



Strategic Plan

Department of Labour

2007-2010



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA



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Organisational Structure

Top Leadership



M M S Mdladana, MP
Minister of Labour

Statutory Bodies
 Advisory Council for Occupational Health and Safety
 Commission for Conciliation Mediation and Arbitration (CCMA)
 Commission for Employment Equity (CEE)
 Compensation Board
 Employment Conditions Commission (ECC)
 National Economic Development and Labour Council (NEDLAC)
 National Productivity Institute (NPI)
 National Skills Authority (NSA)
 Umsobomvu Youth Fund
 Unemployment Insurance Board



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Development



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Corporate Services



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Deputy Director-General
Service Delivery

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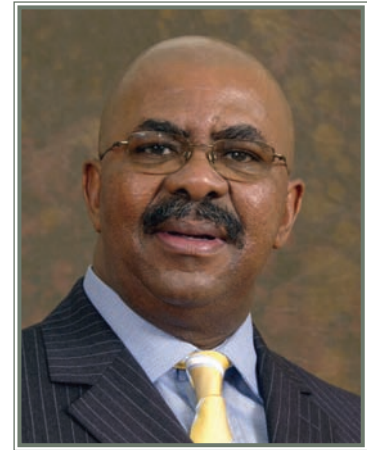
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I. Foreword

I am pleased to present the Department of Labour's Strategic Plan 2007-2010. This Plan is informed by the Government's overall strategic goal to create jobs and eradicate poverty. My Department will continue to focus on the following strategic objectives:

- Employment creation
- Skills development
- Protection of vulnerable workers
- Equity in the labour market
- Strengthening multi-lateral and bi-lateral relations
- Strengthening the capacity of labour market institutions
- Strengthening social protection
- Sound labour relations
- Monitoring the impact of legislation on broad government policy
- Strengthening the Department's institutional capacity to improve service delivery.



Minister MMS Mdladlana, MP
Minister of Labour

Guided by these strategic objectives, in the coming year the Department will focus on skills development, employment services, integration of occupational health and safety and compensation competencies, decent work country programme, restructuring of the Compensation Fund and decentralisation of functions and delegation of authority to service delivery points.

In line with Government strategic focus the Department is prioritizing skills development in pursuance of our Accelerated and Shared Growth Initiative (ASGISA). This regard, artisan development will feature prominently in our drive to address scarce and critical skills. Furthermore, the second economy challenges and the need for shared growth have also necessitated the reorganisation of our institutions including the Unemployment Insurance Fund and Compensation Fund to address the need for a comprehensive social security system.

I would like to take this opportunity to extend my sincere thanks to members of Parliament (MPs) and social partners, all staff both in the Department and in the Public Entities reporting to the Ministry for their dedication and commitment towards the realisation of our objectives.

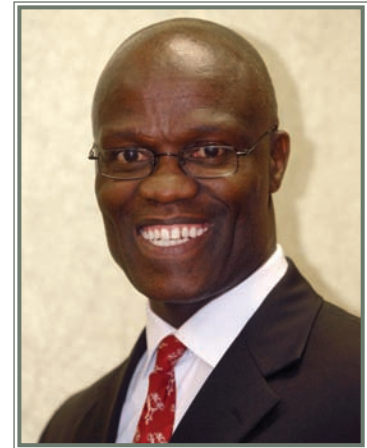
MMS Mdladlana, MP
Minister of Labour

Part A: Strategic overview

2. Overview of Strategic Plan

This Strategic Plan covers the period 2007-2010 – the year in which South Africa will historically be hosting the 2010 Soccer World Cup. In this strategic planning document we will provide:

- an overall strategic overview of the Department, looking at the vision, mission, and values driving the Department
- an analysis of the sector – which in this case is the labour market – within which we operate
- the legislative and relevant mandates guiding our work
- policies, priorities, and strategic goals informing our interventions
- information systems in place and those we will be putting in place to monitor our progress
- a description of our strategic planning processes which have informed this Strategic Plan.



Dr V M Mkosana
Director-General

Background information to the Strategic Plan is included, dealing with:

- an analysis of the service delivery environment
- organisational information and the institutional environment
- an analysis of changes to programmes.

