



**AMENDED STRATEGIC PLAN
FOR THE
NATIONAL ECONOMIC DEVELOPMENT
AND LABOUR COUNCIL
(NEDLAC)**

FOR THE PERIOD 2015/16 TO 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

Date _____

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

Date _____

Nobuntu Sibisi

Signature: _____

Head: Programme Operations

Date _____

Madoda Vilakazi

Signature: _____

Executive Director

Date _____

Thobile Lamati
Director-General

Signature: _____
Date: _____

Phathekile Holomisa
Deputy Minister

Signature: _____
Date _____

Approved by:

Minister M.N Oliphant:
Executive Authority

Signature: _____
Date: _____

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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.

- v) 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 Organisation, 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 polarisation 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 2018-19 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 2018/19 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.

| | |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic outcome-oriented goal 1 | Promote economic growth, social equity and decent work. |
| Goal statement | 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. |

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

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

| | |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic outcome-oriented goal 4 | Enhance governance, and organisational effectiveness and efficiency. |
| Goal statement | 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 | 2019-20 |
| 1.1.1. NEDLAC Summit convened as per the NEDLAC Act. | Number of NEDLAC Summits convened by 31 March each year. | 1 x Summit | 1 | 1 | 1 | 1 | 1 |
| 1.1.2. EXCO meetings convened as per the NEDLAC Constitution. | Number of EXCO meetings convened by 31 March each year. | 4 x meetings | 4 | 4 | 4 | 4 | 4 |
| 1.1.3. Stakeholder Satisfaction survey completed on quality of meeting preparations and logistical | Number of stakeholder satisfaction surveys completed for Manco. | 2 x stakeholder satisfaction surveys for Manco | 2 | 2 | 2 | No target | No target |

| Strategic objective 1.1: Effective governance and strategic leadership | | | | | | | |
|------------------------------------------------------------------------|------------------|----------|---------|---------|---------|---------|---------|
| Output | Output statement | Baseline | Targets | | | | |
| | | | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| 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 | 2019-20 |
| 1.2.1. Efficient voice and data services. | Quarterly meetings with voice and data service provider. | No baseline. | 4 | 4 | 4 | No target | No target |
| 1.2.2. Secure back-up of data | Number of off-site data back-ups secured by 31 March each year. | No baseline. | 12 | 12 | 12 | 12 | 12 |

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 obtained by the 31 August each 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 for 2017/18. | Unqualified audit opinion for 2018/19. |
| 1.3.2 | Review and update of Risk Register. | Risk Register reviewed and updated by 31 March each year. | 4 x Risk Register reviews and updates annually. | 4 | 4 | 4 | 4 | 4 |
| 1.3.3 | Financial Reports submitted. | Financial reports submitted to governance structures by 31 March each year. | 4 x financial reports submitted to governance structures annually. | 4 | 4 | 4 | 4 | 4 |

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. | Number of maintenance inspections conducted by 31 March each year. | No baseline. | 4 | 4 | 4 | 4 | 4 |
| | Percentage of issues identified in quarterly maintenance inspection reports of Nedlac House resolved within 30 days of identification. | No baseline. | 80% | 80% | 80% | No target | No target |

7.5. Sub-programme 1.5: General Office Administration

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

| 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 | 2 | 2 | 2 | No target | No target |
| 1.5.2. Document management system maintained. | Number of Secretariat documentation uploaded into the backup system by 31 March each year. | 12 | 12 | 12 | 12 | 12 | 12 |

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 appraisals conducted. | Quarterly staff performance appraisals conducted within two months following the end of each quarter. | 4 x appraisals conducted annually. | 4 | 4 | 4 | 4 | 4 |
| 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. | 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. | No target | No target | No target | No target |

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. |
| Ministers 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 concluded. | Number of research reports concluded by the Development Chamber by 31 March each year. | 1 | 1 | 1 | 1 | 1 | 1 |
| 2.1.2. Concluded NEDLAC Reports on draft legislation. | Time taken to NEDLAC Reports on draft legislation from the date of tabling at the relevant structure of the Development Chamber at NEDLAC. | 6 months | 6 months | 6 months | 6 months | 6 months | 6 months |

