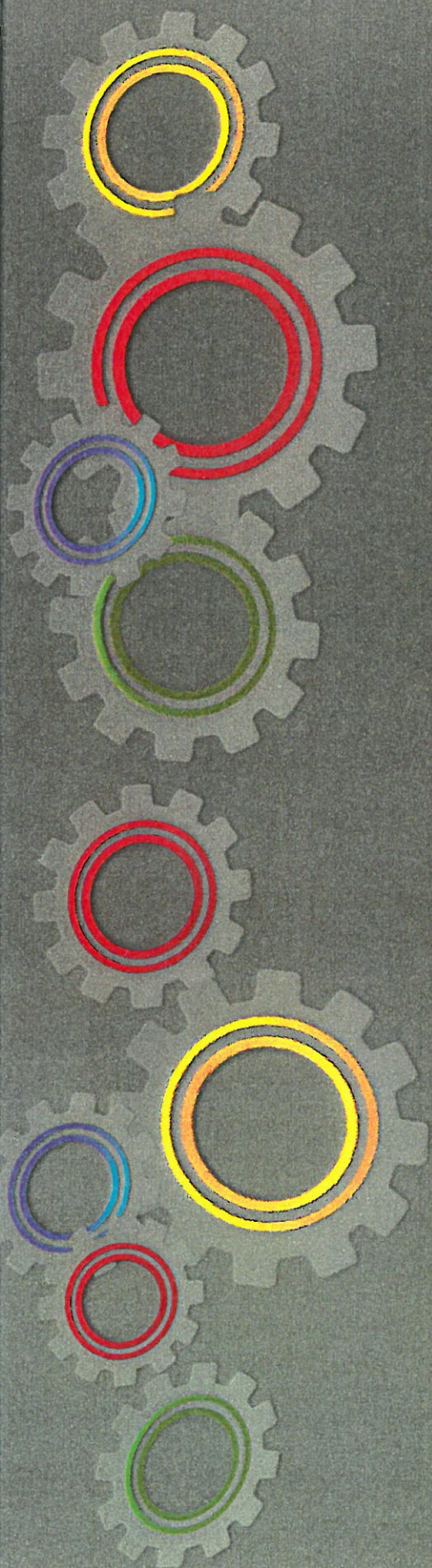




# Nedlac Strategic Plan

2015/16-2019/20





## FOREWORD

The National Economic Development and Labour Council (Nedlac) was established through the Nedlac Act, Act 35 of 1994. It is worth noting that 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 Strategic Plan provides a firm basis for ensuring that Nedlac plays a strengthened and increasingly important role in our country's growth and development.

Ms MN OLIPHANT - MP Signature:  
Executive Authority of Public Entity

  
02/02/2016

## Official sign-off

It is hereby certified that this Strategic Plan:

- i) was developed by the management of NEDLAC under the guidance of the Department of Labour;
- ii) was prepared in line with the current Strategic Plan of the Department of Labour;
- iii) takes into account all the relevant policies, legislation and other mandates for which NEDLAC is responsible; and,
- iv) accurately reflects the performance targets which NEDLAC will endeavour to achieve given the resources made available in the budget over the MTEF period.

Mfanufikile Daza

Signature: 

Chief Financial Officer

Ian Macun

Signature: 

Acting Executive Director

Approved by:

Name: M. N. QUPHANT

Signature: 

Executive Authority

Date: 02/08/2016

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## **PART A: STRATEGIC OVERVIEW**

### **1. Our Vision**

To promote growth, equity and participation through social dialogue.

### **2. Our Mission**

To give effect to the Nedlac Act by ensuring effective public participation in labour-market and socio-economic policy and legislation, and to facilitate consensus and cooperation between the social partners in dealing with South Africa's socio-economic challenges.

### **3. Our values**

We respect and promote:

- Accountability
- Transparency
- Integrity and ethical conduct
- A spirit of partnership
- Problem Solving and consensus seeking.

### **4. Legislative and other mandate**

Nedlac is a statutory body that was established through the Nedlac Act No. 35 of 1994, and operates under the terms of its own Nedlac Constitution. The Nedlac Act therefore legislatively articulates Nedlac's mandate. In this regard, and in terms of the Act, Nedlac's objectives are to:

- i) Strive to promote the goals of economic growth, participation in economic decision-making and social equity
- ii) Seek to reach consensus and conclude agreements on matters pertaining to social and economic policy.
- iii) Consider all proposed labour legislation relating to labour market policy before it is introduced in Parliament.



