



employment & labour

Department:
Employment and Labour
REPUBLIC OF SOUTH AFRICA

**SERVICE DELIVERY MODEL FOR THE
DEPARTMENT OF EMPLOYMENT AND
LABOUR FOR THE FY2025/26**

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ACROYNM	DESCRIPTION
AENE	Adjusted Estimates of National Expenditure
APP	Annual Performance Plan
ARLAC	African Regional Labour Administration Centre
AULSAC	African Union Labour and Social Affairs Commission
BBBEE	Broad-Based Black Economic Empowerment
BCEA	Basic Conditions of Employment Act
BPR	Business Process Re-engineering
BRICS	Brazil, Russia, India, China and South Africa
CDPOs	Chief Director: Provincial Operations
CF	Compensation Fund
CGICTPF	Governance of Information and Communication Technology Policy Framework
CIO	Chief Information Officer
COIDA	Compensation for Occupational Injuries and Diseases Act
COO	Chief Operations Officer
CSO	Client Service Officer
DDG	Deputy Director-General
DG	Director-General
DHA	Department of Home Affairs
DPSA	Department of Public Service and Administration
EC	Eastern Cape
EEA	Employment Equity Act
EHW	Employee Health and Wellness
ESA	Employment Services Act
ESSA	Employment Services for South Africa
EXCO	Executive Committee

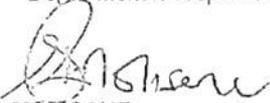
FS	Free State
FY	Financial Year
G20	International Forum for the Governments and Central Bank Governors from 20 Major Economies
GP	Gauteng Province
GPAA	Government Pensions Administration Agency
HIV	Human Immunodeficiency Virus
HPCSA	Health Professions Council of South Africa
HRD	Human Resource Development
ICBLM	International Cross-Border Labour Migration
ICT	Information and Communication Technology
IES	Inspection and Enforcement Services
IT	Information Technology
KZN	KwaZulu Natal
LAP	Labour Activation Programme
LC	Labour Centre
LMIS	Labour Market Information and Statistics
LP	Limpopo Province
LP & IR	Labour Policy and Industrial Relations
LRA	Labour Relations Act
MP	Mpumalanga Province
MTEF	Medium-Term Expenditure Framework
MTDP	Medium- Term Development Plan
NC	North Cape
NEDLACA	National Economic Development and Labour Council Act
NEDLAC	National Economic Development and Labour Council
NW	North West

OCOO	Office of the Chief Operations Officer
OECD	Organisation for Economic Co-operation and Development
OHSA	Occupational Health and Safety Act
OMF	Operations Management Framework
PES	Public Employment Services
PMDS	Performance Management and Development System
PO	Provincial Office
PSA	Public Service
PwD	People with Disability
SADC	Southern African Development Community
SAPS	South African Police Services
SC	Service Charter
SDA	Skills Development Act
SDIC	Service Delivery Improvement Committee
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model
SITA	State Information Technology Agency
SMME	Small, Medium and Micro-sized Enterprises
SOE	State Owned Entities
SOP	Standard Operating Procedure
SP	Strategic Plan
SS	Service Standards
UIA	Unemployment Insurance Act
UIF	Unemployment Insurance Fund
UN	United Nations
VO	Virtual Office
WC	Western Cape

Official Sign Off

It is hereby certified that the Service Delivery Model for the Department:

- Was developed in consultation with the Executive Management, Provincial Heads, Service Delivery Champions and other officials responsible for operations.
- Takes into account all legislation, policies, process and procedures, systems for which the Department is responsible.



MS J. MOLISANE
ACTING DIRECTOR-GENERAL: EMPLOYMENT AND LABOUR

DATE: 22/04/2025



MS J. NEMADZINGA-TSHABALALA, MP
DEPUTY MINISTER: EMPLOYMENT AND LABOUR

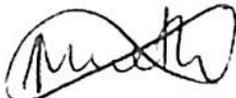
DATE: 28/05/2025



MR N.M. SIBIYA, MP
DEPUTY MINISTER: EMPLOYMENT AND LABOUR

DATE: 30 May 2025

APPROVED BY:



MS N. METH, MP
MINISTER: EMPLOYMENT AND LABOUR

DATE: 07/08/2025

Definitions of Terms

Annual Performance Plan identifies the performance indicators and targets that an institution will seek to achieve in the financial year within the available resources.

Batho Pele, a Sesotho word which means "People First", is an initiative that was launched in 1997 to transform the public service. It is an approach to get public servants committed to serving service beneficiaries and to find ways to improve service delivery.

Business Process Management is a disciplined approach to identify, design, execute, document, measure, monitor, and control both automated and nonautomated business processes to achieve consistent, targeted results aligned with the institution's strategic goals.

Business Process Mapping is the initial description of a business process in graphic or activity-flow format.

Effectiveness is based on the right service, right quality, right time and right place.

Efficiency in the delivery of services is derived from organizing workflows, systems, managing volume, unblocking bottlenecks, optimizing queues, addressing demand peaks, and applying lean concepts.

Economical is centered on lowest cost to render a service (direct provider costs, direct recipient costs and optimal use of resources).

Medium-Term Development Plan is Government's five-year plan that identifies indicators and targets to be achieved in a five-year period.

National Development Plan is a shared long-term strategic framework for more detailed planning to take place in order to advance the long-term goals.

Operational Planning is the day-to-day and month-to-month planning for what your institution is doing. Operations control Operational control regulates the day to-day output relative to schedules, specifications and costs.

Operations Management Framework (is a tool created by the Department of Public Service and Administration (DPSA) that provides structure and guidance to all public service managers in executing their operational responsibilities.

Organisational Functionality Assessment is a process to assess and diagnose, based on evidence, whether all the necessary service delivery enablers are in place to support delivery processes in an optimal and accountable manner.

Productivity is traditionally defined as the ratio between output and input

Quality Services is based on planning, total quality management, process mapping, systems, employee engagement and client satisfaction surveys.

Service Delivery Model is a document that describes how an institution will deliver on the services and products that were identified during the strategic planning process. It details an institution's mandated services, service beneficiaries, current method of delivery, analysis of current method of delivery and possible improved method of delivery.

Service is an action of helping or doing work for someone. It is an action that fulfils a function. In terms of Government, a service fulfils a need of the public by performing specific tasks or work for service beneficiaries (the general public or other governmental institutions).

Service Beneficiary is any person, team, institution or company to whom your team provides products, services or information. A service provider is any person, team, institution or company that provides your team with products, services or information. They can be internal or external to the institution.

Service Charter (statement of commitment) sets out governmental institutions' commitment to providing services at specified levels in order to affect strategic developmental outcomes within the constraints of available resources. Service standards A service standard is a reasonable and measurable expectation from the side of the service beneficiary and an honest commitment by the service provider to meet or exceed that expectation.

Service Standard defines what a customer can expect from a service and how it should be delivered by the department (e.g. in terms of timeliness, accessibility, quality, quantity and equity).

Service Delivery Improvement Plan provide a mechanism for continuous, incremental improvement in service delivery.

Service Delivery Model is a document that describes how an institution will deliver on the services and products that were identified during the strategic planning process.

Standard Operating Procedure specifies in writing what should be done, when, where, by whom and how.

Strategic Planning determines the entire direction of an institution, including what it is not doing but should be doing.

Strategic Plan sets out an institution's priorities, project plans and policies for a three or five year period within the scope of available resources.

1. Introduction

The Department of Employment and Labour (DEL) has developed the strategic plan for the next 5 years (2025/26 – 2029/30FY), reflecting the collective vision, mission, values and objectives that are responsive to its mandate. Subsequently, the Service Delivery Model (SDM) document that describes how the Department delivers on the services was developed. The model details the mandated services, service beneficiaries, current method of delivery, analysis of current method of delivery, possible risks and the improved “to be” method of delivery. The model further encourages Department to embrace the digital technology to deliver efficient services to the citizens.

The environmental scan conducted during the strategic planning process assisted in determining which model would be efficient, effective and economic. The following questions served as a baseline test:

- Is the current service delivery model sufficient to deliver the departmental mandate?
- Are business processes, standard operating procedures and systems supportive of the service delivery model?
- What are the effects of inadequate/lack of capacity and capability in relation to the service demand and supply?
- Is there a need to introduce a new or revise the existing service delivery model?
- Should all the systems be enhanced to provide a seamless and integrated services?
- Should the silos be collapsed with a view to have multi-skilled front-line officers?

According to the findings of Government Manitoba ¹, service delivery would be effective and efficient, if it took the following aspects into consideration:

- **Customer segments** – for whom is the Department providing services?
- **Value proposition** – what value is the Department delivering to the customer?
- **Customer relationships** – what type of relationship and service experience does each customer segment expect from the Department?
- **Channels** – what access channels are available for customers to receive a service?
- **Physical accessibility**- does the existing footprints cover the geographic spread and population density?

Improved service delivery is a matter of extreme urgency for South Africa. There is no choice but to tackle service delivery challenges in order meet the service beneficiaries at the point of their needs.

¹ Better Systems Initiative: Summary of Client Needs and Wants, Winnipeg: 1999,

Hence, it is critical to review the service delivery model with a view to streamline the methods and to improve quantity and access as required by the Operations Management Framework, 2016.

2. Mandates

The Department of Employment and Labour derives its general mandate from the Constitution of the Republic of South Africa as amended: Chapter 2, and Bill of Rights:

- Section 9, to ensure equal access to opportunities
- Section 10, promotion of labour standards and fundamental rights at work
- Section 18, Freedom of association
- Section 23, To ensure sound Labour relations
- Section 24, To ensure an environment that is not harmful to the health and wellbeing of those in the workplace
- Section 27, To provide adequate social security nets to protect vulnerable workers
- Section 28, To ensure that children are protected from exploitative labour practices and not required or permitted to perform work or services that are inappropriate for a person of that child's age or their well-being, education, physical or mental health or spiritual, moral or social development is placed at risk and
- Section 34, Access to courts and access to fair and speedy labour justice.

3. Legislative and policy mandates

The Constitutional mandate is given effect through several Acts that regulate labour matters in South Africa: The legislation are listed below:

Serial No	LEGISLATION	PURPOSE
1	Labour Relations Act, 66 of 1995 (LRA), as amended	The Labour Relations Act (LRA), Act 66 of 1995 aims to promote economic development, social justice, labour peace and democracy in the workplace

Serial No	LEGISLATION	PURPOSE
2	Basic Conditions of Employment Act, 75 of 1997 (BCEA), as amended	<p>The purpose of this Act is to advance economic development and social justice by fulfilling the primary objects of this Act which are:</p> <p>(a) To give effect to and regulate the right to fair labour practices conferred by section 23(1) of the Constitution by:</p> <p>(i) Establishing and enforcing basic conditions of employment</p> <p>(ii) Regulating the variation of basic conditions of employment</p> <p>(b) To give effect to obligations incurred by the Republic as a member state of the International Labour Organisation</p>
3	Employment Equity Act, 55 of 1998 (EEA), as amended	<p>The purpose of the Act is to achieve equity in the workplace, by</p> <p>(a) Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination</p> <p>(b) Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational levels in the workforce</p>
4	Unemployment Insurance Act, 30 of 2001, as amended (UIA)	The Act empowers the Unemployment Insurance Fund to register all employers and employees in South Africa for unemployment insurance benefits
5	Occupational Health and Safety Act, 85 of 1993 (OHSA)	The Occupational Health and Safety Act aims to provide for the health and safety of persons at work and for the health and safety of persons in connection with the activities of persons at work and to establish an advisory council for occupational health and safety
6	Compensation for Occupational Injuries and Diseases, Act 130 of 1993 (COIDA)	To provide for compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for death resulting from such injuries or diseases; and to provide for matters connected therewith

Serial No	LEGISLATION	PURPOSE
7	National Economic Development and Labour Council Act, 35 of 1994 (NEDLAC)	To provide for the establishment of a national economic, development and labour council; to repeal certain provisions of the Labour Relations Act, 1995; and to provide for matters connected therewith
8	Employment Services Act 4 of 2014 Skills Development Act 97 of 1998 Sections 24 – 26	To provide for public employment services, their governance and functioning, including the registration of private employment agencies To provide for transitional arrangements with regard to regulation of private employment agencies
9.	Unemployment Insurance Contributions Act, 4 of 2002	To provide for the imposition and collection of contributions for the benefit of the Unemployment Insurance Fund; and to provide for matters connected therewith
10.	National Minimum Wage Act, Act 9 of 2018	The National Minimum Wage Act 9 of 2018 aims: To provide for a national minimum wage To establish the National Minimum Wage Commission To provide for the composition and functions of the National Minimum Wage Commission To provide for the review and annual adjustment of the national minimum wage To provide for exemption from paying the national minimum wage To provide for matters connected therewith

Table 1: Legislation administered by the Department and its Entities

The Department regulates the labour market through policies and programmes developed in consultation with social partners with aim to:

- improve economic efficiency and productivity
- facilitate decent employment creation
- promote labour standards and fundamental rights at work
- provide adequate social safety nets to protect vulnerable workers
- promote and enforce sound labour relations
- promote equity in the workplace
- eliminate inequality and unfair discrimination in the workplace
- enhance awareness of and compliance with occupational health and safety in the workplace

- give value to social dialogue in the formulation of sound and responsive legislation and policies to attain labour market flexibility for the competitiveness of enterprises, balanced with the promotion of decent employment.