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 |
| 2.1.3. Strategic Session of the Development Chamber convened. | Number of strategic sessions of the Development Chamber convened by 31 March each year. | 1 | 1 | 1 | 1 | 1 | 1 |
| 2.1.4. Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of Chamber satisfaction surveys completed. | 2 | 2 | 2 | 2 | No target | No target |

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 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. Special session on the National Budget and Medium Term Budget Policy Statement convened. | Number of special sessions on the National Budget and the Medium term Budget Policy Statement (MTBPS) convened by 31 March each year. | 2 | 2 | 2 | 2 | 2 | 2 |
| | Number of briefing reports to Chamber submitted arising from the special sessions on the National Budget and Medium Term Budget Policy Statement. | 2 x briefing reports submitted to Chamber | 2 | 2 | 2 | No target | No target |

| 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 by 31 March each year. | 3 x sessions. | 3 | 3 | 3 | 3 | 3 |
| | Number of briefing reports submitted to the Chamber by 31 March each year, arising from the special sessions. | 3 x Briefing Reports. | 3 | 3 | 3 | 3 | 3 |
| 2.2.3. Capacity building of Chamber of constituency representatives. | Number of training sessions conducted by 31 March each year. | 2x training sessions. | 2 | 2 | 2 | 2 | 2 |
| 2.2.4. Strategic session of the Public Finance and Monetary Policy Chamber convened. | Number of strategic sessions of the Public Finance and Monetary Policy Chamber convened by 31 March each year. | 1 | 1 | 1 | 1 | 1 | 1 |
| 2.2.5. Research reports concluded. | Number of research reports concluded by the Public Finance and Monetary Policy Chamber by 31 March each year. | 1 | 1 x research report concluded. | 1 x research report concluded. | 1 x research report concluded. | 1 x research report concluded. | 1 x research report concluded. |

| Output | Output statement | Baseline | Targets | | | | |
|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|-----------|-----------|
| | | | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| 2.2.6. Concluded NEDLAC Reports on draft legislation. | Time taken to conclude a NEDLAC Report on draft legislation from the date of tabling at the relevant structure of the Public Finance and Monetary Policy Chamber at Nedlac. | 6 months | 6 months | 6 months | 6 months | 6 months | 6 months |
| 2.2.7. Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of satisfaction surveys completed. | 2 | 2 | 2 | 2 | No target | No target |

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 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. Strategic session with the Ministry of Trade and Industry convened. | Number of strategic sessions convened with the Ministry of Trade and Industry by 31 March each year. | 1 | 1 | 1 | 1 | 1 | 1 |
| | Number of briefing reports submitted to Chamber arising from strategic session with the Ministry of Trade and Industry. | 1 | 1 | 1 | 1 | 1 | 1 |
| 2.3.2. Research reports concluded. | Number of research reports concluded by the Trade and Industry Chamber by 31 March each year. | 1 | 1 | 1 | 1 | 1 | 1 |
| 2.3.3. Progress reports to Chamber on Technical Sectoral Liaison Committee (TESELICO) | Progress reports submitted to Chamber on TESELICO activities by 31 March each year. | 4 | 4 | 4 | 4 | 4 | 4 |

Strategic objective 2.3: Effective engagement on draft policy and legislation within the framework of the Nedlac Act, Constitution and Protocols.

| | | | | | | | |
|-------------|--|--|--|--|--|--|--|
| activities. | | | | | | | |
|-------------|--|--|--|--|--|--|--|

| Output | Output statement | Baseline | Targets | | | | |
|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|----------|----------|-----------|-----------|
| | | | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
| 2.3.4. Concluded NEDLAC Reports on draft legislation. | Time taken to Conclude NEDLAC Reports on draft legislation from the date of tabling at the relevant structure of the Trade and Industry Chamber at NEDLAC. | 6 months | 6 months | 6 months | 6 months | 6 months | 6 months |
| 2.3.5. Strategic session of the Trade and Industry Chamber Convenors convened. | Number of Trade and Industry Chamber Convenors' strategic sessions convened by 31 March each year. | No baseline | 1 | 1 | 1 | 1 | 1 |
| 2.3.6. Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed | Number of satisfaction surveys completed. | 2 | 2 | 2 | 2 | No target | No target |