- iv) Consider all significant changes to social and economic policy before it is implemented or introduced in Parliament.
- v) Encourage and promote the formulation of coordinated policy on social and economic matters.

Matters that are tabled at Nedlac are engaged on by the relevant Nedlac Chamber. The four Chambers of Nedlac are the:

- i) Development Chamber
- ii) Public Finance and Monetary Policy Chamber
- iii) Labour Market Chamber
- iv) Trade and Industry Chamber.

The social partners that are represented at Nedlac are as follows:

- i) Organised Business: Business Unity South Africa.
- ii) Community: Women's National Coalition, South African National Civics Organization, South African Youth Council, Disabled People South Africa, The National Association of Cooperatives of South Africa, and the Financial Sector Coalition.
- iii) Government: Department of Labour, Department of Trade and Industry, Department of Public Works, National Treasury, and others.
- iv) Organised Labour: Congress of South African Trade Unions, National Council of Trade Unions, and the Federation of Unions in South Africa.

Engagements at Nedlac are guided by the Nedlac Protocol, which provides a basis for consideration of matters that are tabled at Nedlac. In this regard, the Nedlac Protocol provides time-frames within which engagements should be finalised. Matters that are tabled at Nedlac in terms of Section 77 of the Labour Relations Act are addressed in terms of Nedlac's Section 77 Protocol.

NEDLAC's work programme is determined by the legislative and policy programme of government as well as issues tabled by constituencies. These issues can be tabled at a chamber, Management Committee (Manco) or the Executive Council (Exco).

Issues that are tabled are engaged on by the relevant Nedlac structures, namely the Trade and Industry Chamber; Public Finance and Monetary Policy Chamber; Labour Market Chamber; or Development Chamber. Issues of a cross-cutting nature are addressed by Manco, usually through special task teams that report directly to Manco.

## **5. 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.

### **5.1. Performance 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.

## **5.2. Organisational environment**

The core goal of Nedlac is for the social partners to attempt reaching consensus on key socio-economic issues confronting South Africa.

Over the preceding five years, 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 Strategic Plan is underpinned by the goal of ensuring that Nedlac continues to strengthen its role as South Africa's apex social dialogue structure. Over the next five years, 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.

### **5.3. Description of the strategic planning process**

The attached updated Strategic Plan 2015/16 – 2019/20 and the Annual Performance Plan for 2015-16 was developed through a process that included the following activities:

- i) A Secretariat strategic planning session.
- ii) A review of the draft versions of these documents by Nedlac internal auditors, as well as the Auditor-General.
- iii) An assessment of the revised draft versions by the Nedlac Management Committee.

The final Strategic Plan 2015/16 – 2019/20 and the Annual Performance Plan for 2016/17 have been approved by the Executive Committee of NEDLAC.

## **6. Strategic outcome-oriented goals of the institution**

The following strategic outcome-oriented goals will guide the strategic interventions and performance of NEDLAC over the 2015/16 – 2019/20 period. These strategic goals align with the NDP.



<b>Strategic outcome-oriented goal 1</b>	Promote economic growth, social equity and decent work.
<b>Goal statement</b>	Contribute to the achievement of decent work and the economic growth targets, as set out in the National Development Plan and the New Growth Path, and contribute to the reduction of social inequity, as measured by the GINI coefficient.

<b>Strategic outcome-oriented goal 2</b>	Promote and embed a culture of effective social dialogue and engagement.
<b>Goal statement-</b>	Contribute to the undertaking of relevant research and constituency capacity building activities, as well as enhanced communications to stakeholders.

<b>Strategic outcome-oriented goal 3</b>	Promote effective participation in socio-economic policymaking and legislation.
<b>Goal statement</b>	Contribute to the policymaking and legislative process through strengthened compliance with the NEDLAC Protocol, and the monitoring of government's legislative programme.

<b>Strategic outcome-oriented goal 4</b>	Enhance governance, and organisational effectiveness and efficiency.
<b>Goal statement</b>	Improved governance, leadership and secretariat performance as measured by a reduced number of relevant audit findings, and increased levels of stakeholder satisfaction.

