

THE DEPARTMENT OF EMPLOYMENT AND LABOUR: WORKING FOR YOU

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THE DEPARTMENT OF EMPLOYMENT AND LABOUR: WORKING FOR YOU



employment & labour

Department: Employment and Labour REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN

iii

2022/23

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ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution	
5IR	Fifth Industrial Revolution	
AFS	Annual Financial Statements	
APP	Annual Performance Plan	
ARLAC	African Regional Labour Administration Centre	
AU	African Union	
AUC	African Union Council	
BCEA	Basic Conditions of Employment Act	
Brexit	"British exit"	
BRICS	Brazil, India, China and South Africa	
CCMA	Commission for Conciliation, Mediation and Arbitration	
CD	Chief Director	
CEE	Commission for Employment Equity	
CoE	Compensation of Employees	
COIDA	Compensation of Injuries and Diseases Act	
COO	Chief Operations Officer	
CSOs	Client Service Officers	
CV	Curriculum Vitae	
DEXCOM	Departmental Executive Committee	
DG	Director-General	
DPME	Department of Planning, Monitoring and Evaluation	
E4E	Education For Employability	
ECC	Employment Conditions Commission	
EEA	Employment Equity Act	
EPWP	Extended Public Works Programme	
ES	Employment Services	
ES	Employment Standards	
ESA	Employment Services Act	
ESSA	Employment Services for South Africa	
EXCO	Executive Committee	

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G&S	Goods and Services
G20	International Forum for the Governments and Central Bank Governors from 20 Major Economies
GDP	Gross Domestic Product
GTAC	Government Technical Advisory Centre
ICT	Information, Communication Technology
IES	Inspection and Enforcement Services
IFS	Interim Financial Statements
ILM	International Labour Matters
ILO	International Labour Organisation
IMCME	Inter Ministerial Committee on Migration and Employment
IT	Information Technology
JOI	Job Opportunity Index
JSE	Johannesburg Stock Exchange
KPI	Key Performance Indicator
LAP	Labour Activation Programmes
LMIS	Labour Market Information and Statistics
LP and IR	Labour Policy and International Relations
LRA	Labour Relation Act
MoU	Memorandum of Understanding
MSS	Management Support Services
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NEET	Not in Education, Employment, or Training
NMW	National Minimum Wage
NMWA	National Minimum Wage Act
NMWC	National Minimum Wage Commission
0000	Office of the Chief Operations Officer

OHS	Occupational Health and Safety	
OHSA	Occupational Health and Safety Act	
PACE	Performance Assessment for Competency Education	
PEA	Private Employment Agencies	
PES	Public Employment Services	
PMO	Project Management Office	
PSA	Productivity SA	
PSET	Post School Education and Training	
QLFS	Quarterly Labour Force Survey	
RME	Research, Monitoring and Evaluation	
SADC	South African Development Council	
SDG's	Sustainable Developmental Goals	
SDs	Sectoral Determinations	
SEE	Supported Employment Enterprises	
SEIAS	Socio Economic Impact Assessment System	
SETA's	Sector Education and Training Authority	
SMMEs	Small, Medium and Micro-sized Enterprises	
SONA	State of the Nation Address	
SOP	Standard Operating Procedures	
SP	Strategic Plan	
SPEEX	Situation Specific Evaluation Expert system used for Psychometric Assessments	
TERS	Temporary Employee Relief Scheme	
TES	Temporary Employment Services	
TR	Treasury Regulations	
U.S.	United States	
UI	Unemployment Insurance	
UIA	Unemployment Insurance Act	
UICA	Unemployment Insurance Contributions Act	



MISSION

Promote employment and regulate the South African labour market for sustainable economic growth through:

- Appropriate legislation and regulations
- Inspection and enforcement
- Protection of worker rights
- Provision of employment services
- Promoting equity
- Provision of social protection
- Promote social dialogue

VISION

The Department of Employment and Labour strives for a labour market which is conducive to investment, economic growth, employment creation and decent work.

VALUES

We shall at all times be exemplary in all respects: We treat employees with care, dignity and respect We respect and promote:

- Client centred services
- Accountability
- Integrity and ethical behaviour
- Learning and development

We live the Batho Pele Principles

We live the principles of the Department's Service Charter

We inculcate these values through our Performance Management System.



EXECUTIVE AUTHORITY STATEMENT

South Africa was already suffering from slow economic growth and high unemployment pre-pandemic. The advent of Covid-19, the subsequent lockdowns and the economic pain that came in their wake have further exacerbated the jobs crisis with over a third of work-seekers now unemployed (over 40% in terms of the expanded definition of unemployment), and the brunt of the crisis is falling upon young people.

From the side of Government and the Department, the number one priority, therefore, is the economy and jobs. Whilst the private sector, particularly SMMEs, will be the leading force in driving economic growth and jobs, government has a very important role to play in creating conducive conditions for investment and growth, as well as intervening directly to mitigate the effects of unemployment and poverty, through social protection mechanisms as well as direct intervention in the labour market. The Economic Reconstruction and Recovery Plan aims to harness South Africa's resources to unleash the country's true potential. Part of this is the Presidential Employment Stimulus with a special focus on youth, which has already created over half a million jobs and livelihoods.

EXECUTIVE AUTHORITY STATEMENT

I need to flag the important role of the National Economic Development and Labour Council (Nedlac) in facilitating an all-of-society response to the pandemic, lockdowns and regulations, whilst laying the foundations for a social compact between government, labour, business and communities to take the country on an upward economic trajectory.

From the side of the Department, as we grapple with our expanded mandate to include 'employment', we have reviewed and leveraged existing programmes with a focus on job creation and preservation. The normal TERS (Temporary Employer Employee Relief Scheme) provides support to distressed companies, identified by the CCMA (Council for Conciliation Mediation and Arbitration), keeping their employees in employment or relevant training, whilst Productivity SA assists them to develop sustainable turnaround plans. The UIF-funded LAPs (Labour Activation Programmes) has been repurposed to focus on demand-led training with the object of getting people into jobs for which there exists a need in the labour market as opposed to training with no plan for subsequent employment.

In terms of social protection, the Compensation Fund continues to support workers injured or made ill in the workplace, whilst the Unemployment Insurance Fund provides support to unemployed people. The UIF proved its worth during the pandemic and lockdowns when over R60 billion was distributed in Covid-19 TERS payments to over 5 million workers, providing economic support to them, their families and communities across the country.

Disbursements on this scale came with the inevitable scams and fraudulent claims. In combatting this we were supported by the SIU (Special Investigating Unit), the Auditor-General and we had our own plan to 'follow the money', auditing every claimant and recovering monies wrongly paid out.

The coming year will be marked by milestone policy initiatives: a National Labour Migration Policy (NLMP), which will form part of an over-arching National Employment Policy.

My Department has been researching the NLMP for over a year. We have had to balance a number of factors:

- Workers' labour, constitutional and legal rights
- This includes preventing the exploitation of vulnerable foreign workers by unscrupulous employers
- The very different status of different categories of foreign nationals. Many are here legally and have every right to work
- The need of the economy for certain categories of skills

THE NUMBER ONE PRIORITY, THEREFORE, IS THE ECONOMY AND JOBS. WHILST THE PRIVATE SECTOR, PARTICULARLY SMMES, WILL BE THE LEADING FORCE IN DRIVING ECONOMIC GROWTH AND JOBS, GOVERNMENT HAS A VERY IMPORTANT ROLE TO PLAY IN CREATING CONDUCIVE CONDITIONS FOR INVESTMENT AND GROWTH

- Our international obligations and historic relations with neighbouring countries and other countries in the region
- The legitimate expectations of South African workers for an equal chance of employment.

The Draft NLMP and the proposed Employment Services Amendment Bill to give effect to the policy was approved by Cabinet for public and social partners' consultations until end of May 2022 and we will table the Bill in Parliament during the new financial year. In addition, Nedlac has a critical role to play in facilitating engagement around these policies, as well as a review of labour legislation and the continuing work to develop sectoral plans and compacts. All this against the backdrop of a rapidly changing world of work with major implications for jobs and training needs.

Of equal importance to the Department, is its historic mission to promote health and safety, fairness and equity in the workplace, and to support a robust and healthy industrial relations and collective bargaining system. In this regard, amendments to the Employment Equity Act will be finalised in the coming year to make it possible to set sectoral targets and non-compliant employers will not be able to do business with state entities.

I have announced a 6.9% increase in the National Minimum Wage (NMW) to R23.19 per hour, effective from 1st March 2022. The NMW was extended to cover farm workers last year, and for the first time this year will fully cover domestic workers. Research by the NMW Commission indicates that the NMW has had a minimal effect on employment whilst alleviating poverty and expanding aggregate monetary demand. For marginal companies, genuinely unable to afford the new rates, it is possible to seek an exemption. To be clear: the NMW is not a 'living wage', but it does begin to set a minimum threshold which we seek to review annually, and it has already directly benefited millions of vulnerable workers.

Of course progressive labour policies and legislation are only as good as the system of inspection and enforcement that we put in place. The Labour Inspectors proved their worth during the pandemic helping to keep workplaces safe through inspections and guiding the drafting of new workplace health and safety regulations. You will see from the Annual Performance Plan, that the Inspectorate has set an ambitious target of nearly 300 000 inspections during 2022/2023 with a commitment to prosecute non-compliant employers.

South Africa will be the first African country to host the 5th International Labour Organisation (ILO) Conference on Eradication of Child Labour in May 2022. This in itself is a tribute to South Africa's record of promoting healthy and robust Labour Relations and Collective Bargaining System, its record of progressive Labour relations and social compacting through NEDLAC.

My thanks to the Deputy Minister, the Director-General and officials of the Department for the work that they do, not only in preparing plans but also striving to monitor and evaluate the implementation of targets.

Mr TW NXESI, MP Executive Authority of Employment and Labour

THE COMING YEAR WILL BE MARKED BY MILESTONE POLICY INITIATIVES: A NATIONAL LABOUR MIGRATION POLICY (NLMP), WHICH WILL FORM PART OF AN OVER-ARCHING NATIONAL EMPLOYMENT POLICY.

FOREWORD BY THE DEPUTY MINISTER

The Annual Performance Plan is a detailed account of the operational areas for the Department of Employment and Labour. The electorate gave us a clear message in the 2019 and 2021 elections. The elections outcome is a clear demonstration that no government can claim authority over the people for as long as that authority is not based on the will of the people.

We are now at a point where we can no longer nibble around the edges and the time for rhetoric is over. This is the time to listen carefully, to serve the people and this is the time for huge structural changes and change of attitude.

Whilst the Department continues to experience problem areas in some key programs, we are satisfied that most of our monitoring systems that are specifically designed and implemented to mitigate against the majority of these challenges are working well.

There is some shift in performance information and our reports seem to be smarter and unambiguous. For me this stands out as the highlight of our hardwork and remains a commendable effort. This

FOREWORD BY THE DEPUTY MINISTER

shift is very encouraging for us because our information appears to be more useful and reliable for audit and it is also pleasing that the challenges with supporting documents in crucial areas have improved.

Although this may be a commendable effort on the part of management, a lot still needs to be done in our Labour Centers and Provinces where manual processing of information still exists.

While it is one thing to develop the audit action plan with a wishful list of activities, we must emphasise the need to successfully address issues raised by the AGSA to improve our audit outcomes. Our unqualified audit should translate into clear service delivery outcomes and a future clean audit for the Department.

In order to achieve this, it is important to take the internal audit reports seriously because these reports are remedial in nature and remain the point of entry for the AGSA during their annual audit.

Some of our Branches and Entities such as the Inspection and Enforcement Services as well as the CCMA due to their mandate and the prevailing situation in the Labour Market were heavily impacted upon by budget cuts, but the challenge of resources has an impact on the Department as a whole.

The lack of resources has deepened our crisis to the point that some of our APP and Medium Term Targets had to be reviewed without compromising the 7 Government Priorities set out by the 6th Administration.

Our priorities are on the following immediate issues:

- Implementing audit action plans and achieving a clean audit
- The cyber security situation in the Department and the need to build the requisite ICT capacity and experience
- The internal audit progress in terms of achieving combined assurance in the Department and entities
- Meeting the objective of the Department as a single business unit.

I am particularly concerned with the major ICT outages which have caused serious disruptions in our operations especially during the months of July, August and September 2021. THIS IS THE TIME TO LISTEN CAREFULLY, TO SERVE THE PEOPLE AND THIS IS THE TIME FOR HUGE STRUCTURAL CHANGES AND CHANGE OF ATTITUDE. Our new mandate through the reconfiguration of the Department is a major priority and a project plan on the establishment of a new and future Department will soon be finalised. The Project plan will enable the Department to start employment reporting processes which form part of our new mandate. This will enable the Department and all its Entities to aggregate all government department reports on employment creation efforts.

Our integrated efforts and collaborations to deliver services to the people in the form of the District Development Model (DDM) has been demonstrated through the capacity of our infrastructure. We reach communities in all 9 provinces with the provincial offices headed by the Chief Directorates and we also reach the 52 districts in the country through the 125 Labour Centers which place our services in each and every district in the country at a strategic position in terms of reaching out to the less fortunate in society and in the rural areas.

The Minister and I have been involved in several outreach programs in collaboration with other National Departments taking government services to the people. We prioritize these outreaches because we understand clearly what it means to be a government that is the basic line and the guarantee for the people's happiness. We have achieved so much with the outreach programs and most importantly, this is an interactive contact session with the beneficiaries of our programs and brings us closer and in contact with the feedback and impact of our day to day work.

To date, we have been to the EC, Limpopo, KZN, NC, NW, Mpumalanga, WC, Free State and GP. We have a better understanding of the challenges we have in all the provinces and we are now in a position where we confront all problem areas head on.

Ms BE MOLOI, MP Deputy Minister of Employment and Labour

ALTHOUGH THIS MAY BE A COMMENDABLE EFFORT ON THE PART OF MANAGEMENT, A LOT STILL NEEDS TO BE DONE IN OUR LABOUR CENTERS AND PROVINCES WHERE MANUAL PROCESSING OF INFORMATION STILL EXISTS.



The previous financial years were not easy for many of us in the Public and Private sectors due to the outbreak of the global Covid-19 pandemic. We all had to put our heads together and come up with meaningful strategies to reverse the negative impact of the pandemic. There are certain areas where we managed to deal with the challenges brought about by the pandemic head on. However, there are other areas where we need to reprioritise such as employment preservation and creation. In order to do that we have to refocus our energies and targets on specific areas of our operating environment.

Our starting point is labour market reforms. The thrust of these reforms amongst others intend to explore what can be sacrificed by business and labour in the interests of job creation with a view to striking a balance between job creation and job security; deal with aspects of the labour laws that are not in compliance with public international law and the Constitution or not in step with comparative labour law; ensures that the law responds to the challenges facing the organisation of domestic workers; and explore what inhibits small business to create employment and ensure its thriving. The Department further expects organised business and organised labour to table their proposals in respect of the areas that they think need to be amended.

Furthermore, the National Minimum Wage Commission will conduct a combination of quantitative and qualitative research, in order to gain insights on 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. The Commission will further recommend adjustments of the national minimum wage to the Minister and set medium term targets for the national minimum wage.

In pursuance of its mandate to promote equity in the labour market and expedite the pace of transformation and create an inclusive economy, the Department will develop and implement mechanisms to give effect to the employment equity amendments due to be finalised by Parliament. In this regard, the department will finalise sector stakeholder engagements for the setting of sector specific EE targets and publish these for public comment and thereafter, for implementation. Another area which is on our agenda of labour market reform is labour migration.

It is important to note that according to the International Organization on Migration (IOM), South Africa moved from the number two spot in 2015 to the number one spot in the African continent in terms of hosting the highest number of 2.9 million documented foreign migrants. The United Nations estimate the number to be more than double if undocumented foreign nationals are involved. This has had the unintended consequence of citizens responding to this challenge in a manner that is not consistent with existing protocols and treaties on the rights of migrants.

THIS 2022/23 ANNUAL
PERFORMANCE PLAN IS
A REFLECTION OF OUR
COMMITMENT AND
EFFORT TO ACHIEVE THE
PLANNED TARGETS.PLANNED TARGETS.WE ACKNOWLEDGEerOUR LIMITATIONS,
BERMAIN
CONFIDENTAtion onD15 to thet number ofACHIEVE THE
SET TARGETS

Our Department was tasked, as part of the Medium Term Strategic Framework 2019-2024, to Develop a National Employment Policy ("NEP") and the National Labour Migration Policy ("NLMP") to respond to some of these challenges and to contribute towards the growth objectives, relations with neighboring countries, the region and the world, national cohesion, social and economic stability and trade relations.

The draft NEP has been concluded and submitted to the Presidency for a Socio- Economic Impact Analysis whilst the NLMP and the Draft Employment Services Amendment Bill have also been approved by Cabinet for public consultation. During the 2022/23 financial year, the Department will consult extensively with various departments, social partners and the public on the contents of the two policies. The Department will also table the policy and the Bill to Parliament for consideration.

While we are embarking on labour market reforms, our Inspection and Enforcement Services through its project Shavha Ndala will continue to profile the degree to which the NMWA is being complied with. The work in this space will be carried through the implementation of (i) Advocacy, (ii) Workplace inspections, and (iii) Enforcement. The project will focus on the most vulnerable workforce such as those in the Domestic sector. The approach will also focus on the effective implementation of current MOU's and development of new ones where the need exists.

Furthermore, our Inspectorate is currently busy with the development of an Occupational Health and Safety strategy with the assistance of the ILO. This is juxtaposed against the report on the state of OHS in the country, which was launched in the latter part of 2022. This is so, because we need to improve our approach in ensuring compliance with the OHSA.

The current compliance levels in both the public and private sector are unacceptably low. Therefore, the strategy will enable our Department to benefit maximally from the increased contingence of the OHS inspectors. This would, in all likelihood, improve the regulation of OHS in the labour market.

Our focus is not only on broader labour market reform; we are also embarking on reforming our operating environment. Therefore, it goes without saying that our Labour Activation Programme under the Unemployment Insurance Fund needs careful consideration. The Labour Activation Programme will be repositioned so that it is able to adequately contribute towards government's initiatives of creating jobs, preserving existing jobs, and investing in entrepreneurship development. The bulk of the work has been done in terms of improving our grant system and enhancing efficiencies. A number of job creation projects have been recommended for approval and some have already begun with the work.

We also made significant progress in our work of enabling young people to transition into the labour market. The President assigned the responsibility for driving the National Pathway Management Network to our Department and since then, DTIC, DPWI, DHET, DSI, DSBD, DWYPD, and the NYDA signed a Memorandum of Agreement with our Department and the Presidency to support the National Pathway Management Network. The President together with our Minister officially launched the National Pathway Management Network on 16 June 2021 and since then, more than 2.35 million young people have registered on the Network through the various channels we have made available including our labour centres, NYDA centres as well as the SAYouth.mobi platform which has been zero rated by all mobile operators.

A cumulative total number of 612 996 young people have been placed into various opportunities since the launch of the PMN. Moreover, the PMN has supported a cumulative total of 144 884 young people to access work-seeker counselling. The PMN has also built linkages with multiple partners inside and outside of government (social and private sectors) to augment the support that we offer to young people and so that young people can access resources and services related to career guidance (through the DHET), events taking place in community and support services available (through themPowa app, a new platform developed by mLab in partnership with the DSI and supported by the Youth Explorer (SALDRU/ UJ)). Further, the first pilot of the Basic Package of Support, implemented by SALDRU and the University of Johannesburg with development partners, has commenced in the Department of Employment and Labour's Atlantis Centre.

Since the launch, the pilot has trained counsellors and is now recruiting young people through the Pathway Management Network. This complements the work that the Department is undertaking to bring in 250 unemployed graduates to work as counsellors across our centres.

The Department of Employment and Labour, in partnership with GTAC and the Jobs Fund and with funding from the employment stimulus, launched the Innovation Fund of the National Pathway Management Network in October 2021.

The adjudication of the 38 applications received is underway and this work will begin by March 2022 and will continue into the next financial year. In addition, a process is currently underway to appoint an ecosystem manager for the National Pathway Management Network. The appointed organization will work with the Department and the partners in the network to support increased coordination and alignment across networks. These combined efforts will collectively focus on achieving the objectives of the Pathway Management Network including stimulating demand, supporting effective supply and identifying barriers that young people face when seeking to access and remain in the labour market.

Another important area we are focusing on is rebuilding the Compensation Fund and the Unemployment Insurance Funds' financial sustainability. The UIF, specifically, has experienced massive capital outflows towards the payment of Covid-19 TERS and the UIF paid out nearly R63.7 billion towards the payment of Covid-19 TERS.

In order for the two Funds to rebuild their operational and financial sustainability the Department is exploring unbundling the two Funds from the Department and afford them independent status. We already set the process in motion and are engaging the National Treasury on determining the applicable process. This approach will also assist us to increase our efforts around the collection of contributions revenue and making strategic investments. Furthermore, the two Funds will be in a position to build their capacity to deliver services. In order for us to achieve this task, we need to review the current structure and implement a fit-for-purpose architecture.

In our quest for change in our operational environment we launched a "Clean Audit Campaign" and this campaign is beginning to produce positive results. The drive towards a clean audit outcome and improved governance will be strengthened even further. This process will assist us in accommodating the improved operating systems without having to worrying about legacy issues. Parallel to the Clean Audit Campaign is our effort to enhance our ICT environment.

Our focus in this area is to improve our connectivity, integrate all our operating platforms, automate our business process and improve our aging infrastructure. Full automation of our business processes will enable us to do simple tasks such as the issuing of EE Compliance Certificates to employers as a prerequisite for access to state contracts and doing business with any organ of the state. Furthermore, the Department will develop and finalise IT enhancements to the EE System to enable verifications with the CCMA Case Management and the National Minimum Wage Exemption systems.

This 2022/23 Annual Performance Plan is a reflection of our commitment and effort to achieve the planned targets. We acknowledge our limitations, however despite such limitations we remain confident that we will achieve the set targets herein and most importantly the fundamental objective of our mandate. The 2022/23 financial year is not any different from previous years, we as a family faced challenges which we dealt with as a team. Even in this year we are going to face new challenges and we are confident that we will overcome them as a team. The commitment and dedication displayed by the staff at all levels during the difficult times of the Covid-19 pandemic gives us comfort that we will achieve the targets set out in this 2022/23 Annual Performance Plan.

Furthermore, we are confident that with the support we receive from our Minister, Deputy Minister and Oversight Committees the actionable steps outlined in this Annual Performance Plan will bear positive results.

MR T LAMATI Accounting Officer of Employment and Labou

A CUMULATIVE TOTAL NUMBER OF 612 996 YOUNG PEOPLE HAVE BEEN PLACED INTO VARIOUS OPPORTUNITIES SINCE THE LAUNCH OF THE PMN. MOREOVER, THE PMN HAS SUPPORTED A CUMULATIVE TOTAL OF 144 884 YOUNG PEOPLE TO ACCESS WORK-SEEKER COUNSELLING.