In conclusion it must be stated that the Ministerial Programme of Action upon which this Strategic Plan is mainly based, ends in 2009. This has no impact on this Strategic Plan as the objectives of the Ministerial Programme of Action will continue to guide the Department's work well beyond 2009.

Dr Vanguard Mkosana
Director-General of Labour

3. Vision

The Department of Labour will strive for a labour market which is conducive to economic growth, investment and employment creation and which is characterised by rising skills, equity, sound labour relations, respect for employment standards and worker rights.

4. Mission

The Department will play a significant role in reducing unemployment, poverty and inequality through a set of policies and programmes developed in consultation with social partners which are aimed at:

- **Improved economic efficiency and productivity**
- **Skills development and employment creation**
- **Sound labour relations**
- **Eliminating inequality and discrimination in the workplace**
- **Alleviating poverty in employment**
- **Enhancing occupational health and safety awareness and compliance in the workplace**
- **Nurturing the culture of acceptance that worker rights are human rights.**

5. Values

- **Client-centred services**
 - We act on the understanding that our clients are the sole reason for our existence
 - We actively seek an understanding of our clients' needs and deliver our services accordingly
- **Efficiency and effectiveness**
 - We will be action-oriented and efficient in our work
 - We ensure that we are effective through achieving goals which we set ourselves
- **Representivity**
 - We will have a staff complement which is representative of the demographics of the population
- **Diversity**
 - We encourage and respect diversity
- **Democratic practices**
 - We subscribe to the principles of democracy and put these into practice in our work
- **Transparency**
 - We ensure that we are transparent in our dealings within the Department and with our external stakeholders
- **Accountability**
 - We accept our responsibilities and will be held accountable for our performance
- **Sound labour relations**
 - We practice sound labour relations within the Department
- **Ongoing learning and development**
 - We will create an environment which encourages learning and development
 - We take personal responsibility for our own development.

6. Legislation and other mandates

- Occupational Health and Safety Act, 1993
- Compensation for Occupational Injuries and Diseases Act, 1993
- NEDLAC Act, 1994
- Labour Relations Act, 1995, as amended
- Basic Conditions of Employment Act, 1997, as amended
- Employment Equity Act, 1998
- Skills Development Act 1998 as amended
- Skills Development Levies Act, 1999
- Unemployment Insurance Act, 2001 as amended
- Unemployment Insurance Contributions Act, 2002.



7. Service delivery environment

Since the advent of democracy in 1994, we have seen unprecedented rates of economic growth, currently about 5% of the GDP, jobs currently being created at an annual rate of about half a million, houses replacing shacks across the geographic landscape of the country, access to water, electricity, sanitation and all key basic services covering millions more South Africans than ever before, social grants covering a wider scope of beneficiaries – including child grants, and a general reduction of South Africans living in absolute poverty. However, having registered these gains, the challenges remain as daunting and as critical as ever before. More than 25% of South Africans remain unemployed, access to basic services is not yet universal – particularly in relation to rural areas, and poverty remains a crucial challenge for the country.

The advent of globalisation has also brought increased challenges in the labour market which makes our strategic goals all the more important. Increased outsourcing and casualisation of work has brought with it challenges never envisaged before. Workers are becoming more vulnerable than ever and businesses are working within an environment never envisaged before. Consequently, workers are becoming less unionised due to the changing nature of work, the employer is not always at the place of work and the traditional definitions and differences between the worker, employer, contractor and owner are no longer simple and straight forward. This is the changing nature of the service delivery environment within which the Department is increasingly working, and these are the challenges it poses. Our Strategic Plan is bound to be sensitive to this changing environment.