## PART B: STRATEGIC OBJECTIVES

### 7. Programme 1: Administration

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

#### 7.1. Sub-programme 1.1: Entity Management

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

Strategic objective 1.1: Effective governance and strategic leadership						
Output	Output statement	Baseline	Targets			
			2015-16	2016-17	2017-18	2018-19
1.1.1. NEDLAC Summit held as per the NEDLAC Act.	Number of NEDLAC Summits convened annually.	1 x Summit	1 x Summit	1 x Summit	1 x Summit	1 x Summit
1.1.2. EXCO meetings held as per the NEDLAC Constitution.	Number of EXCO meetings held.	4 x meetings	4 x meetings	4 x meetings	4 x meetings	4 x meetings
1.1.3. Satisfaction survey conducted on quality of meeting preparations and logistical	Number of satisfaction surveys conducted for Manco.	2 x satisfaction surveys for Manco	2 x satisfaction surveys for Manco	2 x satisfaction surveys for Manco	2 x satisfaction surveys for Manco	2 x satisfaction surveys for Manco



Strategic objective 1.1: Effective governance and strategic leadership						
Output	Output statement	Baseline	Targets			
			2015-16	2016-17	2017-18	2018-19
arrangements.						

### 7.2. 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 objective 1.2: Provision of effective and efficient back office support services.						
Output	Output statement	Baseline	Targets			
			2015-16	2016-17	2017-18	2018-19
1.2.1. Efficient voice and data services.	Quarterly meetings with voice and data service provider.	No baseline.	4 x meetings with voice and data service provider.	4 x meetings with voice and data service provider.	4 x meetings with voice and data service provider.	4 x meetings with voice and data service provider.
1.2.2. Secure back-up of data	12 off-site data back-ups.	No baseline.	12 x off-site back-up of data.	N/A	N/A	N/A

### 7.3. 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 objective 1.3: Improved risk management and financial oversight.								
Output	Output statement	Baseline	Targets					
			2015-16	2016-17	2017-18	2018-19	2019-20	
1.3.1	Unqualified audit opinion obtained.	Unqualified audit opinion by the Auditor-General for the 2015-16 financial year.	Qualified audit opinion obtained for the 2014-15 financial year.	Unqualified audit opinion obtained.	Unqualified audit opinion obtained.	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.	4 x reviews and updates.	4 x reviews and updates.	4 x reviews and updates.	4 x reviews and updates.	4 x reviews and updates.	4 x reviews and updates.
1.3.3	Financial Reports.	Quarterly financial reports submitted to governance structures.	4 x financial reports.	4 x financial reports.	4 x financial reports.	4 x financial reports.	4 x financial reports.	4 x financial reports.

#### 7.4. Sub-programme 1.4: Office Accommodation

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

Strategic objective 1.4: Improved facilities management.

Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
1.4.1. Maintenance of Nedlac House.	Quarterly maintenance inspections.	No baseline.	4 x maintenance inspections.	4 x maintenance inspections.	4 x maintenance inspections.	4 x maintenance inspections.	4 x maintenance inspections.
	Issues identified in quarterly maintenance inspections resolved.	No baseline.	Issues resolved within 30 days of identification.	Issues resolved within 30 days of identification.	Issues resolved within 30 days of identification.	Issues resolved within 30 days of identification.	Issues resolved within 30 days of identification.

**7.5. Sub-programme 1.5: General Office Administration**

The purpose of this sub-programme is to ensure the adequate provisioning of NEDLAC in respect of supplies.

Strategic objective 1.5: Office administration systems enhanced and monitored.							
Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
1.5.1. Staff satisfaction surveys on office administration services.	Staff satisfaction rate on office administration services.	1 x staff satisfaction survey.	2 x staff satisfaction surveys.	2 x staff satisfaction surveys.	2 x staff satisfaction surveys.	2 x staff satisfaction surveys.	2 x staff satisfaction surveys.
1.5.2. Document management system maintained.	Monthly Secretariat documentation uploads into i-Cloud.	No baseline.	12 x Secretariat documentation uploads.	12 x Secretariat documentation uploads.	12 x Secretariat documentation uploads.	12 x Secretariat documentation uploads.	12 x Secretariat documentation uploads.

**7.6. Sub-programme 1.6: Human Resource Management**

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



**Strategic objective 1.6: Strengthening organisational culture and performance.**

Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
1.6.1. Staff performance assessments conducted.	Quarterly appraisals conducted.	4 x appraisals conducted annually.	4 x appraisals conducted annually.	4 x appraisals conducted annually.	4 x appraisals conducted annually.	4 x appraisals conducted annually.	
1.6.2. Performance improvement plans.	Annual Performance improvement plans developed.	No baseline.	Performance improvement plans developed annually.	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 Retention Plan has been developed.	No baseline.	Staff Retention Plan developed by March 2016.	N/A	N/A	N/A	

Key programme risks	
Key risks	Mitigation measures
There may be insufficient funds to cover the costs of virtualising the back-up system.	Postpone virtualising the back-up system.
Minister's may not be available for certain Exco sessions.	Convene special Exco meetings where possible.
There may be insufficient funds to implement a staff retention plan.	Motivate for additional budget.