ORGANISATIONAL STRUCTURE



Advisory Council for Occupational Health and Safety > Commission for Conciliation Mediation and Arbitration (CCMA) > Commission for Employment Equity (CEE) > Compensation Board > Employment Conditions Commission (ECC) > National Economic Development and Labour Council (NEDLAC) > Productivity South Africa > Unemployment Insurance Board



M BRONKHORST



OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Employment and Labour under the guidance of the Minister of Employment and Labour
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Employment and Labour is responsible
- Accurately reflects the outcomes and outputs which the Department of Employment and Labour will endeavour to achieve over the period 2022/23.

Ms B Matebesi Deputy Director-General: Corporate Services

Ms M Bronkhorst Chief Operations Officer

Ms A Moiloa Deputy Director-General: Inspection and Enforcement Services

Mr S Morotoba Deputy Director-General: Public Employment Services

Mr T Mkalipi Acting Deputy Director-General: Labour Policy and Industrial Relations

Mr B Maduna Chief Financial Officer

Mr T Lamati Director-General

Ms BE Moloi, MP Deputy Minister

Approved by:

Mr TW Nxesi, MP Minister

"THIS IS THE TIME TO LISTEN CAREFULLY, TO SERVE THE PEOPLE AND THIS IS THE TIME FOR HUGE STRUCTURAL CHANGES AND CHANGE OF ATTITUDE.

BE MOLOI Deputy Minister of Employment and Labour

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ANNUAL PERFORMANCE PLAN 2022/23

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PART A OUR MANDATE

PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

The Department of Employment and Labour derives its mandate from the Constitution of the Republic of South Africa and gives effect thereto through a number of Acts which regulate labour matters in South Africa. Such legislation includes the Labour Relations Act (1995), the Basic Conditions of Employment Act (1997), the Employment Equity Act (1998), and the Occupational Health and Safety Act (1993).

The Department of Employment and Labour's legislative framework is informed by the South African Constitution's, 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.

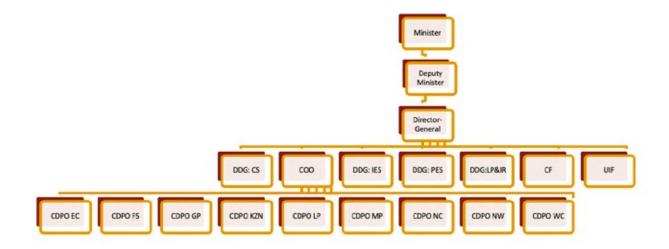
2. LEGISLATIVE AND POLICY MANDATES

The Department administers the following legislation:

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
2	Basic Conditions of Employment Act, 75 of 1997 (BCEA), as amended	 The purpose of this Act is to advance economic development and social justice by fulfilling the primary objects of this Act which are: (a) To give effect to and regulate the right to fair labour practices conferred by section 23(1) of the Constitution by: (i) Establishing and enforcing basic conditions of employment (ii) Regulating the variation of basic conditions of employment (b) To give effect to obligations incurred by the Republic as a member state of the International Labour Organisation

SERIAL NO	LEGISLATION	PURPOSE
3	Employment Equity Act, 55 of 1998 (EEA), as amended	 The purpose of the Act is to achieve equity in the workplace, by (a) Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination (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
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
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	To provide for public employment services, their governance and functioning, including the registration of private employment agencies
	Skills Development Act 97 of 1998 Sections 24 – 26	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

HIGH LEVEL ORGANISATIONAL STRUCTURE OF THE DEPARTMENT



SERVICE DELIVERY SITES OF THE DEPARTMENT

Services are rendered at nine Provincial Offices, 125 Labour Centres, 30 Satellite Offices, 41 Thusong Service Centres and 447 Visiting Points across the country. 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 and 76 visiting points
- In the Free State, the Department deliver services at 11 Labour Centres, 3 Satellite Offices, 4 Thusong Service Centres and 69 visiting points
- In Gauteng, the Department delivers services at 26 Labour Centres, 1 Satellite Office and 3 visiting points
- In KwaZulu-Natal, the Department delivers services at 16 Labour Centres, 2 Satellite Offices, 11 Thusong Service Centres and 37 visiting points
- In Limpopo, the Department delivers services at 13 Labour Centres, 8 Satellite Offices, Thusong Service Centres and 19 visiting points
- In Mpumalanga, the Department delivers services at 14 Labour Centres, 3 Satellite Offices, 10 Thusong Service Centres and 26 visiting points
- In the Northern Cape, the Department delivers services at 7 Labour Centres, 3 Thusong Service Centres and 89 visiting points
- In the North West, the Department delivers services at 10 Labour Centres, 6 Thusong Service Centres and 24 visiting points
- In the Western Cape, the Department delivers services at 12 Labour Centres, 8 Satellite Offices and 104 visiting points
- The Department is currently rolling out Kiosks to all Labour Centres, Youth Employment Centres and have other applications such as employment services available on internet and e-gov.

3. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

STRATEGIES

For the monitoring of the impact of labour legislation, the Department will continue to conduct priority research projects guided by trends in national and global economies.

The Corporate Services Branch has reviewed several internal policies within Human Resources and ICT. The Human Resources policies have been taken through the Departmental Bargaining Chamber as part of the consultation process. The ICT policies review involves adopting new ways of doing things in line with the latest developments within the ICT environment. The critical policies that are under review have also been prompted by the previous audit outcome. There is a commitment to review all Corporate Services policies after a period of 3 years or earlier, if there is a need to do so.

PROJECTS FOR THE YEAR AND FUTURE YEARS

- **1. Diphetogo Project -** SAP Roadmap Implementation across the Department and its entities The project had serious delays and a breach of contract was invoked. System development for PES and IES are at the final stages. End-user training for both IES and PES systems commencing from February 2022 onwards.
- **2. SAP Support and Maintenance, ICT Resource Augmentation** This is a 36 Months project with 5 schedules of implementation. All the schedules were delayed and did not reach conclusion in Dec 2021. National Treasury granted approval for extension of contract by another 24 months until Dec 2023. National Treasury granted approval for extension of contract by another 24 months until Dec 2023.
- **3. Managed Information Security Services -** The Tender for the Managed Information Security Services was re-advertised and it closed on 11 June 2021. The tender process was subjected to a probity audit and the tender evaluation had to be re-done and it is anticipated that the procurement will be concluded in the first quarter of 2022.
- **4. ICD Clean-up and Maintenance -** The project has completed a variety of activities which include: commissioning of Legger tool, analysis of the three systems (CRM, ICD and ECC6), documentation of data rules and executing those rules in the production environment. Documenting the 3rd party has been concluded and Search Functionality Requirements have been concluded.
- **5. Cloud Hosting for SAP Roadmap Implementation -** QA and Production environment have been provisioned, Connectivity between BCX and Huawei is fully functional. Data migration from on premise to the cloud is still underway.
- 6. Establishment of Mdantsane and Germiston Employment Centres and Rollout of 14 PES Mobile Units Work has started on the establishment of the two employment centres and will be launched in the second quarter of 2022–23. Roll-out of 14 PES Mobile Units: Due to Project budget reduction, the Business Plan has been updated and submission made for approval by the DG. The budget for the project was reduced from the initial projected allocations and therefore the number of mobile units that can be procured were reduced in line with the final allocations. The implementation will commence when the National Treasury and their appointed technical advisor has completed their processes, and the first tranché transferred to the Department.

- **7. Roll out of VOIP and Video Conferencing at all the Departmental Offices and Labour Centres -** Telkom commenced with the rollout of HBT solution to the 58 sites on 15 January 2021. Rollout to 26 sites has been completed. The rollout is planned to be completed by 31 March 2022.
- 8. Capacitation of the Disaster Recovery Site ToRs have been developed and awaiting approval for advertisement.

The Branch Inspection and Enforcement Services (IES) will continue to consider ways to innovate the way in which its service offerings are presented to its clients. The inspectors are finding ways to use the 4IR to ensure decent work is well and truly entrenched at the level of the worker. This financial year the Branch will be introducing an updated 'new' case management system that will revolutionise the way in which IES conducts its business.

The addition of 500 new inspectors places a huge burden on our system to ensure that all new inspectors are adequately trained to meet the future needs of the client and to fulfil the mandate of the organisation. Training required by an OHS inspector is life-long and will have to be carefully planned. Current training focusses on foundational issues while future training of the new inspectors will focus on specialised training.

The Branch IES will also need to prepare for the 5IR which has already started to rear its head and research shows us areas that we need to prepare. A key project moving into the future for OHS will be to improve compliance rates for various sectors while formulating the right service offering for the informal and SMME sectors.

The Branch IES keeps contemplating the questions, "How will the future affect the day to day business of the Branch": How will we conduct inspections in future? How can we do things differently that will benefit our clients? The response to these questions and others like it will change year on year, decade on decade and so on. Despite previous pandemics, the memories of those pandemics lie deeply buried in the past for most of us. Covid-19, however, as with AIDs which eventually surfaced fully world-wide in the '90s and the likelihood of what is coming out of the current research reports show that the 5IR undoubtedly will take into account that which is happening now, radically changing the future in ways we cannot imagine. There will be an overlap going forward between the 4IR and 5IR. The Department will need to get the foundation for the future right, starting with a solid IT infrastructure.

National Employment Policy

The Draft National Employment Policy (NEP) is completed and is currently undergoing the Socio Economic Impact Assessment System (SEIAS) with the Presidency. The Draft NEP provides nine (09) intervention areas sub-themes that include work beyond the Department of Employment and Labour to assist the country in achieving the employment levels indicated in the National Development Plan by 2030. The NEP proposes amongst others the re-activation of discouraged and inactive work-seekers through targeted interventions at sector, firm and work-seeker level, that influence investment, productivity and employment outcomes.

The Department has also commenced with the development of a National Labour Migration Policy as a sub-theme of the NEP, to respond to the SADC Ministers of Employment and Labour in the region to harmonise Labour Migration policies. The Draft Zero has been developed and was presented to the Executive of the Department and Inter-Ministerial Committee on Migration and Employment. The Draft Zero will be tabled in the government clusters, Cabinet and thereafter published and released for consultation with the social partners. The NLMP covers, amongst others, the following areas of interventions:

- Labour Migration Governance and Management
- Data for National Labour Migration Policy (NLMP) Monitoring and Evaluation
- Labour Migration to South Africa
- Labour Migration from South Africa.



4. UPDATES TO RELEVANT COURT RULINGS

1. National Union of Public and Allied Workers Union (NUPSAW) vs Registrar of Labour Relations and Others

The Applicant "NUPSAW" lodged an application to the Labour Court to review and set aside the decision of the Bargaining Council to increase its threshold for membership to the council from 10 000 to 30 000.

The Applicant further applied to court to have the decision of the Registrar of Labour Relations to endorse and approve such amendment to the Constitution of the Bargaining Council.

The application was dismissed.

2. The Association of Private Security Owners of South Africa (TAPSOSA) vs Registrar of Labour Relations

The appellants (TAPSOSA) lodged an appeal in terms of section 111 of the LRA against the decision of the Registrar to refuse its registration as an employer's organisation.

The Court found that the decision of the Registrar of Labour Relations was justified.

3. National Union of Metal Workers of South Africa (NUMSA) vs Registrar of Labour Relations and Other

The Appellant (NUMSA) lodged an appeal against the decision of the Registrar to refuse to amend its Constitution. The court found that the Registrar's decision to refuse same was lawful and administratively fair.

4. Solidarity vs South African Human Rights Commission and Minister of Employment and Labour and Others

In this matter, the Applicant (Solidarity) lodged an application to compel the Minister of Employment and Labour to implement the Equality report of the SAHRC. The Court dismissed the application.

The Applicant (Solidarity) petitioned to the Constitutional Court for leave to appeal and the application was dismissed.

5. Mahlangu vs the Minister of Employment and Labour and others (CCT306/19) 2010 ZACC

The Mahlangu case started with an unfortunate accident where a domestic worker, Maria Mahlangu, slipped from a ladder while cleaning a window at her employer's home, fell into the swimming pool and drowned. Her daughter Sylvia Mahlangu sought compensation for her mother's death, and was told that there would be no compensation as domestic workers are not covered by COIDA. Through the help of domestic worker union, the South African Domestic Service and Allied Workers' Union (SADSAWU) and Pinky Mashiane, President of United Domestic Workers of South Africa (UDWOSA), Sylvia was able to get legal representation and the Mahlangu vs the Minister of Employment and Labour case was launched.

In 2019, Sylvia Mahlangu successfully challenged the exclusion of domestic workers from COIDA when the North Gauteng High Court granted an order which declared section 1(xix)(v) of COIDA unconstitutional and stated that the order should apply retrospectively, meaning it should apply "backwards", so that domestic workers who have been injured or contracted an illness as a result of their duties, or have been killed, like in Mahlangu's case, would also be able to claim from the Compensation Fund. On 19 November 2020 the Constitutional Court confirmed the order, declaring section 1 (xix)(v) of COIDA unconstitutional. The Court also ruled that the order should have immediate and retrospective effect from 27 April 1994, the day that the interim Constitution came into effect.

What does the Constitutional Court judgment mean for domestic workers?

Domestic workers are covered by COIDA from the day that the judgment was handed down. They can submit claims should they become ill, are injured, disabled or killed as a result of a workplace accident or a work-related disease. It also means that those domestic workers who suffered work-related injuries, diseases or death from 27 April 1994 are also able to submit their claims.

The Department of Employment and Labour issued a statement welcoming the judgment by the Constitutional Court and have already begun the process to amend the COIDA to include domestic workers. Given that employers of domestic workers would need to contribute to the Compensation Fund, the Department stated that it will issue a directive on the matter as well as how the Department will deal with the retrospective aspect.

There is no doubt that, with the inclusion of domestic workers under COIDA, the Department of Employment and Labour will need to have a firm administrative framework in place. If the COIDA Amendment Bill is adopted in its current form, employers of domestic workers will be required to register with the Compensation Commissioner; furnish the Commissioner with the full particulars of their business; keep a record of the earnings of their domestic worker/s, furnish returns of earnings to the Commissioner and pay an assessment to the Compensation Fund. The Department of Employment and Labour will have to be prepared to manage the administrative load that this will bring about.

At issue here is Social Security for domestic workers. The cornerstone of any young democracy is a comprehensive Social Security system, particularly for the most vulnerable members of society. Although passed before the advent of our constitutional democracy, the Compensation for Occupational Injuries and Diseases Act (COIDA) partially contributes to our country's Social Security system. The judgment holds that COIDA is a subset of the right of everyone to access Social Security, including social assistance when needed to support themselves and their dependents, in section 27(1)(c) of the South African Constitution, one of the social rights provisions that is aimed at transforming society, post-apartheid. It explains that when a breadwinner has died or cannot work because of injury, her dependants may be left destitute. Social assistance to these dependants is an aspect of Social Security.



ANNUAL PERFORMANCE PLAN 2022/23

PART B OUR STRATEGIC FOCUS

PART B: OUR STRATEGIC FOCUS

5. UPDATED SITUATION ANALYSIS

The current situation that is associated with the impact of the Covid-19 pandemic shock on the South African economy and labour market requires continuous monitoring of the statistical trend information to provide possible policy directives to improve on positive economy and employment creation trajectory post-Covid-19 pandemic. Notwithstanding this, Covid-19 pandemic is evolving but we have recorded the following in 2020/21 financial year:

- Looking at the changes in South Africa real GDP rates during Covid-19 crisis, we observed that real GDP growth continues to be below the expected national annual National Development Plan (NDP) target of 5%. Like across the globe, the Covid-19 pandemic and lockdown restrictions yielded unprecedented impacts on the South African economy. After recording four consecutive positive quarters of growth, the real GDP slumped by 1.5%, eroding some of the economic gains the country has made since the severe impact of Covid-19 in the second quarter of 2020. According to Statistics South Africa, the level of GDP in the third quarter of 2021 was on par with the first quarter of 2016. The decline in the real GDP quarter three of 2021 is associated with the lockdown restrictions and the July unrest of 2021. At present, the government collective efforts such as the Presidential employment stimulus could offer a new chance for maintaining the firm's productivity for possible job expansion.
- The latest statistics from the Quarterly Labour Force Survey (QLFS) results give the clearest sign that the labour supply is not keeping up with labour demand. In 2020, we recorded a decline in job vacancies data due to lockdown restrictions, e.g., most non-essential businesses were closed while the country was at the highest lockdown level. This should be an alarm for the government and the private sector. The official unemployment rate has increased by 0.5 percentage points from June 2020 at 34.4% to September 2021 at 34.9%. It is recorded as the highest unemployment since 2008. The labour force was constituted of 65.1% employed and 34.9% unemployed in September 2021. These proportions have almost remained the same over time. Critically, the long-term unemployment is definitely not decreasing for young people. This explains the persistence of large number of long-term unemployed persons in particular amongst the youth (15-34 years) and women as the most vulnerable persons in the labour market.
- While government efforts are recorded, the benefits are not quickly spread among the working-age population (15-64 years) in the South African labour market. Using the Quarterly Employment Survey (QES) data source, we recorded more than 9.5 million workers in the formal sector in September 2021. The Covid-19 pandemic lockdown restrictions have hit the economy very hard, leaving no industry unaffected over time. The industries affected by the national lockdown are mostly those that were classified as non essential activities in particular in the informal sector (non-agricultural).
- Data recorded from the Department of Employment and Labour indicate that from April to December 2021 about 666 523 of work-seekers were registered with quarter three registering alone a high of 197 198 (29.5%) work-seekers.
 For the same period, the department registered 892 692 UIF in-service benefit claims.

- It is noticeable from that, more and more employees were losing their jobs in particular in the informal sector (non-agricultural) whilst others reported reduction in working hours in the formal sector (non-agricultural) because companies were distressed due to the Covid-19 pandemic lockdown restrictions that devastated the South African labour market and economy. Given the number of Unemployment Insurance (UI) claims received in 2020, the Department - UIF paid over R64.6 billion (including the TERS fund). During the second semester of 2020, the Gauteng and Western Cape provinces received more TERS applications than other provinces.
- Strike activity in South Africa is very low compared to other industrial countries. With some lockdown restrictions
 in place in 2020/21, the number of workplace dispute has declined by almost 44% compared to the previous year.
 This is the lowest recording since the past 5 years using the Department's strike monitoring information. The minor
 change in the level of workplace disputes is also associated with the introduction of significant LRA amendments as
 a way of responding to the ever changing labour market environment, e.g., Economic and financial crisis 2008/9 and
 Covid-19 pandemic.
- The data from the Department of Employment and Labour's Collective Bargaining unit shows a small percentage change increase with the registration of trade unions (0.9%) and membership of trade unions (0.59%). These were lower than in the previous years at an average of 5% and 4.6% respectively. On the other hand, there was no change on the number of bargaining councils between 2019/20 and 2020/21 financial years. It has remained at 46 in total over the same period. The CCMA database shows more than sixty (63%) of cases were due to unfair dismissals at the workplace in 2020/21.
- The Department of Employment and Labour through CCMA's intervention has saved more than half of employee's jobs who were likely to be retrenched from Covid-19 pandemic in April (53%) and November (63%) of 2021 as per the CCMA statistics. In addition, the Department UIF payments made regarding to Covid-19 TERS are also regarded as other key strategic labour market interventions for employment growth. It has been implemented in line of poverty relief in particular amongst vulnerable economic sectors to sustain employment in the formal and informal sectors. From January to July of 2021, an access of R1 billion was disbursed across provinces for TERS.
- In our view, the role for the South African government in this situation of high unemployment levels is to be interventionist, but first and foremost on the supply-side of the economy. This calls to reemphasise on the training, education and employment of the majority of low-skills working-age population (15-64 years). We shall consider and look at the ability to "transform social values" in the labour force rather than developing and adopting new policies.

SWOT ANALYSIS

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Strategy

Officials with institutional memory

- Experienced officials with good job knowledge and work ethics .
- Revised policies and SOP's .
- Youthful workforce or staff
- Policies which are pro-development of staff
- HR Forums and other related meetings to share information across . the HR community of the Department
- A fully functional staff compliment that is operating 24/7 and 365 days a year
- Fully Operational Control Room
- In-house Security Personnel, minimising security breaches
- Personnel loyalty since we are only using our owned screened personnel before employment

OPPORTUNITIES

- Do have electronic tool for research .
- Success in most of the litigation matters .
- **Empowerment of Officials** .
- Approved modernisation framework
- Developing affordable ICT services and applications

- Slow turnaround times .
- Poor client orientation
- Reactive communication
- Old model of operating, which focuses on HR administration at the expense of other roles, for example, HR as strategic partners, employee champions, change agents, etc.
- Using outdated security devices
- Ageing ICT infrastructure resulting connectivity issues and downtimes
- State Security Agency Reliance on Vetting and Forensic Investigations is always not having an expected turnaround time from the onset (vetting can go for a prolonged periods)
- No Case Management system due to budget constraints
- Lack of training due to cumbersome SCM processes
- Limited budget for additional capacity within the Branch and legal costs which are always unforeseen and unavoidable
- Lack of Team spirit due to lack of staff capacity resulting also in low morale
- Lack of systematic needs assessments to provide ICT needs
- Over reliance on consultants to provide critical services
- Inability to retire legacy systems
- Ineffective ICT approval processes

- Start adapting to the new agenda in HR which defines HR roles Challenge in retaining practitioners who may look for to include being HR strategic partners, change agents, employee opportunities outside the Department due to work overload champions and administrative experts Staff burnout Improved interface with internal clients through advocacy sessions Low morale and motivation due to work overload and outreach meetings with provincial offices A strong culture which is not pro-change Advanced technologies which are available to foster more effective Availability of staff for training HR activities and improve efficiencies Theft and Burglaries that are sometimes very difficult to Availability of information on best practices address due to their frequency and similarities, which Creative thinking and ideas from the young workforce sometimes test our staff integrity Instil a culture of continuous learning within HR IT connectivity challenges hamper service delivery In -house trainings are provided to our personnel No back-up if officials on sick leave/annual leave/study leave Finalising a Litigation Strategy due to staff capacity challenges **Finalising an SOP** Lack of staff capacity resulting in poor performance Advocacy Session with Internal Clients Disproportionate salary scales to skills set Working closely with Office of the Solicitor General on a Litigation Increased pressure on ICT since the Covid-19 lockdown situation to provide digital solutions Implement Case Management Tool Escalating software licensing costs Implement a Mediation Policy Fast changing technology Skills Development for Officials Increased cyber crime Interns to be appointed Continuous changing government and business legislation Restructuring Legal Services and benchmarking with other departments Use of digital solutions for efficiencies Social media, big data, mobile technology and cloud computing to
- Optimising on the technological innovation Increased user awareness on Cyber security
- Availability of latest technological solutions

influence business outcomes

The above SWOT analysis for Corporate Services depicts an overall picture that should the opportunities be exploited, there is a huge room for improvement on the services rendered to its clients. The biggest threat is the pressure on the Information Communication Technology and the need for the component to re-look at the effective and efficient use of the existing personnel to derive the maximum benefit. The limitation of budget is at the core of most of the threats and weakness and it calls for a more innovative way of working.

