | N/A | 2 | 2 | 2 | 2 x briefing reports submitted to Chamber. | 2 x briefing reports submitted to Chamber. | 2 x briefing reports submitted to Chamber. |
| 2.4.4. | Research reports on labour market trends concluded. | Number of research reports on labour markets issues concluded. | N/A | N/A | 2 | 1 | 1 x research report concluded. | 1 x research report concluded. | 1 x research report concluded. |
| 2.4.5. | Conclude NEDLAC Reports on draft legislation. | Time taken to conclude a NEDLAC Report. | No new legislative matters were tabled. | No new legislative matters were tabled. | 1 | 1 | Conclude NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. | Conclude NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. | Conclude NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. |
| 2.4.6. | Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of satisfaction surveys completed. | N/A | N/A | 4 | 2 | 2 x Chamber satisfaction surveys completed. | 2 x Chamber satisfaction surveys completed. | 2 x Chamber satisfaction surveys completed. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Effective engagement on draft policy and legislation within the framework of the NEDLAC Act, Constitution and Protocols.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 2.4.1. | Progress reports to MANCO on the Decent Work Country Programme. | Number of progress reports submitted to MANCO. | Annual | 4 x progress reports submitted to MANCO. | 1 x Progress report submitted to MANCO. | 1 x Progress report submitted to MANCO. | 1 x Progress report submitted to MANCO. | 1 x Progress report submitted to MANCO. |
| 2.4.2. | Resolution of bargaining council demarcation disputes and applications referred by the CCMA. | Time taken to resolve demarcation disputes. | Quarterly | Bargaining Council demarcation disputes are resolved within 21 working days of being referred by the CCMA. | 21 working days from receipt. | 21 working days from receipt. | 21 working days from receipt. | 21 working days from receipt. |
| Time taken to conclude consideration of demarcation applications. | Quarterly | Consideration of demarcation applications are concluded within 90 days of receipt. | 90 days from receipt. | 90 days from receipt. | 90 days from receipt. | 90 days from receipt. |
| 2.4.3. | Briefing reports to Chamber on engagements the institutions that fall within the labour market ambit. | Number of briefing reports submitted to Chamber. | Annual | 2 x briefing reports submitted to Chamber. | No target for this quarter. | 1 x Briefing report to Chamber. | No target for this quarter. | 1 x Briefing report to Chamber. |
| 2.4.4. | Research reports on labour market trends concluded. | Number of research reports on labour markets issues developed. | Annual | 1 x research reports on labour market trends concluded. | No target for this quarter. | No target for this quarter. | No target for this quarter. | Research report on labour market trends concluded. |
| 2.4.5. | Finalised NEDLAC Reports on draft legislation. | Time taken to conclude a NEDLAC Report | Annual | Time taken to conclude the report | 6 months from date of tabling. | 6 months from date of tabling. | 6 months from date of tabling. | 6 months from date of tabling. |
| 2.4.6. | Chamber satisfaction survey on quality of meeting preparations and logistical arrangements conducted. | Number of satisfaction surveys conducted. | Annual | 2 x Chamber satisfaction surveys conducted. | No target for this quarter. | Chamber satisfaction survey conducted. | No target for this quarter. | Chamber satisfaction survey conducted. |

**5.5. Sub-Programme 2.5: Manco Task Teams**

The purpose of this sub-programme is to consider and engage on policy and legislation that cuts across all of the Chambers.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Conclude matters under consideration within the framework of the NEDLAC Protocol.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 2.5.1. | Finalised NEDLAC Reports on draft legislation. | Time taken to conclude a NEDLAC Report. | No new legislative matters were tabled. | No new legislative matters were tabled. | 1 | 1 | Finalise NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. | Finalise NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. | Finalise NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Conclude matters under consideration within the framework of the NEDLAC Protocol.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 2.5.1. | Finalised NEDLAC Reports on draft legislation. | Time taken to conclude a NEDLAC Report. | Annual | Finalise NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC. | 6 months from date of tabling. | 6 months from date of tabling. | 6 months from date of tabling. | 6 months from date of tabling. |

### 5.6. Sub-Programme 2.6: Section 77

The purpose of this sub-programme is to consider and engage on applications made in terms of Section 77 of the Labour Relations Act.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Conclude matters under consideration within the framework of the Section 77 Protocol.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2011-12** | **2012-13** | **2013-14** | **2015-16** | **2016-17** | **2017-18** |
| 2.6.1. | Resolution of Section 77 Notices as and when these may arise in terms of the Section 77 Protocol. | All Section 77 Notices resolved in compliance with the Section 77 Protocol. | 24 months | 12 months | 12 months | 4 | Reports to be concluded within five days of resolution of all Section 77 notices. | Reports to be concluded within five days of resolution of all Section 77 notices. | Reports to be concluded within five days of resolution of all Section 77 notices. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Conclude matters under consideration within the framework of the Section 77 Protocol.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 2.6.1. | Resolution of Section 77 Notices as and when these may arise in terms of the Section 77 Protocol. | Compliance with the Section 77 Protocol. | Annual | All Section 77 Notices resolved in compliance with the Section 77 Protocol. | Reports to be concluded within five days of resolution of all Section 77 notices. | Reports to be concluded within five days of resolution of all Section 77 notices. | Reports to be concluded within five days of resolution of all Section 77 notices. | Reports to be concluded within five days of resolution of all Section 77 notices. |