4. Programmes and Entities of the Department

- **Programme 1:** Administration: Ministry; Deputy Minister, Director General's Office; Corporate Services (CS), Chief Financial Officer (CFO)
- **Programme 2:** Inspection and Enforcement Services (IES)
- **Programme 3:** Public Employment Services (PES)
- **Programme 4:** Labour Policy and Industrial Relations (LP and IR)
- Unemployment Insurance Fund (Schedule 3A Public Entity): UIF
- Compensation Fund (Schedule 3A Public Entity): CF.

Entities established in terms of various legislations and cabinet decisions to assist the Department in meeting its mandate include:

- Commission for Conciliation, Mediation and Arbitration (CCMA)
- National Economic Development and Labour Council (NEDLAC)
- Productivity South Africa (Productivity SA)
- Supported Employment Enterprises (SEE)

5. Priority areas

In the medium-term, the Department of Employment and Labour will contribute to the following Medium-Term Development Plan (MTDP) Priorities:

- Priority 1: Drive inclusive growth and job creation.
- Priority 2: Reduce poverty and tackle the high cost of living.
- Priority 3: Build a capable, ethical and developmental state.

6. Key strategic interventions to address the challenges

- Improved compliance with employment and labour laws (inspections, follow-ups, enforcement and advocacy)
- Increased placement of registered work-seekers
- Improved ICT infrastructure to assist both internal and external clients for efficient and effective service delivery

- STOP Registration for new SMME's at DEL (roll-out of SAP) (can be expanded to other GOVT Agencies)
- SA Labour legislation in line with international best practises (ILO)
- Specialist and empowered inspectors
- Improved capacity of front-line staff to shorten the clients waiting periods
- Improved turn-around time for payments (suppliers and benefits)
- Better control over Labour migration and scarce skills and the issuing of Work Visa's
- Linking different systems of DEL to register people and entities
- Reduction in labour unrest (strikes)
- 100% completion of documents to submit
- Reduced customer complaints
- Counselling of work seekers or linking with a skills development programme or job placement
- Administer trade unions and bargaining council (workers interest)
- Investigation of OHS incidents at workplaces
- Increased skill levels of work
- Business Continuation Plan implemented

7. Key services and service standards

Branch/ Fund	Service	Service Standards
Administration (Admin)	<p>Customer care services</p> <p>Goods and services</p> <p>Queue management</p> <p>Access to information or documents</p>	<p>We shall:</p> <ul style="list-style-type: none"> • Acknowledge 95% of written complaints, suggestions and compliments within 24 hours of receipt and the remainder within 36 hours of receipt • Resolve 95% of complaints (with complete information) within 7 calendar days and the remainder within 14 calendar days • Pay 100% of compliant invoices within 30 days of receipt • Procure goods and services from selected Procure goods and services from selected groups (40% women, 30%, Youth and 7% PwD) per financial year. • Prioritise people with disabilities, elderly, nursing mothers with 1 month old or less babies and pregnant women to front of queue upon arrival • Respond (deny or grant) to request for access to information or documents within 30 days of receiving the request (with or without a fee)
Inspection & Enforcement Services (IES)	<p>Registration and resolution of labour related complaints</p> <p>Registration of incidents relating to the OHS act</p> <p>Registration of Entities</p> <p>Exemptions on any aspect of the OHS Act</p>	<p>We shall:</p> <ul style="list-style-type: none"> • Resolve 80% of legitimate labour related complaints within 90 calendar days of registration • Finalise 85% of reportable incidents within 90 calendar days • Finalise 80% of entity registration applications within 60 calendar days of receiving a valid and complete application • Finalise 80% of exemption applications within 60 calendar days of receiving a valid and complete application

Branch/ Fund	Service	Service Standards
	Appeal on decision of an inspector	<ul style="list-style-type: none"> Finalise 80% of appeal against the decision of an inspector within 60 calendar days of receiving a valid and complete application
Public Employment Services (PES)	<p>Registration of work-seekers</p> <p>Work visa applications</p> <p>Registration of employment opportunities</p> <p>Placement on registered employment opportunities</p> <p>Work-seekers provided with employment counselling</p> <p>Registration of Private Employment Agencies (PEAs and TES)</p>	<p>We shall:</p> <ul style="list-style-type: none"> Register 1 000 000 eligible work-seekers on the Employment Services of South Africa (immediately) per year Process 80% of complete work visa applications within 30 working days of receipt and make recommendations Register 120 000 employment opportunities on ESSA per year within 2 days of receipt Ensure that 70 000 registered employment opportunities are filled by registered work seekers per year. Refer ESSA matched work seekers to the employers within 20 working days of receiving the work and/or learning opportunity. Provide employment counselling to 270 000 work seekers per year. Counsel work seekers within one calendar month of registration as a work-seeker on the ESSA /DIPHETOGO. Finalise 80% of complete PEAs and TEAs applications within 30 working days of receipt.
Labour Policy and Industrial Relations (LP & IR)	<p>Registration of Labour Organisations</p> <p>Extension of collective agreements</p>	<p>We shall:</p> <ul style="list-style-type: none"> Register 100% of labour organisations or refuse to register within 60 working days of receiving the application Extend 100% of collective agreements within 60 working days of receipt, where there is no publication for comments

Branch/ Fund	Service	Service Standards
	<p>Deregistration of designated employers through the DG Notification process</p> <p>Employment equity reporting</p> <p>Review of national minimum wage</p> <p>National minimum wage exemption applications</p> <p>Basic Conditions of Employment Act Variation applications</p> <p>Labour Market and Information Statistics</p>	<ul style="list-style-type: none"> • Extend 100% of collective agreements within 120 working days of receipt, where there is publication for comments before extension of collective agreement • Deregister 100% of designated employers (with valid and complete information) within 5 working days of receiving the application • Accept or reject the Employment Equity reports within 24 hours of receipt. • Review and adjust the National Minimum Wage annually, based on the date in which the preceding year's adjustment became binding • Grant or reject the application for National Minimum Wage exemption immediately upon receiving the application or if the application is selected for audit, a decision to grant or reject the exemption shall be finalised within 17 calendar days of receiving valid and complete supporting documents • Approve or reject applications for BCEA variation within 60 calendar days of receiving a valid and complete application • Produce labour market trend reports to inform all interested clients on the performance of the economy and labour market within 12 months after year end.
Unemployment Insurance Fund (UIF)	<p>Unemployment benefits</p> <p>In-service (illness, maternity, parental, commissioning parental and adoption) benefits</p>	<p>We shall:</p> <ul style="list-style-type: none"> • Finalise (approve or reject) 90% of valid unemployment benefit claims with complete, accurate and verified information within 25 working days. • Finalise (approve or reject) 90% of valid in-service benefit claims (illness, maternity, parental, commissioning parental and adoption) with complete, accurate and verified information within 18 working days.

Branch/ Fund	Service	Service Standards
	<p>Deceased benefits</p> <p>Unemployment Insurance claim payment</p> <p>Employer registration</p> <p>Employee declarations</p> <p>TERS applications</p>	<ul style="list-style-type: none"> • Finalise (approve or reject) 90% of valid deceased benefit claims with complete, accurate and verified information within 20 working days. • Finalise 90% of complete, accurate and verified benefit payment documents within 10 working days • Finalise 98% of new companies' registration with complete, accurate and verified information within 1 working day. • Finalise 95% of employee declarations with complete, accurate and verified within 15 working days. • Finalise (approve or reject) 92% of TERS applications by the delegated authority within 20 working days.
Compensation Fund CF)	<p>Compensation claims</p> <p>Payment of compensation benefits</p> <p>Medical invoices</p> <p>Medical benefits</p> <p>Prosthesis and assistive devices</p> <p>Rehabilitation and reintegration</p> <p>Tender letter</p>	<p>We shall:</p> <ul style="list-style-type: none"> • Adjudicate (approve or reject) 90% of compensation claims (injuries - temporary or permanent disabilities) with valid and complete information within 30 working days of receipt • Pay 90% of approved compensation benefits (injuries - temporary or permanent disablements, pension funds) paid within 5 working days of approval • Finalise 87% of valid medical invoices with complete information within 30 working days of receipt • Finalise 96% of requests for pre-authorisation of pre-openings finalized within 10 working days of receipt of accepted claims • Finalise 95% of compliant requests for assistive devices within 15 working days of receipt • Fund 500 learners annually at Post School Education and Training institutions • Fund 100 Persons with Disabilities annually for Vocational Rehabilitation Programme • Issue 90% tender letter to prospective employers on receipt of all required documentation within 1 day of receipt

Branch/ Fund	Service	Service Standards
	Employer Services	<ul style="list-style-type: none"> Assess 98% of received return of earnings annually. Finalise 92% of application for change nature of business (approved or rejected) within 21 working days of receiving the compliant documentation Finalised 92% of application for revision of assessment within 30 working days of receiving the compliant documentation

Table 3: Key services and service standards

8. Service Delivery Sites of the Department

The Department render services at 9 Provincial Offices, 125 Labour Centres, 33 Satellite Offices, 38 Thusong Service Centres and 443 Visiting Points across the country. There are also 133 self-help kiosks at various offices. The Department uses its fleet to provide services at satellite offices and visiting points. The provincial breakdown is as follows:

- In the **Eastern Cape**, the Department delivers services at 16 Labour Centres, 5 Satellite Offices, 1 Thusong Service Centre and 80 visiting points. The 9 self-help kiosks are situated at the following Labour Centres: East London, Komani, Butterworth, Gqeberha, Makhanda, Cradock, Graaff Reinet, EmaXesibeni and Mthatha. The Youth Employment Centre is at Mdantsane and the province have two Mobile Employment Centres.
- In the **Free State**, the Department deliver services at 11 Labour Centres, 3 Satellite Offices, 3 Thusong Service Centres and 67 visiting points. The Free State have 6 self-help kiosk that are at the following Labour Centres: Bethlehem, Bloemfontein, Ficksburg, Harrismith, Phuthaditjaba and Welkom. The province also has one mobile bus for services.
- In **Gauteng**, the Department delivers services at 26 Labour Centres, 1 Satellite Office and 5 visiting points. Only 12 of the Labour Centres have self-help kiosks set-up. The province also has access to two Mobile Employment Centres.
- In **KwaZulu-Natal**, the Department delivers services at 16 Labour Centres, 5 Satellite Offices, 14 Thusong Service Centres and 44 visiting points. The province has 7 Labour Centres set-up with self-help kiosks at the following: Durban, Estcourt, Pietermaritzburg, Newcastle, Richards Bay, Verulam and Vryheid. The 2 Employment Centres are at Durban and Newcastle. The province also has two mobile busses viz. 1 X UIF Bus and 1X PES Bus. Both busses have computers installed with all DEL programmes (CF/UIF/PES/IES services).

- In **Limpopo**, the Department delivers services at 13 Labour Centres, 7 Satellite Offices, 7 Thusong Service Centres and 20 visiting points. Limpopo have 18 self-help kiosks and 2 busses to take services to the clients. The self-help kiosks are at all the Labour Centres as well as at the following Satellite Offices: Bela-Bela, Thabazimbi, Mookgopong, Musina, Hoedspruit and Burgersfort.
- In **Mpumalanga**, the Department delivers services at 14 Labour Centres, 3 Satellite Offices, 12 Thusong Service Centres and 21 visiting points. 44 Self-help Kiosks are at the following Labour Centres: Mashishing, Mbombela, Malelane, Barberton, Mkhondo, Bethal and Standerton. The province also has one bus for mobile services.
- In the **Northern Cape**, the Department delivers services at 7 Labour Centres, 3 Thusong Service Centres and 89 visiting points. The Northern Cape's 5 self-help kiosks are based in: Kimberley, Kuruman, Springbok and Upington. The Youth Employment Centre is stationed at De Aar. The province also has one bus for mobile services.
- In the **North West** Province, the Department delivers services at 10 Labour Centres, 6 Thusong Service Centres and 25 visiting points. The province has 24 self-help kiosks and access 2 busses to take services to the clients.
- In the **Western Cape**, the Department delivers services at 12 Labour Centres, 8 Satellite Offices and 93 visiting points. The WC has 8 self-help kiosks and 1 Employment Centre at the following Labour Centres: Bellville, Cape Town, Mossel Bay, Oudtshoorn, Paarl, Vredenburg and Worcester. The province also has one bus for mobile services.
- The Department is currently rolling out Kiosks to the remaining Labour Centres, Youth Employment Centres and have other applications such as employment services available on internet and e-gov. The unemployed clients of the Department can also access U-Filing via ABSA and Capitec Bank without any data costs to them.

9. Service delivery typology

Labour Centre (LC) - all key services are rendered weekdays, during the official operating hours in a fixed structure. Ideally, the LCs are located at the most convenient area to cater for the population density and economic activities in that area.

Thusong Service Centre (TSC) - a number of service-providers (government institutions) are housed in the same building or under one roof. The main purpose is to provide that citizens with access to a range of government services in a convenient location. All key services are rendered weekdays, during the official

operating hours in a fixed structure. However, Thusong Service Centres that are located within shopping malls operate as per trading hours.