5.1. EXTERNAL ENVIRONMENT ANALYSIS

Corporate Services is operating in an environment that needs constant renewal and update to standard operating procedures. The remote working arrangement calls for tight control of all those that work from home. Managers need to be assisted in handling performance issues where there are reduced levels of performance due to working from home. The Work from Home policy, which is under development, will assist in creating a clear guide on managing personnel effectively. The Branch has very limited resources while the expectations to deliver are very high. The Branch has managed to prioritise activities that are deemed strategic and important to ensure minimal impact on the clients' needs. The biggest challenge faced by ICT has further been magnified by the increased need for ICT devices across the board. The other impact on the work of the Branch is the high vacancy rate across the Department and the need to speed up the filling of vacant posts. The internal promotions and filling of posts internally also project a picture that seems to indicate that the vacancy rate reduction is nonexistent while filling of posts takes place in both at Head Office and provincial offices.

The most pressing economic problem facing South Africa is the absence of sustainable economic growth, which has resulted in high unemployment, poverty and inequality. The increasing levels of unemployment presents not only an economic tragedy; it poses a significant threat to the stability and eventual health of the South African democracy e.g. Service delivery protests.

Official unemployment rate increased by 1.8% from 32.6% in Q1 to 34.4% in Q2 of 2021. Unemployment increased by 584 000, from 7 242 000 in Q1 to 7 826 000 in Q2 of 2021. Employment decreased by 54 000, from 14 995 000 in Q1 to 14 942 000 in Q2 of 2021. Discouraged work-seekers also increased by 186 000 from 3 131 000 in Q1 to 3 317 000 in Q2 of 2021. Young people are the highest hit with Youth unemployment rate of 48% in Q2 of 2021, meaning almost half of young people are without jobs.

Issued in terms of Regulation 10 (8) of the regulations issued by the Minister of Cooperative Governance and Traditional Affairs in terms of section 27 (2) of the Disaster Management Act, 2002 (Act No. 57 of 2002) seeks to ensure that the measures taken by employers under OHSA are consistent with the overall national strategies and policies to minimise the spread of Covid-19.

There were changes between the four Directions published notably first/1st Direction published in 29 April 2020, second/2nd Direction published in 4 June 2020 and the third/3rd Direction gazetted and published on 1 October 2020. **THE 4th DIRECTION ON Covid-19 OCCUPATIONAL HEALTH AND SAFETY MEASURES IN WORKPLACES Covid-19, 2021 WAS PUBLISHED ON 11 JUNE 2021**. The last Direction (#4) touched specifically on the issue of vaccinations and was to be one of the more controversial changes made.

The changes became necessary due to some critical issues that had arisen after the publication of the first and second direction and changes that were taking place in the broader environment involving the other important role players, such as the requirements of the Department of Health.

The Directions did not suspend the existing obligations of the employer in terms of OHS legislation nor prevent the employer in the implementation of more stringent measures in order to prevent the spread of the virus at the workplace. These Directions were published by the Minister of Employment and Labour after thorough NEDLAC processes were followed.

There were protests which resulted in chaos and unrest initially in KwaZulu-Natal on the evening on 9 July 2021 and spread quickly to the province of Gauteng on the evening of 11 July 2021. The unrest unfortunately resulted in 72 people

being killed. Through the leadership of the Minister, we were requested to respond to the situation by checking how we could fast track some of our services to accommodate clients who found themselves in a situation, and in order to fast track business owners opening their businesses, the Department wanted to meet owners halfway. Our services therefore were not impacted in any major way, given the way we positioned ourselves. Only one major incident took place in which a major hazard installation was set on fire by the arsonists. Unfortunately, this matter had broader implications due to the impact on the workers and the environment. The employer, in this instance, was not registered as a Major Hazard Installation.

During the course of its inspections from 1 April 2020 to September 2021 by the inspectors in OHS, companies/ organisations in both the public sector and private sector have not exceeded 60% compliance, with the public sector that have a compliance rate of below 50%. Most inspections were conducted in the Wholesale and Retail sector with a compliance rate of mid 50%. The compliance rate pre-Covid and during Covid-19 did not change much; which was rather disappointing.

5.2 INTERNAL ENVIRONMENT ANALYSIS

The Corporate Services Branch has taken introspection in terms of its own limitations internally. The main focus is that, as long as the Branch can put its clients at the center of what it does, and be mindful of timelines, the Branch will have closed a gap that is currently existing. The capacity within Human Resources impacts largely on service delivery as the core business has experienced a lot of growth while support function has experienced no growth at all but instead, had its budget reduced. There is a lack of balance between capacity in core business and support function. This has become more prominent, as raised by the provincial counterparts.

The impact of the various lockdowns initially did impact the services of IES generally, except for the services offered by the OHS inspectors who continued to operate in the major lockdowns (level 5 and 4). It should be noted that the services for all employment laws were briefly stopped to allow for administrative inspections to be continued, to prevent/limit the exposure of inspectors.

This, however, did not last long and in a short space of time, all services were restored to the Department's clients.

SELF-HELP KIOSKS FOR WORK-SEEKERS

The limited access to our offices by the public for face to face consultations (as part of our intervention to curb infections), has seen fewer work-seeker registrations, with similar impact on counselling sessions for both individual and groups. Public Employment Services (PES) extended its focus to reaching out to disconnected work-seekers, those who do not have access to registration facilities, by increasing self-help kiosks, safe space where work-seekers can be provided with free employment services that include registration, job searching, employment counselling and placement. Measures were introduced to ensure that the Branch's achievements continue to contribute towards the Department's employment contribution to the 2019-2024 MTSF. There are currently 62 Labour Centres out of 125 that have self-service facilities that provide all online PES, UIF and COIDA services. There is inadequate availability of space at Labour Centres, inadequate security and delays in procurement in the Unemployment Insurance Fund and the Compensation Fund to supply the remaining 63 Labour Centres with units.



Major economic activities were negatively impacted during lockdown levels 4 and 5, with the effect that most companies and business operations closed down resulting in retrenchment of workers. PES piloted the concept of a Youth Employment Centre in the Cape Town Labour Centre since July 2019 and committed to expand these centers to six (6). A lot of work was done during 2021/22 in further developing other three Labour Centres, namely Durban; Newcastle and De Aar into Employment Centres. The Durban and Newcastle have been unveiled and are fully operational whilst the De Aar is targeted for unveiling during the 4th Quarter. The Eastern Cape and Johannesburg employment centres were delayed because of the readiness of the two Labour Centres. PES also secured the assistance of the European Union through a joint project to be managed with the Departments of Higher Education and Basic Education, to procure and roll-out of 14 Mobile Employment Centres from an earlier estimated 24, due to budget cuts. The mobile centres are seen as another way of limiting the numbers at existing Labour Centres, to reach out to work-seekers wherever they are and in the process, reduce their costs of looking for employment and learning opportunities.

5.3 STRATEGIC PLANNING PROCESS IN THE DEPARTMENT OF EMPLOYMENT AND LABOUR

The Branch Corporate Service has discussed the targets that have been included in the APP and there is an understanding that we need to put all efforts in improving performance as compared to the current year 2021/22. The main challenge was the target on the vacancy reduction which was set too high and therefore not easy to meet throughout the Department due to the limitations on capacity within different Human Resources units in the provinces and at Head Office. The set targets have been largely derived from the Executive Authority's service contract and therefore will be carried out. The discussions also centred around ensuring that as we report and provide Portfolio of Evidence to support the performance reported.

The Branch IES did conduct a Strategic Planning session on the 15-17 September 2021 in KwaZulu-Natal. All provinces were represented and the Chief Directors: Provincial Operations were also invited to the Strategic session. The Branch had invited various stakeholders to participate and amongst the high level speakers were Professor Haroon Bhorat and Dr Pat Horne and Mr Mothunye P Mothiba. There was one international guest speaker from Nigeria who participated in the event. The key issues for the event centred around the informal economy, the development of the 3rd IES Branch strategy and Advocacy.

The Branch IES would finalise the strategy that was commenced in KwaZulu-Natal during the course of the current Financial Year. The Strategy would cover the future five years.

Branch PES held its Strategic Planning workshop and Performance Award Ceremony on the 24 - 26 November 2021. The Strategic planning session was attended by Chief Directors from Provinces, PES Directors, PES Deputy Directors and Principal Psychologists, well performing selected Deputy Directors, Labour Center Officials, Career Counselors, Employment Services Practitioners and Client Liaison Officers. The Awards were hosted by the Deputy Minister of Employment and Labour. Presenters included local and internationals speakers. The rest of staff were provided with a link to connect virtually as the venue could not accommodate delegates beyond 100.

The Branch LP and IR did not hold a strategic planning session.

The Department held a National Strategic Planning Session on 4-5 November 2021 to discuss the way forward.

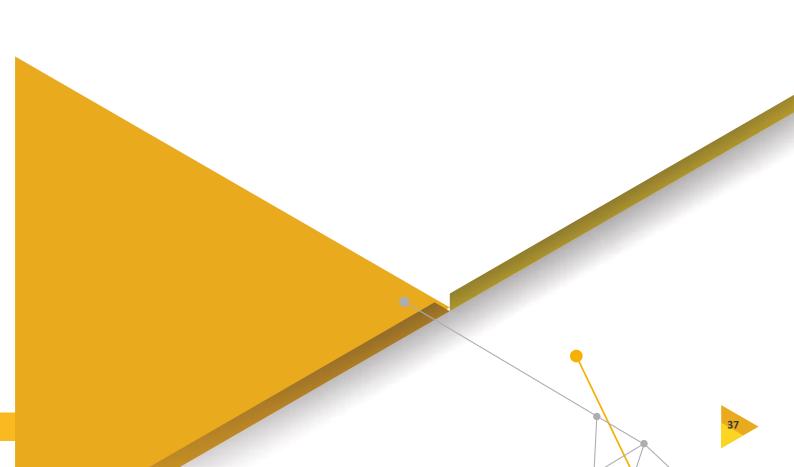
6. DEPARTMENTAL RESOURCE CONSIDERATIONS

Table: Consolidated budget allocation

PROGRAMME:	AUD	ITED OUTCO	MES	VOTED (MAIN APPROPRIATION)	REVISED ESTIMATE	MEDIUN	I TERM EXPE ESTIMATE	NDITURE
R-THOUSAND	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
1 Administration	804 917	871 069	854 004	1 003 867	1 025 979	1 044 005	1 030 432	1 076 709
2 Inspection and Enforcement Services	549 211	560 597	499 431	633 801	648 801	657 167	638 358	667 030
3 Public Employment Services	542 817	605 630	598 398	610 157	883 157	935 396	993 786	649 465
4 Labour Policy and International Relations	1 189 746	1 178 581	1 151 257	1 257 888	1 258 556	1 319 451	1 320 892	1 379 412
Total	3 086 691	3 215 877	3 103 090	3 505 713	3 816 493	3 956 019	3 983 468	3 772 616
Economic Classification	ı							
Current Payments	1 700 607	1 833 326	1 738 839	2 076 461	2 124 447	2 147 808	2 097 327	2 191 519
Compensation of Employees	1 149 681	1 253 327	1 224 273	1 375 657	1 440 093	1 430 813	1 378 647	1 440 561
Goods and Services	550 926	579 999	514 566	700 804	684 354	716 995	718 680	750 958
Of which:								
Advertising	14 920	3 755	17 212	18 619	16 670	19 202	19 242	20 105
Communication	24 933	24 401	17 060	47 310	46 000	48 056	48 163	50 324
Computer Services	55 911	88 250	16 278	130 992	132 248	134 029	134 072	140 097
Consultants and Professional Services: Business and advisory services	8 863	5 158	89 709	17 327	17 696	17 711	17 641	18 434
Fleet Services	30 222	38 464	33 699	22 894	23 145	23 432	23 504	24 556
Consumables: Stationery, printing and office supplies	19 086	14 117	10 673	19 782	18 811	19 821	20 377	12 289
Operating Leases	132 457	141 411	156 804	163 660	160 552	167 960	168 585	176 155
Property Payments	52 307	62 056	71 062	91 212	91 347	93 650	93 996	98 219
Travel and Subsistence	110 301	109 728	29 390	80 550	73 754	81 454	81 655	85 325
Other Goods and Services	101 926	92 659	72 679	108 458	104 131	111 680	111 445	125 454
Interest and rent on land	-	-	-	-	-	-	-	-
Transfers and Subsidies	1 296 766	1 338 288	1 305 221	1 362 061	1 609 940	1 736 957	1 811 677	1 503 292
Provinces and municipalities	752	864	770	715	715	734	737	770
Departmental agencies and accounts	1 103 547	1 121 383	1 047 734	1 128 971	1 366 971	1 490 324	1 564 015	1 244 508
Foreign governments and international organisations	20 278	17 585	19 557	28 467	28 467	29 214	29 327	30 644

PROGRAMME:	AUD	ITED OUTCO	MES	VOTED (MAIN APPROPRIATION)	REVISED ESTIMATE	MEDIUN	I TERM EXPE ESTIMATE	NDITURE
R-THOUSAND	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
Non-profit institutions	167 877	190 325	231 045	203 498	210 691	216 260	217 170	226 922
Households	4 312	8 131	6 115	410	3 096	425	428	448
Payments for capital assets	87 909	43 145	58 961	67 191	82 106	71 254	74 464	77 805
Buildings and other fixed structures	10 886	10 247	17 662	35 714	17 785	18 801	19 630	20 512
Machinery and equipment	77 023	32 898	31 156	31 477	64 321	52 453	54 834	57 293
Software and other intangible assets	-	-	10 143	-	-	-	-	-
Payments for financial assets	1 409	1 118	69	-	-	-	-	-
Total	3 086 691	3 215 877	3 103 090	3 505 713	3 816 493	3 956 019	3 983 468	3 772 616

The Department of Employment and Labour supports the realisation of the National Development Plan's vision of eliminating poverty and reducing inequality by facilitating the resolution of workplace disputes, improving labour relations, enhancing occupational health and safety, and facilitating job creation. Over the medium-term, the Department will focus on providing support to work-seekers, increasing safety and fairness in the workplace, and regulating the workplace to establish minimum working conditions and fair labour practices. The Department has a total budget over the medium-term of R10.9 billion after baseline increase of R52.8 million for salary adjustments in 2022/23 and no changes in 2023/24 and 2024/25.



ANNUAL PERFORMANCE PLAN 2022/23

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PART C MEASURING OUR PERFORMANCE

PART C: MEASURING OUR PERFORMANCE

7. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

7.1 PROGRAMME 1: ADMINISTRATION

Purpose: Provide strategic leadership, management and support services to the Department.

Sub-Programme and purpose: The programme consists of the following sub-programmes:

- Ministry provides political oversight to ensure that the Department's mandate is achieved
- The **Office of the Director-General** provides Administrative oversight for effective implementation of the Department's mandate and overall Accounting oversight.
- Office of the Chief Operations Officer manages and directs Medium-Term Strategic Planning processes, Performance Information Reporting, Monitoring and Evaluation of Performance Against Plan, Service Delivery Improvement Plans and Provincial Operations.
- Corporate Services that includes:
 - » Human Resource Management ensures optimum and efficient utilisation and development of Human Capital and to provide an advisory service on matters pertaining to Organisational Effectiveness and Development, Transformation Management, individual Performance Management, sound Employee Relations, Employee Health and Wellness, as well as effective and efficient Recruitment, Selection and Placement services including research and development of Human Resources policies and Practices.
 - » Internal Audit provides management and the Audit Committee with independent objective assurance with a view to improving effectiveness of Governance, Risk Management and control processes.
 - » Risk Management pro-actively manages / addresses risks that have a negative impact on the Department's performance.
 - » Security Services renders security support aimed at protecting the Department's information, staff and assets.
 - » Communication disseminates and improves access to information about the Department.
 - » Legal Services exists to provide Legal Support Services to the Department.
 - » Office of the Chief Information Officer caters for the Information and Communications Technology (ICT) needs and requirements of the Department.
- Office of the Chief Financial Officer renders effective and efficient financial management and administrative support for the Department as well as office accommodation requirements.

The Department	Outputs	Output Indicators				Annual Targets			
Outcome				Aud	Audited/Actual Performance	Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			MTSF OUT		COME: Functional, efficient and integrated government	ted government			
Strengthen the institutional capacity of the Department	1. Reduction of vacancy rate	1.1 Percentage Vacant funded posts maintained	9.23%	12.7%	28%	Vacant funded posts maintained at 3% or less for every quarter	Vacant funded posts maintained at 8% or less for every quarter	Vacant funded posts maintained at 7% or less for every quarter	Vacant funded posts maintained at 6% or less for every quarter
	2. Gender Responsive recruitment	2.1 % of SMS positions occupied by women per annum	N/A	New	New	43% of SMS positions occupied by women	45% of SMS positions occupied by women	48% of SMS positions occupied by women	50% of SMS positions occupied by women
	3. Modern Systems and ICT services	3.1 Improve Information Security status of the Department per annum	A/A	New	New	N/A	Cyber Security Strategy and roadmap approved	Establishment of Information Security Operations Centre	3 year Cybersecurity roadmap developed
		 3.2 Legacy systems transitioned to modern integrated SAP Platform per annum 	N/A	N/A	N/A	N/A	IES and PES systems replaced with SAP for HANA	LP and IR applications consolidated and moved to SAP for HANA	All targeted legacy applications replaced by SAP for HANA as per the Roadmap

7.1.1 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

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	2024/25		Roll out of the Ethics Management Plan for the year	95% resolution of reported incidents by disciplinary and criminal interventions	1 AFS by 31 May, and 3 IFS 30 days after each quarter
MTEF Period	2023/24		Roll out of the Ethics Management Plan for the year	95% resolution of reported incidents by disciplinary and criminal interventions	1 AFS by 31 May, and 3 IFS 30 days after each quarter
	2022/23		Roll out of the Ethics Management Plan for the year	93% resolution of reported incidents by disciplinary and criminal interventions	1 AFS by 31 May, and 3 IFS 30 days after each quarter
Annual largets Estimated Performance	2021/22	ated government	Ethics Governance Structures in place and Complete Roll Out of the Ethics Management Plan	90% resolution of reported incidents by disciplinary and criminal interventions	1 AFS by 31 May, and 3 IFS 30 days after each quarter
Audited/Actual Performance	2020/21	MTSF OUTCOME: Functional, efficient and integrated government	The Ethics Strategy and Management Plan still in draft form. However, all ethics statutory/ compliance obligations reflected in the draft Ethics Strategy and Management Plan have been carried through to the next financial year	63% cases completed 123 cases received and 78 finalised (78/123*100= 63%) 2 cases referred to 14 Cases referred to SAPS	1 AFS by 31 July, and 3 IFS 30 days after each quarter
Audi	2019/20	OUTCOME: Funct	New	New	Produced 1 AFS by 31 May, and 3 IFS 30 days after each quarter
	2018/19	MTSF (Produced 1 AFS by 31 May, and 3 IFS 30 days after each quarter
Output indicators			 4.1 Ensure functionality of ethics structures and adequate capacity 	4.2 Percentage resolution of reported incidents of corruption in the Department	 5.1 Number of Annual Financial Statements (AFS) and Interim Financial Statements (IFS) compiled per year that comply with guidelines issued by the National Treasury
Outputs			 Programme to prevent and fight corruption in the Department 		 Annual financial statements submitted to the National Treasury by 31 May each year and IFS reports submitted to the National Treasury on due dates as determined by National Treasury
rne Department Outcome					

The Department	Outputs	Outputs Output Indicators				Annual Targets			
Outcome				Aud	Audited/Actual Performance	Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			MTSF	DUTCOME: Funct	MTSF OUTCOME: Functional, efficient and integrated government	ited government			
	 Detection and reporting of Irregular and/ or Unauthorised expenditure, to the Accounting Officer and National Treasury's in terms of National Treasury's guidelines 	6.1 Percentage reporting of all detected Irregular and/ or Unauthorised expenditure cases per financial year, to the Accounting Officer	Irregular expenditure – R3 446 415.51 Unauthorised expenditure – None detected and reported	Irregular expenditure – R1 367 000.00 Unauthorised expenditure – None detected and reported	Irregular expenditure- R32 703 000.00 Unauthorised expenditure- None detected and reported	25% reduction from base line	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences
	7. Detection and reporting of Fruitless and Wasteful expenditure, to the Accounting Officer and National Treasury's in terms of National Treasury's guidelines	7.1 Percentage reporting of all detected Fruitless and Wasteful Expenditure cases per financial year, to the Accounting Officer	Fruitless and Wasteful expenditure – R4 450 475.00	Fruitless and Wasteful expenditure – R698 000.00	Fruitless and Wasteful expenditure- R727 000.00	25% reduction from base line	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences



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OUTPUT INDICATOR	ANNUAL TARGET	5	Q2	S	Q4
1.1 % Vacant funded posts maintained	Vacant funded posts maintained at 8% or less for every quarter	Vacant funded posts maintained at 8% or less for every quarter	Vacant funded posts maintained at 8% or less for every quarter	Vacant funded posts maintained at 8% or less for every quarter	Vacant funded posts maintained at 8% or less for every quarter
2.1 % of SMS positions occupied by women per annum	45% of SMS positions occupied by Women		44% of SMS posts occupied by Women		45% of SMS positions occupied by women
3.1 Improve Information Security status of the Department per annum	Cyber Security Strategy and roadmap approved	Service Provider appointed and Project plan developed	Security Environment Assessment report finalised	Implementation report on key controls finalised	Approved Cyber security Strategy and roadmap
3.2 Legacy systems transitioned to modern integrated SAP Platform per annum	IES and PES systems replaced with SAP on HANA		IES and PES User acceptance testing finalised and signed off	IES and PES End User training finalised and signed off	SAP licence usage report for live applications
4.1 Ensure functionality of ethics structures and adequate capacity	Roll out of the Ethics Management Plan for the year	Roll Out of the Ethics Management Plan activities for Q1	Roll Out of the Ethics Management Plan activities for Q2	Roll Out of the Ethics Management Plan activities for Q3	Roll Out of the Ethics Management Plan activities for Q4
4.2 Percentage resolution of reported incidents of corruption in the Department within the 90 days	93% resolution of reported incidents by disciplinary and criminal interventions	93%	93%	93%	93%
 S.1 Number of Annual Financial Statements (AFS) and Interim Financial Statements (IFS) compiled per year that comply with guidelines issued by the National Treasury 	1 AFS by 31 May, and 3 IFS 30 days after each quarter	1 AFS by 31 May 2022	1 IFS by 31 July 2022	1 IFS by 31 October 2022	1 IFS by 31 January 2023
6.1 Percentage reporting of all detected Irregular and/or Unauthorised expenditure cases per financial year, to the Accounting Officer	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences
7.1 Percentage reporting of all detected Fruitless and Wasteful Expenditure cases per financial year, to the Accounting Officer	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences	100% reporting of the detected occurrences

7.1.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

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7.1.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The vacancy rate has been set at 8% for the new cycle because the 3% target for 2021/22 was not easy to achieve considering the issues raised above, relating to capacity and internal promotions. The other targets have developed flowing from the Minister's performance contract. The budget cuts have severely impacted on the ability of the Branch to meet the expectations of its clients. The Branch continues to provide services but there is some delay because of the level of demands versus the capacity to handle the volumes; especially within Recruitment and Selection, which impacts on the set target. The ICT budget has also been impacted by the reduced budgets. The ageing infrastructure cannot be attended to because of budget limitations and this is the reality of the budget. The disaster recovery initiatives are not able to be attended to because of the budget limitations as well. This is a key aspect in mitigating the effects of any possible disaster that might befall the Department on the ICT systems. The targets, as indicated earlier, are in line with the Executive Authority's contract indicators. These will continue throughout the medium term and notably, the target on gender responsive recruitment, which aims to achieve the gender parity in the work place, especially at Senior Management level.