### 5.7. Sub-Programme 2.7: Communications and Outreach

The purpose of this sub-programme is to promote social dialogue and capacity building, awareness of NEDLAC activities and enhance the perception of NEDLAC among stakeholders.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Promote social dialogue through communication, information and capacity building.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 2.7.1 | Press briefings, interviews, opinion pieces and news articles. | Number of media interactions. | 3 interviews, 2 media statements and 1 opinion piece. | 4 press statements and 6 interviews. | 1 press statement/interview. | 1 press statements/ interviews. | At least 1 press briefing/ interview/ opinion piece/news article per quarter. | At least 1 press briefing /interview/ opinion piece/news article per quarter. | At least 1 press briefing/ interviews\/ opinion piece/news article per quarter. |
| 2.7.2. | Website updated and monitored. | Number of website updates. | N/A | N/A | 12 | 12 | 12 updates. | 12 updates. | 12 updates. |
| Number of reports on website visits. | N/A | N/A | 12 | 12 | 12 reports issued. | 12 reports issued | 12 reports issued |
| 2.7.3. | Nedlac 20-year anniversary celebrated. | 20-year publication developed. | N/A | N/A | N/A | 20-year publication developed. | N/A | N/A | N/A |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Promote social dialogue through communication, information and capacity building.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 2.7.1. | Press briefings, interviews, opinion pieces and news articles. | Number of media interactions. | Annual | At least 1 press briefing/ interview/ opinion piece/news article per quarter. | 1 press briefing/interview/ opinion piece/news article. | 1 press briefing/interview/opinion piece/news article. | 1 press briefing/interview/opinion piece/news article. | 1 press briefing/interview/opinion piece/news article. |
| 2.7.2. | Website updated and monitored. | Number of website updates. | Annual | 12 updates. | 3 x updates. | 3 x updates. | 3 x updates. | 3 x updates. |
| Number of reports on website visits. | Annual | 12 reports. | 3 reports. | 3 reports. | 3 reports. | 3 reports. |
| 2.7.3. | Nedlac 20-year anniversary celebrated. | 20-year publication developed. | Annual | 20-year publication developed. | No target for this quarter. | No target for this quarter. | No target for this quarter. | 1 publication. |

## Programme 3: Capacity Building Funds

The purpose of this programme is to consider and engage on policy and legislation.

### 6.1. Sub-Programme 3.1: Business Constituency

The purpose of this sub-programme is to ensure that the Business Constituency Capacity Funds are spent in compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 3.1.1. | Financial reports to FINCOM. | Number of financial reports prepared for FINCOM. | N/A | The NEDLAC Policy on Constituency Capacity Building Budgeting and Expense was approved. | 4 | 4 | 4 x financial reports prepared. | 4 x financial reports prepared. | 4 x financial reports prepared. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 3.1.1. | Financial reports. | Number of financial reports prepared for FINCOM. | Annual | N/A | 1 x financial report | 1 x financial report | 1 x financial report | 1 x financial report |

### 6.2. Sub-Programme 3.2: Community Constituency

The purpose of this sub-programme is to ensure that the Community Constituency Capacity Funds are spent in compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 3.2.1. | Financial reports. | Number of financial reports prepared for FINCOM. | N/A | The NEDLAC Policy on Constituency Capacity Building Budgeting and Expense was approved. | 4 | 4 | 4 x financial reports prepared. | 4 x financial reports prepared. | 4 x financial reports prepared. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.** | | | | | | |
| **Strategic objective** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 3.2.1. | Financial reports. | Number of financial reports prepared for FINCOM. | Annual | N/A | 1 x financial report | 1 x financial report | 1 x financial report | 1 x financial report |

### 6.3. Sub-Programme 3.3: Labour Constituency

The purpose of this sub-programme is to ensure that the Labour Constituency Capacity Funds are spent in compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.

| **Strategic objectives, programme performance indicators and annual targets** | | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.** | | | | | | | |
| **No.** | **Output** | **Programme performance indicator** | **Audited/actual performance** | | | **Estimated performance 2015-16** | **Medium-term targets** | | |
| **2012-13** | **2013-14** | **2014-15** | **2016-17** | **2017-18** | **2018-19** |
| 3.3.1. | Financial reports. | Number of financial reports prepared for FINCOM. | N/A | The NEDLAC Policy on Constituency Capacity Building Budgeting and Expense was approved. | 4 | 4 | 4 x financial reports prepared. | 4 x financial reports prepared. | 4 x financial reports prepared. |

| **Quarterly targets for 2016 – 2017** | | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic objective** | | **Compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.** | | | | | | |
| **No.** | **Output** | **Performance indicator** | **Reporting period** | **Annual target** | **Quarterly target** | | | |
| **1st** | **2nd** | **3rd** | **4th** |
| 3.3.2. | Financial reports. | Number of financial reports prepared for FINCOM. | Annual | 4 | 1 x financial report | 1 x financial report | 1 x financial report | 1 x financial report |

# PART C: LINKS TO OTHER PLANS

## Links to the long-term infrastructure and other capital plans

There are no long-term infrastructure and other capital plans.

## Annexure 1: Data Descriptions

**DATA DESCRIPTIONS**

1. **Programme 1: Administration**
   1. **Sub-Programme 1.1: Entity Management**

|  |  |
| --- | --- |
| **Indicator title** | NEDLAC Summit held as per the NEDLAC Act. |
| **Short Definition** | This indicator seeks to measure the number of NEDLAC Summits held annually. |
| **Purpose/Importance** | This indicator seeks to ensure compliance with the NEDLAC Act, which requires the convening of an Annual NEDLAC Summit. The Summit provides an opportunity for a wider range of stakeholders to receive information on the work of NEDLAC and to provide input that would shape the NEDLAC work programme. |
| **Source/Collection of data** | Attendance registers, programme and other Summit documentation. |
| **Method of collection** | Annual Summit Report. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Annual Summit is convened. |
| **Indicator responsibility** | Executive Director. |

|  |  |
| --- | --- |
| **Indicator title** | Number of EXCO meetings held. |
| **Short Definition** | This indicator seeks to measure the number of EXCO meetings held annually. |
| **Purpose/Importance** | To ensure the consideration and ratification of NEDLAC financial reports, audit reports and other strategic issues. |
| **Source/Collection of data** | Meeting minutes. |
| **Method of collection** | Simple count of the number of meeting minutes, of which there should be four for the financial year. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative –for the year. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Four meetings of EXCO. |
| **Indicator responsibility** | Executive Director. |

|  |  |
| --- | --- |
| **Indicator title** | Number of stakeholder satisfaction surveys conducted for Manco. |
| **Short Definition** | This indicator seeks to measure the number of satisfaction surveys conducted annually. |
| **Purpose/Importance** | To provide a basis to proactively identify shortcomings in respect of logistical arrangements, and the quality of preparations for Manco. Logistical arrangement would include transport arrangements, accommodation arrangements and catering. Quality of preparations would include the quality of agendas, minutes, documentation and document packs. Data received from the surveys would be used to enhance the effectiveness and efficiency of future key governance meeting arrangements and engagements. |
| **Source/Collection of data** | Simple count of the number of satisfaction surveys completed. |
| **Method of collection** | Satisfaction Surveys. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhancement of future Manco meetings through the proactive identification of areas requiring improvement. |
| **Indicator responsibility** | Senior Committees and Projects Coordinator. |