## 8. Programme 2: Core Operations

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

### 8.1. 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 objective 2.1: Effective engagement on draft policy and legislation within the framework of the Nedlac Act, Constitution and Protocols.**

Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
2.1.1. Research reports developed.	Number of research reports developed.	1	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.
2.1.2. Strategic Session of the Chamber.	Number of strategic sessions.	1	1 x strategic session	1 x strategic session	1 x strategic session	1 x strategic session	1 x strategic session
2.1.3. Finalised NEDLAC Reports on draft legislation.	Time taken to conclude a NEDLAC Report.	6 months from date of tabling.	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.	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.
2.1.4. Chamber satisfaction survey on quality of meeting preparations and logistical arrangements conducted.	Number of satisfaction surveys conducted.	2	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.



## 8.2. 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 objective 2.2: Effective engagement on draft policy and legislation within the framework of the Nedlac Act, Constitution and Protocols.												
Output	Output statement	Baseline	Targets									
			2015-16	2016-17	2017-18	2018-19	2019-20					
2.2.1. Briefing Reports to MANCO on the National Budget and Medium Term Budget Policy Statement.	Number of special sessions on the national Budget and the Medium term Budget Policy Statement.  Number of briefing reports to Chamber arising from the special sessions.	2 x briefings sessions.  2 x briefing reports to MANCO.	2 x special sessions.	2 x special sessions.	2 x special sessions.	2 x special sessions.	2 x special sessions.	2 x reports to Chamber arising from the special sessions.	2 x reports to Chamber arising from the special sessions.	2 x reports to Chamber arising from the special sessions.	2 x reports to Chamber arising from the special sessions.	2 x reports to Chamber arising from the special sessions.

Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
2.2.2. Briefing Reports to Chamber arising from special sessions convened by the Chamber.	Number of special sessions convened by the Chamber.	5 x session.	3 x special sessions.	3 x special sessions.	3 x special sessions.	3 x special sessions.	3 x special sessions.
	Number of briefing reports to Chamber arising from the special sessions.	5 x Report.	3 x report to Chamber arising from the special session.	3 x report to Chamber arising from the special session.	3 x report to Chamber arising from the special session.	3 x report to Chamber arising from the special session.	3 x report to Chamber arising from the special session.
2.2.3. Capacity building programme of constituency representatives.	Number of training sessions.	2 x training sessions.	2 x training session.	2 x training session.	2 x training session.	2 x training session.	2 x training session.
2.2.4. Strategic session of the Chamber.	Number of strategic sessions.	1	1 x strategic session	1 x strategic session	1 x strategic session	1 x strategic session	1 x strategic session
2.2.5. Research reports developed.	Number of research reports developed.	1	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.

Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
2.2.6. Finalised NEDLAC Reports on draft legislation.	Time taken to conclude a Nedlac Report.	6 months from date of tabling.	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.	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.
2.2.7. Chamber satisfaction survey on quality of meeting preparations and logistical arrangements conducted.	Number of satisfaction surveys conducted.	2	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.



### 2.3. 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 objective 2.3: Effective engagement on draft policy and legislation within the framework of the Nedlac Act, Constitution and Protocols.							
Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
2.3.1. Briefing reports to Chamber arising from the strategic session with the Minister of Trade and Industry.	Number of briefing reports to Chamber arising from strategic sessions with the Minister of Trade and Industry.	1	1 x strategic session.	1 x strategic session.	1 x strategic session.	1 x strategic session.	1 x strategic session.
2.3.2. Research reports developed.	Number of research reports developed.	1	1 x report to Chamber.	1 x report to Chamber.	1 x report to Chamber.	1 x report to Chamber.	1 x report to Chamber.
2.3.3. Progress reports to Chamber on Teselico activities.	Quarterly progress reports to Chamber.	4	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.

Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
2.3.4. Finalised NEDLAC Reports on draft legislation.	Time taken to conclude a Nedlac Report.	6 months from date of tabling.	4 x progress reports to Chamber.	4 x progress reports to Chamber.	4 x progress reports to Chamber.	4 x progress reports to Chamber.	4 x progress reports to Chamber.
2.3.5. Strategic session of the Chamber Convenors.	Number of Chamber Convenor's strategic sessions.	No baseline	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.	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.
2.3.6. Chamber satisfaction survey on quality of meeting preparations and logistical arrangements conducted.	Number of satisfaction surveys conducted.	2	1 x Chamber Convenor's strategic session	1 x Chamber Convenor's strategic session	1 x Chamber Convenor's strategic session	1 x Chamber Convenor's strategic session	1 x Chamber Convenor's strategic session

Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
2.3.7.			2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.

#### 2.4. 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 objective 2.4: Effective engagement on draft policy and legislation within the framework of the Nedlac Act, Constitution and Protocols.						
Output	Output statement	Baseline	Targets			
			2015-16	2016-17	2017-18	2018-19
2.4.1. Progress reports to MANCO on the Decent Work Country Programme.	Number of progress reports to MANCO.	4	4 x progress reports to MANCO.	4 x progress reports to MANCO.	4 x progress reports to MANCO.	4 x progress reports to MANCO.



Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
2.4.2. Resolution of bargaining council demarcation disputes and applications, referred by the CCMA.	Time taken to resolve demarcation disputes.	21 days from receipt.	Bargaining Council demarcation disputes are resolved within 21 days of being referred by the CCMA.	Bargaining Council demarcation disputes are resolved within 21 days of being referred by the CCMA.	Bargaining Council demarcation disputes are resolved within 21 days of being referred by the CCMA.	Bargaining Council demarcation disputes are resolved within 21 days of being referred by the CCMA.	Bargaining Council demarcation disputes are resolved within 21 days of being referred by the CCMA.
	Time taken to conclude consideration of demarcation applications.	90 days from receipt.	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.	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 MANCO on engagements with institutions that fall within the labour-market ambit.	Number of briefing reports to MANCO.	2	2 x briefing reports to Chamber.	2 x briefing reports to Chamber.	2 x briefing reports to Chamber.	2 x briefing reports to Chamber.	2 x briefing reports to Chamber.

Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
2.4.4. Research reports on labour market trends developed.	Number of research reports on labour market issues developed.	1	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.	1 x research reports developed.
2.4.5. Finalised NEDLAC Reports on draft legislation.	Time taken to conclude a NEDLAC Report	6 months from date of tabling.	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.	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.
2.4.6. Chamber satisfaction survey on quality of meeting preparations and logistical arrangements conducted.	Number of satisfaction surveys conducted.	2	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.	2 x Chamber satisfaction surveys conducted.

## 2.5. Sub-programme 2.5: MANCO Task Teams

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

Strategic objective 2.5: Conclude matters under consideration within the framework of the NEDLAC Protocol.						
Output	Output statement	Baseline	Targets			
			2015-16	2016-17	2017-18	2018-19
2.5.1. Finalised NEDLAC Reports on draft legislation.	Time taken to conclude a NEDLAC Report.	6 months from date of tabling.	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.	Finalise NEDLAC Reports on draft legislation within 6 months of being tabled at NEDLAC.



## 2.6. 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 objective 2.5: Resolution of Section 77 Notices as and when these may arise in terms of the Section 77 Protocol.						
Output	Output statement	Baseline	Targets			
			2015-16	2016-17	2017-18	2018-19
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.	12 months.	All Section 77 Notices addressed and concluded in terms of the Section 77 Protocol.	All Section 77 Notices addressed and concluded in terms of the Section 77 Protocol.	All Section 77 Notices addressed and concluded in terms of the Section 77 Protocol.	All Section 77 Notices addressed and concluded in terms of the Section 77 Protocol.

## 2.7. Sub-programme 2.7: Communication and Outreach

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

Strategic objective 2.7: Promote social dialogue through communication, information and capacity building.						
Output	Output statement	Baseline	Targets			
			2015-16	2016-17	2017-18	2018-19
2.7.1. Press briefings, interviews, opinion pieces and news articles.	Number of media interactions.	4 interviews, 6 press statements.	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/interview/opinion piece/news article per quarter.	At least 1 press briefing/interview/opinion piece/news article per quarter.
2.7.2. Website updates.	Number of website updates.	12	12 updates.	12 updates.	12 updates.	12 updates.
	Number of reports on website visits.	12	12 reports.	12 reports.	12 reports.	12 reports.
2.7.3. Nedlac 20-year anniversary celebrated.	20-year publication developed.	No baseline	1 publication.	N/A	N/A	N/A

Key programme risks	
Key risks	Mitigation measures
Government does not table draft policy and legislation for engagement at NEDLAC.	Request the intervention of the Overall Convenor for Government. Escalate to Manco and Exco
Constituencies do not complete engagement within the timeframes set down in the NEDLAC Protocol.	Regularly update the overall convenors, Exco and Manco on progress.