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 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 | 2019-20 |
| 2.4.1 Progress reports to Management Committee (MANCO) on the Decent Work Country Programme. | Number of quarterly progress reports submitted to MANCO on the Decent Work Country Programme (DWCP). | 4 | 4 | 4 | 4 | 4 | 4 |
| 2.4.2 Resolution of bargaining council demarcation disputes and applications for variation of scope received from the CCMA. | Percentage of demarcation disputes resolved within 21 working days of being received by NEDLAC from the CCMA. | 80% | 80% | 80% | 80% | 80% | 80% |
| | Percentage of demarcation applications considered for variation of registered scope of the Bargaining Council concluded within 90 days of being received by NEDLAC from the CCMA | 80% | 80% | 80% | 80% | 80% | 80% |
| | | | Targets | | | | |

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 | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------|----------------|----------------|----------------|----------------|
| 2.4.3 Briefing reports submitted to Chamber on engagements with institutions that fall within the labour-market ambit. | Number of briefing reports submitted to Chamber on engagements with institutions that fall within the labour-market ambit. | 2 | 2 | 2 | 2 | 2 | 2 |
| 2.4.4 Research reports concluded. | Number of research reports concluded by the Labour Market Chamber by 31 March each year. | 1 | 1 | 1 | 0 | 1 | 1 |
| 2.4.5 Concluded NEDLAC Reports on draft legislation. | Time taken to conclude NEDLAC Reports on draft legislation from the date of tabling at the relevant structure of the Labour Market Chamber at NEDLAC. | 6 months | 6 months | 6 months | 6 months | 6 months | 6 months |
| 2.4.6 Chamber satisfaction survey on quality of meeting preparations and logistical arrangements completed. | Number of satisfaction surveys completed. | 2 | 2 | 2 | 2 | No target | No target |

5.5. 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 | 2019-20 |
| 2.5.1. Concluded NEDLAC Reports on draft legislation. | Time taken to conclude NEDLAC Reports on draft legislation from the date of being tabled at a NEDLAC MANCO Task Team. | 6 months | 6 months | 6 months | 6 months | 6 months | 6 months |

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 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 | 2019-20 |
| 2.6.1. Concluded Section 77 final reports of Section 77 notices. | Number of working days taken to conclude Section 77 final reports from date of resolution of all Section 77 notices. | 5 Working days | 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. | 5 working days | 5 working days | 5 working days |

5.7. 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 | 2019-20 |
| 2.7.1. Develop and implement a Communications Plan that is aligned with NEDLAC's mandate | Number of Communication Plans approved by the Executive Director by 30 June each year. | No baseline. | - <i>(New output)</i> | - <i>(New output)</i> | - <i>(New output)</i> | 1 Communication Plan approved by the Executive Director by 30 June each year. | 1 Communication Plan approved by the Executive Director by 30 June each year. |
| 2.7.2. Media engagement to create awareness and positively profile the work of NEDLAC. | Number of media engagements. | 4 interviews, 6 press statements. | 4 press briefing/ interview/ opinion piece/news article per quarter. | 4 press briefing/ interview/ opinion piece/news article per quarter. | 4 press briefing/ interview/ opinion piece/news article per quarter. | 4 x press statements, 4 x interviews per annum. | 4 x press statements, 4 x interviews per annum. |
| | Number of media monitoring and | No baseline | - <i>(New</i> | - <i>(New</i> | - <i>(New</i> | 4 Reports developed and | 4 Reports developed and |

Strategic objective 2.7: Promote social dialogue through communication, information and capacity building.