* 1. **Sub-Programme 1.2: Corporate Services**

|  |  |
| --- | --- |
| **Indicator title** | Quarterly meetings with voice and data service provider. |
| **Short Definition** | This indicator seeks to ensure that the voice and data infrastructure service provider provides the required level of service in this regard. |
| **Purpose/Importance** | This indicator seeks to capture the monitoring of voice and data service and ensure that voice and data services function optimally. |
| **Source/Collection of data** | Minutes of the quarterly meetings with the service provider. |
| **Method of collection** | The approved minutes will be filed. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | Yes. |
| **Desired performance** | Voice and data service functions optimally. |
| **Indicator responsibility** | IT Administrator. |

|  |  |
| --- | --- |
| **Indicator title** | 12 off-site back-ups. |
| **Short Definition** | This indicator seeks to ensure that NEDLAC data is safely backed-up through ensuring that the information is safely stored off-site. |
| **Purpose/Importance** | This indicator seeks to ensure the security of NEDLAC data. |
| **Source/Collection of data** | Signed-off receipt of data by service provider. |
| **Method of collection** | The service provider will be required to sign a proof of receipt of the data. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | Yes. |
| **Desired performance** | Enhanced data security the off-site back-up of data. |
| **Indicator responsibility** | IT Administrator. |

* 1. **Sub-Programme 1.3: Finance Administration**

|  |  |
| --- | --- |
| **Indicator title** | Unqualified audit opinion obtained. |
| **Short Definition** | This indicator seeks to ensure the achievement of an unqualified audit opinion arising from the annual audit to be conducted by the Auditor-General. |
| **Purpose/Importance** | The unqualified audit opinion will be a key indicator of good governance. |
| **Source/Collection of data** | External auditor’s reports. |
| **Method of collection** | Financial statements, financial reports and performance reports. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Unqualified audit opinion as a key indicator of good governance. |
| **Indicator responsibility** | Chief Financial Officer. |

|  |  |
| --- | --- |
| **Indicator title** | Risk Register reviewed quarterly. |
| **Short Definition** | This indicator seeks to measure the frequency of updates to the Risk Register. |
| **Purpose/Importance** | The Risk Register seeks to ensure that organisational risk are monitored and addressed proactively. |
| **Source/Collection of data** | Copies of the Risk Register. |
| **Method of collection** | Copies of the Risk Register from the Chief Financial Officer. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Proactive monitoring and addressing of organisational risks. |
| **Indicator responsibility** | Chief Financial Officer. |

|  |  |
| --- | --- |
| **Indicator title** | Quarterly financial reports submitted to governance structures. |
| **Short Definition** | This indicator seeks to measure the number of financial reports that are submitted to governance structures, namely EXCO, MANCO, FINCOM, AUDITCOM and the Department of Labour. |
| **Purpose/Importance** | The financial reports to governance structures provide a basis for these NEDLAC governance structures to assess financial performance and risks. |
| **Source/Collection of data** | Simple count of the number of financial reports submitted. |
| **Method of collection** | Financial reports and governance structure. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhanced financial oversight by senior governance structures. |
| **Indicator responsibility** | Chief Financial Officer. |

* 1. **Sub-Programme 1.4: Office Accommodation**

|  |  |
| --- | --- |
| **Indicator title** | Quarterly maintenance inspections. |
| **Short Definition** | This indicator seeks to monitor the maintenance of NEDLAC House. |
| **Purpose/Importance** | The regular maintenance of NEDLAC House will be monitored through this indicator. |
| **Source/Collection of data** | Reports arising from each inspection. |
| **Method of collection** | Completed inspection reports filed for ease of reference. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Quarterly. |
| **New indicator** | Yes |
| **Desired performance** | Maintained office accommodation. |
| **Indicator responsibility** | Head: Programme Operations |

|  |  |
| --- | --- |
| **Indicator title** | Issues identified in quarterly maintenance inspections resolved. |
| **Short Definition** | This indicator seeks to ensure the maintenance of NEDLAC House within 30 days of identification. |
| **Purpose/Importance** | The regular maintenance of NEDLAC House will be measured through this indicator. |
| **Source/Collection of data** | Reports arising from each inspection, together with proof of the date on which the identified issue was resolved. The latter would include invoices and sign-off on completion of work. At least 80% of the identified defects should be resolved. |
| **Method of collection** | The maintenance reports will be filed for ease of reference. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Quarterly. |
| **New indicator** | Yes |
| **Desired performance** | Maintained office accommodation. |
| **Indicator responsibility** | Head: Programme Operations |

* 1. **Sub-Programme 1.5: General Office Administration**

|  |  |
| --- | --- |
| **Indicator title** | Staff satisfaction rate on office administration services. |
| **Short Definition** | This indicator is intended to measure staff satisfaction rates in respect of the supply of adequate stock (i.e. for meeting packs) for NEDLAC structural meetings. |
| **Purpose/Importance** | It is essential, for the efficient hosting of meetings, that there is sufficient stock (i.e. for meeting packs) for these meetings, and that staff are satisfied with the availability of such stock for meetings. |
| **Source/Collection of data** | Staff satisfaction surveys on office administration services. |
| **Method of collection** | Individual staff surveys completed. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | Yes |
| **Desired performance** | Increased staff satisfaction with the adequacy stock (i.e.for meeting packs) for the hosting of meetings. |
| **Indicator responsibility** | Chief Financial Officer. |

|  |  |
| --- | --- |
| **Indicator title** | Monthly Secretariat documentation uploads into i-Cloud. |
| **Short Definition** | This indicator is intended to measure the frequency of documentation uploads onto i-Cloud. |
| **Purpose/Importance** | i-Cloud provides a secure, off-site central repository for tracking, storing and archiving documents. |
| **Source/Collection of data** | Viewing of the document management system. |
| **Method of collection** | Document management system. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | Yes |
| **Desired performance** | Centralised back-up of all NEDLAC documents. |
| **Indicator responsibility** | Executive Administrator. |