8. Organisational environment

In the context of the service delivery environment and the challenges summarised in the preceding section, the organisation has had to undertake a review and find innovative ways of fulfilling its mandate. Firstly, the need to decentralise functions to provincial offices and labour centres of the Department became necessary, guided by our quest to render services closer to where the majority of our clients are. This is an ambitious project which will see the bulk of the Department's resources deployed at the key service delivery points, namely the various labour centres. Secondly, we are putting in place an employment services system, as part of our overall endeavour to have an active labour market policy approach, which would ensure that vacancies in the South African economy, placement, skills development, unemployment insurance, and labour market information are all integrated into one integrated and seamless system. Thus Information and Communication Technology (ICT) cannot be overemphasised if we are to be efficient and effective in the manner in which we do our business. Lastly, it became clear that the bulk of the Department's work is about implementation and compliance with laws and policies developed since 1994. In the light of this, inspection and enforcement has become a priority area. This calls for the strengthening of the capacity of the labour inspectorate, by integrating the inspectorate countrywide, enhancing the integrated inspection approach we adopted five years ago, and reviewing the Inspection and Enforcement Strategy in order to take advantage of the latest developments in the field of labour inspection.



9. Broad policies, priorities and strategic goals

Five-year Ministerial priorities – 2004 to 2009 (from the Ministerial Programme of Action)

The following constitutes interventions that will be undertaken in order to address the numerous, inter-related challenges faced by the labour market:

Strategic Objective 1: Contribution to employment creation

It is generally understood that while labour market policies do contribute to the promotion of decent work, they cannot by themselves create jobs. A combination of properly harmonised macro-economic, industrial as well as labour market policies is necessary for ensuring that the economy generates enough employment opportunities in order to reduce the rate of unemployment.

The Department of Labour will contribute towards employment creation in the following ways:

- By actively striving to ensure that its labour market policies and strategies complement national growth and development objectives
- New labour market regulations in relation to new job creation strategies, such as cooperatives, will be developed, implemented, monitored and evaluated
- Social dialogue will be strengthened to support growth and development
- There will be ongoing monitoring of the achievements and targets of government departments' Growth and Development Summit (GDS) agreement commitments
- The Department will ensure that it meets its own GDS agreement commitments
- Sector skills plans will be aligned to sectoral growth plans
- Provincial skills plans will be aligned to provincial economic growth and development strategies
- Expanded Public Works Programmes' (EPWP) participants will be trained
- Learnerships, apprenticeships and internships targets as related to critical skills required by the economy, will be achieved as per the National Skills Development Strategy, (NSDS) 2005 – 2010
- Exit strategies for unemployed people in skills programmes, learnerships, apprenticeships and other scarce skills interventions will be developed and implemented.

Pursuant to the GDS Agreement the following initiatives will also be undertaken:

- Exploration of the feasibility and usefulness of additional active labour market policies for employment promotion
- Positioning labour centres to improve the matching of supply and demand in the local labour market
- Support for cooperatives.

Strategic Objective 2: Enhancing skills development

During this period the Department will implement the National Skills Development Strategy (NSDS) 2005 – 2010 to contribute to government's broader goals to halve unemployment and poverty and reduce inequality by 2014. The NSDS spells out priority areas to which the projected amount of R 21,9 billion income of the skills levy will be allocated. The strategy also indicates aggregate indicators that Sector Education and Training Authorities (SETAs) and projects funded under the National Skills Fund (NSF) must achieve.

The NSDS will also contribute to the following:

- Skills to assist the country's competitiveness and growth as part of the broader Human Resource Development Strategy
- Scarce skills to support the implementation of the Accelerated and Shared Growth Initiative for South Africa (ASGI-SA)
- Improved participation of Small, Medium and Micro Enterprises (SMMEs) in skills development
- Improved productivity through work-based skills intervention programmes
- Assisting youth to enter the labour market through learnerships, apprenticeships, internships, bursaries and other scarce skills programmes
- Improved literacy levels through ABET interventions and incentives to improve the quality of learning through SAQA accreditation.

Strategic Objective 3: Promote equity in the labour market

Since gender, race and discrimination based on disabilities and other irrational grounds continue to pervade the labour market in the third cycle of democracy, the Department will seek to eradicate such discrimination by vigorously implementing the employment equity legislation.

To this end, the following interventions will be undertaken:

- The Department will strengthen enforcement mechanisms whilst promoting the culture of self-regulation. In monitoring compliance, targeted audits will be embarked upon
- The Employment Equity Strategy and NSDS 2005-2010 will be aligned
- Technical Assistance Guidelines (TAGs) and Codes of Good Practice will be implemented
- Incremental Black Economic Empowerment (BEE) targets – for procurement of goods and services will be incorporated into public entities associated with the Department
- Employment equity and Broad Based Black Economic Empowerment (BBBEE) legislation will be aligned.