The Department has gone on a drive to get a new group of interns and these have been allocated across the board, and by the beginning of 2022/23 the internship programme would have placed all the interns in different Branches.

7.1.4 PROGRAMME RESOURCE CONSIDERATIONS

TABLE: BUDGET ALLOCATION FOR PROGRAMME AND SUBPROGRAMMES

Programme	Auc	lited outcor	nes	Voted (Main Appropriation)	Revised Estimate	Mediur	n Term Expe Estimate	nditure
R-thousand	2018/19	2019/20	2020/21	2021/2	2	2022/23	2023/24	2024/25
Ministry	41 063	43 547	32 176	36 167	36 967	37 609	36 593	38 234
Management	272 625	305 676	279 469	272 887	284 867	286 499	278 968	291 499
Corporate Services	225 192	231 232	222 737	326 517	335 849	338 550	334 396	349 416
Office of the Chief Financial Officer	103 703	113 261	117 852	139 432	139 432	145 931	143 398	149 836
Office Accommodation	162 334	177 353	201 770	228 864	228 864	235 416	237 077	247 724
Total	804 917	871 069	854 004	1 003 867	1 025 979	1 044 005	1 030 432	1 076 709
Economic Classification								
Current Payments	751 151	825 898	803 505	958 476	968 752	996 026	980 830	1 024 884
Compensation of Employees	367 204	408 722	393 519	443 062	455 170	467 697	450 970	471 222
Goods and Services Of which	383 947	417 176	409 986	515 414	513 582	528 329	529 860	553 662
Advertising								
Communication	3 972	386	250	10 673	10 618	10 941	10 956	11 448
Computer Services	10 438	10 786	3 546	24 031	23 412	24 596	24 644	25 750
Consultants and Professional Services: Business and advisory services	54 952	85 372	14 043	126 992	127 607	130 165	130 335	136 192
Fleet Services	5 350	3 047	85 546	5 199	6 954	5 334	5 344	5 584
Consumables: Stationery, printing and office supplies	17 455	23 762	25 726	11 662	11 939	11 952	11 998	12 536
Operating Leases	9 331	4 981	5 689	9 375	9 315	9 616	9 642	1 076
Property Payments	129 684	138 634	154 294	159 132	156 219	163 302	163 926	171 288
Travel and Subsistence	38 714	45 014	49 233	75 603	75 727	77 622	77 920	81 419
Other Goods and Services	42 364	43 104	10 956	29 094	27 756	29 517	29 605	30 940
Interest and rent on land	71 687	62 090	60 703	63 653	64 035	65 284	65 490	77 429
Transfers and Subsidies	2 309	4 947	4 124	990	1 934	1 019	1 023	1 069

Programme	Auc	lited outcor	nes	Voted (Main Appropriation)	Revised Estimate	Mediur	n Term Expe Estimate	nditure
R-thousand	2018/19	2019/20	2020/21	2021/2	2	2022/23	2023/24	2024/25
Provinces and municipalities	703	852	769	715	715	734	737	770
Departmental agencies and accounts	40	15	121					
Households	1 566	4 080	3 234	275	1 219	285	286	299
Payments for capital assets	50 048	39 106	46 306	44 401	55 293	46 960	48 579	50 756
Buildings and other fixed structures	10 886	10 247	17 662	17 785	17 785	18 801	19 630	20 512
Machinery and equipment	39 162	28 859	18 501	26 616	37 508	28 159	28 949	30 244
Software and other intangible assets	-	-	10 143					
Payments for financial assets	1 409	1 118	69					
Total	804 917	871 069	854 004	1 003 867	1 025 979	1 044 005	1 030 432	1 076 709

Programme Administration will provide support services to the different Branches of the Department in order to achieve the outputs. Although the capacity is limited, there should be other innovative ways of ensuring that sufficient support is provided. The experience and lessons learnt from the Covid-19 pandemic has exposed ICT to the urgent need to be more agile in dealing with ICT needs by the clients and the need to have electronic media as the cornerstone of delivering services as well as communication within the Department. The Covid-19 pandemic has accelerated the need for digitisation of the Departmental processes and ICT should be provided with resources to enable it to take the Department to greater heights.

7.1.5 KEY RISKS

In the 2021/22 financial year, the Branch identified and monitored nine strategic risks. Nine were monitored satisfactorily and three risks were likely to breach the Tolerance Levels and required urgent attention.

In 2022/23 financial year a total of nine strategic risks recurring from 2021/2022 financial year with no emerging risks will be monitored throughout the financial year.

In line with the Appetite and Tolerance Framework, the following levels of risk should be noted and addressed accordingly:

- Three of the nine risks rated at Major, residually fall outside the appetite and tolerance levels set. Management should address these risks as a matter of urgency and ensure that the necessary mitigation strategies and resources need to be deployed to reduce the risk to an acceptable level
- Five of the nine rated at Moderate, residually fall outside the appetite, but within the tolerance levels set. Management should continue to monitor these risks to ensure that they are reduced to an acceptable level
- One risk remaining rated at Insignificant, residually is within the appetite levels set. The risk should be closely monitored to ensure that it remains within the appetite levels.

Out of the 9 risks, Management will revise the mitigation strategies and ensure alignment to the revised Strategic Plan and the 2022/23 Annual Performance Plan.

OUTCOME	KEY RISK	RISK MITIGATION
Strengthen institutional capacity of the Department	Delays in modernisation of ICT service to meet the required standards	Monitor effectiveness of ICT Governance StructuresRegular SLA Meetings.
Strengthen institutional capacity of the Department	Structural deficiencies / inadequate organisational structure to service the Department	 Facilitate review of the existing Departmental structure Engage National Treasury to secure funding through the OCFO
Strengthen institutional capacity of the Department	Increase in vacancy rate	 HR Audits to be conducted Reconciliation of approved structure and PERSAL information Monitoring of vacancy rate Advocacy sessions twice a year
Strengthen institutional capacity of the Department	Increase in fraud and corruption	 Management to sensitise officials about the stunt of zero tolerance to fraud and corruption during staff meetings Implementation of consequence management Frequent improvement on system controls Continuous reporting of all suspicions to Risk Management Unit Continuous conducting fraud and ethics awareness Every report/ transaction to be scrutinised prior being signed-off Conduct monthly verification including (monthly reconciliation, statistics verification, etc.)
Effective financial management and governance	Budget spending not aligned with performance targets and structures	 Engage Departmental Executives to reconfigure MSS across the Branches to monitor the Budget spending Follow up and report progress on Procurement Plans
Effective financial management and governance	Non-submission of financial statements as per stipulated timeframes	• Distribute Financial circulars with dates for timely submission and compliance
Effective supply chain management	Failure to detect and report irregular expenditure	 Separation of Finance and SCM functions to be headed by specialists in the Provinces Capacity building of the newly appointed personnel Induction and training of finance circulars
Strengthen institutional capacity of the Department	Poor, below standard security services and outdated security infrastructures	 Security assessments to be conducted per province Upgrading security systems Support procurement of contract security services and alarms systems at the Provinces
Strengthen institutional capacity of the Department	Exposure of the Department to litigation	 Development and Implementation of the Litigation Srategy Advocacy sessions with business MOUs signed with business units

7.2 PROGRAMME 2: INSPECTION AND ENFORCEMENT SERVICES

Programme purpose: Realise decent work by regulating non-employment and employment conditions through inspection and enforcement, to achieve compliance with all labour market policies.

OBJECTIVES

Protect vulnerable workers through the inspection and enforcement of labour legislation by ensuring that decent work principles are adhered to by:

Protect vulnerable workers through the inspection and enforcement of labour legislation by ensuring that decent work principles are adhered to by:

- Conducting 298 104 compliance inspections by March 2023
- Serving 95% of noncompliant employers/ workplace/ users inspected with a notice in terms of relevant employment law within 14 calendar days of inspection
- 65 Percent of non-compliant employers/workplaces/users received by Statutory Services settled out of Court or CCMA / referred for prosecution within 30 working days
- At least four Seminars and two Conferences (formal Advocacy) conducted per year to increase awareness of employment law by March 2023.

SUBPROGRAMMES

Management and Support Services: Inspection and Enforcement Services manages the delegated administrative and financial responsibilities of the office of the Deputy Director-General, and provides corporate support to line function subprogrammes within the programme.

Occupational Health and Safety promotes health and safety in the workplace by conducting inspections on compliance with the Occupational Health and Safety Act (1993), and regulating dangerous activities and the use of plant and machinery.

Registration: Inspection and Enforcement Services registers incidents relating to labour relations and occupational health and safety, as reported by members of the public, and communicates these to the relevant structures within the Compliance, Monitoring and Enforcement Services sub programme for investigation.

Compliance, Monitoring and Enforcement Services ensures that employers and employees comply with labour legislation by conducting regular inspections and following up on reported incidents.

Training of Staff: Inspection and Enforcement Services defrays all expenditure relating to staff training within this programme.

Statutory and Advocacy Services gives effect to the legislative enforcement requirement and educates stakeholders on labour legislation.

7.2.1 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

		2024/25		
	MTEF Period	MTEF Period	2023/24	
		2022/23		
Annual Targets	Estimated Performance	2021/22		
Ann	udited/Actual Performance	2020/21		
	Audited/Act	2019/20		
		2018/19		
Output Indicators				
Outputs				
The Department Outcome			MTSF OUTCOMES:	

298 104		
	95%	65%
298 104	95%	65%
298 104	95%	65%
296 904	<u>16</u> %06	65%
178 489	99% (34 908 of 35 097)	75% (2 910 of 3 882)
227 990	99.7% (42 249 of 42 378)	Of the 42 249 employers served with notices, 9 939 failed to comply with the served notice and 72% (4 475) were referred for prosecution
218 919	99.8% (39 609 of the 39 707)	Of the 39 628 employers served with notices 7 617 failed to comply with served notice and 35 % (2 667) were referred for prosecution
1.1 Number of employers / workplaces /users inspected per year to determine compliance with employment law	1.2 Percentage of non- compliant employers/ workplaces/users of those inspected served with a notice in terms of relevant employment law within 14 calendar days of the inspection	 Percentage of non- compliant employers/ workplaces/users received by Statutory Services settled out of Court or CCMA / referred for prosecution within 30 working days
1. Workers protected through inspection and enforcement of employment law		
Promote Occupational health services Contribute to decent employment creation Protect vulnerable workers Strengthen occupational safety protection Promote sound labour relations Development of the Occupational Health and Safety policies		
• • • • • •		

The Department Outcome	Outputs	Output Indicators			Ann	Annual Targets			
				Audited/Ac	Audited/Actual Performance Estimated Performanc	Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		1.4 Number of formal Advocacy sessions conducted per year to increase awareness of employment law	N/A	N/A	3 x Hospitality4 x Seminars3 x Hospitality4 x SeminarsSectorand 2Seminars:conferencesconferencesconferencesto be heldto be held	4 x Seminars and 2 conferences to be held	4 x Seminars and 2 conferences to be held	4 x Seminars4 x Seminarsand 2and 2conferences toconferences tobe heldbe held	4 x Seminars and 2 conferences to be held

7.2.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATOR	ANNUAL TARGET	TARGET		Q1		Q2		Q3		Q4
1.1 Number of employers /	298 104		74 526		149 052		223 578		298 104	
workplaces /users inspected per		NO OF INSPECTIONS	PROVINCE	NO OF INSPECTIONS						
year to determine compliance with	EC	31 884	EC	7 971	EC	15 942	EC	23 913	EC	31 884
employment law	FS	26 628	FS	6 657	FS	13 314	FS	19971	FS	26 628
	GP	61 236	GP	15 309	GP	30 618	GP	45 927	GP	61 236
	KZN	63 720	KZN	15 930	KZN	31 860	KZN	47 790	KZN	63 720
	LP	27 780	LP	6 945	LP	13 890	LP	20 835	LP	27 780
	MP	21528	MP	5 382	MP	10 764	MP	16146	MP	21528
	NC	12 636	NC	3 159	NC	6 318	NC	9 477	NC	12 636
	NW	19 680	NM	4 920	NN	9 840	NW	14 760	NW	19 680
	WC	32 724	WC	8 181	WC	16 362	WC	24 543	WC	32 724
	Ю	288	ОН	72	ЮН	144	ОН	216	ЮН	288
	Total	298 104	Total	74 526	Total	149 052	Total	223 578	Total	298 104

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5	95%	65%	1 x Seminar and 1 x conference
5	95%	65%	1x Seminar
5	92%	65%	1 x Seminar and 1 x conference
5	95%	65%	1x Seminar
ANNUAL TAPGET	95%	65%	4 x Seminars and 2 x conferences to be held
	 Percentage of non-compliant employers/ workplaces/users of those inspected served with a notice in terms of relevant employment law within 14 calendar days of the inspection 	 Percentage of non-compliant employers/ workplaces/ users received by Statutory Services settled out of Court or CCMA / referred for prosecution within 30 working days 	1.4 Number of formal Advocacy sessions conducted per year to increase awareness of employment law

7.2.3 PROGRAMME 2: INSPECTION AND ENFORCEMENT SERVICES ANNUAL TARGETS FOR 2022/2023 PER LEGISLATION

ANNUAL TARGET	EE	BCEA	OHS	EAS	COID	TOTAL
Eastern Cape	300	19 980	8 808	1 624	1 172	31 884
Free State	216	13 404	10 572	1 624	812	26 628
Gauteng	924	36 600	18 708	3 604	1 400	61 236
KwaZulu-Natal	636	34 836	24 504	2 344	1 400	63 720
Limpopo	300	16 452	8 592	1 624	812	27 780
Mpumalanga	300	13 224	5 568	1 624	812	21 528
Northern Cape	216	6 360	3 624	1 624	812	12 636
North West	216	10 920	6 288	1 444	812	19 680
Western Cape	216	17 088	11 904	2 344	1 172	32 724
НО			288			288
Total	3 324	168 864	98 856	17 856	9 204	298 104

7.2.4 QUARTERLY TARGET PER LEGISLATION PER PROVINCE

EMPLOYMENT STANDARDS

EMPLOYMENT EQUITY

Number of workplaces (designated employers) inspected per year to determine compliance with Employment Equity Legislation

• The Branch is expected to conduct 3 324 EE inspections on designated employers:

PROVINCE	ANNUAL TARGET	Q1	Q2	Q3	Q4
Eastern Cape	300	75	150	225	300
Free State	216	54	108	162	216
Gauteng	924	231	462	693	924
KwaZulu-Natal	636	159	318	477	636
Limpopo	300	75	150	225	300
Mpumalanga	300	75	150	225	300
Northern Cape	216	54	108	162	216
North West	216	54	108	162	216
Western Cape	216	54	108	162	216
TOTAL	3 324	831	1 662	2 493	3 324

BASIC CONDITIONS OF EMPLOYMENT ACT

Number of workplaces inspected per year to determine compliance with Basic Conditions of Employment

• The Branch is expected to conduct 168 864 workplace inspections to determine compliance with labour legislation:

PROVINCE	ANNUAL TARGET	Q1	Q2	Q3	Q4
Eastern Cape	19 980	4 995	9 990	14 985	19 980
Free State	13 404	3 351	6 702	10 053	13 404
Gauteng	36 600	9 150	18 300	27 450	36 600
KwaZulu-Natal	34 836	8 709	17 418	26 127	34 836
Limpopo	16 452	4 113	8 226	12 339	16 452
Mpumalanga	13 224	3 306	6 612	9 918	13 224
Northern Cape	6 360	1 590	3 180	4 770	6 360
North West	10 920	2 730	5 460	8 190	10 920
Western Cape	17 088	4 272	8 544	12 816	17 088
TOTAL	168 864	42 216	84 432	126 648	168 864

OCCUPATIONAL HEALTH AND SAFETY ACT

Number of Employer/User inspected per year to determine their compliance with the Occupational Health and Safety legislation

• The provinces and head office are expected to conduct 98 856 Employer/User inspections to determine compliance with OHS legislation.

PROVINCE	ANNUAL TARGET	Q1	Q2	Q3	Q4
Eastern Cape	8 808	2 202	4 404	6 606	8 808
Free State	10 572	2 643	5 286	7 929	10 572
Gauteng	18 708	4 677	9 354	14 031	18 708
KwaZulu-Natal	24 504	6 126	12 252	18 378	24 504
Limpopo	8 592	2 148	4 296	6 444	8 592
Mpumalanga	5 568	1 392	2 784	4 176	5 568
Northern Cape	3 624	906	1 812	2 718	3 624
North West	6 288	1 572	3 144	4 716	6 288
Western Cape	11 904	2 976	5 952	8 928	11 904
Head Office	288	72	144	216	288
TOTAL	98 856	24 714	49 428	74 142	98 856

EMPLOYMENT AUDIT SERVICES

Number of procedural and employer payroll audits conducted per annum to determine compliance with Unemployment Insurance Act and Unemployment Insurance Contributions.

• The Branch is expected to conduct 17 856 procedural and employer payroll audits conducted to determine compliance with the UIA and UICA.

PROVINCE	ANNUAL TARGET	Q1	Q2	Q3	Q4
Eastern Cape	1 624	406	812	1 218	1 624
Free State	1 624	406	812	1 218	1 624
Gauteng	3 604	901	1 802	2 703	3 604
KwaZulu-Natal	2 344	586	1 172	1 758	2 344
Limpopo	1 624	406	812	1 218	1 624
Mpumalanga	1 624	406	812	1 218	1 624
Northern Cape	1 624	406	812	1 218	1 624
North West	1 444	361	722	1 083	1 444
Western Cape	2 344	586	1 172	1 758	2 344
TOTAL	17 856	4 464	8 928	13 392	17 856

COMPENSATION FOR OCCUPATIONAL INJURIES AND DISEASES ACT

Number of employer audits conducted per year to determine compliance with Compensation for Occupational Injuries and Diseases Act (COIDA)

• The Branch is expected to conduct 9 204 employer audits to determine compliance with the COIDA.

PROVINCE	ANNUAL TARGET	Q1	Q2	Q3	Q4
Eastern Cape	1 172	293	586	879	1 172
Free State	812	203	406	609	812
Gauteng	1400	350	700	1 050	1 400
KwaZulu-Natal	1 400	350	700	1 050	1 400
Limpopo	812	203	406	609	812
Mpumalanga	812	203	406	609	812
Northern Cape	812	203	406	609	812
North West	812	203	406	609	812
Western Cape	1 172	293	586	879	1 172
TOTAL	9 204	2 301	4 602	6 903	9 204

ADVOCACY AND EDUCATIONAL

Number of advocacy and educational sessions conducted per year in identified sectors

4 x Seminars and 2x conferences conducted in the following disciplines:

- Q1 Occupational Health and Safety
- Q2 Employment Standards and Occupational Health and Safety
- Q3 Occupational Health and Safety and Employment Standards
- Q4 Employment Standards

7.2.5 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The Inspection and Enforcement Services Branch derives its mandate from the following relevant legislation:

- Basic Conditions of Employment Act, Act 75 of 1997, as amended (BCEA)
- Employment Equity Act, Act 55 of 1998, as amended (EEA)
- Unemployment Insurance Act, Act 30 of 2001, as amended (UIA)
- Occupational Health and Safety Act, Act 85 of 1993, as amended (OHSA)
- Compensation for Occupational Injuries and Diseases Act, Act 130 of 1993, as amended (COIDA)
- Employment Services Act, Act 4 of 2014, as amended (ESA)
- Unemployment Insurance Contributions Act, Act 4 of 2002, as amended (UIC)
- National Minimum Wage Act, Act 9 of 2018 (NMWA).

a) The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, children and Persons with Disabilities

IES contributes to the overall Departmental mandate by providing advocacy, inspections and enforcement services on the relevant labour market laws administered to employers, employees and the general public. The main purpose being the compliance of employers/users to labour market laws thereby creating decent work. Women, Persons with Disabilities are covered by the Employment Equity Act and children are covered in terms of the Occupational Health and Safety Act and the Basic Conditions of Employment Act.

b) Explanation of planned performance in relation to outputs must be discussed within budget programmes, the rationale for the choice of the outcome indicators relevant to the respective outcomes

Increased compliance and therefore improved conditions of employment (decent work) will be achieved through the achievement of the following outcome indicators:

- Conducting 298 104 compliance inspections by March 2023
- Serving 95% of noncompliant employers inspected with a notice in terms of relevant employment law within 14 calendar days of inspection
- 65 Percent of non-compliant employers/workplaces/users received by Statutory Services settled out of Court or CCMA / referred for prosecution within 30 working days
- Four seminars and two Conferences conducted per year to increase awareness of employment law.

The allocated budget for the Branch to implement its Programmes, is R657.167m, R638.358m and R667.030m respectively, over the medium-term.

c) Explanation of the outputs contribution to the achievement of the outcomes

The outputs that have been selected are expected to provide the greatest improvement in workplace compliance in line with the IES business model and strategy. Decent work is a right and not a 'nice-to-have whenever I feel like it' matter. Employees, including the most vulnerable, will enjoy the protection of the employment laws as was intended in the Bill of Rights.

The rationale for the choice of the outcome indicators relevant to the respective outcomes

The indicators are based on the IES business model as the vehicle most relevant and appropriate for maximum impact.