* 1. **Sub-Programme 1.6: Human Resource Management**

|  |  |
| --- | --- |
| **Indicator title** | Quarterly appraisals conducted. |
| **Short Definition** | This indictor is intended to measure the number of staff performance appraisals conducted annually. |
| **Purpose/Importance** | Each staff member will be assessed in terms of the achievement of performance targets set out in his/her performance contract. The performance assessments are intended to support the enhanced performance of Secretariat staff. |
| **Source/Collection of data** | Simple count of the number of performance appraisal reports completed. |
| **Method of collection** | Staff performance appraisal reports completed. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | That all staff undergo performance assessments on a regular basis. |
| **Indicator responsibility** | Human Resources Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Annual Performance improvement plans developed. |
| **Short Definition** | To measure the frequency in respect of the development of performance improvement plans. |
| **Purpose/Importance** | Through the performance assessments that will be conducted, areas of further individual staff development will be identified. The performance improvement plans will therefore be developed to address these identified areas of development for staff members, in order to enhance the performance of that specific staff member. |
| **Source/Collection of data** | Performance Improvement Plans. |
| **Method of collection** | Individual Performance Improvement Plans developed arising from these appraisals. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | Yes |
| **Desired performance** | Enhanced staff performance. |
| **Indicator responsibility** | Human Resources Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Date by which the Staff Retention Plan has been developed. |
| **Short Definition** | To develop a plan that would be aimed at retaining high-performing staff. |
| **Purpose/Importance** | The loss of high-performing staff would detrimentally affect the performance of the Secretariat. This plan will therefore aim to address this risk. |
| **Source/Collection of data** | Staff Retention Plan developed by 31 March 2016 |
| **Method of collection** | Staff Retention Plan will be available electronically. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | Yes |
| **Desired performance** | Enhanced staff retention. |
| **Indicator responsibility** | Human Resources Coordinator. |

1. **Programme 2: Core Operations**
   1. **Sub-Programme 2.1: Development Chamber**

|  |  |
| --- | --- |
| **Indicator title** | Number of research reports concluded. |
| **Short Definition** | This indictor is intended to measure the number of research reports developed. |
| **Purpose/Importance** | This indicator provides the Chamber with a basis to undertake research on issues of interest to the Chamber. The reports could then inform both current and future engagements of the Chamber. |
| **Source/Collection of data** | Simple count of the research reports completed. |
| **Method of collection** | One Copy of the research report. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | Yes |
| **Desired performance** | Enhanced Chamber engagements arising from the research undertaken. |
| **Indicator responsibility** | Development Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of Strategic Sessions. |
| **Short Definition** | This indicator is intended to measure the number of internal strategic sessions convened by the Chamber. |
| **Purpose/Importance** | One strategic session of the Chamber will be convened. The session will provide the Chamber with an opportunity to review the progress that it is making in achieving its work programme and to plan for the APP for the subsequent financial year. |
| **Source/Collection of data** | Chamber minutes/report arising from the session. |
| **Method of collection** | The minute/report will capture the discussions at the sessions. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhanced performance of the Chamber. |
| **Indicator responsibility** | Development Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Time taken to conclude a NEDLAC Report |
| **Short Definition** | To measure the time taken to conclude NEDLAC Reports on arising matters. |
| **Purpose/Importance** | There are matters that will arise during the course of the financial year, which consequently would not appear on the APP for that specific financial year. These matters are generally tabled by government. The NEDLAC Protocol will be used as a basis for setting time frames for the conclusion of engagements on such matters. The conclusion of engagements on legislative and policy matters will result in a NEDLAC Report. In terms of the NEDLAC Protocol, NEDLAC Reports are ratified by MANCO or the Overall Convenors. A MANCO/Overall Convenors ratified NEDLAC Report therefore forms proof of the conclusion of an engagement process. |
| **Source/Collection of data** | Simple count of the number of days taken, from the date on which the arising matter was tabled and the date on which the NEDLAC Report was ultimately signed-off/approved by MANCO. |
| **Method of collection** | The minutes of the Chamber meeting where the arising matter was tabled and the minutes of the MANCO meeting where the NEDLAC Report was signed-off/approved. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | Enhanced compliance with the NEDLAC Protocol. |
| **Indicator responsibility** | Development Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of satisfaction surveys completed. |
| **Short Definition** | This indicator seeks to measure the number of satisfaction surveys conducted with Chamber members annually. |
| **Purpose/Importance** | To provide a basis to proactively identify shortcomings in respect of logistical arrangements and the quality of preparations for Chamber meetings. Logistical arrangement would include transport arrangements, accommodation arrangements and catering. Quality of preparations would include the quality of agendas, minutes, documentation and document packs. Data received from the surveys would be used to enhance the effectiveness and efficiency of future Chamber meeting arrangements and engagements. |
| **Source/Collection of data** | Simple count of the number of satisfaction surveys completed. |
| **Method of collection** | Completed Satisfaction Surveys. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhancement of future Chamber meetings through the proactive identification of areas requiring improvement. |
| **Indicator responsibility** | Development Chamber Coordinator. |