| | | | | | | | |
|---------------------------------------------------------|-------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------------------|-----------------------------------|
| | analysis reports developed and shared with internal stakeholders. | | <i>output)</i> | <i>output)</i> | <i>output)</i> | shared with internal stakeholders | shared with internal stakeholders |
| 2.7.3. Content development and upload on NEDLAC website | Number of website updates. | 12 updates per annum | 12 updates per annum | 12 updates per annum | 12 updates per annum | 12 updates per annum | 12 updates per annum |

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. |

9. 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 |
| 3.1.1. Financial reports submitted to the Finance Committee (FINCOM) | Number of financial reports submitted to FINCOM by 31 March each year. | 4 | 4 | 4 | 4 | 4 | 4 |
| 3.1.2. Progress reports submitted to (FINCOM) | Number of progress reports on Business constituency projects submitted to FINCOM by 31 March each year. | No baseline | New output (no target) | New output (no target) | New output (no target) | 4 | 4 |

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 |
| 3.2.1. Financial reports submitted to FINCOM. | Number of financial reports submitted to FINCOM by 31 March each year. | 4 | 4 | 4 | 4 | 4 | 4 |
| 3.2.2. Progress reports to (FINCOM). | Number of progress reports on Community constituency projects submitted to FINCOM by 31 March each year. | No baseline | New output (no target) | New output (no target) | New output (no target) | 4 | 4 |

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 |
| 3.3.1. Financial reports submitted to (FINCOM). | Number of financial reports submitted to FINCOM by 31 March each year. | 4 | 4 | 4 | 4 | 4 | 4 |
| 3.3.2. Progress reports submitted to (FINCOM). | Number of progress reports on Labour Constituency projects submitted to FINCOM by 31 March each year. | No baseline | New output (no target) | New output (no target) | New output (no target) | 4 | 4 |

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

3. 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 2015/2016 (R) | Actual 2016/2017 (R) | Budget 2017/2018 (R) | Budget 2018/2019 (R) | Budget 2019/2020 (R) | Budget 2020/2021 (R) |
|------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Grant (Department of Labour) | R28 791 000 | R30 817 000 | R31 833 000 | R33 584 000 | R35,431,000 | R37 379 705 |
| Interest | R518 000 | R526 999 | R430 000 | R603 000 | R636,000 | R670 980 |
| Other income | R643 000 | R54 360 | R139 000 | R147 000 | R155 000 | R163 525 |
| Total income | R29 968 000 | R31 398 359 | R32 402 000 | R34 334 000 | R36 222 000 | R38 214 210 |

10.2. Expenditure Estimates

| CAPITAL EXPENDITURE | Actual 2015/2016 (R) | Actual 2016/2017 (R) | Budget 2017/2018 (R) | Budget 2018/2019 (R) | Budget 2019/2020 (R) | Budget 2020/2021 (R) |
|--------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Computer equipment | R267 000 | R65 425 | R60 000 | R60 000 | R60 000 | R63 300 |
| Furniture and Office equipment | R180 000 | R24 845 | R50 000 | R50 000 | R50 000 | R52 750 |
| Motor Vehicles | R418 000 | | | | | |
| Software | R565 000 | | R90 000 | R90 000 | R90 000 | R94 950 |
| Building improvements/security | R318 000 | R28 020 | - | - | - | |
| Sub Total | R1 190 000 | R118 290 | R200 000 | R200 000 | R200 000 | R211 000 |

| PROGRAMME 1 - ADMINISTRATION | Actual 2015/2016 (R) | Actual 2016/2017 (R) | Budget 2017/2018 (R) | Budget 2018/2019 (R) | Budget 2019/2020 (R) | Budget 2020/2021 (R) |
|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 1.1 Entity Management | R1 394 000 | R1 872 590 | R1 491 000 | R1 580 000 | R1 667 000 | R1 758 685 |
| 1.2 Corporate Services | R627 000 | | R405 000 | R 429 000 | R453 000 | R477 915 |
| 1.3 Finance Administration | R1 164 000 | R1 281 950 | R1 594 000 | R1 690 000 | R1 783 000 | R1 881 065 |
| 1.4 Office Accommodation | R754 000 | R1 620 | R1 285 000 | R1 362 000 | R1 437 000 | R1 516 035 |
| 1.5 General Office Administration | R5 936 000 | R4 689 950 | R3 226 000 | R3 420 000 | R3 608 000 | R3 806 440 |
| 1.6 HR Management | R12 111 000 | R14 084 124 | R13 905 000 | R14 739 000 | R15 550 000 | R16 405 250 |
| Sub Total | R21 986 000 | R21 930 234 | R21 906 000 | R23 220 000 | R24 498 000 | R25 845 390 |