### 3. Programme 3: Capacity Building Funds

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

#### 9.1. 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 objective 3.1: Compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.							
Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
9.1.1. Financial reports to FINCOM.	Number of financial reports prepared for FINCOM.	4	4 x financial reports prepared.	4 x financial reports prepared.	4 x financial reports prepared.	4 x financial reports prepared.	4 x financial reports prepared.

### 9.2. 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 objective 3.2: Compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.							
Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
9.1.1. Financial reports to FINCOM.	Number of financial reports prepared for FINCOM.	4	4 x financial reports prepared.	4 x financial reports prepared.	4 x financial reports prepared.	4 x financial reports prepared.	4 x financial reports prepared.

### 9.3. 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 objective 3.3: Compliance with the NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.							
Output	Output statement	Baseline	Targets				
			2015-16	2016-17	2017-18	2018-19	2019-20
9.1.1. Financial reports to FINCOM.	Number of financial reports prepared for FINCOM.	4	4 x financial reports prepared.	4 x financial reports prepared.	4 x financial reports prepared.	4 x financial reports prepared.	4 x financial reports prepared.

Key programme risks	
Key risks	Mitigation measures
Failure to comply with NEDLAC Policy on Constituency Capacity Building Budgeting and Expense.	Escalate deviations to Manco.

#### 4. Resource Considerations

It is important to note that the budget that is currently available to the institution is small, and therefore limits the extent to which the 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.



### 10.1. 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	31 833 000	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
<b>Total income</b>	<b>26 808 000</b>	<b>27 969 000</b>	<b>29 331 000</b>	<b>30 869 000</b>	<b>32 402 000</b>	<b>34 334 000</b>

## 10.2. Expenditure Estimates

<b>CAPITAL EXPENDITURE</b>	<b>Actual 2013/2014</b>	<b>Actual 2014/2015</b>	<b>Budget 2015/2016</b>	<b>Budget 2016/2017</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>
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		-	-	-
<b>Sub Total</b>	<b>456 000</b>	<b>12 898 000</b>	<b>200 000</b>	<b>200 000</b>	<b>200 000</b>	<b>200 000</b>

<b>PROGRAMME 1 - ADMINISTRATION</b>	<b>Actual 2013/2014</b>	<b>Actual 2014/2015</b>	<b>Budget 2015/2016</b>	<b>Budget 2016/2017</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>
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	1 227 000	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
<b>Sub Total</b>	<b>20 108 000</b>	<b>21 631 000</b>	<b>20 029 000</b>	<b>20 830 000</b>	<b>21 906 000</b>	<b>23 220 000</b>

<b>PROGRAMME 2 - CORE OPERATIONS</b>	<b>Actual 2013/2014</b>	<b>Actual 2014/2015</b>	<b>Budget 2015/2016</b>	<b>Budget 2016/2017</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>
2.1 Chambers – Development	856 000	700 000	1 130 000	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	1 000 000	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
<b>Sub Total</b>	<b>3 710 000</b>	<b>4 090 000</b>	<b>5 382 000</b>	<b>5 921 000</b>	<b>6 183 000</b>	<b>6 555 000</b>

<b>PROGRAMME 3 - CAPACITY BUILDING FUNDS</b>	<b>Actual 2013/2014</b>	<b>Actual 2014/2015</b>	<b>Budget 2014/2015</b>	<b>Budget 2015/2016</b>	<b>Budget 2016/2017</b>	<b>Budget 2017/2018</b>
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
<b>Sub Total</b>	<b>2 638 000</b>	<b>3 381 000</b>	<b>3 720 000</b>	<b>3 918 000</b>	<b>4 113 000</b>	<b>4 359 000</b>



### 10.3. Summary of expenditure

<b>EXPENDITURE</b>	<b>Actual 2013/2014</b>	<b>Actual 2014/2015</b>	<b>Budget 2015/2016</b>	<b>Budget 2016/2017</b>	<b>Budget 2017/2018</b>	<b>Budget 2018/2019</b>
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
<b>TOTAL EXPENDITURE</b>	<b>26 912 000</b>	<b>42 000 000</b>	<b>29 331 000</b>	<b>30 869 000</b>	<b>32 402 000</b>	<b>34 334 000</b>
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	-	-	-	-
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