**2.2 Sub-Programme 2.2: Public Finance and Monetary Policy Chamber**

|  |  |
| --- | --- |
| **Indicator title** | Number of special sessions on the National Budget and the Medium term Budget Policy Statement (MTBPS) |
| **Short Definition** | This indicator is intended to measure the number of Chamber special sessions on the National Budget and the MTBPS. |
| **Purpose/Importance** | 2 special sessions will be held. The sessions will focus on the Budget priorities, and will provide constituencies with an opportunity to make inputs to shape the Budget. |
| **Source/Collection of data** | A briefing report to Chamber will be developed, and will capture the inputs made at the sessions. |
| **Method of collection** | The briefing report to Chamber will capture the discussions at the sessions. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | 2 special sessions of the Chamber, which would provide the Chamber with an opportunity to input into the development of the Budget and the Medium Term Budget Policy Statement. |
| **Indicator responsibility** | Public Finance and Monetary Policy Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of briefing reports to Chamber arising from the strategic sessions of the Chamber (on the National Budget and the Medium term Budget Policy Statement). |
| **Short Definition** | This indicator is intended to measure the number of briefing reports to Chamber arising from the special sessions on the National Budget and the MTBPS. |
| **Purpose/Importance** | 2 Chamber briefing reports will be developed, capturing the issues identified by Chamber Constituencies, in respect of the Budget and the Medium term Budget Policy Statement. The reports will be submitted for consideration by the Chamber. The briefing reports will capture the issues that Chamber Constituencies identify as priorities for consideration in the development of the Budget and the Medium Term Budget Policy Statement. |
| **Source/Collection of data** | Simple count of the number of briefing reports arising from the sessions. |
| **Method of collection** | The briefing reports will capture the discussions at the sessions. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | Briefing Report to Chamber which would capture the issues that Constituencies have respectively prioritised for consideration in the development of the Budget. |
| **Indicator responsibility** | Public Finance and Monetary Policy Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of briefing reports to the Chamber arising from special sessions convened by the Chamber. |
| **Short Definition** | The Chamber will convene 3 special sessions on topics prioritised by the Chamber. A briefing report to the Chamber will be developed based on the outputs of each session. This indicator is intended to measure the number of special sessions and briefing reports considered by the Chamber. |
| **Purpose/Importance** | 3 special sessions will be held, Each session will produce a briefing report for the consideration of the Chamber. |
| **Source/Collection of data** | A briefing report to Chamber, will be developed, and will capture the inputs made at the session. |
| **Method of collection** | The briefing report to Chamber will capture the discussions at the sessions. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | 3 special sessions of the Chamber, and 3 Chamber briefing reports.. |
| **Indicator responsibility** | Public Finance and Monetary Policy Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of training sessions. |
| **Short Definition** | This indicator is intended to measure the number of Chamber training sessions convened. |
| **Purpose/Importance** | 2 training sessions will be held to enhance the knowledge base of Chamber Constituency delegates. The session will focus on enhancing the capacity of Chamber delegates to more effectively engage on the issues being addressed by the Chamber. |
| **Source/Collection of data** | Proof of payment to the trainer, training material and attendance register |
| **Method of collection** | Proof of payment would be provided by the Chief Financial Officer. Training material would be provided by the Chamber Coordinator.  Attendance register would be provided by the Chamber Coordinator. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | Improved Chamber performance through the enhanced knowledge-base of Chamber delegates. |
| **Indicator responsibility** | Public Finance and Monetary Policy Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Strategic Session of the Chamber. |
| **Short Definition** | This indicator is intended to measure the number of internal strategic sessions of the Chamber. |
| **Purpose/Importance** | The session will provide the Chamber with an opportunity to consider the progress that it is making in achieving its work programme, and plan for the APP for the subsequent financial year. |
| **Source/Collection of data** | Chamber minutes/report arising from the session. |
| **Method of collection** | The minute/report will capture the discussions at the session. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhanced performance of the Chamber. |
| **Indicator responsibility** | Public Finance and Monetary Policy Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of research reports concluded. |
| **Short Definition** | This indictor is intended to measure the number of research reports developed. |
| **Purpose/Importance** | This indicator provides the Chamber with a basis to undertake research on issues of interest to the Chamber. The reports could then inform both current and future engagements of the Chamber. |
| **Source/Collection of data** | Simple count of the number of research reports completed. |
| **Method of collection** | Copies of the research reports completed. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhanced Chamber engagements arising from the research undertaken. |
| **Indicator responsibility** | Public Finance and Monetary Policy Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Time taken to conclude a NEDLAC Report |
| **Short Definition** | To measure the time taken to conclude NEDLAC Reports on arising matters. |
| **Purpose/Importance** | There are matters that will arise during the course of the financial year, which consequently would not appear on the APP for that specific financial year. These matters are generally tabled by government. The NEDLAC Protocol will be used as a basis for setting time frames for the conclusion of engagements on such matters. The conclusion of engagements on legislative and policy matters will result in a NEDLAC Report. In terms of the NEDLAC Protocol, NEDLAC Reports are ratified by MANCO or the Overall Convenors. A MANCO/Overall Convenors ratified NEDLAC Report therefore forms proof of the conclusion of an engagement process. |
| **Source/Collection of data** | Simple count of the number of days taken, from the date on which the arising matter was tabled and the date on which the NEDLAC Report was ultimately signed-off/approved by MANCO. |
| **Method of collection** | The minutes of the Chamber meeting where the arising matter was tabled and the minutes of the MANCO meeting where the NEDLAC Report was signed-off/approved. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | Enhanced compliance with the NEDLAC Protocol. |
| **Indicator responsibility** | Public Finance and Monetary Policy Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of satisfaction surveys completed. |
| **Short Definition** | This indicator seeks to measure the number of satisfaction surveys conducted with Chamber members annually. |
| **Purpose/Importance** | To provide a basis to proactively identify shortcomings in respect of logistical arrangements, and the quality of preparations for Chamber meetings. Logistical arrangement would include transport arrangements, accommodation arrangements and catering. Quality of preparations would include the quality of agendas, minutes, documentation and document packs. Data received from the surveys would be used to enhance the effectiveness and efficiency of future Chamber meeting arrangements and engagements. |
| **Source/Collection of data** | Simple count of the number of satisfaction surveys administered. |
| **Method of collection** | Satisfaction Survey. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhancement of future Chamber meetings through the proactive identification of areas requiring improvement. |
| **Indicator responsibility** | Public Finance and Monetary Policy Chamber Coordinator. |