Further to these interventions, and since all of the existing sectoral charters have an employment equity dimension, the Department will work with the relevant sectors to assist them in meeting their employment equity obligations arising from their respective charters. The Department will also monitor the impact of HIV and AIDS and continue to promote the implementation of the Technical Assistance Guidelines.

Strategic Objective 4: Protecting vulnerable workers

Several sectoral determinations were promulgated during the second cycle of our democratic rule. These sectoral determinations were necessary in order to protect workers whose unique work circumstances render them susceptible to the worst forms of abuse. The main challenge in the third cycle of the democratic government is to ensure that workers in the sectors governed by sectoral determinations benefit from these interventions. The approach will include ensuring that in the first place, employers and workers understand their reciprocal rights and obligations. To this end, the Department will continue to embark on advocacy campaigns aimed at engendering the culture of voluntary compliance. During the period 2004–2009 the Department will increase its capacity to enforce sectoral determinations, especially in the domestic and agricultural sectors. It is also anticipated that during the period 2004–2009, more sectoral determinations will be promulgated in sectors in respect of which such interventions are deemed necessary.

While the notion of atypical or non-standard forms of employment is not a problem *per se*, it has been clear that certain types of atypical employment relations expose workers to unacceptable forms of vulnerability and exploitation. These forms of employment relations affect workers

negatively and also contribute to growing precariousness and insecurity in the labour market. In order to respond to this challenge we shall conduct research into the full impact of casualisation of labour and outsourcing and devise ways of dealing with their negative impact on workers and the economy as a whole.

Pursuant to these objectives, the Department will protect vulnerable workers by undertaking the following interventions:

- Workers in vulnerable sectors and segments will be identified and protection extended
- Sectoral determinations will be published for residual and emerging vulnerable workers
- Current sectoral determinations will be evaluated
- Compliance with legislation will be increased through targeted advocacy and inspection programmes
- Bargaining councils will be established in vulnerable sectors
- The Child Labour Programme of Action will be finalised and implemented
- Sheltered employment factories will be restructured.

Strategic Objective 5: Strengthening multilateral and bilateral relations

After many decades of isolation as a result of its abominable policies of apartheid, South Africa now occupies an enviable place in the global arena, in both multilateral as well as bilateral fora. Over the next five years the Department will promote a collective multilateral approach to global challenges and work for the democratisation of global institutions that operate within its spheres of influence. To that end, South Africa will continue to participate in the SADC, ARLAC, NEPAD, AU and in the International Labour Organisation (ILO).



The Minister met his Lesotho counterpart, Minister Mpeo Mahase-Moiloa.

We have also signed several bilateral agreements with ministries of labour in countries that South Africa has an interest in. The challenge in the next five years is to ensure that we solidify our relationships with strategically placed countries and also extend our influence in the region so as to promote the “globalisation of labour standards”.

The Department's interventions in this regard will include:

- Ensuring effective participation in the ILO, SADC and the AU Labour and Social Affairs Commission
- Effectively discharging South Africa's obligations to the ILO
- Ensuring that the objectives of signed bilateral agreements are implemented, monitored and achieved
- Mobilising, coordinating and managing technical cooperation.

Strategic Objective 6: Strengthening social protection

In the past few years Parliament has passed a series of legislation aimed at providing a social safety net, including the provision of social support to workers in the event of temporary loss of income due to unemployment or work related injuries. In the next five years, the Department will seek to strengthen these social support systems. The support will include:

- Ensuring an improved client satisfaction of the Unemployment Insurance Fund and Compensation Fund services
- Achieving financial viability and sustainability of the Unemployment Insurance Fund and Compensation Fund
- Improvement in revenue collection by at least 10 % during the first year
- Extending the coverage of unemployment insurance to other vulnerable workers
- The national integration of occupational health and safety and compensation competencies across government
- The reduction of occupational health and safety incidents in targeted industries
- The reduction of workplace fatalities, especially in high risk sectors
- The provision, through a broad range of support services, of rehabilitation services designed to help people get back to work or independence as soon as possible.