Thusong Service Cluster (TS Cluster) - a number of service-providers (government institutions) are housed in separate buildings within a locality of approximately 500m to 2km. The main purpose is to provide that citizens with access to range of services in a convenient location. All key services are rendered weekdays, during the official operating hours in a fixed structure.

Satellite Office (SO) – It is a permanent structure but limited services (applications, registrations and service queries) are rendered, periodically (twice a week and within the business hours). Satellite offices are aimed at improving access to services, particularly in remote/rural areas by bringing the services closer to the citizen on a fixed dates and times.

Visiting Points (VP) – An office with a fixed structure (brick and mortar) that the department either leasing or get free of charge from the local municipalities (i.e. community hall, library or clustered service centres etc) and/or NPOs. It could also include the Thusong Service Centres. A minimum of 2 officials render limited frontline services (manual or automated). The officials would visit the areas either weekly, monthly or quarterly depending on the demographics of the area and the distances from the supervisory LC.

Mobile Bus Services (MBS) – A mobile bus that is equipped with tools of trade which is used in places/areas where the visits are not that frequent and would not warrant a brick and mortar structure. At least 3 officials including the Driver render limited frontline services (manual or automated).

Online- service beneficiaries are afforded an opportunity to serve themselves via self-help kiosks or the internet. Online services offer limited services such as registration or applications, track status, submit documents etc).

Call Centre (CC)- it provides access to service, information and expertise, through appropriate channels of communication such as (telephone, email, fax etc), enabling interactions that create value for the customer and organization.

10. Geographic accessibility standards

The geographic accessibility standards as determined by the Department of Public Service and Administration (DPSA) are as follows:

- **Access distance standards**
 - Urban- Driving distance through mobile road transport:
 - Metro: Maximum 15km

- Major urban town: Maximum 15km
 - Urban town: Maximum 15km
- Rural- Driving distance through mobile road transport:
 - Rural town: Maximum 25km
 - Rural: Maximum 25km
- **The population coverage per population threshold**
 - **Labour centres /thusong service centres:**
 - **Large-** 40 000- 60 000
 - **Medium-** 20 000-40 000
 - **Small-** 10 000-20 000
 - **Satellite Offices-**5 000-10 000
 - **Visiting Point-** 3000- 5000
 - **Mobile labour centres-**below 2 000

11. Overview of operations management framework

Operations Management (OM) enables managers to create public value by delivering services effectively, efficiently and economically. **Effectiveness** is based on the right service, right quality, right time and right place. **Efficiency** in the delivery of services is derived from organizing workflows, systems, managing volume, unblocking bottlenecks, optimizing queues, addressing demand peaks, and applying lean concepts. **Economics** is centred on lowest cost to render a service– direct provider costs, direct recipient costs and optimal use of resources. **Quality** services is based on planning, total quality management, process mapping, systems, employee engagement and client satisfaction surveys.

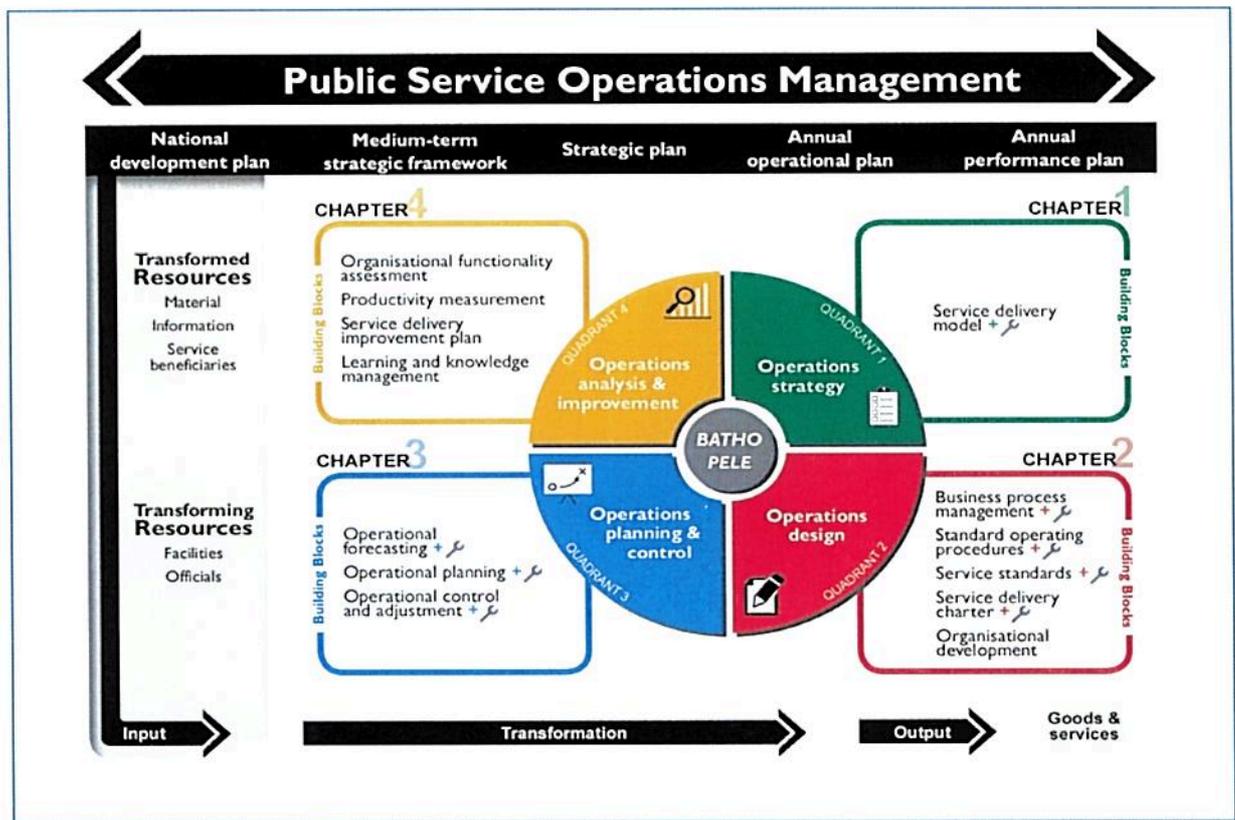


Figure 1: Operations Management Framework

12. Service delivery model as a concept

A service delivery model (SDM) is a description of how a Department will deliver on the services and products that were identified during the strategic planning process. A service delivery model should be reviewed annually or as and when required. This will assist and support management in determining the most suitable operating model to meet mandated and overall service delivery expectations. Successful implementation of operations management depends on a range of aspects such as:

- Strategic direction and leadership;
- Top to bottom management support;
- Policy, processes and capabilities;
- People and skills that are needed to run the processes or deliver the capabilities;
- Organisation structure, accountabilities, incentives and culture that will support and nurture these people;
- IT infrastructure and systems needed to support the processes and capabilities;
- Locations, facilities, funds and other related resources needed;
- Seamless service level agreement between the business partners;
- Excellent stakeholder management; and

- Review SDM to determine if it is still relevant and the most effective and efficient way of delivering the services.

13. Rationale for the service delivery model

The rationale for the Service Delivery Model is to provide a framework for organisational transformation towards an integrated service delivery approach with a view to improve service delivery access and quality. However, the budget constraints have resulted in the severe curtailment and neglect of service delivery innovations. As a result, the operations have been dictated by resource limitations rather than Departmental mandate and citizens' need.

The strategic interventions would include:

- Transformation, reposition and capacitation of the programmes
- Empower the service delivery frontline staff to deliver on the entire suite of the Department's key services
- Reconfigure and enhance the ICT system to create value
- Streamline functions, business processes and standard operating procedures to improve the responsiveness to citizens' needs and expectations
- Establish strategic partnerships for collaboration in creating employment opportunities and instil a compliance culture to labour laws
- Reinvent the service delivery improvement programmes with a view to curtail the "silos"
- Instil and rebuild ethics, morale and pride in public servants

14. Operations functional view per programme

The below tables depict the operations functional view (Branches and Funds) - service delivery perspective:

14.1 Administration

Directorate	Head Office	Provincial Office	Labour Centre
Office of the Chief Operations Officer	<ul style="list-style-type: none"> Strategic planning, monitoring and evaluation of organisational programme performance. Manage provincial operations and service delivery. Develop, implement, monitor and report on the Operations Management Framework (OMF) in the Department Customer care management Provide support services to all executive governance structures 	<ul style="list-style-type: none"> Implement, monitor and report on the Operations Management Framework (OMF) in the province with a view to improve service delivery quality and access 	<ul style="list-style-type: none"> N/A
Internal Audit	<ul style="list-style-type: none"> Develop an audit plan based on the strategic risk Execution of the audit plans Compile reports to give feedback of the audits conducted Communication of audit findings to management and relevant governance structures 	<ul style="list-style-type: none"> Providing audit services in order to provide assurance on the systems of internal control 	<ul style="list-style-type: none"> Verification of performance and obtaining evidence

Directorate	Head Office	Provincial Office	Labour Centre
Legal Services	<ul style="list-style-type: none"> • Provides legal support services to the Department • Litigation cases filed in court • Provide legal opinion requests • Drafting of contracts • Review internal policies for compliance • Manage promotion and access to information requests • Process applications for access to information and documents 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • N/A
Security Services	<ul style="list-style-type: none"> • Manage and implement security measures to protect employees, assets and information of the Department: • Conduct vetting and pre-screening of employees • Conduct security screening on service providers before they can render services to the Department. • Conduct investigations on security breaches • Implement physical security measure • Implement OHS measures 	<ul style="list-style-type: none"> • Provide support on implementation of security measures to protect staff, assets and information in the provincial operations: • Conduct vetting and pre-screening of employees • Conduct screening of service providers • Conduct investigations on security breaches. • Provide support on implementation of physical security measures. 	<ul style="list-style-type: none"> • Provide support on implementation of security measures to protect staff, assets and information in the Labour Centres: • Conduct vetting and pre-screening of employees • Conduct screening of service providers • Conduct investigations on security breaches • Provide support on implementation of physical security measures

Directorate	Head Office	Provincial Office	Labour Centre
Human Resource Operations	<ul style="list-style-type: none"> • Recruitment and selection of human resources • Development of human resource management policies • Development of annual human resource plan • Development and monitoring of the implementation of the employment equity plan • Management of conditions of service and remuneration • Monitoring of the Departmental establishment • Management and implementation of employee health and wellness programmes • Mainstreaming of programmes aimed at empowering and protecting the rights of women, youth and persons with disabilities • Management of personnel records • Administration of compensation iro injury on duty • Provision of employee life cycle management 	<ul style="list-style-type: none"> • Recruitment and selection of human resources • Development and monitoring of the implementation of the employment equity plan • Management of service benefits • Implementation of employee health and wellness programmes • Implementation of programmes aimed at empowering and protecting the rights of women, youth and persons with disabilities 	<ul style="list-style-type: none"> • Management of service benefits such as leave • Implementation of employee health and wellness programmes • Implementation of programmes aimed at empowering and protecting the rights of women, youth and persons with disabilities • N/A

Directorate	Head Office	Provincial Office	Labour Centre
HR: Performance Management System	<ul style="list-style-type: none"> Ensure that employees enter into and sign performance agreements every year Individual performance assessments, moderation and performance incentives paid to eligible employees within stipulated time Conduct Performance Management and Development System (PMDS) audits Provide support to PMDS structures 	<ul style="list-style-type: none"> Ensure that employees enter into and sign performance agreements every year Individual performance assessments, moderation and performance incentives paid to eligible employees within the timeframe Conduct PMDS audits at the Provincial level Provide support to PMDS structures 	<ul style="list-style-type: none"> Ensure that employees enter into and sign performance agreements every year Provide support to PMDS structures
HR: Organisational Development	<ul style="list-style-type: none"> Organisational design and investigations Job evaluation and job profiling Facilitate change management Improve organisational effectiveness 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A
HR: Human Resource Development	<ul style="list-style-type: none"> Management and implementation of the HRD strategy Develop and implement the Workplace Skills Plan Management and coordination of Generic Training programmes and Management Development programmes Management and coordination of the facilitation of the Compulsory Induction 	<ul style="list-style-type: none"> Management and implementation of HRD strategy Develop and implement the Workplace Skills Plan Management and coordination of Generic Training programmes and Management Development programmes 	<ul style="list-style-type: none"> N/A

Directorate	Head Office	Provincial Office	Labour Centre
	<p>Programme and the Departmental Orientation Programme</p> <ul style="list-style-type: none"> • Management and coordination of internship, learnership and Recognition of Prior Learning (RPL) programmes • Maintain and manage bursary system 	<ul style="list-style-type: none"> • Management and coordination of the facilitation of the Compulsory Induction Programme and the Departmental Orientation Programme • Management and coordination of internship, Learnership and RPL programmes • Implementation of the bursary system 	
HR: Employee Health and Wellness	<ul style="list-style-type: none"> • Trauma and grief counselling to all employees and their immediate family members • Provision of on-site HIV Counselling and testing including other health screenings • Encourage healthy lifestyles through awareness on nutrition and balanced diet, and active participation in sports and recreation. • Conduct awareness on various health and wellness issues • Commemorate key national health and wellness; gender, disability and youth events • Mainstream gender, disability and youth programmes 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • N/A