**2.3 Sub-Programme 2.3: Trade and Industry Chamber**

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| --- | --- |
| **Indicator title** | Number of strategic sessions with the Minister of Trade and Industry. |
| **Short Definition** | This indicator is intended to measure the number of Chamber strategic sessions with the Minister of Trade and Industry. |
| **Purpose/Importance** | The session will provide an opportunity for the Chamber to engage on trade and industrial policy with the Minister of Trade and Industry. |
| **Source/Collection of data** | A briefing report to Chamber will be developed, and will capture the inputs made at the sessions. |
| **Method of collection** | The briefing report to Chamber will capture the discussions at the session. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | One special session of the Chamber, which would provide the Chamber with an opportunity to engage with the Minister of Trade and Industry in respect of trade and industrial policy. |
| **Indicator responsibility** | Trade and Industry Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of briefing reports to Chamber arising from the strategic session (with the Minister of Trade and Industry). |
| **Short Definition** | This indicator is intended to measure the number of briefing reports to Chamber, on this matter. |
| **Purpose/Importance** | 1 Chamber briefing report will be developed, capturing the issues raised at the strategic session by each Constituency. |
| **Source/Collection of data** | Simple count of briefing reports arising from the session. |
| **Method of collection** | The briefing report will capture the discussions at the session. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | Briefing Report to Chamber, which would capture Constituencies inputs at the Strategic Session. |
| **Indicator responsibility** | Trade and Industry Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of research reports concluded. |
| **Short Definition** | This indictor is intended to measure the number of research reports developed. |
| **Purpose/Importance** | This indicator provides the Chamber with a basis to undertake research on issues of interest to the Chamber. The reports could then inform both current and future engagements of the Chamber. |
| **Source/Collection of data** | Simple count of the number of research reports concluded. |
| **Method of collection** | Copies of the research reports. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhanced Chamber engagements arising from the research undertaken. |
| **Indicator responsibility** | Trade and Industry Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Quarterly progress reports to Chamber on Teselico activities. |
| **Short Definition** | This indictor is intended to measure the number of Teselico progress reports submitted to the Chamber. |
| **Purpose/Importance** | This indicator provides the Chamber with a basis to assess progress in respect of Teselico activities. |
| **Source/Collection of data** | Simple count of the number of progress reports submitted. |
| **Method of collection** | Copies of the progress reports. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Chamber monitoring of Teselico activities. |
| **Indicator responsibility** | Trade and Industry Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Time taken to conclude a NEDLAC Report |
| **Short Definition** | To measure the time taken to conclude NEDLAC Reports on arising matters. |
| **Purpose/Importance** | There are matters that will arise during the course of the financial year, which consequently would not appear on the APP for that specific financial year. These matters are generally tabled by government. The NEDLAC Protocol will be used as a basis for setting time frames for the conclusion of engagements on such matters. The conclusion of engagements on legislative and policy matters will result in a NEDLAC Report. In terms of the NEDLAC Protocol, NEDLAC Reports are ratified by MANCO or the Overall Convenors. A MANCO/Overall Convenors ratified NEDLAC Report therefore forms proof of the conclusion of an engagement process. |
| **Source/Collection of data** | Simple count of the number of days taken, from the date on which the arising matter was tabled and the date on which the NEDLAC Report was ultimately signed-off/approved by MANCO. |
| **Method of collection** | The minutes of the Chamber meeting where the arising matter was tabled and the minutes of the MANCO meeting where the NEDLAC Report was signed-off/approved. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhanced compliance with the NEDLAC Protocol. |
| **Indicator responsibility** | Trade and Industry Chamber Coordinator. |

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| --- | --- |
| **Indicator title** | Strategic Session of the Chamber Convenors. |
| **Short Definition** | This indicator is intended to measure the number of internal strategic sessions of the Chamber Convenors. |
| **Purpose/Importance** | The session will provide the Chamber with an opportunity to consider the progress that it is making in achieving its work programme, and plan for the APP for the subsequent financial year. |
| **Source/Collection of data** | Minutes/report arising from the session. |
| **Method of collection** | The minute/report will capture the discussions at the session. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | Yes. |
| **Desired performance** | Enhanced performance of the Chamber. |
| **Indicator responsibility** | Trade and Industry Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of satisfaction surveys completed. |
| **Short Definition** | This indicator seeks to measure the number of satisfaction surveys completed with Chamber members annually. |
| **Purpose/Importance** | To provide a basis to proactively identify shortcomings in respect of logistical arrangements, and the quality of preparations for Chamber meetings. Logistical arrangement would include transport arrangements, accommodation arrangements and catering. Quality of preparations would include the quality of agendas, minutes, documentation and document packs. Data received from the surveys would be used to enhance the effectiveness and efficiency of future Chamber meeting arrangements and engagements. |
| **Source/Collection of data** | The administration of individual surveys of Chamber participants. |
| **Method of collection** | Simple count of the number of Satisfaction Surveys completed. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhancement of future Chamber meetings through the proactive identification of areas requiring improvement. |
| **Indicator responsibility** | Trade and Industry Chamber Coordinator. |

**2.4. Sub-Programme 2.4: Labour Market Chamber**

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| --- | --- |
| **Indicator title** | Number of progress reports to MANCO (on the Decent Work Country Programme [DWCP]). |
| **Short Definition** | This indicator is intended to measure the number of progress reports to MANCO on the DWCP. |
| **Purpose/Importance** | The progress reports will provide MANCO with quarterly updates on the implementation of the Decent Work Country Programme. |
| **Source/Collection of data** | The International Labour Organisation provides reports to the NEDLAC Decent Work Country Programme Steering Committee. |
| **Method of collection** | Simple count of the number of DWCP progress reports submitted to MANCO. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | 4 x progress Reports to MANCO on the Decent Work Country Programme. |
| **Indicator responsibility** | Labour Market Chamber Coordinator. |