Strategic Objective 7: Promoting sound labour relations

It is generally agreed that the degree of adversarialism, that characterised the pre-1994 period, drastically declined during the first 10 years of democracy, manifest in part by the decline in the number of workdays lost due to strike action. This was largely attributable to the efficacy of our labour market policies as well as the maturation of social dialogue – which is also regulated by labour legislation.

At the dawn of the third cycle of democratic rule, new labour relations challenges are beginning to emerge. The labour relations environment is entering hitherto uncharted territory, whereby workers and management need to negotiate complicated issues such as methods of production. Global competition calls for a more enhanced degree of cooperation between labour and management. In other words, in respect of industries that faces fierce international competition, management and labour need to redefine their relationships to enable them to jointly produce goods and services at globally competitive prices. The challenge for the Department of Labour is that of facilitating the deepening of these relationships - in the first instance through NEDLAC.

Bargaining councils, as centres of social dialogue, have been functioning effectively in the first two cycles of democracy. However, the impact of bargaining councils on small businesses continues to be raised as one of the constraints on the growth of SMMEs. An empirical study shall be undertaken on this matter and interventions developed, should the results of the study suggest it necessary. At the same time, the tendency to casualise workers and create triangular labour relations undermines both the letter and the spirit of labour legislation - thus rendering workers vulnerable. As earlier indicated, comprehensive research on atypical forms of

employment had been carried out with an intention to effect whatever interventions required.

Further to these objectives, the Department will continue to promote sound labour relations through:

- Ensuring a continuing decline of workdays lost due to industrial action
- Ensuring an effective and efficient dispute resolution system
- Ensuring that the proportion of workers covered by collective agreements is increased
- Ensuring improved representation of small business interests in collective agreements
- Inclusion of broader economic and employment growth issues into collective bargaining agreements
- Active engagement and participation by the Department in tripartite statutory bodies
- Enhancing and extending social dialogue.

Strategic Objective 8: Strengthening the capacity of labour market institutions

The Department of Labour created appropriate labour market institutions during the first cycle of democratic rule. Most of these institutions have been operational for about 10 years, during which many lessons have been learned. It is now necessary to carry out an evaluation of these institutions, assess their strengths and weaknesses, and effect whatever interventions are required to increase their efficiency and enhance their effectiveness.

In this regard the Department will:

- Improve service delivery provided by statutory bodies and public entities associated with the Department, through clear performance standards for relevant agencies
- The views of the public will be sought to assess the services received from the statutory bodies and public entities
- The capacity of social partners to deliver on GDS commitments and other areas of cooperation will also be enhanced by the Department's support.

Strategic Objective 9: Monitoring the impact of legislation

During the second cycle of our democracy, government departments were structured into clusters in order to promote collaboration and improve coordination both at a policy as well as implementation level. While this intervention has improved the overall performance of government, it has also revealed a lack of synergy in relation to how macro-economic policies, industrial policies and labour market policies are harmonised in a bid to create an environment conducive to job creation.

During preparations for the GDS some of these policy contradictions became more pronounced. The GDS commitment to half unemployment by the year 2014 calls on all government departments to prioritise employment creation, not as a residual of other policies but as a key objective. This will inevitably mean that government departments should develop their capacity to explicitly illustrate how the policy positions they develop contribute to job creation.

The Department of Labour will, during the third cycle of democratic governance carry out research, including monitoring and evaluation aimed at determining the extent to which labour market policies are harmonised with other economic policies and contribute to the objective of creating work opportunities.

To this end the Department will:

- Publish bi-annual labour market reviews and labour statistics reports. These labour market trends will be analysed and linked to the Department's interventions
- Research and report on the impact of aggregate and disaggregate departmental policies and programmes on stated goals and objectives
- Conduct annual client satisfaction surveys on levels of service delivery and make them public
- Ensure harmonisation of labour market policies with other government policies
- Establish strategic partnerships and cooperation with established research institutions
- Undertake impact studies in support of NSDS implementation.

Strategic Objective 10: Strengthening the institutional capacity of the Department

In 1999, the Department was restructured into business units in order to respond to the challenge of shifting focus from policy formulation to implementation. This has significantly improved the Department's service delivery record. Certain key functions have been decentralised from Head Office to provincial offices and others from provincial offices to labour centres.