Directorate	Head Office	Provincial Office	Labour Centre
	<ul style="list-style-type: none"> • Conduct sick leave analysis to determine prevalence of health conditions which informs interventions • Substance abuse awareness • Conflict management and team building activities to encourage organisation wellness • Stress management and mental health interventions and awareness • Disability audits and status disclosure campaigns • Blood donation campaign 		
HR: Employment Relations	<ul style="list-style-type: none"> • Investigate grievances • Investigate allegations of misconduct • Represent the Department in disputes • Provide advocacy sessions on employment relations • Co-ordinate and manage the Departmental Bargaining Chamber 	<ul style="list-style-type: none"> • Investigate grievances • Investigate allegations of misconduct • Provide advocacy sessions on employment relations 	<ul style="list-style-type: none"> • N/A
Risk Management	<ul style="list-style-type: none"> • Conduct strategic and operational risk assessment and monitoring for the Department • Provide risk management advise on major Departmental projects • Provide risk management technical support to the Branches and Provinces 	<ul style="list-style-type: none"> • Conduct operational risk assessment and monitoring in the Province • Provide risk management technical support to the business units and Labour Centres • Conduct risk, fraud and corruption awareness across the Province 	<ul style="list-style-type: none"> • N/A

Directorate	Head Office	Provincial Office	Labour Centre
	<ul style="list-style-type: none"> Conduct risk, fraud and corruption awareness across the Department Fraud and corruption prevention, detection and investigation 	<ul style="list-style-type: none"> Fraud and corruption prevention, detection and investigation 	
Chief Information Officer (CIO)	<ul style="list-style-type: none"> Provide Information and Communication Technology (ICT) connectivity in line with the SITA Act Provide ICT planning support, ICT policy development ICT systems and applications development ICT service provisioning PC support in line with the Corporate Governance Of Information and Communication Technology Policy Framework (CGICTPF) 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A
CFO	<ul style="list-style-type: none"> Facilities management Fleet management Auxiliary services Maintain BAS, Logis and Persal System Asset Management on movable and immovable assets Financial Planning: monthly report (Y/M), Financial Reporting: three (3) Interim Financial Statements (IFS) 30 days after 	<ul style="list-style-type: none"> Facilities management Fleet management Auxiliary services BAS, Logis and Persal System support Asset management Budgeting and management Financial accounting 	<ul style="list-style-type: none"> Facilities management Fleet management BAS, Logis and Persal System support Asset and disposal management

Directorate	Head Office	Provincial Office	Labour Centre
	<p>each quarter and Annual Financial Statement by 31 May</p> <ul style="list-style-type: none"> • Financial Accounting: receivables, revenue, payments petty cash • Debt management (staff debts, suspense account, travel and subsistence) • Reconciliation • Audit report management • Issue directives and circulars on financial management • Analyse and consolidate quarterly reports (TR. 26.1.1) • Formulate opinion on affordability in respect of requests submitted for relaxation of Sectoral Determinations and make recommendations to the Directorate Employment Standards. • Manage budget • Supply chain management • Financial Records Management • Establish Partnership with stakeholders • Serve in relevant National Treasury forums • On-the-job-training on aspects of finance • Compile a monthly report (IYM) and consolidate for provinces 	<ul style="list-style-type: none"> • Audit report management • Supply chain management • Financial records management 	

Directorate	Head Office	Provincial Office	Labour Centre
	<ul style="list-style-type: none"> • Assist with compilation of MTEF /AENE/ ENE • Assist on how to request virements and rollovers • Monitoring and all budget related issues are dealt with and managed quarterly • Compilation and submission of the Annual Financial Statement by 31 May • Compilation and submission of three (3) Interim Financial Statements (IFS) 30 days after each quarter • Response to audit findings and the management report • Compile and monitor the audit action plan to reduce audit findings • Safekeeping of financial documents • Safeguarding and distribution of face-value-forms • Safeguarding of state money • Conducting of financial inspections as well as provide training to the Provincial Offices and Labours Centres, annually • Maintain the PERSAL system • Process service and exit benefits • Manage staff debt 		

Directorate	Head Office	Provincial Office	Labour Centre
	<ul style="list-style-type: none"> • Perform Peral reconciliations • Manage salary suspense accounts • Manage payroll certificates • To support the Minister of Employment and Labour in executing his executive authority responsibilities in relation to Public Entities • Analysing and consolidation of quarterly reports (TR. 26.1.1) • Formulation of opinions on the financial performance and corrective measures instituted, i.e. by issuing non-compliance letter in case of poor performance by an entity • Responding to parliamentary questions and submitting to parliamentary Officer • Formulation of opinion on affordability in respect of requests submitted for relaxation of Sectoral Determinations and make recommendations to the Directorate Employment Standards • Establish partnership with stakeholders • Render effective and efficient asset management services on Movable and Immovable assets • Conduct asset verification 		

Directorate	Head Office	Provincial Office	Labour Centre
	<ul style="list-style-type: none"> • Capture all new asset on database • Capture all movement of assets on database • Capture all disposal of assets on database • Development of Departmental policies • Verify that all new assets are register on Asset Register • Manage movement of assets • Manage disposal of assets • Conduct information sessions • Manage the budget of asset management • Verify monthly reports on asset management • Conduct inspection visits to Provincial Offices and Labour Centres on asset and disposal management • Compile Interim Financial Statement on Asset Management • Training of on asset and disposal management • Risk management on assets • Compile major and minor asset registers • Compile discrepancies reports on major and minor asset register • Establish partnership with stakeholders • Develop and maintain Departmental policies and procedures to comply with the national 		

Directorate	Head Office	Provincial Office	Labour Centre
	<p>instructions and other policies governing procurement in the country</p> <ul style="list-style-type: none"> • Render advice, support and guidance on SCM matters • Participate in relevant Management Forums • Serve in relevant National Treasury forums 		
Records Management	<ul style="list-style-type: none"> • Monitoring and compliance • Develop and maintain Departmental Policies, procedure and guidelines • Develop and implement departmental File Plan • Render advice and support in regards Records Management related issues • Comply with National Archives in related to records management matters • Serve in National Archives Forum • Conduct inspection in the Provinces and respective Labour Centres • Conduct training to Records Champions <p>Ensure compliance of storage facilities</p>	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • N/A

Table 14.1: Administration operations functional view

14.2 Inspection and Enforcement Services

OFFICE	FUNCTIONS PERFORMED
Labour Centre	<ul style="list-style-type: none"> • Resolution of labour market complaints • Conduct Inspections to ensure compliance with BCEA, EEA, UIA, COIDA, OHSA, ESA. • Investigate and finalise reported incidents • Enforce compliance with BCEA, EEA, UIA, COIDA, OHSA, ESA. • Advocacy sessions on IES services
Provincial Office	<ul style="list-style-type: none"> • Resolution of labour market complaints • Conduct Inspections to ensure compliance with BCEA, EEA, UIA, COIDA, OHSA, ESA • Provide technical support to labour centres to ensure compliance with BCEA, EEA, UIA, COIDA, OHSA, ESA. • Registration of entities • Investigate and finalise reported incidents • Advocacy sessions on IES services • Enforce compliance with BCEA, EEA, UIA, COIDA, OHSA and ESA. • Awareness raising and training of officials and social partners
Head Office	<ul style="list-style-type: none"> • Registration of the entities • Process exemptions certificates on aspects of the OHS Act • Process appeals (any decision of an Inspector) • Policy development and administration of OHS Act and its regulations • Awareness raising and training of officials and social partners • Audit the entities • Enforce compliance with BCEA, EEA, UIA, COIDA, OHSA and ESA. • Advocacy sessions on IES services

Table 14.2: IES operations functional view

14.3 Public Employment Services

OFFICE	FUNCTIONS PERFORMED
Satellites/Visiting Points	<ul style="list-style-type: none"> • Registration of work-seekers on the Employment Services of South Africa (ESSA)
Labour Centre	<ul style="list-style-type: none"> • Registration of work-seekers on the ESSA • Work visa applications • Registration of employment opportunities on the ESSA • Placement of work-seekers in employment opportunities

OFFICE	FUNCTIONS PERFORMED
	<ul style="list-style-type: none"> • Work-seekers provided with employment counselling • Registration of Private Employment Agencies (PES) • Registration of Temporary Employment Services (TES)
Provincial Office	<ul style="list-style-type: none"> • Statutory support to the Labour Centres • Training of officials at Labour Centres • Audit visits to Labour Centres • Stakeholders support
Head Office	<ul style="list-style-type: none"> • Establish partnership with stakeholders • Issuance of benchmarking certificates to DHA and work visa notification letters to employers • Layoffs training • Development of Public Employment Services regulations • Management of Employment Services Board (ESB) • Registration and re-registration and certification of PEA/TES • Call centre services • Subsidy scheme for people with disabilities • ESSA online support • Advocacy sessions on PES services

Table 14.3: PES operations functional view

14.4 Labour Policy and Industrial Relations

OFFICE	FUNCTIONS PERFORMED
Visiting Point	<ul style="list-style-type: none"> • Conduct client service satisfaction survey
Thusong Service Centre	<ul style="list-style-type: none"> • Conduct client service satisfaction survey
Labour Centre	<ul style="list-style-type: none"> • Conduct client service satisfaction survey • Conduct performance information verification and validation
Provincial Office	<ul style="list-style-type: none"> • Compile periodic performance information report • Compile demographic profiles for the District • Input on the Annual Labour Market Bulletin (Chapter 1) • Compile briefing reports on Quarterly Labour force Survey and Unemployment Insurance claims data • Source vacancies from the local newspaper, Internet and code them for proper categorisation • Input on the Annual Administrative Statistics Report for the DEL

OFFICE	FUNCTIONS PERFORMED
	<ul style="list-style-type: none"> • Conduct surveys commissioned by CDPO, Business Unit, RPP or self-initiated • Stakeholder partnership established and maintained with the provincial Government Departments, Universities and Non-Government Organisations
Head Office	<ul style="list-style-type: none"> • Maintain the IT EE System by developing IT enhancements to ensure successful submission of EE reports by designated employers (online and manually) • Receive, quality check and capture manually submitted EE reports • Registration/ deregistration of designated employers (Director-General notifications-EEA14) • Analyse EE Reports from the designated employers and develop EE Annual Reports and Public Registers in terms of Sections 33 and 41 of the EEA • Extend collective agreements to non-parties • Determine annual representivity of bargaining councils • Register labour organisations and ensure compliance with legal requirements • Cancel non-genuine labour organisations • Place under administration labour organisations that do not comply with principles of good governance • Provide support to the CCMA and NEDLAC • Monitor the impact of the Labour Relations Act and various pieces of legislation. • To protect vulnerable workers by establishing basic standards and minimum wages • Investigate the impact of the national minimum wage on the economy, collective bargaining and the reduction in income differentials and recommend benchmarks to the Minister on reducing proportionate income differentials. • Assess and grant applications for variations on conditions of employment • Assess and grant applications for exemptions from the national minimum wage • Advise the Minister on the review of the sectoral determinations • Implementation of the Child Labour Programme of Action (CLPA) • Provide both Technical and logistical Secretariat Services to the National Minimum Wage Commission (NMWC)

OFFICE	FUNCTIONS PERFORMED
	<ul style="list-style-type: none"> • Maintain the IT NMW Exemption System by developing IT enhancements to ensure successful submission of NMW exemption applications by employers (online) • Produce Labour Market trend reports to monitor the impact of labour legislation in the South African labour market. • Monitoring and evaluating the impact of labour legislation in the South African labour market through research.