Explanation of enablers to achieve the five-year targets

Key to the achievement of the five-year targets will be:

- Adequate budget in goods and services to ensure inspectors are mobilised
- Adequate tools of trade
- Sufficiently capacitated inspectors
- Strong partnerships.

Any compromise in any of the aforementioned will have a broad impact on achievements.

Explanation of the outcomes contribution to the achievement of the impact

The achievement of the outcome indicators will have the impact of improved compliance in workplaces and increased protection of the most vulnerable in all sectors. The intended impact is as follows:

- Employers are registered with UIF and CF and pay what is required of them
- Workers are paid what is due to them
- Workers work in healthy and safe workplaces
- Labour market is transformed.

7.2.6 PROGRAMME RESOURCE CONSIDERATIONS

PROGRAMME:	AUD	ITED OUTCO	MES	VOTED (MAIN APPROPRIATION)	REVISED ESTIMATE	MEDIUM	TERM EXPE	NDITURE
R-THOUSAND	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
Management and Support Services: IES	6 873	6 224	4 473	6 933	6 933	7 177	7 010	7 326
Occupational Health and Safety	27 759	31 535	22 798	34 107	34 107	35 378	34 466	36 015
Registration: IES	62 510	66 527	73 479	71 456	76 456	73 924	71 335	74 541
Compliance, Monitoring and Enforcement Services	438 975	440 945	391 272	505 255	515 255	524 120	509 199	532 065
Training of Staff: IES	5 684	6 947	1 459	5 991	5 991	6 151	6 175	6 452
Statutory and Advocacy	7 410	8 419	5 950	10 059	10 059	10 417	10 173	10 631
Total	549 211	560 597	499 431	633 801	648 801	657 167	638 358	667 030
Economic Classification	1							
Current Payments	514 174	555 131	490 336	615 791	630 068	638 130	618 485	646 263
Compensation of Employees	432 430	463 834	445 349	521 166	535 443	541 127	521 166	544 572
Goods and Services Of which:	81 744	91 297	44 987	94 625	94 625	97 003	97 319	101 691
Advertising								
Communication	280	1 089	42	1 341	1 341	1 376	1 379	1 441
Computer Services	9 324	7 852	7 495	17 805	17 805	18 266	18 315	19 137
Consultants and Professional Services: Business and advisory services	-	-	-	-				
Fleet Services	506	386	272	365	365	375	377	393
Consumables: Stationery, printing and office supplies	10 379	12 163	6 429	9 652	9 652	9 857	9 877	10 320
Operating Leases	3 042	4 068	2 054	3 431	3 431	2 993	3 505	3 661
Property Payments	474	436	277	941	941	967	968	1 012
Travel and Subsistence	6 291	7 549	10 007	6 885	6 885	7 075	7 089	7 408
Other Goods and Services	12 894	16 175	6 476	24 780	24 780	25 925	25 537	26 687
Interest and rent on land								

Table: Budget Allocation for programme and subprogrammes

PROGRAMME:	AUD	ITED OUTCO	MES	VOTED (MAIN APPROPRIATION)	REVISED ESTIMATE	MEDIUN	I TERM EXPE ESTIMATE	NDITURE
R-THOUSAND	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
Transfers and Subsidies	1 358	2 794	1 970	81	804	84	85	89
Provinces and municipalities	49	12	1					
Households	1 309	2 782	1 953	81	804	84	85	89
Payments for capital assets	33 679	2 672	7 125	17 929	17 929	18 953	19 788	20 678
Buildings and other fixed structures								
Machinery and equipment	33 679	2 672	7 125	17 929	17 929	18 953	19 788	20 678
Software and other intangible assets								
Payments for financial assets								
Total	549 211	560 597	499 431	633 801	648 801	657 167	638 358	667 030

IES will continue to provide the services (advocacy, inspections, enforcement and registrations) it has offered to date while at the same time exploring other innovative practices to ensure improved services to employers, users and employees. IES has tremendously improved on its vacancy rates over the past nine months of the 2021/22 financial year by decreasing the vacancy rate by 16%, after employment of some of the 500 new OHS inspectors. The continued vacancies however has contributed to the challenges of meeting targets in certain provinces due to high vacancy rates in these provinces, this in addition to capacitating inspectors and a reduced budget. The Branch is monitoring the filling of vacant posts to ensure that they get filled. Increasing petrol prices and the rising inflation will impact directly on G&S over the financial year. Limited training for inspectors is taking place due to the limited funding for this activity, this however is having a direct impact on performance.

On a positive note, more than 91% of the 500 OHS inspectors have entered employment within the inspectorate by the end of August 2021. The business of IES is human resources and the ability to access employers – motor vehicles, fuel, other tools of trade, all of which requires money to be available for inspectors to be out on the road and to ensure the maximum footprint across the length and breadth of the Republic to all citizens.

It is important that the IES Branch capitalizes on its strengths and opportunities while employing resources that will allow it to deal with its weaknesses. The Branch is driven by innovation and has spent substantially on resources to promote innovation as a source of improvement in services. IES staff have been encouraged to make use of what the 4IR has to offer in improving services to stakeholders and clients.

INCREASING SAFETY AND FAIRNESS IN THE WORKPLACE

In increasing health and safety at every workplace would require a new paradigm started by the employer and senior management within each workplace. This paradigm requires a strong relationship between the employer and organized labour and where absent, the workers or worker representatives within that workplace. While the relationship between the employer and organized labour and organised labour is key and the involvement of the Department of Employment and Labour is pivotal, the latter is not on the shop floor every day and there plays more of a guiding role and access to understanding policies and its application.

Leadership and communication has been found to be critical in effecting change and ensuring that workers provide their support to health and safety programmes while also ensuring its success while implementing what they have been trained on. It is anticipated that the employer has been engaging in relationship building with workers. No relationship, No health and safety.

The Department has through its inspections during financials years 2021/22 found that employers have a serious compunction to comply, which for two years in a row has remained below 60% in the private sector and in state institutions has been below 50%.

Employers at a CEO level and senior management level are not applying themselves to comply and therefore cannot ensure compliance at the lower levels without first transforming the top. The rot is at the top (Italian Proverb) in relation to compliance.

Therefore, to give effect to strengthening fairness and integrity means:

- Ensuring structures are in place and functioning
- All the systems required by the OHSA is in place and implemented
- All employees trust their leadership

Employers and senior management can show their integrity and improve fairness in the workplace through their leadership. Health and safety after all is everyone's responsibility, but, starts at the top.

Employers and senior managers first, should embrace health and safety before turning to workers. This is currently the most critical factor in non-compliance.

- Ensure all structures are in place and functioning.
- All systems are in place and working.
- All staff are adequately trained
- Place a high value on honesty and fair treatment in the workplace.
- Ensure all employees are treated with respect and dignity.
- Ensure a healthy, safe and welcoming working environment.
- Build trust with employees.
- Prioritize employees' well-being at work and foster an environment where they not only feel supported by the leaders but also are encouraged to support one another.
- Support individual limitations by working as a cohesive group that works toward objectives with a united focus.
- Management need to recognise the value of employee retention rate (especially in so far as incidents are concerned.

- Management should have processes in place to reward and recognise through fair measurement systems where employees uphold health and safety. This should be done periodically. When every employee sees that, they have an opportunity to be recognised and rewarded, trust is cultivated, and fairness in the workplace becomes the norm.
- Get to know your employees. Workplace fairness starts with understanding your employees. Get to know each of them and become familiar with the conditions in which they are working.
- Listening to employees should be a standard and not done as a "favour" to your employees. Listening is one of the easiest ways to make your employees feel valued and promote fairness in the workplace. By knowing that you care about their opinions, your employees will feel important and respected.

FAIRNESS IN THE WORKPLACE

If the aforementioned is not in place, employers should not even attempt to engage the Department as a Strategic Partner as all attempts at compliance will be futile and will lead to an acrimonious relationship steeped in enforcement.

7.2.7 KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
Vulnerable Employees and others are protected through inspection and/or enforcement of labour legislation	Non-compliance by employers and users with labour legislation	 Strengthening of sector specific advocacy by utilising various platforms at both the Provincial and National level. Improve the conducting of follow up inspections to strengthen monitoring in areas of noncompliance. Effective implementation of existing MOU's. Establish and maintain partnerships in key sectors where there are no MOU's. Provinces to commission Blitz inspections in targeted problematic or high risk areas. Improve on referring all employers who fail to comply with expired notices for prosecution. Strategic conference to be held
	Unreliable performance information	 Develop a SOP and or guidelines on quality assurance of performance information. Establish Quality assurance teams to handle performance information issues at various levels. Ensure that consolidated Improve on the utilisation of the Case Management System. Implement the strategy on transition from the manual to the Case Management System. Monthly performance Information submitted are accompanied by consolidated registers that are quality

assured.

7.3 PROGRAMME 3: PUBLIC EMPLOYMENT SERVICES

Purpose: Assist companies and workers to adjust to changing labour market conditions.

Objectives

- Provide public employment services and collaborate with the Precidency's Program Management Office, the UIF, other departments to support work-seekers. PES will contribution through:
- Registering 850 000 work-seekers on ESSA by 31 March 2023
- Registering 105 000 work opportunities on the employment services of South Africa database system by 31 March 2023
- Providing employment counselling to 240 000 work-seekers by 31 March 2023
- Filling 55 000 registered employment opportunities by 31 March 2023
- Conclude 22 partnership agreements with various stake holders, by 31 March 2023
- Make recommendations on the proposed National Employment Policy and priority sub-theme on National Labour Migration and related amendments to the Employment Services Act 2014 by 31 March 2023.
- Develop frameworks for the provision of interventions, funding transfers and monitoring use of allocated funds to promote employment in:
 - » Supported Employment Factories to increase employment levels of Persons with Disabilities
 - » Non-governmental organisations through subsidising incomes of Persons with Disabilities that they employ.
 - » The Public Sector through re-imbursements to the Compensation Fund for administration services for public sector medical claims
 - » The private and public sector through productivity promotion and Turn Around Solutions initiated by Productivity South Africa
 - » The public sector through re-imbursement of UIF Claims that were payable to the public servants.
 - » In the Public sector through providing employment for young people and Pathway management across participating departments as part of the Department contribution towards Presidential Youth Employment initiative.

Sub-programmes

Management and Support Services: Public Employment Services manages delegated administrative and financial responsibilities; coordinates all planning, monitoring and evaluation functions; and provides corporate support to line function subprogrammes.

Employer Services registers work opportunities, facilitates the employment of foreign nationals where such skills do not exist in South Africa, oversees placements, responds to companies in distress, provides a social plan and regulates private employment agencies.

Work-Seeker Services registers work-seekers, retrenched workers, work and learning opportunities, training and incomegenerating opportunities on the Employment Services of South Africa system, and facilitates access to employment and income-generating opportunities for the unemployed and underemployed. **Designated Groups Special Services** facilitates the transfer of subsidies to national organisations to promote the employment of Persons with Disabilities.

Supported Employment Enterprises transfers promote supported employment for persons with long-term physical, mental or sensory impairment disabilities

Productivity South Africa transfers funds to Productivity South Africa, which promotes workplace productivity, competitiveness and social plan interventions.

Unemployment Insurance Fund provides for the possible future funding of the Unemployment Insurance Fund.

Compensation Fund provides for costs incurred through claims from civil servants for injuries sustained on duty or occupation- related illnesses and diseases, and provides for the funding of claims from the Compensation Fund.

Training of Staff: Public Employment Services defrays all expenditure relating to staff training in the programme to easily identify this expenditure for reporting purposes.

7.3.1 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

The Department	Outputs	Output Indicators			A	Annual Targets			
Outcome			Audite	Audited/Actual Performance	ance	Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
MTSF OUTCOME: More de	cent jobs created and su	MTSF OUTCOME: More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	ersons with disabil	ities prioritised					
Contribute to decent employment creation	 Work-seekers registered 	 1.1 Number of work-seekers registered on Employment Services of South Africa per year 	888 553	929 770	938 505	800 000	850 000	000 006	950 000
	 Work and learning opportunities registered 	2.1 Number of employment opportunities registered on the Employment Services South Africa per year	142 804	153 973	83 782	100 000	105 000	110 000	115 000
	 Employment counselling provided 	3.1 Number of registered work-seekers provided with employment counselling per year	240 675	264 044	246 454	230 000	240 000	250 000	260 000
	 Work-seekers placed in work and learning opportunities 	4.1 Number of registered employment opportunities filled by registered work-seekers per year	49 968	62 213	37 193	50 000	55 000	60 000	65 000
	 Partnerships agreements concluded per year 	5.1 Number of Partnership Agreements concluded with various stakeholders by the DDG: PES per year	n/a	New	15	20	22	24	26
	 National Employment Policy developed and approved per year 	6.1 Number of policies developed and approved per year	n/a	New	0	1	1	1	1

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7.3.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
1.1 Number of work-seekers registered on Employment Services of South Africa per year	850 000	195 500	408 000	603 500	850 000
2.1 Number of employment opportunities registered on the Employment Services South Africa per year	105 000	26 250	52 500	78 750	105 000
3.1 Number of registered work-seekers provided with employment counselling per year	240 000	57 600	124 800	177 600	240 000
4.1 Number of registered employment opportunities filled by registered work-seekers per year	55 000	13 750	27 500	41 250	55 000
5.1 Number of Partnership Agreements concluded with various stakeholders by the DDG: PES per year	22		-		22
6.1 Number of policies developed and approved per year	1	-	-	-	1

7.3.3 PROGRAMME 3: PUBLIC EMPLOYMENT SERVICES ANNUAL TARGETS FOR 2022/23 PER PROVINCE

OUTPUT INDICATOR	_	L TARGET	-	Q1		Q2		Q3	(24
1.1 Number of work-	850 000		195 500		408 000		603 500		850 000	
seekers registered on	EC	102 000	EC	23 460	EC	48 960	EC	72 420	EC	102 000
Employment Services of South Africa per year	FS	59 500	FS	13 685	FS	28 560	FS	42 245	FS	59 500
1 /	GP	221 000	GP	50 830	GP	106 080	GP	156 910	GP	221 000
	KZN	144 500	KZN	33 235	KZN	69 360	KZN	102 595	KZN	144 500
	LP	59 500	LP	13 685	LP	28 560	LP	42 245	LP	59 500
	MP	68 000	MP	15 640	MP	32 640	MP	48 280	MP	68 000
	NC	34 000	NC	7 820	NC	16 320	NC	24 140	NC	34 000
	NW	51 000	NW	11 730	NW	24 480	NW	36 210	NW	51 000
	WC	110 500	WC	25 415	WC	53 040	WC	78 455	WC	110 500
	TOTAL	850 000	TOTAL	195 500	TOTAL	408 000	TOTAL	603 500	TOTAL	850 000
2.1 Number of	105 000		26 250		52 500		78 750		105 000	
employment opportunities	EC	14 366	EC	3 592	EC	7 182	EC	10 775	EC	14 366
registered on the	FS	8 291	FS	2 073	FS	4 146	FS	6 218	FS	8 291
Employment Services South Africa per year	GP	20 116	GP	5 029	GP	10 058	GP	15 087	GP	20 116
South Africa per year	KZN	16 580	KZN	4 145	KZN	8 290	KZN	12 435	KZN	16 580
	LP	11 052	LP	2 762	LP	5 526	LP	8 289	LP	11 052
	MP	8 843	MP	2 211	MP	4 422	MP	6 632	MP	8 843
	NC	6 411	NC	1 603	NC	3 206	NC	4 808	NC	6 411
	NW	7 184	NW	1 796	NW	3 592	NW	5 388	NW	7 184
	WC	12 157	WC	3 039	WC	6 078	WC	9 118	WC	12 157
	TOTAL	105 000	TOTAL	26 250	TOTAL	52 500	TOTAL	78 750	TOTAL	105 000
3.1 Number of registered	240 000		57 600		124 800		177 600		240 000	
work-seekers provided with employment	EC	30 720	EC	7 373	EC	15 974	EC	22 733	EC	30 720
counselling per year	FS	21 120	FS	5 068	FS	10 983	FS	15 628	FS	21 120
	GP	49 920	GP	11 980	GP	25 958	GP	36 940	GP	49 920
	KZN	30 720	KZN	7 373	KZN	15 974	KZN	22 733	KZN	30 720
	LP	23 040	LP	5 530	LP	11 981	LP	17 050	LP	23 040
	MP	28 800	MP	6 912	MP	14 976	MP	21 312	MP	28 800
	NC	13 440	NC	3 226	NC	6 989	NC	9 946	NC	13 440
	NW	19 200	NW	4 608	NW	9 984	NW	14 208	NW	19 200
	WC	23 040	WC	5 530	WC	11 981	WC	17 050	WC	23 040
	TOTAL	240 000	TOTAL	57 600	TOTAL	124 800	TOTAL	177 600	TOTAL	240 000

Output Indicators Annual targets and Provincial Targets

OUTPUT INDICATOR		L TARGET		21		ຊ2		23) 4
4.1 Number of registered employment opportunities	55 000		13 750	4.000	27 500	0 700	41 250		55 000	
filled by registered	EC	7 526	EC	1 882	EC	3 763	EC	5 645	EC	7 526
work-seekers per year	FS	4 342	FS	1 085	FS	2 171	FS	3 256	FS	4 342
	GP	10 537	GP	2 634	GP	5 268	GP	7 903	GP	10 537
	KZN	8 685	KZN	2 171	KZN	4 342	KZN	6 513	KZN	8 685
	LP	5 789	LP	1 447	LP	2 895	LP	4 342	LP	5 789
	MP	4 632	MP	1 158	MP	2 316	MP	3 474	MP	4 632
	NC	3 358	NC	840	NC	1 679	NC	2 519	NC	3 358
	NW	3 763	NW	941	NW	1 882	NW	2 822	NW	3 763
	WC	6 368	WC	1 592	WC	3 184	WC	4 776	WC	6 368
	TOTAL	55 000	TOTAL	13 750	TOTAL	27 500	TOTAL	41 250	TOTAL	55 000
4.1 Number of registered	22								22	
employment opportunities filled by registered	EC	2							EC	2
work-seekers per year	FS	2							FS	2
	GP	2							GP	2
	KZN	2							KZN	2
	LP	2							LP	2
	MP	2							MP	2
	NC	2							NC	2
	NW	2							NW	2
	WC	2							WC	2
	HQ	4							HQ	4
	TOTAL	22							TOTAL	22

7.3.4 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Public Employment Services derives its mandate from:

- Employment Services Act 4 of 2014
- Applicable provisions that remain in the Skills Development Act 14 of 1998 and
- Applicable provisions of the Immigration Act 2002.
- a) The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, youth and Persons with Disabilities.
 PES contributes to the Department's mandate by providing assistance to companies and workers to adjust to changing labour market conditions, and to regulate private employment agencies.
 Branch activities and outputs are focused on increased placement of work-seekers to work and learning opportunities.
- b) Explanation of planned performance in relation to outputs must be discussed within budget programmes, the rationale for the choice of the outcome indicators relevant to the respective outcomes Increased placement of work-seekers to work and learning opportunities will be achieved through the outcome indicators outlined below:
 - (i) Number of work-seekers registered on Employment Services of South Africa per year
 - (ii) Number of work and learning opportunities registered

- (iii) Number of work-seekers provided with employment counselling
- (iv) Number of work-seekers placed in work and learning opportunities
- (v) Number of partnership agreements concluded with various stakeholders
- (vi) Number of policies developed and approved.

The proposed allocation for the Branch to implement its Programmes have been reduced to, R630.462m, R621.552m and R649.465m over the medium-term. These figures are subject to confirmation through the ENE Allocation letter.

c) Explanation of the outputs contribution to the achievement of the outcomes

All outputs identified by the Branch contribute to improvement of work-seekers' work readiness and placement.

The rationale for the choice of the outcome indicators relevant to the respective outcomes

The outcomes will assist many work-seekers, to register themselves as work-seekers on the national register of the employed, and receive job preparation support, including counselling, psychometric assessment and job preparation.

Explanation of enablers to achieve targets

Sufficient budget to enable the establishment of employment centres and provision of equipment is required.

Explanation of the outcomes contribution to the achievement of the impact

The achievement of the outcome indicators will have the impact of improved placement of work-seekers into learning opportunities and permanent jobs.

7.3.5 PROGRAMME RESOURCE CONSIDERATIONS

Table: Budget Allocation for programme and subprogrammes

PROGRAMME:	AUD	TED OUTC	OMES	VOTED (MAIN APPROPRIATION)	REVISED ESTIMATE	MEDIUM	TERM EXPI ESTIMATE	NDITURE
R-THOUSAND	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
Management and Support Services: PES	48 058	49 645	47 507	52 934	290 934	358 990	425 172	55 359
Employer Services	89 458	102 425	97 926	111 468	126 390	115 726	112 175	117 201
Work-Seeker Services	156 640	174 778	174 298	179 939	200 017	187 516	181 161	189 265
Designated Groups Special Services	10 125	19 255	21 996	24 245	24 245	25 014	25 156	26 286
Supported Employment Enterprises and Subsidies to Designated Workshops	142 175	154 028	199 272	162 266	162 266	166 486	167 160	174 666
Productivity South Africa	78 361	63 710	56 309	59 853	59 853	61 698	62 921	65 747
Unemployment Insurance Fund	-	-	-	1	1	1	1	1
Compensation Fund	16 123	40 107	-	18 040	18 040	18 514	18 586	19 421
Training of Staff: PES	1 877	1 682	1 090	1 411	1 411	1 451	1 454	1 519
Total	542 817	605 630	598 398	610 157	883 157	935 396	993 786	649 465

PROGRAMME:	AUDI	TED OUTC	OMES	VOTED (MAIN APPROPRIATION)	REVISED ESTIMATE	MEDIUM	TERM EXPE ESTIMATE	NDITURE
R-THOUSAND	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
Economic Classification		· · · ·						
Current Payments	296 994	331 257	318 192	348 859	376 166	353 488	341 715	357 060
Compensation of Employees	255 780	283 857	289 216	306 482	335 052	312 267	300 837	314 347
Goods and Services Of which:	41 214	47 400	28 976	42 377	41 114	41 221	40 878	42 713
Advertising	1 841	1 673	1 191	759	759	772	771	805
Communication	4 156	4 755	4 170	4 160	3 749	3 826	3 831	4 002
Computer Services	60	2 700	2 025	2 899	4 299	2 718	2 587	2 703
Consultants and Professional Services: Business and advisory services	195	176	723	2 537	1 137	2 379	2 264	2 366
Fleet Services	2 209	2 252	1 397	1 367	1 367	1 400	1 405	1 468
Consumables: Stationery, printing and office supplies	2 556	1 998	725	1 960	1 960	1 989	1 986	2 075
Operating Leases	356	305	118	1 124	1 124	1 126	1 117	1 166
Property Payments	6 399	8 406	10 625	7 175	7 175	7 340	7 369	7 700
Travel and Subsistence	13 743	15 448	4 272	9 850	8 998	9 080	9 043	9 449
Other Goods and Services	9 699	9 687	3 730	10 546	10 546	10 591	10 505	10 979
Interest and rent on land								
Transfers and Subsidies	241 808	273 041	274 704	257 266	502 959	576 703	646 115	286 181
Provinces and municipalities		-	-					
Departmental agencies and accounts	94 461	103 817	56 309	77 894	315 894	385 147	453 742	85 169
Non-profit institutions	146 904	168 178	217 545	179 318	186 511	191 500	192 316	200 952
Households	443	1 046	850	54	554	56	57	60
Payments for capital assets	4 015	1 332	5 502	4 032	4 032	5 205	5 956	6 224
Buildings and other fixed structures								
Machinery and equipment	4 015	1 332	5 502	4 032	4 032	5 205	5 956	6 224
Software and other intangible assets								
Payments for financial assets								
Total	542 817	605 630	598 398	610 157	883 157	935 396	993 786	649 465

Public Employment Services will continue to provide employment counselling, subsidise workshops, providing and facilitating employment for people with disabilities, provide recruitment and selection for employers through psychometric assessment tools, table ES regulations and develop a framework for employment schemes through the guidance of the

Employment Services Board. The Branch will consolidate its work on additional access points to support work-seekers, through self-help kiosks and public employment service mobile units to provide services in remote areas. Originally planned Employment Centres will be turned to mobile units, with relevant life skills and work readiness programmes to assist young people in remote areas to respond to future scarce and critical skills, the 4th Industrial Revolution, and rural economies etc.