Dr Florus Prinsloo, Director-General, Dr Vanguard Mkosana, Esther Tloane and Tsungai Phehane addressed the Gauteng North staff of the Department.

During the period 2004–2009 the Department will undertake an evaluation of lessons learned in the last five years and identify areas of work that need to be strengthened in order to further increase the effectiveness of the institution in delivering its services.

Further to such an evaluation, the Department will ensure that there is:

- Improved service delivery to the external clients of the Department by enhancing decentralisation of services
- Improved service delivery provided by agencies associated with the Minister of Labour
- Improved service delivery to the internal clients of the Department
- Improved management practices within the Department
- Full Public Finance Management Act (PFMA) compliance achieved by the Department and public entities

- Internal compliance with labour laws
- Internal and external communication strengthened
- Establishment of fully staffed and capacitated Department of Labour programmes to manage and support SETAs.

Priorities and Strategic Goals – 2007 to 2010

The Ministerial Programme of Action for the period 2004 to 2009 will remain a key guide on how we shape our specific interventions in the period 2007 to 2010. Within this framework we have prioritised the following strategic goals:

- Decentralising functions and delegating authority
- Skills development will prioritise artisan development and scarce and critical skills in alignment with ASGI-SA and JIPSA
- Restructuring the Compensation Fund – Phase 2
- Employment services
- Integration of occupational health and safety and compensation competencies across government
- Decent work country programme.

Decentralising functions and delegating authority

Having provided the policy and legislative environment for the protection of the rights of workers and which guarantees fairness for all players in the labour market, the Department will focus on speeding up the implementation of policy and improving the delivery of services to clients. The decentralisation of services is about refocusing the organisation for better service delivery to ensure that we work smarter with our limited resources. This will help the Department to deliver on its mandate, and allocate and use all its resources optimally for better and smarter ways of delivering services to all its clients. Through this strategy, the Department will be repositioned to focus on its core business and improve the integrated value chain.

Skills development

Structural imbalances in the economy continue to hamper and exert downward pressures on growth, threatening to derail government's goal of a sustainable 6% growth from 2010 onwards. Education and skills have been identified as some of the binding constraints on economic growth.

The Skills Development Act, 1998 and the Skills Development Levies Act, 1999 were enacted to promote employment and productivity by addressing the skills shortages. Following the successful implementation of the first phase of the National Skills Development Strategy (2001-2005), the Department launched a second phase of the National Skills Development Strategy (NSDS) for 2005-2010. Through this strategy the Department will contribute to the supply of some of the critical and scarce skills such as artisans and engineers to assist the economy to enjoy unhampered growth to 2010 and beyond.

Restructuring the Compensation Fund – Phase 2

A strategy was developed in 2006/07 to strengthen social protection and improve the Compensation Fund's efficiency. Implementing the strategy will entail reviewing current operations and systems and decentralising claims processing functions to provincial offices and labour centres, improving the rate and quality of employer assessments and revenue collection, as well as the provision, through a broad range of support services, of rehabilitation services designed to help people get back to work or independent as soon as possible. It will also involve fast-tracking the setting up of provincial medical advisory panels in all provinces.

Employment services

In pursuance of the overall Government Programme of Action, the Department is tasked with the responsibility of developing and implementing an Employment Services System by March 2007. It will facilitate the registration of work-seekers, registration of placement opportunities, provide job matching services, career guidance, counselling, information and skills development referrals.

The vision will be achieved through the implementation of the active labour market policies which include the following components:

Registration Services

Registration Services include the registration of individuals, employers, opportunities and training providers. The registration of individuals includes the development of a skills profile where the person's qualifications and experience are recorded according to the Organising Framework of Occupations (OFO).

Career Guidance and Counselling Services

Career guidance and counselling includes guiding individuals to career fields based on the individual's interest and profile, and providing of career and labour market information and counselling.

Recruitment and Selection Services

Recruitment and selection services include the proactive identification of opportunities through networking with stakeholders, the matching of individuals to opportunities, recruitment and selection for a particular opportunity and placement.