Table 14.4: LP & IR operations functional view

14.5 Compensation Fund

OFFICE	FUNCTIONS PERFORMED
Head Office	<ul style="list-style-type: none"> • Conduct information sessions • Handle enquiries related to all COID related matters • Train stakeholders on COIDA related on line systems and all CF services • Capture of claim related documents • Payment of approved compensation benefits • Process manual Return of Earnings (ROE) • Revision of employer assessment and Employer Audits • Receive and process Employer registration forms • Train employers on the use of COID system • Develop legal policies and provide support for provinces. • Development of Strategic Plans, Annual Performance Plans and Operational Plans • Conduct Monitoring and Evaluation. • Offer customer support via email, Telephone and walk in centre and support • Handle enquiries related to all COID related matters • Collect manual employer registrations and provide support for online registrations • Assist with ROE related matters • Receive and process Legal Objections/appeals • Receive and handle Rehabilitation and Orthotics enquiries • Receive banking details
Provincial Office	<ul style="list-style-type: none"> • Conduct information sessions • Train stakeholders on COIDA related on line systems • Capture of claim related documents • Capture and adjudicate claims (adjudication, authorization of temporary disability, permanent disability, fatal and, medical benefits)

		<ul style="list-style-type: none"> • Pre-authorisation (previously finalised cases) - chronic medication and assistive devices • Referral of hospitalised clients for case management • Collection of outstanding documentation/information • Receive and capture banking details • Handle enquiries related to all COID related matters • Collect manual employer registrations and provide support for online registrations • Assist and monitor with employer registrations • Assist with ROE related matters • Receive and process Legal Objections/appeals • Provide support to Labour Centres • Train officials at Labour Centres • Train employers on the use of the COID system
Processing Centre	Labour	<ul style="list-style-type: none"> • Conduct information sessions • Conduct COIDA training • Registration of manual claim • Capture and adjudicate claims (adjudication, payments of temporary disability, permanent disability, fatals, medical) • Collection of outstanding documentation/information • Handle enquiries related to all COID matters • Handle income and revenue queries • Provide support to non- processing Labour Centres Receive banking details • Legal Objections/appeals • Receive and process rehabilitation and orthotics services
Non-Processing Centre	Labour	<ul style="list-style-type: none"> • Receive and escalate all documentation to processing centres. • Handle claim status queries • Handle medical services and payment inquiries • Handle income and revenue queries • Assist with the collection of outstanding documentation/ information related to COID cases • Assist with investigations (where required) in terms of COID cases • Assist with completion of pro-forma employer's report • Conduct information sessions • Issue tender letter • Receive banking details
Call Centre		<ul style="list-style-type: none"> • Provide contact centre support for all CF services • Provide Self help desk support for CF online services • Receive and escalate all documentation to processing centres. • Handle claim status queries

	<ul style="list-style-type: none"> • Handle medical services and payment inquiries • Handle income and revenue queries • Assist with the collection of outstanding documentation/ information related to COID cases • Conduct outbound campaigns • Resolve service complaints within delegation • Refer to business queries and complaints outside delegation • Run campaigns on behalf of core business • Conduct mini surveys • Provide CF services through OMNI Channels • Income and revenue queries • Educate stakeholders • Assist with the collection of outstanding information related to COID cases • Assist with investigations (where required) in terms of COID cases • Conduct information sessions • Receive rehabilitation and orthotics request for chronic medication forms, assistive devices • Receive bursary applications • Issue tender letters
OFFICE	FUNCTIONS PERFORMED
Head Office	<ul style="list-style-type: none"> • Conduct information sessions • Train stakeholders on COIDA related online systems • Capture of claim related documents • Payment of approved compensation benefits • Process manual Return of Earnings (ROE) • Revision of employer assessment and Employer Audits • Receive and process Employer registration forms • Develop legal policies and provide support for provinces • Formulate policies and provide training and support • Development of Strategic Plans, Annual Performance Plans and Operational Plans • Conduct Monitoring and Evaluation. • Offer customer support via email, Telephone and walk in centre and support • Handle enquiries related to all COID related matters • Collect manual employer registrations and provide support for online registrations • Assist and monitor with employer registrations • Assist with ROE related matters • Receive and process Legal Objections/appeals

Provincial Office	<ul style="list-style-type: none"> • Conduct information sessions • Train stakeholders on COIDA related online systems • Capture of claim related documents • Capture and adjudicate claims (adjudication, authorization of temporary disability, permanent disability, fatals and, medical benefits) • Pre-authorisation (previously finalised cases) - chronic medication and assistive devices • Referral of hospitalised clients for case management • Collection of outstanding documentation/information • Receive and capture banking details • Handle enquiries related to all COID related matters • Collect manual employer registrations and provide support for online registrations • Assist and monitor with employer registrations • Assist with ROE related matters • Receive and process Legal Objections/appeals • Provide support to Labour Centres • Train officials at Labour Centres
Processing Labour Centre	<ul style="list-style-type: none"> • Conduct information sessions • Conduct COIDA training • Registration of manual claim • Capture and adjudicate claims (adjudication, payments of temporary disability, permanent disability, fatals, medical) • Collection of outstanding documentation/information • Handle enquiries related to all COID matters • Handle income and revenue queries • Provide support to non- processing Labour Centres Receive banking details • Legal Objections/appeals • Receive and process rehabilitation and orthotics services
Non-Processing Labour Centre	<ul style="list-style-type: none"> • Receive and escalate all documentation to processing centres. • Handle claim status queries • Handle medical services and payment inquiries • Handle income and revenue queries • Assist with the collection of outstanding documentation/ information related to COID cases • Assist with investigations (where required) in terms of COID cases • Assist with completion of pro-forma employer's report • Conduct information sessions • Issue tender letter • Receive banking details

Call Centre	<ul style="list-style-type: none"> • Provide contact centre support for all CF services • Provide Self help desk support for CF online services General claim status query • General medical inquiries • Resolve service complaints • Income and revenue queries • Educate stakeholders • Assist with the collection of outstanding information related to COID cases • Assist with investigations (where required) in terms of COID cases • Conduct information sessions • Receive rehabilitation and orthotics request for chronic medication forms, assistive devices • Receive bursary applications • Issue tender letters
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Table 14.5: CF operations functional view

14.6 Unemployment Insurance Fund

OFFICE	FUNCTIONS PERFORMED
Head Office:	<ul style="list-style-type: none"> • Inbound Call Centre and Help desk on all Unemployment Insurance services • Customer care services – call centre functionality, complaints and enquiries resolutions on all UIF benefits: (unemployment, illness, maternity, adoption and deceased) • Employer registration • Employee declaration • Payment of contributions (penalties and interest included) • Unemployment Insurance payments • Issue letters of good standing • Issue certificate of compliance • Audit and Risk Oversight • Compliance Management • Provincial Support • Special Projects e.g. TERS and WABU • System Administration e.g. Siyaya, Virtual Office, Ufiling
Provincial office	<ul style="list-style-type: none"> • Customer care services – call centre functionality, complaints and enquiries resolutions on all UIF benefits: (unemployment, illness, maternity, adoption and deceased)

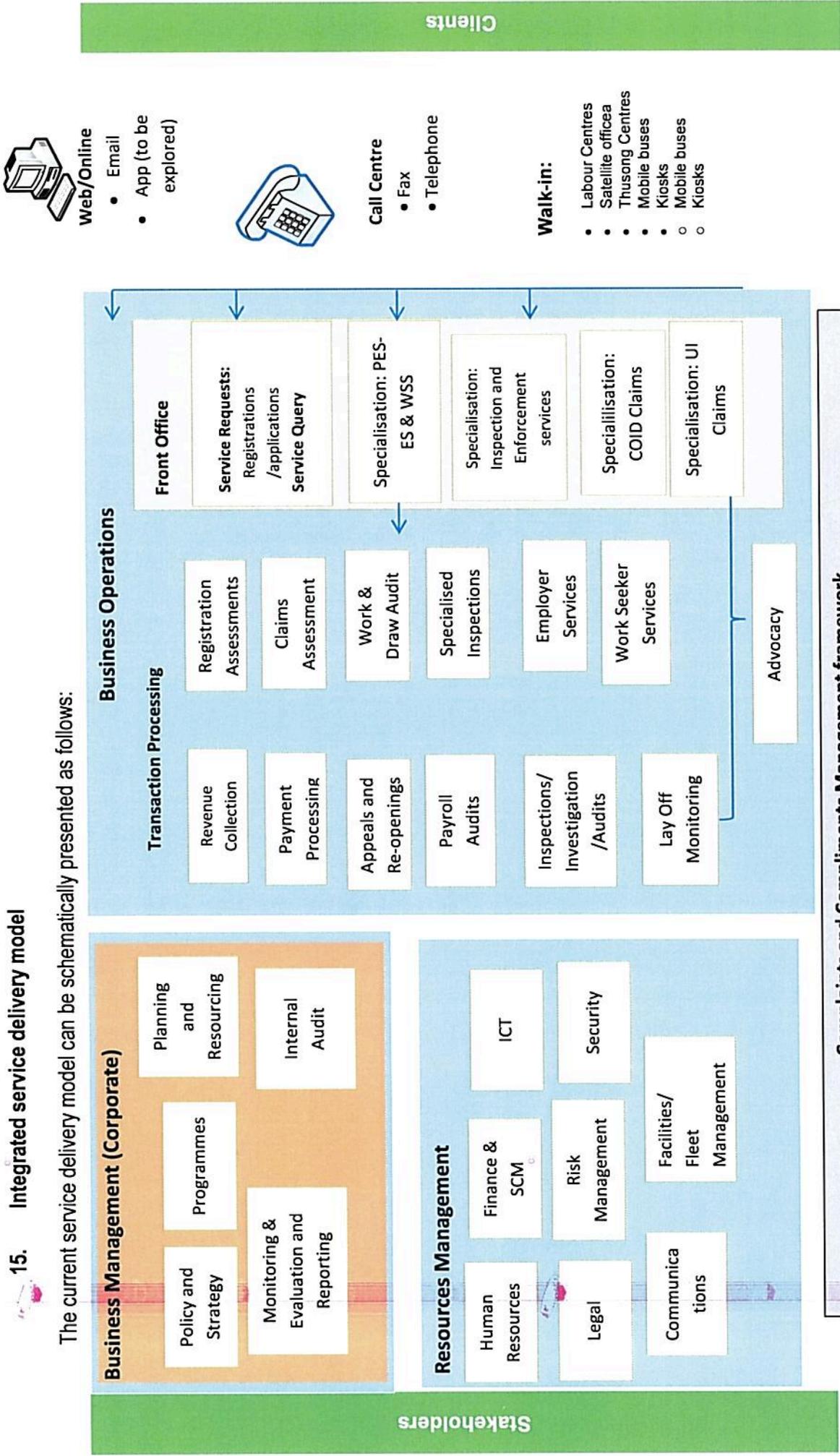
OFFICE	FUNCTIONS PERFORMED
	<ul style="list-style-type: none"> • Online application for benefits (unemployment, illness, maternity, parental, adoption and deceased benefits).Employer registration • Employee declarations • Processing of claims and payments of Unemployment Insurance benefits • Update of banking details • Overpayment debt management • Appeals management • Customer care services – complaint and enquiries resolutions
Labour Centre (processing site)	<ul style="list-style-type: none"> • Application for benefits (unemployment, illness, maternity, adoption and death) • Employer registration • Employee declarations • Processing of claims and payments of Unemployment Insurance • Update of banking details • Overpayment debt management • Customer care services – complaint and enquiries resolutions
Labour Centre (non-processing site)	<ul style="list-style-type: none"> • Application for benefits (unemployment, illness, maternity, adoption and deceased) • Employer registration • Employee declarations • Unemployment Insurance payments • Update of banking details • Overpayment debt management • Customer care services – complaints and enquiries resolution
Satellite Office	<ul style="list-style-type: none"> • Application for benefits (unemployment, illness, maternity, adoption and deceased) • Employer registration • Employee declarations • Unemployment Insurance payments • Update of banking details • Overpayment debt management • Customer care services – complaints and enquiries resolution
Visiting Point	<ul style="list-style-type: none"> • Application for UI benefits (unemployment, illness, maternity, adoption and deceased) • Employer registration

OFFICE	FUNCTIONS PERFORMED
	<ul style="list-style-type: none"> • Employee declarations • Unemployment Insurance payments • Application for appeals • Customer care services – complaint and enquiries resolutions

Table 14.6: UIF operations functional view

15. Integrated service delivery model

The current service delivery model can be schematically presented as follows:



Complaints and Compliments Management framework

Figure 2: Integrated service delivery model

16. Types of service delivery integration

The graph below depicts various types of service delivery integration:

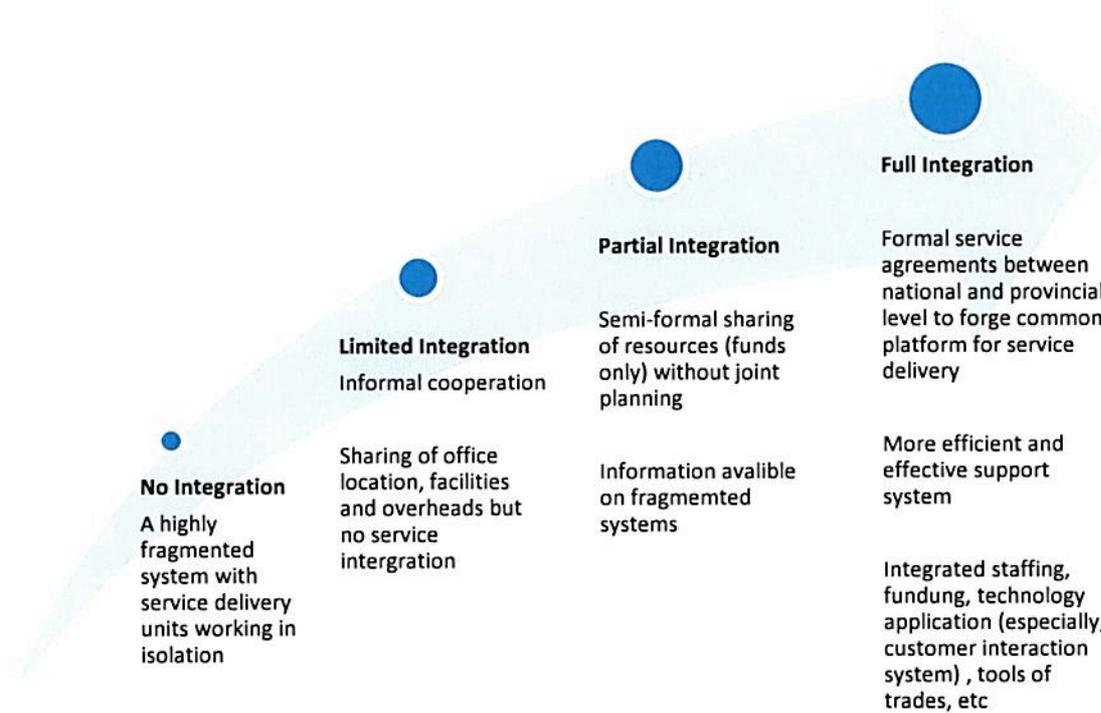


Figure 3: Brown K and Keast R, 2003 Citizen – Government engagement: community connection through networked arrangement

17. The benefits of service delivery integration

The graph below depicts the benefits of service delivery integration from different perspective.