Employment counselling will be provided to 240 000 registered work-seekers in 2022-23. The number of registered employment opportunities filled by registered work-seekers per year, will be increased to 55 000.

The placement of work-seekers has been hindered by a number of obstacles including: Covid-19, the lack of adequate tools to track referred work-seekers, the time it takes employers to provide feedback on referrals by the Department, the skills mismatch, i.e. work-seekers' skills not meeting requirements demanded by employers. Over the MTEF period, the Department will implement recommendations to address the root causes of low placement numbers, including facilitating life skill activities and enhancing work-seekers readiness for employment to make them more attractive to potential employers. The Branch aims to significantly increase placement of work-seekers to work and learning opportunities, over the medium term. The Department will also be registering private employment agencies, facilitating the employment of foreign nationals where the required skills are not available in South Africa. In spite of Budgetary reductions, as indicated earlier, the Branch will try to leverage the resources it has, and "do more with less", with an allocation of R1,889,958 over the medium-term.

The Department will undertake consultations with the Public and NEDLAC and other stakeholders at National, provincial and local level on the proposed National Employment Policy and its various sub-themes such as the National Labour Migration policy and related amendments to the Employment Services Act to give effect to the policy. The Branch will also undertake consultations with the other spheres of the Department of Employment and Labour and the Department of Home Affairs, the National Treasury and the Department of Public Services and Administration on the financial and organisational implications of the policies.

PROVIDING SUPPORT TO WORK-SEEKERS

The Draft National Employment Policy (NEP) is completed and is currently undergoing the ocio Economic Assessment System (SEIAS) with the Presidency. The Draft NEP provides nine interventions areas sub-themes that include work beyond the Department of Employment and Labour to assist the country in achieving the employment levels indicated in the National Development Plan by 2030. The Public Consultations will be completed by end of May 2022 and the NEDLAC consultations by June/July 2022. The Department intends tabling the Employment Services Amendment Bill to Parliament during the financial year 2022/23. Public Employment services is in the process of piloting Youth Employment Centres and is committed to establishing six centres countrywide in the first phase. Centres have been established in Cape Town, De Aar, Johannesburg, Durban, and Newcastle with the centre in Germiston in progress. This will be complemented by mobile units that will assist in lowering the number of people queuing at existing Labour Centres, and to reach out to work-seekers in remote areas, which will, in-turn reduce the cost of looking for employment and learning opportunities. Over the MTEF the Department plans to improve the placement of work-seekers in registered employment opportunities by targeting the placement of 180 000 work-seekers and registering 2.7 million work-seekers.

7.3.6 KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
Work-seekers placed in work and learning opportunities	Insufficient placement of registered work- seekers in registered opportunities	 Collaboration with the Presidency Programme Management Office, UIF, other departments and entities, the private sector and NGOs in providing a range of work-seeker services Further developments on ESSA Online Services Establishment of Youth Centres and roll-out of 14 PES Mobile units Conclusion of strategic partnerships agreements with employers and institutions to use ESSA for recruitment Consultation on the National Employment Policy, sub-theme on National Labour Migration and amendments to Employment Services Act Provision of funding to entities assisting PES in employment promotion (SEE, Productivity SA, CF, NGOS, UIF)

7.4 PROGRAMME 4: LABOUR POLICY AND INDUSTRIAL RELATIONS

Purpose: Facilitate the establishment of an equitable and sound labour relations environment, support institutions that promote social dialogue; promote South Africa's interests in international labour matters, conduct research, analysis and evaluation of labour policy and provide statistical data on the labour market.

Objectives

- Improve employment equity implementation and compliance monitoring mechanisms in the labour market by:
 - Publicising the 2021/2022 employment equity annual report and public register by 30 June 2022; and
 - Developing the 2022/2023 employment equity annual report and public register by 31 March 2023.
- Extend protection to vulnerable workers by publishing national minimum wages for all sectors
- Promote sound labour relations and centralised collective bargaining through the extension of collective agreements and registration of qualifying labour organisations by 31 March 2023
- Monitor and evaluate the impact of labour legislation to promote an evidence-based labour policy framework through the production of research and labour market trend reports by 31 March 2023.

Subprogrammes

- Management and Support Services: Labour Policy and Industrial Relations manages delegated administrative and financial responsibilities; coordinates all planning, monitoring and evaluation functions; and provides corporate support to line function subprogrammes
- Strengthen Civil Society transfers funds to various civil society organisations that protect vulnerable workers by providing resources, support and expertise to improve the independence and self-reliance of workers, in order to contribute to a stable and well-functioning labour market
- **Collective Bargaining** manages the implementation of the Labour Relations Act (1995) through policies and practices that promote sound labour relations by: registering labour organisations and deregistering those that are noncompliant, publishing and extending collective agreements; supporting and advancing participation in collective bargaining structures, and participating in relevant National Economic Development and Labour Council activities
- **Employment Equity** promotes equity in the labour market through the elimination of unfair discrimination and the promotion of equitable representation in the workplace through the development and promotion of employment equity policy instruments as mandated by the Employment Equity Act, 1998 as amended
- Employment Standards protects vulnerable workers in the labour market by administering the Basic Conditions of Employment Act (1997)
- Commission for Conciliation, Mediation and Arbitration transfers funds to the Commission for Conciliation, Mediation and Arbitration, which promotes social justice and fairness in the workplace through dispute prevention and dispute resolution services
- Research, Policy and Planning monitors and evaluates the impact of labour legislation and policies that affect the South African labour market
- Labour Market Information and Statistics collects, collates, analyses and disseminates internal and external labour market statistics regarding changes in the South African labour market as a result of the implementation of labour legislation
- International Labour Matters contributes to global policy formulation and facilitates compliance with international obligations through multilateral and bilateral relations
- National Economic Development and Labour Council transfers funds to the National Economic Development and Labour Council, which promotes economic growth, participation in economic decision making and social equity through social dialogue.



The	Outputs	The Outputs Output				Annual Targets	ts		
Department Outcome		Indicators	Ч	Audited/Actual Performance	ormance	Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
MTSF OUTCOM	E: More decent jobs	MTSF OUTCOME: More decent jobs created and sustained, with youth, women ar	hed, with youth, w		id persons with disabilities prioritised	tised			
 Promote Equity in the Labour Market 	 Amend the Employment Equity Act to enable the regulation of Sector EE Targets by 2023 	 1.1 mendments to the Employment Equity Act promulgated and implemented per annum 	N/a	New	EE Amendment Bill, 2020 tabled and published by Parliament on 20 July 2020	EE Amendment Bill finalised by Parliament by 31 March 2022	EE Regulations published to implement the EE amendments by 31 March 2023	N/A	N/A
Protect vulnerable workers	 A number of policy instruments developed and promoted to enhance the implementation of EEA per annum 	2.1 Annual EE Report and Public Register published per annum	2017-2018 Annual Employment Equity Report and Public Register published by 30 June 2018	2018-2019 Annual Employment Equity Report and Public Register published by 30 June 2019	2019-2020 Annual EE report and Public Register published on 21 August 2020 and 17 July 2020 respectively	2020-2021 Annual EE report and Public Register on 25 June 2021 and 28 May 2021 respectively	2021-2022 Annual EE report and Public Register published by 30 June 2022	2022-2023 Annual EE report and Public Register published by 30 June 2023	2023-2024 Annual EE report and Public Register published by 30 June 2024
		2.2 Annual EE report and Public Register developed per annum	Annual Employment Equity Report and Public Register developed by 31 March 2019	2019-2020 Annual Employment Equity Report and Public Register developed by 26 March 2020	2020-2021 Annual EE Report (21st CEE Annual Report) and Public Register developed on 29 March 2021 and 17 March 2021 respectively	2021-2022 Annual EE report and Public Register developed by 31 March 2022	2022-2023 Annual EE report and Public Register developed by 31 March 2023	2023-2024 Annual EE report and Public Register developed by 31 March 2024	2024-2025 Annual EE report and Public Register developed by 31 March 2025
		 2.3 Income differential data collection tool (EEA4 form) for designated employers developed per annum 	N/a	EEA4 form published on 8 August 2019	N/A	N/A	N/A	N/A	N/A

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		2024/25		N/A	Review of the National Minimum Wage level by 31 March 2025
	MTEF Period	2023/24		N/A	Review of the National Minimum Wage level by 31 March 2024
		2022/23		N/a	Review of the National Minimum Wage level by 31 March 2023
Annual Targets	Estimated Performance	2021/22	rised	Code of Good Practice on the prevention and elimination of violence and harassment published by 31 March 2022 by 31	Review of the National Minimum Wage level by 31 March 2022
	rmance	2020/21	id persons with disabilities prioritised	Draft Code of Good Practice on the prevention and elimination of violence and harassment published for public comment on 20 August 2020	The National Minimum Wage level reviewed and amended on the 1 March 2021 on government gazette number 44136 published on the 8th February 2021
	Audited/Actual Performance	2019/20	vomen and persons	N/a	Review of the national minimum wage not achieved by 1st January 2020. Only reviewed on the 1st March 2020
	A	2018/19	ined, with youth, v	N/a	Implementation of the National Minimum Wage by 1 May 2018 not achieved. Only completed by 1 January 2019
Output			created and susta	2.4 Law and policy interventions developed to protect specific groups of workers who are particularly vulnerable to specific forms of gender-based violence per annum	 3.1 National minimum wage reviewed and approved by the Minister of Employment and Labour by 31 March each year.
Outputs			MTSF OUTCOME: More decent jobs created and sustained, with youth, women an		 Annually review the national minimum wage level
The	Outcome		MTSF OUTCOME		

Jepartment Outcome	Outputs	Output				Annual Targets	ts		
		Indicators	Au	Audited/Actual Performance	ormance	Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
TSF OUTCOME: M	ore decent jobs	created and sustaine	ed, with youth, w	omen and persons	F OUTCOME: More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	ised			
4. (agr ver rec	4. Collective agreements assessed and verified within 180 working days of receipt per annum	 4.1 Percentage of collective agreements where parties are not representative assessed and verified within 120 working days of receipt per annum of collective agreements sverified within 60 working days of receipt per annum 	20 (Twenty) collective agreements were received 16 (Sixteen) 90 calendar days of receipt = 80% 4 (four) extended in longer than 90 calendar days of receipt = 20%	88% of collective agreements extended within 90 calendar days of receipt : 34 were received: 30 extended within 90 days and 4 outside 90 days	31 collective agreements were received within the financial year. All 100% (31) collective agreements were assessed and verified within 180 working days of receipt	100% of collective agreements assessed and verified within 180 working days of receipt by 31 March 2022	100% of collective agreements where parties are not representative assessed and verified within 120 working days of receipt by 31 March 2023 by 31 March 2023 100% of collective agreements where parties are representative assessed and verified within 60 working days of receipt by 31 March 2023	100% of collective agreements where parties are not representative assessed and verified within 120 working days of receipt by 31 March 2024 100% of collective agreements where parties are representative assessed and verified within 60 working days of receipt by 31 March 2024	100% of collective agreements where parties are not representative assessed and verified within 120 working days of receipt by 31 March 2025 by 31 March 2025 agreements where parties are representative assessed and verified within 60 working days of receipt by 31 March 2025

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Outputs More decent jobs creations ' 5. Labour 5. organisations' Pe applications' Pe approved or of working days of a receipt per annum re receipt per annum re	Output Indicators reated and sustain Percentage of labour organisations' applications for registration approved or working days of receipt per annum	Auc 2018/19 ed, with youth, wo ed, with youth, wo application received hundred and fourteen) application receipt • 19 (Nineteen) approved within 90 calendar days of receipt	Audited/Actual PerformanceAudited/Actual Performance2019/20ywomen and persons with diywomen and persons with diywomen and persons with diywomen and persons with diywomen and personsywomen and personsywomen and personsywomen and personsywomen and personsapplicationsregistrationapplicationsreceipt.hundred and fortyapprovedhundred andreceipt.nundred andthirty) refusedwithin 90calendar days ofreceiptof receiptyo calendar daysof receiptof receiptof receiptof receiptof receiptof receiptof receiptof receipt	The Doutome Outputs Outputs Andited/Actual Ferformance Pepartment Outcome Cutputs Cutputs 2013/19 2003/13 2003/13 MTSF OUTCOME: More decert jobs 5.140ur 5.140ur 2033/19 2003/13 2033/13 MTSF OUTCOME: More decert jobs 5.140ur 5.1130ur 2033/13 2003/13 2003/13 NTSF OUTCOME: More decert jobs Catalities priorities 2013/100 2033/11 2033/13 2033/13 NTSF OUTCOME: S11400 5.1400ur 5.1400ur 2016/100 2033/13 2033/13 2033/13 NTSF OUTCOME: Falabour 5.133/100 99% of labour 2033/13 2030/13 2020/13 NTSF OUTCOME: Falabour 133 (0ne 99% of labour 2033/13 2031/16 2033/13 2031/16 NTSF OUTCOME: Falabour 133 (0ne 99% of labour 2033/13 2031/16 2033/13 2031/16 2031/16 NTSF OUTCOME: Partities outcline for eccled Paproved outcline 133 (0ne	Annual Targets Estimated Performance 2021/22 ised 100% of labour organisations for registration approved or refused within 90 working days of receipt by 31 March by 2021	s 2022/23 100% of labour organisations for registration approved or refused within 90 working days of receipt by 31 March 2023	MTEF Period 2023/24 100% of labour organisations for registration approved or refused within 90 working days of receipt by 31 March 2024	2024/25 2024/25 100% of labour organisations for registration approved or refused within 90 working days of receipt by 31 March 2025
			of receipt					

The	Outputs	Output				Annual Targets			
Department Outcome		Indicators	A	Audited/Actual Performance	prmance	Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
MTSF OUTCOM	E: More decent jobs	created and sustair	ned, with youth, w	vomen and person	MTSF OUTCOME: More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	tised			
MTSF OU TCOME: A Better South Africa Strengthen multilateral and bilateral relations	6. Progress reports on bilateral cooperation and multilateral obligations submitted to the minister annually	6.1 Number of progress reports on bilateral cooperation and multilateral obligations submitted to the minister annually	2017/18 1 Annual implementation report signed off by the Minister by 31 October by 31 October 2018	2 Reports on the implementation of bilateral cooperation and multilateral obligations signed off by the Minister	1 Annual implementation report was submitted to the Minister for sign-off by 30 April 2020 1 Mid –term implementation report was submitted to the Minister by 31 October 2020 for sign-off	 2 Reports on the implementation of bilateral cooperation and multilateral obligations signed off by the Minister annually 1 Annual implementation report submitted to the Minister for signoff by 30 April 2021 1 Mid -term implementation report submitted to the Minister by 31 October 2021 for signoff by 31 October 2021 for sign-off 	 2 Reports on the implementation of bilateral cooperation and multilateral obligations signed off by the Minister annually 1 Annual implementation report submitted to the Minister for sign-off by 30 April 2022 1 Mid -term implementation report submitted to the Minister for sign-off context submitted to the Minister by 31 October 2022 for sign-off 	 2 Reports on the implementation of bilateral cooperation and multilateral obligations signed off by the Minister annually 1 Annual implementation report sign-off by 30 April 2023 1 Mid - term implementation report submitted to the Minister for sign-off by 30 April 2023 for sign-off ot the Minister for other by 31 October 2023 for sign-off off 	2 Reports on the implementation of bilateral cooperation and multilateral obligations signed off by the Minister annually 1 Annual implementation report submitted to the Minister for sign-off by 30 April 2024 1 Mid -term implementation report submitted to the Minister by 31 October 2024 for sign-off
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The Department Outcome MTSF OUTCOME	The Outputs Output Department Indicators Audited/Ar Outcome 2018/19 201 MTSF OUTCOME: More decent jobs created and sustained, with youth, women an 201	Output Indicators created and sustain	Aur 2018/19 ed, with youth, w	Audited/Actual Performance 2019/20 2	ctual Performance 9/20 200/21 and persons with disabilities prioritised	Annual Targets Estimated Performance 2021/22 tised	ts 2022/23	MTEF Period 2023/24	2024/25
MTSF OUTCOME More decent jobs created and sustained, with youth, women and persons with disabilities prioritised Monitor the impact of legislation legislation	7. Analyse and report on the labour market trends annually	7.1 Number of labour market produced per annum	4 Annual labour market trend reports produced by 31st March 2019. These reports include: Industrial Action report 2018; Job Opportunity and Unemployment in the SA Labour market 2017/18 and Annual Labour Market Bulletin 2017/18	All (4) four annual labour market trend reports were produced: (2) Two Annual Labour Market trend reports were produced and submitted to the CD: LMP. These reports include Annual Labour Market Bulletin and Job Opportunity and Unemployment in the South African labour market for 2018/19 (2) Two Annual Labour Market trend reports were produced and submitted before and before Annual Annual Industrial Action report 2019	Only 1 out of 4 annual labour market trend report was not produced by end of March 2021. This refers to AAS 2020 Report which was three weeks after the due date	4 Annual labour market trend reports produced	4 annual labour market trend reports produced by end of the financial year 2022/23	4 annual labour market trend reports produced by end of 2023/24 2023/24	4 annual labour market trend reports produced by end of the financial year 2024/25

The	Outputs	Output				Annual Targets	ets		
Dutcome		Indicators	Au	Audited/Actual Performance	rmance	Estimated Performance		MTEF Period	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
MTSF OUTCOME	: More decent jobs	created and sustair	hed, with youth, w	vomen and persons	VITSF OUTCOME: More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	ttised			
	8. Research reports developed on the impact of labour legislation to the labour market	8.1 Number of Research reports on the impact of labour legislation to the labour market produced per annum	Achieved 4 Research Reports produced	Only 4 evaluation packs out of 5 were finalized and submitted to SCM in preparation for panel meeting that is aimed at taking decision for recommendation of two service providers to DBAC Data collection tool developed and submitted electronically via email to DD Forum members on 23 March 2020. This was because the DD Forum meeting was cancelled	Research service provider recommended to DBAC Draft literature review submitted	2 Research reports and two data collection instruments in line with RME Agenda produced by 31 March 2022	4 research reports completed by 31 March 2023	4 literature review reports completed by 31 March 2024	4 research reports completed by 31 March 2025

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OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
1.1 Amendments to the Employment Equity Act promulgated and implemented per annum	EE Regulations published to implement the EE amendments by 31 March 2023	N/A	N/A	N/A	EE Regulations published to implement the EE amendments by 31 March 2023
2.1 Annual EE Report and Public Register published per annum	2021-2022 Annual EE report and Public Register published by 30 June 2022	2021-2022 Annual EE report and Public Register published by 30 June 2022	N/A	N/A	N/A
2.2 Annual EE report and Public Register developed per annum	2022-2023 Annual EE report and Public Register developed by 31 March 2023	N/A	N/A	N/A	2022-2023 Annual EE report and Public Register developed by 31 March 2023
2.3 Income differential data collection tool (EEA4 form) for designated employers developed per annum	No target for the 2022/23 financial year				
2.4 Law and policy interventions developed to protect specific groups of workers who are particularly vulnerable to specific forms of gender-based violence per annum	No target for the 2022/23 financial year				
3.1 National minimum wage reviewed and approved by the Minister of Employment and Labour by 31 March each year	Review of the National Minimum Wage level by 31 March 2023			NMW investigation report published by 30 November 2022	NMW reviewed and published to reflect new minimum wage rates by 31 March 2023
4.1 Percentage of collective agreements assessed and verified 31 March 2023	100% of collective agreements where parties are not representative assessed and verified within 120 working days of receipt by 31 March 2023	100% of collective agreements where parties are not representative assessed and verified within 120 working days of receipt by 30 June 2022	100% of collective agreements where parties are not representative assessed and verified within 120 working days of receipt by 30 September 2022	100% of collective agreements where parties are not representative assessed and verified within 120 working days of receipt by 31 December 2022	100% of collective agreements where parties are not representative assessed and verified within 120 working days of receipt by 31 March 2023

7.4.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
4.2 Percentage of collective agreements assessed and verified within 60 working days of receipt per annum	100% of collective agreements where parties are representative assessed and verified within 60 working days of receipt by 31 March 2023	100% of collective agreements where parties are representative assessed and verified within 60 working days of receipt by 30 June 2022	100% of collective agreements where parties are representative assessed and verified within 60 working days of receipt by 30 September 2022	100% of collective agreements where parties are representative assessed and verified within 60 working days of receipt by 31 December 2022	100% of collective agreements where parties are representative assessed and verified within 60 working days of receipt by 31 March 2023
5.1 Percentage of labour organisations' applications for registration approved or refused within 90 working days of receipt per annum	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 March 2023	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 30 June 2022	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 30 September 2022	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 December 2022	100% of labour organisations' applications for registration approved or refused within 90 working days of receipt by 31 March 2023
6.1 Number of progress reports on bilateral cooperation and multilateral obligations submitted to the minister annually	2 Reports on the implementation of bilateral cooperation and multilateral obligations signed off by the Minister annually: •1 Annual implementation report signed off by the Minister by 30 April 2022 •1 Mid-term implementation report signed off by the Minister 31 October 2022 for sign-off	1 Annual implementation report submitted to the Minister for sign-off by 30 April 2022		1 Mid-term implementation report submitted to the Minister by 31 October 2022 for sign- off	
7.1 Number of annual labour market trend reports produced on the impact of labour legislation per annum	4		2 (1) Annual Labour Market Bulletin 2021/22 produced (2) Job Opportunity and Unemployment in the SA labour market 2021/22 produced		2 (1) Annual Industrial Action report 2021 produced (2) Annual Administrative Statistics 2021 produced

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OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
8.1 Number of Research reports on the impact of labour legislation to the labour market produced per annum	4 research reports completed by 31 March 2023	1 Draft report submitted. 1 Workplace survey completed 2 Data collection instruments completed (Internally Conducted Research)	1 Final report completed. 1 Prevalence modelling completed Data collection commenced- 40% data collected (Internally Conducted Research)	Fieldwork data collection completed and 1st draft report submitted 100% Data collection completed (Internally Conducted Research)	3 research reports completed

The Department of Employment and Labour contributes towards the implementation and achievement of the ERRP interventions by annually reviewing and adjusting the national minimum wage to ensure that its real value does not decrease over time.