Information Services

Information services include producing information brochures/pamphlets and packages and advocacy.

Special Services


Special services include services provided for special interest groups, including services for people with disabilities, retrenched employees and ex-offenders.

Integration of occupational health and safety and compensation competencies across government

The process of integrating occupational health and safety (OHS) and compensation competencies will be fast-tracked in the coming years to make sure that enabling policy and legislation is promulgated. A single OHS authority will be set up to oversee implementation, and inspectors from the Department of Minerals and Energy and the Department of Health will be transferred to the Department of Labour.

Decent work country programme

The development of the decent work country programme will ensure that our twin goal of creating jobs and eradicating poverty runs parallel with our constitutional obligations of protecting workers and ensuring that human rights remain worker rights.



In collaboration with the International Labour Organisation (ILO) the Decent Work Country Programme (DWCP) will be developed by the Department in consultation with our social partners. The DWCP will mainly focus on one of the four pillars of the DWCP agenda, namely employment creation. The other pillars are promotion of fundamental principles and rights at the workplace, social dialogue, social protection and social security. The latter will be dealt with in the context of the broad government social security and retirement reform driven interdepartmentally.

10. Information systems to monitor progress

The Department of Labour makes use of the transversal financial management systems made available by the Office of the Accountant-General in order to record transactions with financial implications. The Basic Accounting System (BAS) is recognised as the official financial reporting system and information from the integrated personnel and salaries system (PERSAL) as well as the logistical information system (LOGIS) are included in financial reports through an interface to BAS. The code structures utilised on BAS have been developed in order to ensure that financial information can be provided in line with the Main Divisions of the Vote and the subprogrammes as identified and indicated in the Estimates of National Expenditure (ENE).

A process of performance management, in line with guidelines issued by the Department of Public Service and Administration, has been implemented. The performance management system facilitates the translation of the Mission, Vision and Strategic Objectives of the Department of Labour into tangible outputs. The Department continues to refine the Performance Management System to improve alignment with its strategic goals.

In order to ensure compliance with section 40 of the Public Finance Management Act (PFMA – Act 1 of 1999), the National Treasury's prescribed formats for the reporting of Actual and Anticipated Revenue and Expenditure are utilised. Information drawn from the BAS is also evaluated against information reflected on the Vulindlela Management Information System in order to ensure correlation.

In order to improve services to our clients, the Department will implement an employment services system aimed at enabling the Department to proactively identify, respond to and influence supply and demand in the labour market. The employment services system will include an Information Technology (IT) enablement which will assist the Department to provide a public employment service by facilitating the registration of work-seekers and placement opportunities and providing a job matching service for potential employers and work-seekers. This system will also support the provision of registration, career guidance, counselling, recruitment and selection, skills development and information services.

The National Skills Fund Disbursement Information System (NSFDIS) enables the recording and reporting of transactions applicable to the National Skills Fund (NSF). Payments on projects approved in terms of the National Skills Development Strategy (NSDS) are processed through this system which also interfaces with the BAS for reporting purposes.

The Variations Case Management System (VCMS) is utilised to record applications received for variations from provision of the Basic Conditions of Employment Act (BCEA). All applications received from employers are recorded on the VCMS and the outcome of the application is also recorded. In this manner, the Department is able to report to interested role-players on the number of applications received, as well as the outcome of the application evaluations. This system will be further refined in the future in order to optimise its operations.

11. Strategic planning process

The Department of Labour convenes two key strategic planning workshops annually. The first such strategic planning workshop takes place in June each year, in which the Department undertakes an annual evaluation of the previous financial year and simultaneously begins to plan for the upcoming financial year. This session, chaired by the Minister of Labour, examines progress in achieving the priorities of the past financial year (annual reporting), and considers proposals on key priorities for the coming cycle. Key debates underlying such a planning process include a SWOT analysis. A social political analysis of the state of the labour market equally shapes the Department's overall outlook.

The second strategic planning exercise, also chaired by the Minister of Labour takes place in November/December of the same year. Whilst this second session constitutes a mid-term review of progress with regards to the current strategic outlook of the Department, it equally ensures that the agreed priorities of the annual evaluation are developed into a concrete programme of action for the coming year.