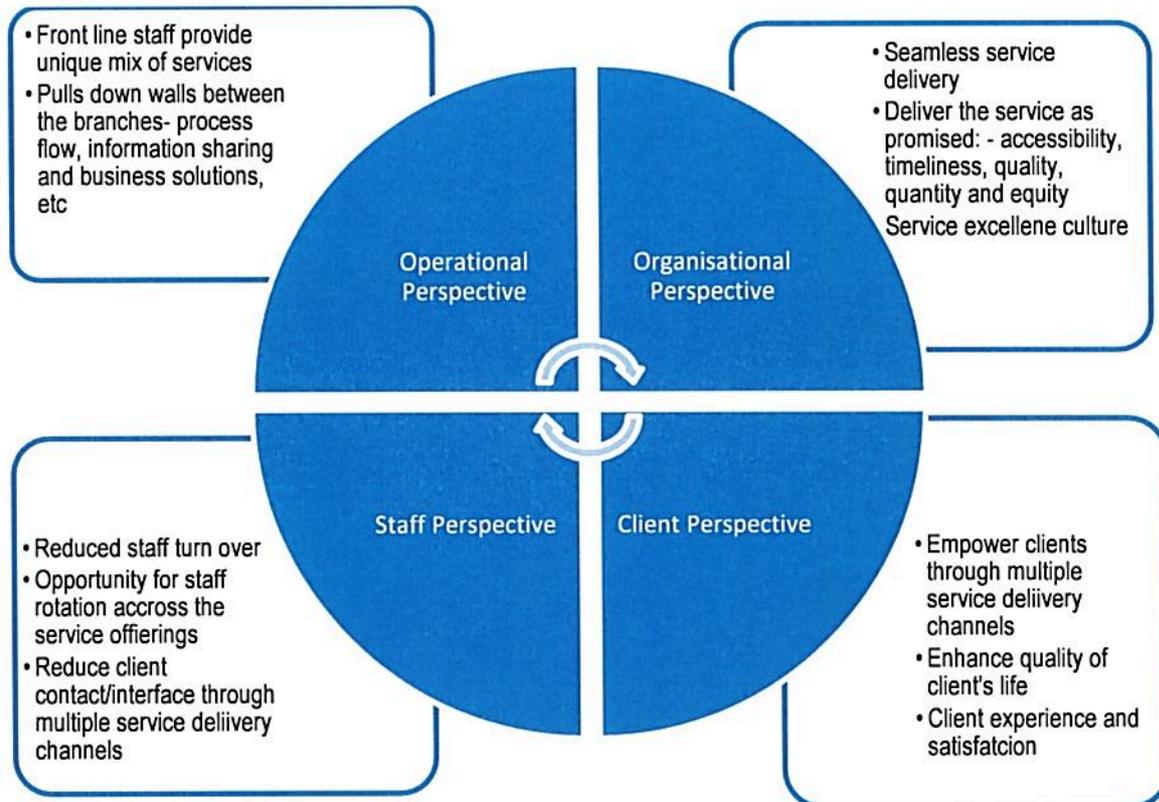


Figure 4: four benefits of service delivery integration

18. Principles of the integrated service delivery model

The following are principles in which the SD Model shall be based:

- **Multiple channels** – services must be accessible through walk-in, telephone, app, email, fax, outreach, online, self-help kiosk, drop-in boxes, etc.
- **Integrate call centres** – one-stop shop multi-media call centre.
- **Personalised services** – adopt customer-centric approach and not Departmental-centric approach
- **Client experience** – satisfy customer needs and expectations.
- **Customer interaction** – provide a 360-degree view of the client 's information and transaction history at a glance.
- **Self-service** - interactive voice response /speech recognition service, and the online services, self-help kiosks, mobile app, etc.

- **Holistic and coordinated approach** – workflow between the front office and back office.
- **Instant client service and support**- resolve service request or query first time and quicker turnaround times.
- **Batho Pele principles** - improve the way the service delivery points operate with a view of “putting people first”.

19. Elements of service delivery model

Below is the current service delivery model which cover all DEL Programmes, Funds and Entities. The model consists of the following headings:

- **General mandate**- Short title of the Act, Regulations, Treaties, Memorandum of Agreement, Practice Notes etc in which the mandate originates.
- **Specific mandate**- List specific section (s) or legislation that gives a particular mandate.
- **Functions** - Core functions of the branch/fund as outlined in the SP and APP for the current FY.
- **Key services**- List service offering emanating from the functions.
- **Service beneficiaries**- List internal and external beneficiaries.
- **Mode of service delivery (as is)** – capture current model in term of centralised/decentralise or hybrid model.
- **Situational analysis- advantages/ disadvantages of the current model.** List advantages and disadvantages of the current model and improvement plan to address the disadvantages, if any.
- **Risks and mitigation plan**- List risks and constraints relating to the current model and the mitigation plan to address the risks.
- **Agreed service delivery (to-be)** – Confirm if the as is model is ideal or would be changed in future.

Below is the table depicting the service delivery model for the Department:

19.1 ADMINISTRATION

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages:	Improvement Plan	Risks		Mitigation Plan
1.	RSA Constitution Chapter 10 White paper on transformation of Public Service 1995 White paper on transforming Public Service Delivery 1997 Citizen complaints and compliments framework, March 2013	Sec 195 Part 1 and 2 8 Batho Pele principles Entire framework	Customer care management	Customer care services (complaints, suggestions and compliments)	Employed Underemployed Employers Oversight bodies: DPSA PSC Public Protector Presidential Hotline	Decentralised: Manual reporting and resolution of complaints via email, telephone, walk-in, at a point of origin, provincial level or national level.	<ul style="list-style-type: none"> Proper management of complaints at all levels lead to improved service delivery and citizen satisfaction. Complaints are resolved at the point of origin and escalated if remain unresolved. 	<ul style="list-style-type: none"> Unclear chain of command or service agreements between the business units hampers the resolution process. Non-institutionalisation of complaint management system at different levels 	<ul style="list-style-type: none"> Complaints are referred to the point of origin and escalated to next management level, if not resolved. Empower and train staff on customer service management 	<ul style="list-style-type: none"> Long delays in resolving complaints resulting in great frustration, loss of public confidence and could lead to subsequent litigation. 	<ul style="list-style-type: none"> Management to enforce compliance with the complaint management policy and its procedure. Managers to implement consequence management where non-compliance is linked to a specific official. 	<ul style="list-style-type: none"> Manual and electronic reporting of complaints Automate complaint management with SMS functionality to notify the complainant about the resolution progress and finalisation.

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages:	Improvement Plan	Risks		Mitigation Plan
3.	Public Finance Management Act 1 of 1999 as amended Treasury Regulations Treasury Circulars	Section 38(c)(f), section 39 and section 40(4) TR 6 and 7	Management Accounting: payment of compliant invoice made within 30 days	Good and Services	Internal: <ul style="list-style-type: none"> Branches Provincial Offices External: <ul style="list-style-type: none"> National Treasury Auditor-General Service providers Good suppliers 	Decentralised: Invoices are processed electronically at all organisational level as per delegation of powers and limits.	<ul style="list-style-type: none"> Payments processed at the point of service /goods request. Lower the risk of missed payments. 	<ul style="list-style-type: none"> Missed payment target are detected during reporting. 	<ul style="list-style-type: none"> Regular monitoring of invoices payment (received vs paid) 	<ul style="list-style-type: none"> Late payment of invoices resulting in non-compliance with the payment prescripts 	<ul style="list-style-type: none"> Enforce compliance with payment SOP and to escalating any potential non-compliance as early as it is identified. 	As per current mode.
4.	Promotion of Access to Information Act, 2 of 2000 National Archives and Records Service of South Africa Act, 1996	Entire Acts	Records management	Respond (deny or grant) to request for access to information or documents within 30 days of receiving the request (with	<ul style="list-style-type: none"> All citizens Institutions Legal practitioners 	Centralised and decentralised: Applications are decentralised and processing to grant or deny access to	<ul style="list-style-type: none"> A well-organised file plan enables an organisation to find information easily. Records that are correctly 	<ul style="list-style-type: none"> Unnecessary duplication of records Missed applications are detected during escalations and/notice on motion to compel information 	<ul style="list-style-type: none"> Develop and implement policy, process flow and SOP to access to information 	<ul style="list-style-type: none"> Legal proceedings instituted against the department to compel access to information 	<ul style="list-style-type: none"> Enforce compliance and implement consequence management where negligence is found. 	As per current mode.

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages:	Improvement Plan	Risks		Mitigation Plan
				or without a fee)		Information and documents is centralised at HQ	<p>filed and stored are easily accessible, and this facilitates transparency, accountability and democracy. A retention and disposal programme ensures that the organisation maintains only those records it really needs for functional purposes</p>					

19.2. IES

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS					PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages	Improvement Plan	Risks	Mitigation Plan	
1.	Basic Conditions of Employment Act, 75 of 1997 (BCEA), as amended Employment Equity Act, 55 of 1998 (EEA), as amended Unemployment Insurance Act, 30 of 2001, as amended (UIA) Occupational Health and Safety	Entire Acts	<ul style="list-style-type: none"> Policy development and administration of OHS Act and its regulations Awareness raising and training of officials and social partners Registration of entities Resolution of labour related complaints 	<ul style="list-style-type: none"> Registration of Entities Labour related complaints 	<ul style="list-style-type: none"> Users Employees Unemployed Underemployed Employers <p>In the following sectors:</p> <ul style="list-style-type: none"> Formal Sector Informal Sector SMME Sector 	<p>Decentralised:</p> <ul style="list-style-type: none"> Manual reporting and resolution of labour related complaints at the labour centre, provincial and/or national level Inspections are conducted at the workplace of the employer and incidents may/could be investigated where they occur. 	<ul style="list-style-type: none"> Standard Operating Procedure (SOP) in place. Case Management System not utilised. Limited resources. 	<ul style="list-style-type: none"> Staff do not adhere to the SOP. Enforce the utilisation of the case management system. Short term resources to be made available for inspectors to conduct inspections. 	<ul style="list-style-type: none"> Consequence management applied. Consequence management applied. Support to be sought for this aspect from the CFO and the Funds to ensure the protection of vulnerable workers. 	<ul style="list-style-type: none"> Insufficient funds / budget restrictions Outdated legislation Corruption by employers Non-compliance by employers across the 	<ul style="list-style-type: none"> Conduct work using the latest technology available. Update legislation as a priority. Enforce legislation and prioritise. 	<p>Decentralised:</p> <ul style="list-style-type: none"> Manual reporting and resolution of labour related complaints at the labour centre, provincial and/or national level Inspections are conducted at the workplace of the employer and incidents may/could be investigated where they occur.

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS					PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages	Improvement Plan	Risks	Mitigation Plan	
			<ul style="list-style-type: none"> Advocacy sessions on IES services 							board in all sectors. <ul style="list-style-type: none"> Outdated equipment of inspectors. Prolonged period of the pandemic.	Update equipment used by inspectors such as cellphones, laptops, etc.	

19.3. PES

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages:	Improvement Plan	Risks	Mitigation Plan	
1	<ul style="list-style-type: none"> Employment Service Act No 4 of 2014, Promulgated on 9 August 2015 	<ul style="list-style-type: none"> Section 10 Employment Service Act Section 8 and 9 Section 7 Section 13-19 Section 20-30 Section 4 	<ul style="list-style-type: none"> Employer Services: <ul style="list-style-type: none"> Facilitate registration of vacancies. Facilitate the employment of foreign nationals. Regulate private employment agencies and Temporary Employment Services. Management of Employment Service Board Conduct PES Advocacy. 	<ul style="list-style-type: none"> Registration of employment opportunities Work visa applications (adjudicated) Registration of Private Employment Agencies Registration of Temporary Employment Services. Employment Service Board 	<ul style="list-style-type: none"> Employers Employer Private Employment Agencies (PEAs) Department of Home Affairs Unemployed Underemployed Retrenches People with disabilities 	<p>Decentralised:</p> <ul style="list-style-type: none"> Automated and manual operations: <ul style="list-style-type: none"> Online services Onsite services: <ul style="list-style-type: none"> Provincial Offices. Labour Centres. 	<ul style="list-style-type: none"> Secure opportunities for the unemployed. Refer work-seekers for placement opportunities. To import skills that are not available in the country. Ensure that local labour is given the opportunity before foreign labour can be employed. To minimise retrenchment of employees. Legislate PEAs and TES to eliminate the exploitation of work-seekers. To advise the Minister on all matters pertaining on Employment Services. 	<ul style="list-style-type: none"> Not all employers are utilizing ESSA database for the recruitment of unemployed; some still prefer to utilize the services of PEA's. Some South African employers give preference to foreign nationals. Some of the PEAs/TES are not registered with the Department 	<ul style="list-style-type: none"> Forge partnerships with relevant stakeholders. Aggressive marketing of ES Act. 	<ul style="list-style-type: none"> Bribery for registration of PEAs and TES and Certificate of Compliance for foreign labour. 	<ul style="list-style-type: none"> Centralization of the adjudication process ICBLM – DoHA verifies certificate of compliance with DEL HQ. Automated processing of PEA/ TES and ICBLM applications through e-Gov. 	<p>Decentralised:</p> <ul style="list-style-type: none"> Automated and manual operations: <ul style="list-style-type: none"> Online services Onsite services: <ul style="list-style-type: none"> Provincial Offices. Labour Centres