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| --- | --- |
| **Indicator title** | Time taken to resolve demarcation disputes. |
| **Short Definition** | Demarcation disputes will be addressed within 21 days of being referred by the Commission for Conciliation, Mediation and Arbitration (CCMA). |
| **Purpose/Importance** | The NEDLAC Demarcations Committee considers demarcation disputes referred by the CCMA. It is important that these disputes are resolved within the 21 day time frame established by the Demarcations Committee. |
| **Source/Collection of data** | Simple count of the number of days taken to resolve demarcation disputes. |
| **Method of collection** | A register of demarcation disputes is maintained by the Labour Market Chamber Convenor. The register records the date of receipt of the demarcation dispute and the date of finalisation by the Demarcations Committee. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Quarterly. |
| **New indicator** | No. |
| **Desired performance** | Demarcation disputes are resolved within 21 days of referral by the CCMA. |
| **Indicator responsibility** | Labour Market Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Time taken to resolve demarcation applications. |
| **Short Definition** | Demarcation disputes will be addressed within 90 days of being referred by the Commission for Conciliation, Mediation and Arbitration (CCMA) |
| **Purpose/Importance** | The NEDLAC Demarcations Committee considers demarcation disputes referred by the CCMA. It is important that these disputes are resolved within the 90 day time frame established by the Demarcations Committee. |
| **Source/Collection of data** | Simple count of the number of days taken to resolve demarcation applications. |
| **Method of collection** | A register of demarcation disputes is maintained by the Labour Market Chamber Convenor. The register records the date of receipt of the demarcation applications and the date of finalisation by the Demarcations Committee. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Quarterly. |
| **New indicator** | No. |
| **Desired performance** | Demarcation applications are resolved within 90 days of referral by the CCMA. |
| **Indicator responsibility** | Labour Market Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of briefing reports to Chamber (in engagements with institutions that fall within the labour market ambit). |
| **Short Definition** | 2 Chamber briefing report will be developed based on Chamber meetings with institutions falling within the labour market ambit. |
| **Purpose/Importance** | The briefing reports will capture the key issues raised by Chamber constituencies during the meetings with institutions falling within the labour market ambit. |
| **Source/Collection of data** | Simple count of the number of briefing reports arising from the meetings with institutions falling within the labour market ambit. |
| **Method of collection** | The briefing reports will capture the discussions at these meetings. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | 2 x briefing Report to Chamber which would capture Constituencies inputs at the Chamber meetings with institutions falling within the labour market ambit. |
| **Indicator responsibility** | Labour Market Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of research reports concluded. |
| **Short Definition** | This indictor is intended to measure the number of research reports developed. |
| **Purpose/Importance** | This indicator provides the Chamber with a basis to undertake research on issues of interest to the Chamber. The reports could then inform both current and future engagements of the Chamber. |
| **Source/Collection of data** | Simple count of the number of research reports concluded. |
| **Method of collection** | Copies of the research reports. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhanced Chamber engagements arising from the research undertaken. |
| **Indicator responsibility** | Labour Market Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Time taken to conclude a NEDLAC Report |
| **Short Definition** | To measure the time taken to conclude NEDLAC Reports on arising matters. |
| **Purpose/Importance** | There are matters that will arise during the course of the financial year, which consequently would not appear on the APP for that specific financial year. These matters are generally tabled by government. The NEDLAC Protocol will be used as a basis for setting time frames for the conclusion of engagements on such matters. The conclusion of engagements on legislative and policy matters will result in a NEDLAC Report. In terms of the NEDLAC Protocol, NEDLAC Reports are ratified by MANCO or the Overall Convenors. A MANCO/Overall Convenors ratified NEDLAC Report therefore forms proof of the conclusion of an engagement process. |
| **Source/Collection of data** | Simple count of the number of days taken, from the date on which the arising matter was tabled and the date on which the NEDLAC Report was ultimately signed-off/approved by MANCO. |
| **Method of collection** | The minutes of the Chamber meeting where the arising matter was tabled and the minutes of the MANCO meeting where the NEDLAC Report was signed-off/approved. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | Enhanced compliance with the NEDLAC Protocol. |
| **Indicator responsibility** | Labour Market Chamber Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of satisfaction surveys completed. |
| **Short Definition** | This indicator seeks to measure the number of satisfaction surveys conducted with Chamber members annually. |
| **Purpose/Importance** | To provide a basis to proactively identify shortcomings in respect of logistical arrangements, and the quality of preparations for Chamber meetings. Logistical arrangement would include transport arrangements, accommodation arrangements and catering. Quality of preparations would include the quality of agendas, minutes, documentation and document packs. Data received from the surveys would be used to enhance the effectiveness and efficiency of future Chamber meeting arrangements and engagements. |
| **Source/Collection of data** | The administration of individual surveys of Chamber participants. |
| **Method of collection** | Simple count of the number of Satisfaction Surveys conducted. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Enhancement of future Chamber meetings through the proactive identification of areas requiring improvement. |
| **Indicator responsibility** | Labour Market Chamber Coordinator. |

**2.5. Sub-Programme 2.5: Manco Task Teams**

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| **Indicator title** | Time taken to conclude a NEDLAC Report |
| **Short Definition** | The NEDLAC Protocol provides time frames for the conclusion of engagements on matters tabled at NEDLAC. The time frame of 6 months is set down for policy and legislative matters requiring extensive engagement. A period of 6 months is therefore allocated for the conclusion of a NEDLAC Report in respect of an arising matter. |
| **Purpose/Importance** | There are matters that will arise during the course of the financial year, which consequently would not appear on the APP for that specific financial year. These matters are generally tabled by government. The NEDLAC Protocol will be used as a basis for setting time frames for the conclusion of engagements on such matters. The conclusion of engagements on legislative and policy matters will result in a NEDLAC Report. In terms of the NEDLAC Protocol, NEDLAC Reports are ratified by MANCO or the Overall Convenors. A MANCO/Overall Convenors ratified NEDLAC Report therefore forms proof of the conclusion of an engagement process. |
| **Source/Collection of data** | The NEDLAC Report, accompanied with the minute of the relevant MANCO meeting at which the NEDLAC Report was ratified. The NEDLAC Protocol also allows for the Overall Convenors to sign-off on a NEDLAC Report. This is normally done electronically, or at a meeting of the Overall Convenors. In such instances, the minute of the Overall Convenors meeting/the e-mails denoting approval of the NEDLAC Report would be used as evidence of the date by which a NEDLAC Report has been finalised. |
| **Method of collection** | The NEDLAC Report arises from the conclusion of a Chamber engagement. The NEDLAC Report would subsequently be submitted to a meeting of MANCO or to the Overall Convenors for ratification. Ratification would be minuted as part of the minutes of the MANCO meeting that would consider the NEDLAC Report. The MANCO minute would therefor provide evidence of the date by which the NEDLAC Report had been concluded. Alternatively, the date of approval of the NEDLAC Report, by the Overall Convenors, would be used as evidence. |
| **Data limitations** | In terms of the NEDLAC Constitution, the Community Constituency currently serves in the Development Chamber. NEDLAC Reports that are signed-off by the Overall Convenors, and that emanate from Chambers other than the Development Chamber, will therefore not require sign-off from the Overall Convenor for the Community Constituency. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No |
| **Desired performance** | Enhanced compliance with the NEDLAC Protocol. |
| **Indicator responsibility** | Committees and Projects Senior Coordinator. |