| PROGRAMME 2 - CORE OPERATIONS | Actual 2015/2016 (R) | Actual 2016/2017 (R) | Budget 2017/2018 (R) | Budget 2018/2019 (R) | Budget 2019/2020 (R) | Budget 2020/2021 (R) |
|--------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 2.1 Chambers – Development | R1 029 000 | R1 781 711 | R1 325 000 | R1 405 000 | R1 482 000 | R1 563 510 |
| 2.2 Chambers - Public Finance | R512 000 | R579 571 | R875 000 | R928 000 | R979 000 | R1 032 845 |
| 2.3 Chambers - Trade & Industry | R950 000 | R1 854 473 | R1 175 000 | R1 246 000 | R1 315 000 | R1 387 325 |
| 2.4 Chambers - Labour Market | R591 000 | R370 746 | R1 305 000 | R1 383 000 | R1 459 000 | R1 539 245 |
| 2.5 Manco Task Teams | R3 584 000 | R1 725 739 | R500 000 | R530 000 | R559 000 | R589 745 |
| 2.6 Section 77 | | R1 104 944 | R103 000 | R109 000 | R115 000 | R121 325 |
| 2.7 Communications and Outreach | R350 000 | | R900 000 | R954 000 | R1 006 000 | R1 061 330 |
| Sub Total | R7 016 000 | R7 417 183 | R6 183 000 | R6 555 000 | R6 916 000 | R7 295 325 |

| PROGRAMME 3 - CAPACITY BUILDING FUNDS | Actual 2015/2016 (R) | Actual 2016/2017 (R) | Budget 2017/2018 (R) | Budget 2018/2019 (R) | Budget 2019/2020 (R) | Budget 2020/2021 (R) |
|----------------------------------------------|---------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 3.1 Business Constituency | R991 000 | R1 214 879 | R1 371 000 | R1 453 000 | R1 533 000 | R1 617 315 |
| 3.2 Community Constituency | R1 158 000 | R1 258 933 | R1 371 000 | R1 453 000 | R1 533 000 | R1 617 315 |
| 3.3 Labour Constituency | R950 000 | R833 393 | R1 371 000 | R1 453 000 | R1 533 000 | R1 617 315 |
| Sub Total | R3 381 000 | R3 307 205 | R4 113 000 | R4 359 000 | R4 359 000 | R4 851 945 |

10.3. Summary of expenditure

| EXPENDITURE | Actual 2015/2016 (R) | Actual 2016/2017 (R) | Budget 2017/2018 (R) | Budget 2018/2019 (R) | Budget 2019/2020 (R) | Budget 2020/2021 (R) |
|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Capital expenditure | R1 190 000 | R118 290 | R200 000 | R200 000 | R209 000 | R220 495 |
| Programme 1 | R21 986 000 | R21 930 234 | R21 906 000 | R23 220 000 | R24 498 000 | R25 845 390 |
| Programme 2 | R7 016 000 | R7 417 183 | R6 183 000 | R6 555 000 | R6 916 000 | R7 296 380 |
| Programme 3 | R3 100 000 | R3 307 205 | R4 113 000 | R4 359 000 | R4 599 000 | R4 851 945 |
| TOTAL EXPENDITURE | R33 292 000 | R32 772 912 | R32 402 000 | R34 334 000 | R36 222 000 | R38 214 210 |
| Revenue | R29 968 000 | R31 398 359 | R32 402 000 | R34 334 000 | R36 222 000 | R38 214 210 |
| RECONCILIATION | R3 324 000 | R1 374 553 | - | - | - | |