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages:	Improvement Plan	Risks	Mitigation Plan	
2.	<ul style="list-style-type: none"> Employment Service Act No 4 of 2014, Promulgated on 9 August 2015 Section 5(1)(b) Section 1(c)(ii) Section 2(1)(f) Section 5(1) (e) Section 1(a)(b) Section 2(e) Section 5(2)(a)(b)(c) Section 4 	<ul style="list-style-type: none"> Work-Seeker Services: Registration of work-seekers Employment Counselling Conduct PES Advocacy 	<ul style="list-style-type: none"> Registration of work-seekers Employment Counselling 	<ul style="list-style-type: none"> Unemployed Under employed Retrenches People with Disabilities 	<p>Decentralised:</p> <ul style="list-style-type: none"> Automated and manual operations: Online services Onsite services: Provincial Offices. Labour Centres. Online services. Self-help kiosk. Thusong Service Centres. 	<ul style="list-style-type: none"> Ability to match work-seekers with registered opportunities. Refer work-seekers for employment opportunities. Enhance the employability of work-seekers through life skills programmes. Advice work-seekers on their career path. Bring together work-seekers and prospective employers. Provide space for employers to present their career opportunities. Provide work-seekers with information on self- 	<ul style="list-style-type: none"> Skills mismatched Lack of employment programmes to improve the skills of work-seekers. 	<ul style="list-style-type: none"> Forge partnerships with relevant stakeholders. Aggressive marketing of ES Act. Establish funding mechanisms for employment schemes. Finalise ES regulations of the registration of work-seekers. 	<ul style="list-style-type: none"> Dedicated officials to register work-seekers. Inefficient IT system Lack of IT integration systems. Low skills level of registered work-seekers. Lack of funding for employment schemes. 	<ul style="list-style-type: none"> Market ESSA to final year student at Tertiary institutions to increase the number of graduates on ESSA. System enhancement through Diphetogo project Refer unskilled work seekers to available training opportunities e.g. LAP. Partner with UIF for funding on employment schemes 	<p>Decentralised:</p> <ul style="list-style-type: none"> Automated and manual operations: Online services Onsite services: Provincial Offices. Labour Centres. Online services. Self-help kiosk. Thusong Service Centres. 	

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages:	Improvement Plan	Risks		Mitigation Plan
33	<ul style="list-style-type: none"> Employment Service Act No 4 of 2014, Promulgated on 9 August 2015 	<ul style="list-style-type: none"> Section 2(2)(d) Section 6(1), 6(2) and 6(3)(a)(b) 	<ul style="list-style-type: none"> Designated Groups Special Services facilitates the transfer of subsidies to national councils to promote the employment of people with disabilities, youth, and women, in collaboration with Supported Employment Enterprises and other relevant bodies. 	<ul style="list-style-type: none"> Subsidise organisations for People with Disabilities 	<ul style="list-style-type: none"> Organisations for People with Disabilities Placement officers for people with disabilities 	<ul style="list-style-type: none"> Centralised: Automated operations at Head Office 	<ul style="list-style-type: none"> Advantages: <ul style="list-style-type: none"> employment opportunities Placement opportunities for people with disabilities are increased 	<ul style="list-style-type: none"> Disadvantages: <ul style="list-style-type: none"> Not all organisations for people with disabilities could receive subsidies. 	<ul style="list-style-type: none"> Improvement Plan <ul style="list-style-type: none"> Increase the number of workshops that benefit from the subsidy. Subsidy can be related to ensure that all organisations do benefit from the subsidy. 	<ul style="list-style-type: none"> Risks <ul style="list-style-type: none"> Non-placement of People with Disabilities due to other inherent requirement of the job Sustainability issue if there are not sufficient funds for organisations for People with Disabilities 	<ul style="list-style-type: none"> Mitigation Plan <ul style="list-style-type: none"> Engage with employer for the recruitment of people with disabilities. Help organisations to identify new markets and products for the workshops. 	<ul style="list-style-type: none"> Centralised: Automated operations at Head Office

19.4 LP&IR

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages	Improvement Plan	Risks		Mitigation Plan
1	No Act No Regulations	Outcome 4	<p>Strengthen Civil Society-</p> <ul style="list-style-type: none"> Funds civil society organisations that protect vulnerable workers in order to contribute to a stable and smooth functioning labour market by providing resources, support and expertise. To improve the independence and self-reliance of workers through transfers to the Development Institute for Training, Support and Education for Labour (DITSELA), the Workers' College Natal, the Congress of South African Trade Unions (COSATU), Federation of Unions of South 	<ul style="list-style-type: none"> Fund civil society organisations 	<p>External:</p> <ul style="list-style-type: none"> Labour serving organisations based in urban areas Major Labour Federations Civil society organisations that provide worker education to trade unionists/shop stewards and labour organisation 	<p>Centralised:</p> <p>Manual and automated operations at Head Office</p>	<p>Advantages:</p> <ul style="list-style-type: none"> Recipients of funding are guided by the Memorandum of Agreement and the contract signed between two parties (i.e. the Department and that particular organisation). Review implementation reports and audited financial statements to ascertain compliance. 	<p>Disadvantages</p> <ul style="list-style-type: none"> None 	<p>Improvement Plan</p> <ul style="list-style-type: none"> None 	<p>Risks</p> <ul style="list-style-type: none"> Funds are not utilised for the identified deliverables. 	<p>Mitigation Plan</p> <ul style="list-style-type: none"> Conduct unannounced site visit to monitor implementation of the project plan. Withdraw the funding in the event of non-of compliance 	<p>Centralised:</p> <p>Manual and automated operations at Head Office</p>

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS					PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages	Improvement Plan	Risks	Mitigation Plan	
2	Labour Relations Act, No 66 of 1995 LR Regulations	Sec 32, Sec 95-and 96	<p>Africa (FEDUSA), National Council of Trade Unions (NACTU), the South African Labour Bulletin</p> <ul style="list-style-type: none"> • Collective Bargaining manages the implementation of the Labour Relations Act (1995) through policies and practices that promote sound labour relations. Funds are mainly used to: register labour organisations and de-register those that are non-compliant; publish and extend collective agreements; support and advance participation in collective bargaining structures. 	<ul style="list-style-type: none"> • Extension of collective agreements. • Registration of labour organisations. 	<ul style="list-style-type: none"> • Bargaining and statutory councils • Trade unions • Employer organisations 	<p>Centralised: Manual and automated operations at Head Office</p>	<p>Advantages:</p> <ul style="list-style-type: none"> • Single Registrar at a central point. 	<ul style="list-style-type: none"> • Long lead time to extend agreement 	<p>Streamline the process</p>	<ul style="list-style-type: none"> • Delays in extension of collective agreements. 	<ul style="list-style-type: none"> • The Senior Internal Offices to speed up the processing of collective agreements 	<p>Centralised: Manual and automated operations at Head Office</p>

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS					PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages	Improvement Plan	Risks	Mitigation Plan	
	Labour Relations Act, No 66 of 1995	Sec 112 to 150	<ul style="list-style-type: none"> Commission for Conciliation, Mediation and Arbitration- Funds are transferred to the Commission for Conciliation, Mediation and Arbitration, which promotes social justice and fairness in the workplace through dispute prevention and dispute resolution services. 	<ul style="list-style-type: none"> Transfer payment to CCMA. 	CCMA	Centralised: Automated operations at Head Office	Signed Agreement between CCMA and DEL	<ul style="list-style-type: none"> None. 	<ul style="list-style-type: none"> Delays in transfer payments. 		Centralised: Automated operations at Head Office	
	NEDLAC Act 35 of 1994	Entire Act	<ul style="list-style-type: none"> National Economic Development and Labour Advisory Council-funds are transferred to NEDLAC which strives to promote the goals of economic growth, participation in economic-making and social equity through the promotion of social dialogue. 	<ul style="list-style-type: none"> Transfer payment to NEDLAC 	<ul style="list-style-type: none"> NEDLAC and the constituencies represented at NEDLAC 	Centralised: Manual operations at Head Office	<ul style="list-style-type: none"> Signed Agreement between DEL & NEDLAC 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Delays in transfer payments. 	<ul style="list-style-type: none"> None 	Centralised: Manual operations at Head Office	

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS					PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages	Improve ment Plan	Risks	Mitigation Plan	
3	Employment Equity Act 55 of 1998 Employment Equity Amendment Act 47 of 2013 EE Regulations, 2014	Entire Acts and Regulations	<ul style="list-style-type: none"> Employment Equity promotes equity in the labour market through improving compliance and enforcement mechanisms of the Employment Equity Act (1998). 	<ul style="list-style-type: none"> Employment Equity EE reporting 	External: <ul style="list-style-type: none"> Employers Employees Trade unions Employers organisations Civil society organisation who provide worker education International partners (ILO and UN) Academics Judiciary and the legislators 	Centralised: Automated operations at Head Office	Advantages: <ul style="list-style-type: none"> Consultation and decision making processes are more effective because of the wider scope for gathering of information at all levels. 	Disadvantages <ul style="list-style-type: none"> No control over the operational activities at the provincial level. 	Improve ment Plan <ul style="list-style-type: none"> Strengthen monitoring of progress at the provincial level 	Risks <ul style="list-style-type: none"> Inadequate ICT expertise, infrastructure and support online reporting – EE. 	Mitigation Plan <ul style="list-style-type: none"> Transfer the ICT risk to the OCIO 	Centralised: Automated operations at Head Office
4	The Basic Conditions of Employment Amendment Act 75 of 1997 BCEA regulations	Entire Act	<ul style="list-style-type: none"> Employment Standards protects vulnerable workers in the labour market by administering the Basic Conditions of Employment Act (1997). 	<ul style="list-style-type: none"> Sectoral determinations 	External: <ul style="list-style-type: none"> Employers Employees Trade unions Employer's organisations Civil society organisation who provide worker education International partners (ILO and UN) Academics 	Centralised: Automated operations at Head Office	Advantages: <ul style="list-style-type: none"> Policy certainty. Easy access of services at Head Office and Provincial offices. Disparities in terms of application of standards. 	<ul style="list-style-type: none"> Disparities in terms of application of standards. 	Strengthen monitoring of progress in the province.	Delays in processing BCEA variation applications at Provincial level	Provincial offices to speed up the processing of processing BCEA variation applications.	Centralised: Automated operations at Head Office

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS					PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages	Improvement Plan	Risks	Mitigation Plan	
	The National Minimum Wage Act 9 of 2018 NMW Regulations 2018	Entire Act Entire Regulations	<ul style="list-style-type: none"> • Employment Standards advance economic development and social justice by improving the wages of the lowest paid workers by administering the National Minimum Wage Act (2018) 	<ul style="list-style-type: none"> • National Minimum Wage regulation • National Minimum Wage exemption 	<ul style="list-style-type: none"> • Judiciary and the legislators • Employers • Employees • Trade unions • Employer's organisations • Civil society organisation who provides worker education International partners (ILO and UN) • Academics • Judiciary and the legislators 	<p>Decentralised: Automated and manual operations at Head Office Provincial Office</p>	<p>Advantages:</p> <ul style="list-style-type: none"> • Policy certainty • Powers of CCMA and Labour Inspectors expanded upon. • Availability of the National Minimum Wage Commission to assess the impact of the NMW and to preserve its value • Easy access of services at Head Office and Provincial offices. 	<ul style="list-style-type: none"> • Disparities in terms of application of standards. 	<ul style="list-style-type: none"> • Strengthen monitoring of progress in the province. 	<ul style="list-style-type: none"> • None 	<p>Decentralised: Automated and manual operations at Head Office Provincial Office</p>	
5	No Act No Regulations	Outcome 4	<ul style="list-style-type: none"> • Research Policy and Planning Monitors and evaluates the trends and impact of legislation in the labour market. 	<ul style="list-style-type: none"> • Labour market Research 	<p>Internal:</p> <ul style="list-style-type: none"> • Branches • Funds <p>External:</p> <ul style="list-style-type: none"> • Employers • Employees 	<p>Decentralised: Automated and manual operations at Head Office Provincial Office</p>	<p>Advantages:</p> <ul style="list-style-type: none"> • Access to expert capacity when required • Transfer of skills. 	<ul style="list-style-type: none"> • Not having all skills needed to address the dimensions of labour market discipline 	<ul style="list-style-type: none"> • Training and recruitment of people with identified missing skills 	<ul style="list-style-type: none"> • Inability to meet all the research needs of the Department. 	<p>Decentralised: Automated and manual operations at Head Office Provincial Office</p>	