The National Minimum Wage Act is an important instrument in supporting economic development and social justice through protecting employees from unreasonably low wages, improving wages of the lowest paid employees, promoting collective bargaining and supporting economic policy.

7.4.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The Employment Standards (ES) directorate derives its mandate from the following relevant legislation:

- National Minimum Wage Act, Act 9 of 2018 (NMWA)
- Basic Conditions of Employment Act, Act 75 of 1997, as amended (BCEA)

a) The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, children and Persons with Disabilities
 ES contributes to the Department's mandate by improving the wages of the lowest paid workers, closing the wage gap between genders, promoting collective bargaining, supporting economic policy and making a provision for the regulation

of basic conditions of employment respectively.

ES further contributes to the achievement of priorities of children by making regulations to prohibit work by children (below 15 years) and placing conditions on the work that may be performed by children workers who are at least 15 years of age and no longer subjected to compulsory schooling.

b) Explanation of planned performance in relation to outputs must be discussed within budget programmes, the rationale for the choice of the outcome indicators relevant to the respective outcomes

Increased protection of vulnerable workers will be achieved through the achievement of the following outcome indicator:

- National minimum wage reviewed and approved by the Minister of Employment and Labour by 31 March each year. The allocated budget to implement its Programmes, is R1 280.451m, R1 280.892m and R1 338.412m respectively, over the medium-term.
- c) Explanation of the outputs contribution to the achievement of the outcomes

The national minimum wage is a positive tool to remedy the situation of poverty and wage inequality of millions of vulnerable workers in South Africa. Reviewing and adjusting the minimum wage level will ensure that the real value of the national minimum wage does not decline over time.

The rationale for the choice of the outcome indicators relevant to the respective outcomes

Reviewing the national minimum wage will assist in evaluating the impact of the national minimum wage on the economy, collective bargaining and the reduction of income differentials in order to adjust the national minimum wage at an appropriate level that will act as a meaningful wage in reducing poverty and inequality.

Explanation of enablers to achieve targets

Sufficient budget to enable the National Minimum Wage Commission to annually review the national minimum wage and to recommend adjustments to the Minister.

Explanation of the outcomes contribution to the achievement of the impact

The achievement of the outcome indicator will have the impact of improved minimum wages for all workers thereby reducing poverty and inequality in South Africa.

7.4.4 PROGRAMME RESOURCE CONSIDERATIONS

		, ,	1 0			ISED MEDIUM TERM EXPENDITURE		
PROGRAMME:	AUD	ITED OUTCC	IMES	VOTED (MAIN APPROPRIATION)	REVISED ESTIMATE	MEDIUN	ESTIMATE	NDITURE
R-THOUSAND	2018/19	2019/20	2020/21	2021/22	2	2022/23	2023/24	2024/25
Management and Support Services: LP and IR	22 845	16 171	13 035	17 232	17 476	17 956	17 470	18 252
Strengthen Civil Society	20 973	22 147	13 500	24 122	24 122	24 760	24 854	25 970
Collective Bargaining	15 066	16 137	15 853	17 088	18 714	17 854	17 308	18 084
Employment Equity	12 370	11 803	8 218	14 316	12 504	14 943	14 628	15 283
Employment Standards	11 704	6 826	21 963	23 082	17 681	23 555	23 224	24 266
Commission for Conciliation, Mediation and Arbitration	963 066	976 810	935 810	991 984	991 984	1 046 293	1 051 163	1 097 574
Research, Policy and Planning	8 052	6 478	7 874	12 236	12 359	12 760	12 581	13 147
Labour Market Information and Statistics	43 061	43 494	41 476	48 311	52 654	50 323	48 784	50 976
International Labour Matters	46 629	37 974	38 050	50 424	51 969	52 123	51 770	54 095
National Economic Development and Labour Council	45 980	40 741	55 478	59 093	59 093	58 884	59 110	61 765
Total	1 189 746	1 178 581	1 151 257	1 257 888	1 258 556	1 319 451	1 320 892	1 379 412
Economic Classification								
Current Payments	138 288	121 040	126 806	153 335	149 461	160 164	156 297	163 312
Compensation of Employees	94 267	96 914	96 189	104 947	114 428	109 722	105 674	110 420
Goods and Services Of which:	44 021	24 126	30 617	48 388	35 033	50 442	50 623	52 892
Advertising	8 827	607	15 729	5 846	3 952	6 113	6 136	6 411
Communication	1 015	1 008	1 849	1 314	1 034	1 368	1 373	1 435
Computer Services	899	178	210	1 101	342	1 146	1 150	1 202
Consultants and Professional Services: Business and advisory services	2 812	1 549	3 168	9 226	9 240	9 623	9 656	10 091
Fleet Services	179	287	147	213	187	223	224	232
Consumables: Stationery, printing and office supplies	4 157	3 070	2 205	5 016	4 105	5 223	5 244	5 477
Operating Leases	1 943	2 036	2 115	2 463	2 268	2 565	2 574	2 689
operating reases								

Table: Budget Allocation for programme and subprogrammes

PROGRAMME:	AUD	ITED OUTCO	MES	VOTED (MAIN APPROPRIATION)	REVISED ESTIMATE	MEDIUN	1 TERM EXPEN ESTIMATE	IDITURE
R-THOUSAND	2018/19	2019/20	2020/21	2021/22	2	2022/23	2023/24	2024/25
Travel and Subsistence	15 640	9 597	2 227	12 181	7 575	12 688	12 735	13 304
Other Goods and Services	7 646	4 707	1 770	9 479	4 770	9 880	9 913	10 359
Interest and rent on land								
Transfers and Subsidies	1 051 291	1 057 506	1 024 423	1 103 724	1 104 243	1 159 151	1 164 454	1 215 953
Provinces and municipalities		-	-					
Departmental agencies and accounts	1 009 046	1 017 551	991 288	1 051 077	1 051 077	1 105 177	1 110 273	1 159 339
Foreign governments and international organisations	20 278	17 585	19 557	28 467	28 467	29 214	29 327	30 644
Non-profit institutions	20 973	22 147	13 500	24 180	24 180	24 760	24 854	25 970
Households	994	223	78		519			
Payments for capital assets	167	35	28	829	4 852	136	141	147
Buildings and other fixed structures								
Machinery and equipment	167	35	28	829	4 852	136	141	147
Software and other intangible assets								
Payments for financial assets								
Total	1 189 746	1 178 581	1 151 257	1 257 888	1 258 556	1 319 451	1 320 892	1 379 412

Outputs contribute positively to Priority 2: Economic transformation and job creation by ensuring that policy environment supported through policy instruments developed and promoted to enhance the implementation of the EEA. Outputs contribute positively to priority 6 Social cohesion and safer communities by promoting sound labour relations through extension of collective agreements and registration of labour organisation. In line with the production of annual labour market trend reports, the Department has continuously contributed in producing the latest statistical analysis results that inform policy makers in the development of evidence-based decision. The real-time information on various indicators performance in the country assist the labour market participants to view options to consider for high successful career path in particular amongst young people (15-34 years). On the other side, Research conducted over the medium term is aimed at assessing policies and programmes made to ensure that South Africa create and sustain decent jobs for its citizens. The results of the research will be used in amending policies and programme outlined in the Department's strategic plan and even creating new ones as guided by research evidence.

As part of the social compact led by the President, the department is part of the discussions that deal with broad socio economic issues like challenges of electricity, water licensing, infrastructure development and labour law reforms amongst others as a way of addressing the challenges of unemployment, poverty and inequalities and further stimulating the economy.

To enable small business to hire more people while continuing to protect workers' rights, social partners will embark on reviewing the labour market regulations.

Outputs will be implemented within the allocated planned budget for the programme. No additional budget will be required. Outputs are aligned with the allocated budget for the programme. No additional resources will be required to achieve them.

Research reports will provide findings that would be used to review legislation, policies and programmes aimed at reducing unemployment and creating and sustaining decent employment similarly, best practice derived from bilateral and multilateral engagements inform the policy decisions that assist in the improvement of our labour markets. Outputs will create a workplace environment that is fair, just and inclusive workforce that embraces diversity. Outputs will moderate workplace conflict and contribute to orderly collective bargaining in the labour market.

REGULATING THE WORKPLACE

The Labour Policy and Industrial Relations Branch will focus on the annual review of the National Minimum Wage (NMW). This policy outcome requires the development of monitoring mechanisms in order to give credibility to NMW impact on the economy, collective bargaining, reduction of income differentials as well as the proposed adjustment of the NMW. Those sectors currently pegged below the national minimum wage, will need to be adjusted to equal the national minimum wage by March 2022/23. The main cost driver in this programme is the transfer to the Commission for Conciliation Mediation and Arbitration which receives 78.8 per cent (R3.1 billion) over the medium term to advance economic development, social justice, labour peace and the democratisation of the workplace, among other things. Furthermore, the Labour Policy and Industrial Relations Programme will also monitor the impact that labour legislation in its entirety has on labour market effectiveness, as such ongoing research will be used to guide relevant amendments directed by research findings. Three research reports will be developed in 2022/23. In addition, the branch will develop 4 annual labour market trend reports in 2022/23 on the status of labour market conditions from the implementation of labour legislations.

7.4.5 KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
Promote sound labour relation	Insufficient Labour market research conducted in terms of monitoring the impact of legislation	 Developing a Monitoring and Evaluation agenda which lists a number of research topics that would be outsourced and conducted over a period of 24 months Limit number of research that requiring tender procurement and increase procurement through RFQ Procure an online survey tool to facilitate more research conducted internally by departmental staff

8. PUBLIC ENTITIES

OUTCOME	KEY RISK	RISK MITIGATION	CURRENT ANNUAL BUDGET (R THOUSAND)
Unemployment Insurance Fund (UIF)	The Unemployment Insurance Fund contributes to the alleviation of poverty in South Africa by providing short-term unemployment insurance to all workers who qualify for unemployment related benefits. The Fund is financed by a dedicated tax on the wage bill	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised Expanded access to PSET opportunities Comprehensive social security system	R1
Compensation Fund (CF)	The Compensation Fund's main objective is to provide compensation for disability, illness and death resulting from occupational injuries and diseases	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised Comprehensive social security system	R18 514
Productivity South Africa (Productivity SA)	Productivity SA is mandated by government, organised labour and organised business to improve the productive capacity of the economy and thus contribute to South Africa's socio- economic development and competitiveness	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	R61 698
Commission for Conciliation, Mediation and Arbitration	The Commission for Conciliation, Mediation and Arbitration (CCMA) was established in terms of the Labour Relations Act, 1995 as amended. It is mandated to promote social justice and fairness in the workplace by delivering ethical, qualitative, innovative and cost effective dispute management and resolution services, institution building services, education, training and development, and efficient administration	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	R1 007 293
National Economic Development and Labour Council (NEDLAC)	The National Economic Development and Labour Council was established in terms of the National Economic Development and Labour Council Act, 1994. The Act requires organised labour, organised business, community based organisations and government, as a collective, to promote the goals of economic growth; participate in economic decision making and social equity; seek to reach consensus and conclude agreements on matters pertaining to social and economic policy; consider all proposed labour legislation relating to labour market policy and all significant changes to social and economic policy before these are introduced in Parliament; and encourage and promote the formulation of coordinated policy on social and economic matters	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	R58 884

OUTCOME	KEY RISK	RISK MITIGATION	CURRENT ANNUAL BUDGET (R THOUSAND)
Supported Employment Enterprises (SEE)	The SEE is established in terms of the Employment Services Act to provide employment for people with special disabilities in the various factories across provinces that manufacture wood, linen and steel products	More decent jobs created and sustained, with youth, women and persons with disabilities prioritised	R166 486

9. INFRASTRUCTURE PROJECTS

	CONSTRUCTIO	ON, REFURBISHN	IENT, REHABILITA	TION AND REP	AIR AND REN	OVATIONS PROJ	ECTS IN PROGRE	SS 2021/22
NO.	PROJECT NAME	PROGRAMME	PROJECT DESCRIPTION	OUTPUTS	PROJECT START DATE	PROJECT COMPLETION DATE	TOTAL ESTIMATED COST	CURRENT YEAR EXPENDITURE
1	Construction	Administration	Construction of Labour Centre: Standerton	New infrastructure	29 Sep 2021	Mar 23 - 18 months	R43 000 000	R2 523 561
2	Construction	Administration	Construction of Satellite Office: Swellendam	New infrastructure	Dec 21	Oct 21 - 10 months	R15 000 000	R39 376
3	Construction	Administration	Construction of Labour Centre: Taung	New infrastructure	Dec 2019	Apr 22 - 26 months	R43 000 000	R3 380 293
4	Rehabilitation	Administration	Rehabilitation of Labour Centre: Upington	Rehabilitation	Dec 2021	Jul 23 - 18 months	R11 724 739	R500 000
5	Rehabilitation	Administration	Rehabilitation: Visiting Point Bulwer	Rehabilitation	10 May 2018	25 June 20 - 25 months	R47 718 732	Not on the Department budget
6	Repair and Renovations	Administration	Repair and Renovations: Port Elizabeth Supported Employment Enterprises	Repair and Renovations	Nov 2020	Apr 2022	R39 812 017.85	R11 000 000, but not on the Department budget
7	Repair and Renovations	Administration	Repair and Renovations: Durban - Jacobs Supported Employment Enterprises	Repair and Renovations	31 July 2019	Apr 21 - 21 months	R46 423 883	Not on the Department budget
8	Repair and Renovations	Administration	Repair and Renovations: Durban Labour Centre	Repair and Renovations	5 Nov 2018	12 Nov19 - 12 months	R68 859 820	R27 603 302, but not on the Department budget

	CONSTRUCTIO	N, REFURBISHME	NT, REHABILITATI	ON AND REPAIR AI	ND RENOVAT	IONS PROJECTS	IN PROGRESS	2022/23
NO.	PROJECT NAME	PROGRAMME	PROJECT DESCRIPTION	OUTPUTS	PROJECT START DATE	PROJECT COMPLETION DATE	TOTAL ESTIMATED COST	CURRENT YEAR EXPENDITURE
9	Construction	Administration	Construction of Labour Centre: Ulundi	New infrastructure	Tender Mar 22	May 24 – 36 months	R61 205 974	RO
10	Construction	Administration	Construction of Labour Centre: Ermelo	New infrastructure	Not on tender yet	18 months construction	R40 825 000	R2 500 000 (Cons)
11	Construction	Administration	Construct under-cover parking bays: Labour Centre Mdantsane	New infrastructure	In site clearance	To be confirmed	R678 343	RO
12	Refurbishment	Administration	Refurbishment of Prospecton Labour Centre	Refurbishment and additional accommodation	Tender Jul 22	Sept 24 – 24 months	R17 301 114	R241 166
13	Rehabilitation	Administration	Rehabilitation: Labour Centre Greytown	Rehabilitation	Still in planning	To be confirmed	R3 800 000	Not on the Department budget
14	Repair and Renovations	Administration	Repair and Renovations: Phuthaditjaba Labour Centre	Repair and Renovations	Still in planning	To be confirmed	R6 187 315	RO

		PROVISIO	N OF WATER TAI	NKS IN LABOUR CEI	NTRES IN PR	OGRESS 2021/22	2	
NO.	PROJECT NAME	PROGRAMME	PROJECT DESCRIPTION	OUTPUTS	PROJECT START DATE	PROJECT COMPLETION DATE	TOTAL ESTIMATED COST	CURRENT YEAR EXPENDITURE
15	Water tank supply for emergencies	Administration	Installation of Water tanks: Labour Centre: Rustenburg	Water Tank installation	27 May 2021	21 Oct 2021	R140 039	R126 027
16	Water tank supply for emergencies	Administration	Installation of Water tanks: Labour Centre: Phalaborwa	Water Tank installation	Nov'21	Apr'22	R444 897	R422 635
17	Water tank supply for emergencies	Administration	Installation of Water tanks: Labour Centres: Sandton, Carletonville, Roodepoort and Krugersdorp	Water Tank installation	On tender since 2020	To be confirmed – 6 months	R1 600 000	R 500 000
18	Water tank supply for emergencies	Administration	Installation of Water tanks: Atlantis Satellite Office	Water Tank installation	21 Oct 20	31 Oct 21	R409 000	R92 700
19	Water tank supply for emergencies	Administration	Installation of Water tanks: Labour Centres: Atteridgeville and Soshanguve	Water Tank installation	5 Oct 2021	5 Dec 2021 – 2 months	R350 000	R350 000

	PROVISION OF WATER TANKS IN LABOUR CENTRES IN 2022/23 PROJECT							
NO.	PROJECT NAME	PROGRAMME	PROJECT DESCRIPTION	OUTPUTS	PROJECT START DATE	PROJECT COMPLETION DATE	TOTAL ESTIMATED COST	CURRENT YEAR EXPENDITURE
20	Water tank supply for emergencies	Administration	Installation of Water tanks: Satellite Office: Hoedspruit	Water Tank installation	In planning, site cleared	To be confirmed	To be confirmed	RO
21	Water tank supply for emergencies	Administration	Installation of Water tanks: Visiting Points: Belfast and Hendrina	Water Tank installation	In site clearance	To be confirmed	To be confirmed	RO
22	Water tank supply for emergencies	Administration	Installation of Water tanks and generator: Labour Centre: Phuthaditjaba	Water Tank and generator installation	Dec 21	Aug 22 – 8 months	R1 727 686	RO
23	Water tank supply for emergencies	Administration	Installation of Water tanks: Labour Centre: Mdantsane and Provincial Office: East London	Water Tank installation	Site clearance	To be confirmed	To be confirmed	RO

10. PUBLIC PRIVATE PARTNERSHIPS

РРР	PURPOSE	OUTPUTS	CURRENT VALUE OF AGREEMENT	END DATE OF AGREEMENT
None				

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ANNUAL PERFORMANCE PLAN 2022/23 the?

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PART D TECHNICAL INDICATOR DESCRIPTION (TID)

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PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

INDICATOR TITLE	TITLE OF THE INDICATOR VERBATIM FROM THE PROGRAMME PLAN
Definition	The meaning of the indicatorThe explanation of technical terms used in the indicator
Source of data	Where the information is collected from
Method of Calculation / Assessment	 How the performance is calculated (quantitative) How the performance is assessed (qualitative)
Means of verification	The portfolio of evidence required to verify the validity of data
Assumptions	Factors that are accepted as true and certain to happen without proof
Disaggregation of Beneficiaries (where applicable)	 Target for Women Target for Youth Target for Persons with Disabilities
Spatial Transformation (where applicable)	 Contribution to spatial transformation priorities Description of spatial impact
Calculation Type	 Cumulative (Year- End) Cumulative (Year-to-Date) Non-Cumulative
Reporting Cycle	 Quarterly Bi-Annual or Annual
Desired performance	 Information about whether actual performance that is higher or lower than the targeted performance is desirable
Indicator Responsibility	Who is responsible for managing or reporting on the indicator

PROGRAMME 1: ADMINISTRATION

INDICATOR TITLE	1.1 VACANT FUNDED POSTS MAINTAINED AT 8% OR LESS EVERY QUARTER
Definition	Vacancy rate maintained at 8% on the approved establishment of the Department voted funds
Source of data	Establishment report and vacancy report from Head Office, Provinces, and Funds for consolidation at Head Office
Method of Calculation / Assessment	 Count the number of vacant funded posts against the total establishment Number of funded vacancies divided by Total the Department establishment multiplied by 100 to get the percentage of funded vacant posts
Means of verification	Establishment report from PERSAL and vacancy report from the Provinces, Funds and HO consolidation by the HO
Assumptions	 All vacant posts are funded Adherence to the Standard Operating Procedure on Recruitment and Selection Availability of required skills in the labour market
Disaggregation of Beneficiaries (where applicable)	 Women Youth Persons with Disabilities These groups will benefit and statistics will be reported
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly and annually
Desired performance	All vacant funded posts to be filled and maintain vacancy rate at 8% or less
Indicator Responsibility	Deputy Director-General: Corporate Services

ADMINISTRATION

INDICATOR TITLE	2.1 % OF SMS POSITIONS OCCUPIED BY WOMEN PER ANNUM		
Definition	The percentage of women against percentage of men employed on SMS positions		
Source of data	The PERSAL system report on gender statistics		
Method of Calculation / Assessment	 Total number of women on SMS positions divide by the total SMS positions expressed in percentage (Number of women on SMS /Total SMS positions) * 100 		
Means of verification	• The EE Report from PERSAL		
Assumptions	Availability of PERSAL reports		
Disaggregation of Beneficiaries (where applicable)	• Women		
Spatial Transformation (where applicable)	Throughout the geographical spread of the Department		
Calculation Type	Quantitative		
Reporting Cycle	• Bi-Annual		
Desired performance	To have 45% of SMS positions occupied by Women		
Indicator Responsibility	Deputy Director-General: Corporate Services		

INDICATOR TITLE	3.1 IMPROVE INFORMATION SECURITY STATUS OF THE DEPARTMENT PER ANNUM			
Definition	Safeguarding the Department systems from cyber attacks and data losses			
Source of data	Quarter 1- Letter of appointment of the service provider and project plan, Quarter 2- Security Environment Assessment report, Quarter 3 Implementation reports on key controls, Quarter 4- Approved Cyber Security Strategy and Roadmap signed off by the DG			
Method of Calculation / Assessment	Provision of information in report/documents format- signed documents			
Means of verification	Quarter 1- Letter of appointment of the service provider and approved project Plan Quarter 2- Security Environment Assessment report, Quarter 3 Implementation reports on key controls, Quarter 4- Approved Cyber Security Strategy and Roadmap			
Assumptions	Conclusion of the Supply Chain Management processes before or during Quarter 1 (Appointment of service provider by SCM during Quarter 1)			
Disaggregation of Beneficiaries (where applicable)	• N/A			
Spatial Transformation (where applicable)	Throughout the geographical spread of the Department			
Calculation type	Non-Cumulative			
Reporting Cycle	Quarterly and annually			
Desired performance	Cyber Security Strategy and roadmap approved			
Indicator Responsibility	Deputy Director-General: Corporate Services			