**2.6. Sub-Programme 2.6: Section 77**

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| **Indicator title** | Compliance with the Section 77 Protocol. |
| **Short Definition** | This indicator is intended to measure compliance with the Section 77 Protocol |
| **Purpose/Importance** | The NEDLAC Section 77 Standing Committee, in terms of Section 77 of the Labour Relations Act, considers notices of possible protest action. The aim of the Standing Committee is to resolve such notices within the framework of the Section 77 Protocol. |
| **Source/Collection of data** | The agendas and minutes of the Section 77 Standing Committee meetings, e-mails to members of the Section 77 Standing Committee, e-mails to the respondents, e-mails to the applicants, reports from facilitators. |
| **Method of collection** | Section 77 engagements entail a range and diversity of communications and documentations, including those described above. These communications and documentation are prepared for each Section 77 notice that is received. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | Section 77 disputes will be addressed within the framework of the Section 77 Protocol. In this regard, there are two options in addressing Section 77 notices. These are as follows:   1. Section 77 notices being addressed through a facilitator - the Protocol stipulates a maximum period of 60 days from the date of lodging the notice, to the conclusion of consideration of the notice. 2. Section 77 notices that are being addressed without the use of a facilitator - in this regard, the Protocol does not set a timeframe in respect of addressing notices where a facilitator is not being used. This allows parties to engage until a resolution is found, in order to avoid costs to the economy arising from strike action, marches, etc.   In respect of option 1, Nedlac, on the instruction of the Section 77 Standing Committee, will appoint a facilitator. In respect of option 2, Nedlac will be responsible for the logistical arrangement of meetings between the Applicant, Respondent and the Section 77 Standing Committee |
| **Indicator responsibility** | Senior Committees and Projects Coordinator. |

**2.7. Sub-Programme 2.7: Communications and Outreach**

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| **Indicator title** | Number of media interactions. |
| **Short Definition** | This indicator is intended to measure the number of media interactions undertaken. |
| **Purpose/Importance** | To ensure sustained strategic communication to NEDLAC’s internal and external stakeholders. |
| **Source/Collection of data** | Simple count of the number of interviews conducted, press clippings and articles. |
| **Method of collection** | Newspaper articles, magazine articles, interview podcasts |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | To ensure that internal and external stakeholders regularly updated on communication activities. |
| **Indicator responsibility** | Communications Coordinator. |

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| --- | --- |
| **Indicator title** | Number of website updates. |
| **Short Definition** | This indicator is intended to measure the number of website updates undertake. |
| **Purpose/Importance** | To ensure that the organisation’s website remains relevant and informative. |
| **Source/Collection of data** | NEDLAC website. |
| **Method of collection** | Assessment of NEDLAC website. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | To ensure a relevant and informative website. |
| **Indicator responsibility** | Communications Coordinator. |

|  |  |
| --- | --- |
| **Indicator title** | Number of reports on website visits. |
| **Short Definition** | This indicator is intended to measure the number of website visits/hits undertake. |
| **Purpose/Importance** | To ensure that the organisation’s website remains relevant and informative by assessing the extent to which it is used. |
| **Source/Collection of data** | Simple count of reports. |
| **Method of collection** | Reports on website visits. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | To monitor the volume of visits to the NEDLAC website, towards ensuring its relevance and usefulness. |
| **Indicator responsibility** | Communications Coordinator. |

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| **Indicator title** | 20-year publication developed. |
| **Short Definition** | NEDLAC will observe its 20th anniversary in 2016. The publication will commemorate this anniversary. |
| **Purpose/Importance** | To ensure that the contribution that has been made by the organisation over the last 20 years is commemorated. |
| **Source/Collection of data** | Anniversary publication. |
| **Method of collection** | Anniversary publication from the Communications Coordinator. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | Yes. |
| **Desired performance** | To commemorate the establishment of the institution 20 years ago. |
| **Indicator responsibility** | Communications Coordinator. |

1. **Programme 3: Capacity Building Funds**

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| --- | --- |
| **Indicator title** | Number of financial reports prepared for FINCOM (in respect of the Constituency Capacity Building Fund). |
| **Short Definition** | This indicator is intended to measure the number of financial reports prepared for FINCOM. |
| **Purpose/Importance** | The Business, Community and Labour constituencies each have a capacity building budget that is used by each constituency in order to conduct research and other activities aimed at enhancing their respective engagements at NEDLAC. This indicator therefore facilities the monitoring of the usage of these funds. |
| **Source/Collection of data** | Simple count of the number of financial reports. |
| **Method of collection** | Copies of financial reports to FINCOM and FINCOM minutes. |
| **Data limitations** | No specific limitations. |
| **Type of Indicator** | Output. |
| **Calculation type** | Non-cumulative. |
| **Reporting cycle** | Annual. |
| **New indicator** | No. |
| **Desired performance** | To monitor the usage of the Constituency Capacity Building Fund. |
| **Indicator responsibility** | Chief Financial Officer. |

1. N/A denotes Not Applicable [↑](#footnote-ref-1)