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages	Improvement Plan	Risks	
					<ul style="list-style-type: none"> Trade unions Civil society organisations involved on labour and economic matters Academic institutions Community Employers organisations Employment Equity Commission (EEC-) Employment Conditions Commission (ECC) 	<p>Conduct research through Outsourcing to Service Providers and through internal staff.</p>				<p>Strengthen screening mechanism</p> <ul style="list-style-type: none"> Proper contract management Capacity 	<p>Conduct research through Outsourcing to Service Providers and through internal staff.</p>
6	No Act No Regulations	Outcome 4:	<ul style="list-style-type: none"> Labour Market Information and Statistics collects, collates, analyses and disseminates internal and external labour market statistics regarding the changes in the South African labour market resulted from the 	<ul style="list-style-type: none"> Labour market information and statistics 	<p>Internal:</p> <ul style="list-style-type: none"> Branches Funds <p>External:</p> <ul style="list-style-type: none"> Employers Employees Trade unions Civil society organisations Academic institutions 	<p>Hybrid Model:</p> <p>Automated and manual operations:</p> <ul style="list-style-type: none"> Online services Outsourced-service providers Onsite services: 	<ul style="list-style-type: none"> Availability of labour market information for policy formulation and intervention in the labour market. 	<ul style="list-style-type: none"> Manual collection of data over the operational activities at the provincial level. 	<ul style="list-style-type: none"> Strengthen internal monitoring mechanisms to give regular progress at the provincial level 	<ul style="list-style-type: none"> Inadequate systems and capacity. 	<p>Hybrid Model:</p> <p>Automated and manual operations:</p> <ul style="list-style-type: none"> Online services Outsourced-service providers Onsite services:

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages	Improvement Plan	Risks		Mitigation Plan
			impact of labour legislation.		<ul style="list-style-type: none"> Community organisations Employers organisations Other interested stakeholders 	<ul style="list-style-type: none"> Provincial Offices. Labour Centres. 					<ul style="list-style-type: none"> Provincial Offices. Labour Centres. 	
7	No Act No Regulations	Outcome 11:	<ul style="list-style-type: none"> International Labour Matters contribute to Global policy formulation (creation of decent work. Develop labour standards and fundamental principles and rights at work, eliminate inequality at the workplace) and facilitate compliance with international obligations through multi- and bilateral relations. 	<ul style="list-style-type: none"> International relations International Labour Organisation Strengthen and Promote compliance on Department's responsibilities and obligations in relation to the International Labour Organisation and other multilateral fora which the government of South Africa is party to. 	<ul style="list-style-type: none"> Both internal and external including: Social partners and international partners and forum such as SADC, AULSAC, ARLAC, G20, BRICS, OECD and ILO and the Executive Authority 	<p>Centralised: Automated and manual operations</p>	<ul style="list-style-type: none"> Articles 19 and 22 report compiled in consultation with all stakeholders and submitted to the ILO. Progress reports and surveys compiled and submitted as requested (ILO, G20, BRICS). Influence policy position in SADC, AULSAC and ARLAC. ILO G20, BRICS, in line with national priorities. 	<ul style="list-style-type: none"> Lack of responses from fraternal parties 	<ul style="list-style-type: none"> Workshops on expectations re: Article 19 and 22. Briefing sessions for delegates to meetings. Post meeting de-briefs 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> None 	<p>Centralised: Automated and manual operations</p>

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages	Improvement Plan	Risks		Mitigation Plan
								<ul style="list-style-type: none"> Promote and consolidate regional integration through the signing of MOU with strategic countries. 				

19.5 UIF

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages:	Improvement Plan	Risks		Mitigation Plan
1.	Unemployment Insurance Act 63 of 2001, as amended (UIA)	Section 2 Section 4 (1) Section 56 Section 9	Claims Management	<ul style="list-style-type: none"> Unemployment benefits 	<ul style="list-style-type: none"> Contributors who experienced loss of income due to unemployment 	<p>Decentralised: Automated and manual operations:</p> <ul style="list-style-type: none"> Online services Onsite services: Provincial Offices. 	<p>Advantages:</p> <ul style="list-style-type: none"> Pre-determined service standards Effective policies and procedures Knowledgeable and competent workforce Good infrastructure 	<p>Disadvantages:</p> <ul style="list-style-type: none"> Training and development hindered due to out-dated and do not consider best practice Performance of IT system / network that 	<p>Improvement Plan</p> <ul style="list-style-type: none"> Consequence management. Implement redress mechanism Network upgrade and wifi connection Review business 	<p>Risks</p> <ul style="list-style-type: none"> High levels on non-compliance to both UI and Contributions Acts Fraud on UI, 19s and claims 	<p>Mitigation Plan</p> <p>Fully automated process will identify defaulter and internal process will be activated to remedy the situation</p> <ul style="list-style-type: none"> Strengthen the anti-fraud mechanism and take 	<p>Decentralised: Automated and manual operations:</p> <ul style="list-style-type: none"> Online services Onsite services: Provincial Offices. Labour Centres.

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS				PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages:	Improvement Plan	Risks	
						<ul style="list-style-type: none"> ▪ Labour Centres. ▪ Online services. ▪ Thusong Service Centres. 	<ul style="list-style-type: none"> • Management support and guidance • Resources to support the business available • Sustainable, disciplined organisation • Clean audit for more than five years in a row • Internal control in financial systems 	<ul style="list-style-type: none"> • results in poor service delivery. • High levels of poor customer service at service points centres • Lack of direct control over service delivery at Provincial and Labour Centre level 	<ul style="list-style-type: none"> • processes and SOPs 	<ul style="list-style-type: none"> • Collusion between employees to commit fraudulent transactions • Incomplete information on the database • Long lead/turn around to finalise a claim resulting in complaints • Lack of direct control over the enforcement process 	<ul style="list-style-type: none"> ▪ Online services. ▪ Thusong Service Centres.
			Claims Management	<ul style="list-style-type: none"> • In-service benefits received (maternity, illness, adoption, parental and commissioning surrogacy) 	<ul style="list-style-type: none"> • Contributors who experience a loss of income due to illness, maternity, adoption, parental and commissioning surrogacy) 	<p>Decentralised: Automated and manual operations:</p> <ul style="list-style-type: none"> • Online services • Onsite services: ▪ Provincial Offices. ▪ Labour Centres. ▪ Online services. ▪ Thusong Service Centres. 	<ul style="list-style-type: none"> • Fully automated process will identify defaulter and internal process will be activated to remedy the situation • Enter into service agreement with IES to enforcement processes 	<ul style="list-style-type: none"> • Fully automated process will identify defaulter and 	<p>Decentralised: Automated and manual operations:</p> <ul style="list-style-type: none"> • Online services • Onsite services: ▪ Provincial Offices. ▪ Labour Centres. ▪ Online services. ▪ Thusong Service Centres. 		
			Claims Management	<ul style="list-style-type: none"> • Deceased benefits 	<ul style="list-style-type: none"> • Dependants of contributors who experience a 	<p>Decentralised: Automated and manual operations:</p>				<ul style="list-style-type: none"> • Fully automated process will identify defaulter and 	<p>Decentralised: Automated and manual operations:</p>

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS					PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages:	Improvement Plan	Risks	Mitigation Plan	
	Unemployment Insurance Act 63 of 2001, as amended (UIA)	Section 2 Section 4 (1) Section 56 Section 9	Declaration Management	Employee registration/ declarations	• Employers	Decentralised: Automated and manual operations: • Online services • Onsite services: ▪ Provincial Offices. ▪ Labour Centres. ▪ Online services.	<p>Advantages:</p> <ul style="list-style-type: none"> • Pre-determined service standards • Effective policies and procedures • Knowledgeable and competent workforce 	<p>Disadvantages:</p> <ul style="list-style-type: none"> • High levels of poor customer service at service points centres • Performance of IT system/ network that results in poor service delivery. • Lack of direct control over service delivery at Provincial and Labour Centre level 	<p>Improvement Plan</p> <ul style="list-style-type: none"> • Consequence management. • Network upgrade and wifi connection 	<p>Risks</p> <ul style="list-style-type: none"> • Incomplete information on the database • High levels of non-compliance to both UI and Contributions Acts • Fraud on UI. 19s and claims • Collusion between employees to commit fraudulent transactions • Incomplete database 	<p>Mitigation Plan</p> <ul style="list-style-type: none"> • Fully automated process will identify defaulter and internal process will be activated to remedy the situation 	<p>Decentralised: Automated and manual operations: • Online services • Onsite services: ▪ Provincial Offices. ▪ Labour Centres. ▪ Online services.</p>
			Compliance management	Compliance letter/certificates	• Compliant Employers	Centralised: HO Automated operations	<p>Advantages:</p> <ul style="list-style-type: none"> • Automated process with instant results • Effective policies and procedures 	<p>Disadvantages:</p> <ul style="list-style-type: none"> • None 	<p>Improvement Plan</p> <p>None</p>	<p>Risks</p> <ul style="list-style-type: none"> • Lack of direct control over the enforcement process 	<p>Mitigation Plan</p> <ul style="list-style-type: none"> • Fully automated process identifies the defaulters and internal 	<p>Centralised: HO Automated operations</p>

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS					PROPOSED "TO BE" SERVICE DELIVERY MODEL
							Advantages:	Disadvantages:	Improvement Plan	Risks	Mitigation Plan	
							<ul style="list-style-type: none"> Knowledgeable and competent workforce to address technical issues 			<ul style="list-style-type: none"> High levels on non-compliance to both UI and Contributions Acts Collusion (fraud) between employees to commit fraudulent transactions 	<p>process will be activated to remedy the situation</p>	
			Call centre	Customer support services covers- TERS, normal claims, u-filing and disputes or appeal	<ul style="list-style-type: none"> Employers 	<p>Centralised: Automated operations:</p> <ul style="list-style-type: none"> Online services 	<ul style="list-style-type: none"> Pre-determined service standards Effective policies and procedures Knowledgeable and competent workforce 	<ul style="list-style-type: none"> Inadequate customer services. Performance of IT system/network that results in poor service 	<ul style="list-style-type: none"> Consequence management. Improve average resolution time. Network upgrade and wifi connection 	<ul style="list-style-type: none"> Unmet customer expectations Negative reviews on media platform 	<ul style="list-style-type: none"> Fully automated process will identify defaulter and internal process will be activated to remedy the situation Increase first call resolution Improve call centre tools of trade 	<p>Centralised: Automated operations:</p> <ul style="list-style-type: none"> Online services

19.6. CF

ITEM	GENERAL MANDATE	SPECIFIC MANDATE	FUNCTIONS	SERVICES	SERVICE RECIPIENTS	CURRENT MODE OF DELIVERY	SITUATIONAL ANALYSIS					PROPOSED "TO BE" SERVICE DELIVERY MODEL	
							Advantages:	Disadvantages:	Improvement Plan	Risks	Mitigation Plan		
1.	<ul style="list-style-type: none"> Constitution of South Africa (chapter 2, 27 (c) the bill of rights) Compensation for Occupational Injuries and Diseases Act 130 of 1993 Public Service Act 	<ul style="list-style-type: none"> Chapter V section 39 of COVID Act COVID ACT/amended Act - Compensation for Occupational Injuries and Diseases pdf 	<ul style="list-style-type: none"> To provide compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees, or for death resulting from such injuries or diseases, and provide for matters connected therewith Management of registration of employers Declaration Management Contact centre 	<ul style="list-style-type: none"> Compensation claims Payment of compensation benefits Medical invoices Medical benefits Prosthesis and assistive devices Rehabilitation and reintegration Tender letter Employer Services Appeal applications 	<ul style="list-style-type: none"> Internal: <ul style="list-style-type: none"> CF employees External: <ul style="list-style-type: none"> Employer on behalf of employees Active employees (still employed) Inactive employees (retrenched) Injured employees Medical service providers 	<ul style="list-style-type: none"> Decentralised: Automated and manual operations: <ul style="list-style-type: none"> Online services Onsite services: <ul style="list-style-type: none"> Provincial Offices. Labour Centre 	<ul style="list-style-type: none"> Management support and guidance Resources to support the business available Compliance with Legislation Skilled workforce/ Human capital Leadership/ management tone Business processes and SOPs Pre-determined service standards 	<ul style="list-style-type: none"> Network infrastructure Non integrated systems Performance of IT system/ network that results to poor service delivery. High levels of poor customer service at points centres 	<ul style="list-style-type: none"> Amendment of the COID Act Business Process re-engineering Online claims and medical services Implementation of self-service kiosks 	<ul style="list-style-type: none"> Fraudulent claim. 3rd Party registering fraudulent claims Capturing of incorrect information 	<ul style="list-style-type: none"> Fraud hotline Fraud and risk directorates filled as per approved structure. Mandatory ethics training for all staff Fraud and information security awareness EHWP initiatives Improved system controls Online employer claims system 	<ul style="list-style-type: none"> Decentralised: Automated and manual operations: <ul style="list-style-type: none"> Online services Onsite services: <ul style="list-style-type: none"> Provincial Offices. Labour Centre 	<ul style="list-style-type: none"> Automated and manual operations: <ul style="list-style-type: none"> Online services Onsite services: <ul style="list-style-type: none"> Provincial Offices. Labour Centre

20. Implementation, monitoring and review

The SDM shall be implemented as part of the Annual Performance Plan and Annual Operational Plan for the Branch, Fund and Province for the financial year under review. The periodic collection and analysis of performance information (to track actual performance against the set performance targets) shall serve as monitoring mechanism for this model.

The SDM shall be reviewed annually to be in line with the Medium Term Development Plan, Strategic Plan, Annual Performance Plan, Annual Operational Plan and/or any other emerging issues.

21. Change Management and communication plan

The Branches and Funds shall be responsible to develop and implement their change management and communication plan in this regard.