INDICATOR TITLE	3.2 LEGACY SYSTEMS TRANSITIONED TO MODERN INTEGRATED APPLICATIONS PLATFORM PER ANNUM			
Definition	Standardisation to the latest Technology and provide integrated applications across the Department. Training is for all available officials from IES and PES on the scheduled training dates All active and trained officials from IES and PES will utilise the SAP Licence.			
Source of data	Quarter 2- User Acceptance Testing evidence, Quarter 3- Train the Trainer Assessment reports, Quarter 4- SAP License usage report for live applications			
Method of Calculation / Assessment	Provision of information in report/documents format			
Means of verification	Quarter 2- User Acceptance Testing evidence, Quarter 3- Train the Trainer Assessment reports and attendance registers, Quarter 4- SAP License usage report for live applications			
Assumptions	No unexpected project delivery delays, good adaptation by the users to the systems, No resistance to system implementation			
Disaggregation of Beneficiaries (where applicable)	• N/A			
Spatial Transformation (where applicable)	• Throughout the geographical spread of the Department			
Calculation Type	Non-Cumulative			
Reporting Cycle	Quarterly and annually			
Desired performance	IES and PES systems replaced with SAP on HANA			
Indicator Responsibility	Deputy Director-General: Corporate Services			

INDICATOR TITLE	4.1 ENSURE FUNCTIONALITY OF ETHICS STRUCTURES AND ADEQUATE CAPACITY
Definition	Ethics programme with rules that define moral conduct in public administration in accordance with the Public Service regulations, 2016
Source of data	Approved Ethics Strategy Approved Ethics Management Plan
Method of Calculation / Assessment	Compare progress reports vs the approved plan
Means of verification	Ethics plans and progress reports
Assumptions	Officials have knowledge of the Public Service Regulations, 2016
Every official committed to ethical behaviour	 Women Youth Persons with Disabilities All though the identified groups would benefit, we would not be able to disaggregate at this stage
Spatial Transformation (where applicable)	Not available at this stage
Calculation Type	Non-cumulative
Calculation Type Reporting Cycle	Non-cumulative Quarterly and Annual

INDICATOR TITLE	4.2 PERCENTAGE RESOLUTION OF REPORTED INCIDENTS OF CORRUPTION IN THE DEPARTMENT WITHIN THE 90 DAYS
Definition	Misconduct is instances of unacceptable or improper behaviour by employees Resolution means that the disciplinary hearing and appeals process are finalised Corruption in relation to misconduct can be defined as the abuse of entrusted power for private gain. Corruption erodes trust, weakens democracy, hampers economic development and further exacerbates inequality, poverty, social division and the environmental crisis Criminal cases referred to external authorities are deemed to be finalised/resolved once referred and have an allocated case/reference number
Source of data	Misconduct and Risk/Ethics Case register per provincial and head office
Method of Calculation / Assessment	Cases resolved divided by number reported multiply by 100 to determine the percentage resolved The cases handled by Risk and referred to ER will be counted within the 90 days' resolution time fame since this would still be within the department. (Only cases linked to voted funds are included – excluding cases from UIF, CF and SEE)
Means of verification	Statistical audits – signed-off by D: ER Case file audits – signed-off by D: ER Case register – signed off by D: Risk All the above will be signed off
Assumptions	Valid cases reported
Every official committed to ethical behaviour	 Women Youth Persons with Disabilities Final statistic information will be available in the annual report
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly and Annual
Desired performance	93% within the 90 days
Indicator Responsibility	Deputy Director-General: Corporative Services; Chief Director Human Resources Management; Director: Risk

INDICATOR TITLE	5.1 NUMBER OF ANNUAL FINANCIAL STATEMENTS (AFS) AND INTERIM FINANCIAL STATEMENTS (IFS) COMPILED PER YEAR THAT COMPLY WITH GUIDELINES ISSUED BY THE NATIONAL TREASURY
Definition	Compilation and submission of the Interim and Annual Financial Statements to National Treasury (NT) and Auditor-General as well as the publication of the AFS in the Annual Report in order to achieve a unqualified audit
Source of data	Interim Financial Statements – Q1 in July, Q2 in October and Q3 in January Final Financial Report - May Templates from NT Letters to NT
Method of Calculation / Assessment	Due dates determined by National Treasury and compiled according to National Treasury prescripts (AFS guidelines and template)
Means of verification	 Inputs received from stakeholders are verified using system generated reports and relevant source documents Primary and secondary Financial Statements together with Notes to the Financial Statements are verified against the Trial Balance, inputs and relevant supporting documents To verify the accuracy of the Trial balance, exceptions on IFS and AFS templates are checked and cleared to ensure that the Statement of Financial Position balances
Assumptions	 The accounting month is timely and accurately closed on BAS Required inputs for preparation of IFS and AFS are timely and accurately received from stakeholders The IFS and AFS templates provided by National Treasury are accurate and free of errors
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Performance is cumulative – due to NT introducing new reporting requirements both quarterly and annually.
Reporting Cycle	Quarterly and Annually as prescribed by NT
Desired performance	1 AFS by 31 May and 3 IFS 30 days after each quarter
Indicator Responsibility	Chief Financial Officer

INDICATOR TITLE	6.1 PERCENTAGE REPORTING OF ALL DETECTED IRREGULAR AND/OR UNAUTHORISED EXPENDITURE CASES PER FINANCIAL YEAR, TO THE ACCOUNTING OFFICER
Definition	Reporting of all detected Irregular and/or Unauthorised expenditure cases
Source of data	Payments processed on transversal systems Register for irregular expenditure and actual payment documents Reports to the Accounting Officer
Method of Calculation / Assessment	Cases recorded in the register reported monthly to the Accounting Officer 15 days after the month- end Count all the cases reported to the Accounting Officer Count all cases detected and reported in the register Formula for percentage= Cases reported/cases detected*100 Reporting will be the percentage with the case numbers and R-value in brackets for example: 90% (9 of 10 cases to the value of R999)
Means of verification	 Identifying irregular expenditure (i.e. payments for unapproved goods/ services) that was captured on BAS for each month. Verifying the payment documentation to ascertain such expenditure. Identifying fruitless and wasteful expenditure incurred i.e. in respect of accidents and no shows, the invoices received from service providers. Cases identified by the Auditor-General.

6.1 PERCENTAGE REPORTING OF ALL DETECTED IRREGULAR AND/OR UNAUTHORISED EXPENDITURE CASES PER FINANCIAL YEAR, TO THE ACCOUNTING OFFICER
 Identified Irregular Expenditure (IE) and Fruitless and Wasteful Expenditure (FWE) cases per month are registered in both the IE and FWE Registers for each month. All IE and FWE cases are reported on a monthly basis to the Director-General. Non-Compliance letters are issued to responsible officials for their response in order to be referred to Employment Relations for an investigation. All investigated IE cases, in respect of Supply Chain Management expenditure, are submitted for condonation to National Treasury
Not applicable
Throughout South Africa
Cumulative
Quarterly
100% reported to Accounting Officer
Chief Financial Officer

INDICATOR TITLE	7.1 PERCENTAGE REPORTING OF ALL DETECTED FRUITLESS AND WASTEFUL EXPENDITURE CASES PER FINANCIAL YEAR, TO THE ACCOUNTING OFFICER
Definition	Reporting of Fruitless and Wasteful Expenditure cases year-on-year.
Source of data	Payments processed on transversal systems Register for fruitless and wasteful expenditure and actual payment documents Reports to the Accounting Officer
Method of Calculation / Assessment	Cases recorded in the register reported monthly to the Accounting Officer 15 days after the month- end Count all the cases reported to the Accounting Officer Count all cases detected and reported in the register Formula for percentage= Cases reported/cases detected*100 Reporting will be the percentage with the case numbers and R-value in brackets for example: 90% (9 of 10 cases to the value of R999)
Means of verification	 Identifying fruitless and wasteful expenditure that were captured on BAS for each month. Verifying the payment documentation to ascertain such expenditure. Identifying fruitless and wasteful expenditure incurred i.e. in respect of accidents and no shows, the invoices received from service providers. Cases identified by the Auditor-General.
Assumptions	 Identified Fruitless & Wasteful Expenditure (FWE) cases are registered in the FWE Registers for each month All FWE cases are reported on a monthly basis to the Director-General. Non-Compliance letters are issued to responsible officials for their response in order to be referred to Employment Relations for an investigation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative
Reporting Cycle	Quarterly

PROGRAMME 2: INSPECTION AND ENFORCEMENT SERVICES

INDICATOR TITLE	1.1 NUMBER OF EMPLOYERS/WORKPLACES/ USERS INSPECTED PER YEAR TO DETERMINE COMPLIANCE WITH EMPLOYMENT LAW.
Definition	 Subject number of employers/users subjected to inspection to establish whether they comply with employment law Number – the target number states how many employers/ workplaces/users will be inspected in a given financial year (1 April until 31 March) Employers – means the workplace, a person (s) who employs one or more employees, a designated employer, a plant or machinery and user as defined in the respective Acts: Employment Equity Act Basic Conditions of Employment Act National Minimum Wage Act Occupational Health and Safety Act "user", in relation to plant or machinery, means the person who uses plant or machinery for his own benefit or who has the right of control over the use of plant or machinery. but does not include a lessor of, or.any person employed in connection with, that plant or machinery. Unemployment Insurance Act Compensation for Occupational Injuries and Diseases Act Employment Iaw and includes audits. Compliance – is a state of employer or user after inspection is conducted and the employer/user is found to be obedient with employment law Per Year – financial year (1 April until 31 March) Employment law – means all labour legislation administered by the Minister of Employment and Labour (BCEA, EEA, UIA, COIDA, ESA, OHSA) including legislation administered through the Minister of Finance (UICA) Counting of inspections An employer shall be inspected once in 12 months notwithstanding the above the 12 months' period shall be dispensed with where there is a complaint from the same employer, or where the employers is subjected to employment equity inspections, in the case of National Blitz inspections or Projects, follow up or payroll audit or where there are Legislative changes. In case of a complaint the Supervisor shall ensure that the re-active inspection unless the inspection was conducted to e0 days. In cases where there is a request to c
Source of data	Source: Number – APP, Branch Work Plan, Provincial Work Plan, Labour Centre Work Plan (Targets must be aligned to APP) Employers/Users – as per complaints/ request received and targeted randomly as per APP (notice of inspection) Inspections – Signed Inspection Reports/ recommendations/assessment reports/audit reports signed-off by Inspector and Supervisor. Compliance – Signed off Inspection report and Inspection register Per Year – financial year (1 April 2021 until 31 March 2022) Employment law - means all labour legislation administered by the Minister of Employment and Labour (BCEA, EEA, UIA, COIDA, ESA, OHSA) including legislation administered through the Minister of Finance (UICA)

INDICATOR TITLE	1.1 NUMBER OF EMPLOYERS/WORKPLACES/ USERS INSPECTED PER YEAR TO DETERMINE COMPLIANCE WITH EMPLOYMENT LAW.
Method of Calculation / Assessment	Signed off weekly inspection plan per inspector Completed and Signed-off Inspection reports at finalisation of inspections and signed-off IES registers Number of inspections on employers/ workplaces/users across Labour Centres, Provincial Offices and Head Office to be consolidated Information collected at labour centres collated and submitted to provincial offices Information collected at Provincial Office submitted to Head Office (IES Branch) Information collected at Head office included in Branch Report
Means of verification Assumptions	IES Registers, Inspection reports Process set out in the IES Standard Operating Procedures
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly and Annually
Desired performance	298 104 employers to be inspected
Indicator Responsibility	Inspector, Team Leaders, Deputy Director Labour Centre Operations, Principal Inspectors, Specialist Inspectors, Provincial Chief Inspectors, Chief Director Provincial Operations, Directors and Chief Directors IES in HO, Inspector General (DDG:IES)
INDICATOR TITLE	1.2 PERCENTAGE OF NON-COMPLIANT EMPLOYER/WORKPLACES/USERS OF THOSE INSPECTED SERVED WITH A NOTICE IN TERMS OF RELEVANT EMPLOYMENT LAW WITHIN 14 CALENDAR DAYS OF THE INSPECTION
Definition	 90% of non-compliant employers/ workplaces/users of those inspected served with a notice in terms of relevant employment law within 14 calendar days of the inspection (10% can be served after 14 days, the service of notices depends on the availability of employers/ users during inspections) Percentage – Divide the number of notices issued within 14 calendar days by the number of all non-compliant employers/workplaces/users found in ref to 1.1 multiply by 100 to determine the percentage Non-compliant employer/workplaces/users – employer that failed to comply with employment law after inspection was conducted Notice- legal instrument issued in terms of relevant employment law. Legal instruments could be any of the following: Undertaking (signed by employer and inspector) as applicable to BCEA, UIA, EEA Compliance order (if hand delivered signed by inspector and employer, if posted proof of registered mail, if faxed or emailed proof of transmission) as applicable to BCEA, UIA and EEA Recommendations (received by the employer/user proof of delivery to employer/user either by fax/ or email transmission/ registered mail or in person by the inspector) as applicable to EEA (DG Reviews) or the OHSA (including incorporated Standards) Contravention Notices or Improvement Notice or Direction Notice or Prohibition Notice as applicable to OHSA (including incorporated on the employer/workplace/users immediately after the inspection. Recommendations (OHSA) by the employer/user - proof of delivery to employer/user either by fax/ or email transmission/ registered mail or in person by the inspector) as applicable by the OHSA (including incorporated Standards) Subpoena- applicable to all legislation (signed by inspector and any person at the workplace) Served – when signed notice by inspector is delivered (personal, via post office per registered mail, fax or e-mail) to the employer/workplace/users 14 Calendar days – countin

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INDICATOR TITLE	1.2 PERCENTAGE OF NON-COMPLIANT EMPLOYER/WORKPLACES/USERS OF THOSE INSPECTED SERVED WITH A NOTICE IN TERMS OF RELEVANT EMPLOYMENT LAW WITHIN 14 CALENDAR DAYS OF THE INSPECTION
Source of data	Source Information as collected in indicator 1.1 Signed Inspection reports/recommendations/ assessment report/ audit reports Notices served Registers of labour centres, Provincial Office as well Head Office on inspection conducted From IES Manual Registers From IES electronic registers, through the Case Management System, where enabled.
Method of Calculation / Assessment	 Percentage – Divide the number of notices issued within 14 calendar days by the number of all non-compliant employers found in ref to 1.1 multiply by 100 to determine the percentage A÷B X 100 A= Number of notices issued within 14 days (14 days not applicable in the case of OHS notices) B= Number of inspected employers found non-compliant with reference to 1.1. 100= to determine percentage
Means of verification	IES Registers, Inspection reports, notices for non-compliance Process set out in the IES Standard Operating Procedures Number of inspections conducted in 1.1 Number of employers found to be non-compliant in terms of 1.1
Assumptions	The target will be met with a full complement of staff in IES and budget as allocated for the reporting period. It will also be assumed that employers and users grant their full cooperation during the inspection performed.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly and annually
Desired performance	90% non –compliant employer/workplaces/users must be issued with a notice as provided for in the legislation within 14 calendar days (10% can be served after 14 days; the service of notices depends on the availability of employers during inspections). In the case of OHS, all notices are expected to be served on the employer/user before the inspector leaves the premises.
Indicator Responsibility	Inspector, Team Leaders, Deputy Director Labour Centre Operations, Principal Inspectors, Specialist Inspectors, Provincial Chief Inspectors, Chief Director Provincial Operations, Directors and Chief Directors IES in HO, Inspector General (DDG:IES)

INDICATOR TITLE	1.3 PERCENTAGE OF NON-COMPLIANT EMPLOYERS/WORKPLACES/USERS RECEIVED
	BY STATUTORY SERVICES SETTLED OUT OF COURT OR CCMA / REFERRED FOR PROSECUTION WITHIN 30 WORKING DAYS.
Definition	 Replace with: 65% non-compliant employers/ workplaces/users: (i) settled out of court or CCMA within 30 working days; and/or (ii) referred for prosecution within 30 working days Percentage – the number of files settled out of Court or CCMA / referred for prosecution within 30 working days divided by the number of competent files received by Statutory Services multiply by 100 to determine the percentage Non-compliant employers/ workplaces/users - employers that failed to comply with employment law after the expiry of the notice period (notice period will depend on each employment law and SOP). Received - Inspection file for non-compliant employers/ workplaces/ users after the expiry of the notice from Labour Centre to Provincial Office. Inspection files for non-compliant employers / workplaces/ users after the expiry of the notice from Provincial office to Statutory Services at Provincial Office. Inspection files for non-compliant employers after the expiry of the notice from Statutory Services at Provincial Office referred to Statutory Services at Head Office. Inspection files for non-compliant employers after the expiry of the notice from Head Office (Occupational Health and Safety) referred to Statutory Services at Head Office. Prosecution- file for purposes of initiating legal enforcement proceedings against non-compliant employers and competency – Statutory Services drafts court documents –Statutory Services delivers and serves court papers to the NPA and non-compliant employers – files court document at the Court / CCMA. Settled – inspection file for non-compliant employers / workplaces / users finalised at Statutory Services prior to referral for prosecution. 30 working days – from the date Statutory Services receives the inspection file to the date of settlement / the date of filing at the court/ CCMA/NPA.
Source of data	Inspection File received by Statutory Services Registers Proof of compliance, Signed settlement agreement, stamped notice of motion file filed at Labour court, stamped referral letter to the NPA and referral form to Commission for Conciliation Mediation and Arbitration (CCMA) with proof of delivery. Settlement agreement signed by Statutory Services and the employer.
Method of Calculation / Assessment	Percentage – Divide the number of files referred for prosecution within 30 working days by the number of files received by Statutory Services multiply by 100 to determine the percentage (A÷B) x 100 A= Number of files referred for prosecution within 30 working days B= Number of files received by Statutory Services. 100= to determine percentage
Means of verification	Inspection File received by Statutory Services Registers Proof of compliance, Signed settlement agreement, stamped notice of motion file filed at Labour court, stamped referral letter to the NPA and referral form to Commission for Conciliation Mediation and Arbitration (CCMA) with proof of delivery.
Assumptions	The target will be met with a full complement of Statutory Services staff in IES and budget as allocated for the reporting period. It will also be assumed that the National Prosecuting Authority, Labour Court and the CCMA deal expeditiously with cases presented to them.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly and annually
Desired performance	65% Non –compliant employers / workplaces/ users received by Statutory Services referred to court for prosecution within 30 working days (35% can be referred after 30 days, due to capacity challenges in the Branch)

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INDICATOR TITLE	1.3 PERCENTAGE OF NON-COMPLIANT EMPLOYERS/WORKPLACES/USERS RECEIVED BY STATUTORY SERVICES SETTLED OUT OF COURT OR CCMA / REFERRED FOR PROSECUTION WITHIN 30 WORKING DAYS.
Indicator Responsibility	Inspector, Team Leaders, Deputy Director Labour Centre Operations, Principal Inspectors, Specialist Inspectors, Assistant Director: Statutory Services at Provincial Office, Provincial Chief Inspectors, Deputy Director: Statutory Services at Head Office, Director: Statutory Service in Head Office, Chief Director Provincial Operations, Directors and Chief Directors IES in HO, Inspector General (DDG:IES)

INDICATOR TITLE	1.4 NUMBER OF FORMAL ADVOCACY SESSIONS CONDUCTED PER YEAR TO INCREASE AWARENESS OF EMPLOYMENT LAW.
Definition	There must be four seminars and two conferences conducted
	Number – the target number states how many conferences and seminars will be conducted in the given financial year (1 April 2022 until 31 March 2023)
	Advocacy - An action or activity aimed at promoting awareness of Employment Law to internal and external stakeholders in order to improve compliance in the Labour market Conducted - Planning and implementing a conference /seminar and drafting a close out report thereafter.
	Conference - A formal event conducted for staff and/or external stakeholders internally or externally with the purpose of sharing information; educating staff or employees, sharing information, raising awareness. Seminar - Seminar has a similar meaning
	Per Year – Financial year (1 April 2022 until 31 March 2023)
	Employment law - means all labour legislation administered by the Minister of Employment and Labour (BCEA, NMWA, EEA, UIA, COIDA, ESA, OHSA) including legislation administered through the Minister of Finance (UICA)
Source of data	Conference or seminar report Attendance register
Method of Calculation / Assessment	Number – Aggregate the number of seminars and conferences conducted.
Means of verification	Attendance Registers
Assumptions	Stakeholders and clients will in fact attend the event that has been organised.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Throughout South Africa
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
Desired performance	No less than 4 seminars and 2 conferences conducted per year.
Indicator Responsibility	Inspector, Team Leaders, Deputy Director Labour Centre Operations, Principal Inspectors, Specialist Inspectors, Assistant Director: Statutory Services at Provincial Office, Provincial Chief Inspectors, Deputy Director: Statutory Services at Head Office, Director: Statutory Service in Head Office, Chief Director Provincial Operations, Directors and Chief Directors IES in HO, Inspector General (DDG:IES)

PROGRAMME 3: PUBLIC EMPLOYMENT SERVICES

INDICATOR TITLE	1.1 NUMBER OF WORK-SEEKERS REGISTERED ON EMPLOYMENT SERVICES OF SOUTH AFRICA PER YEAR
Definition	850 000 Unemployed or under-employed work-seekers are registered on the Department of Labour database (ESSA)
Source of data	Labour Centre Productivity Report from ESSA, requested for reporting period
Method of Calculation / Assessment	The total number of work-seekers registered in labour centres, provincial offices, head office, online, UIF
Means of verification	Labour Centre Productivity Report from ESSA, requested for reporting period
Assumptions	Required resources will be provided and other enablers processed to provide the needed enabling environment.
Disaggregation of Beneficiaries (where applicable)	 Youth Women Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative per quater, cummulative-annually
Reporting Cycle	Quarterly and Annually
Desired performance	850 000 registered work-seekers on the Department of Labour database (ESSA) per year
Indicator Responsibility	Client Service Officers at Labour Centres, PES Managers at Provincial Offices, Chief Directorate - Work-Seeker services at Head Office, DDG: PES

INDICATOR TITLE	2.1 NUMBER OF EMPLOYMENT OPPORTUNITIES REGISTERED ON THE EMPLOYMENT SERVICES SOUTH AFRICA PER YEAR.
Definition	105 000 employment opportunities registered on ESSA for placement of work-seekers
Source of data	Opportunity and placement report from ESSA requested from April up to each end of quarterly period
Method of Calculation / Assessment	Number of employment opportunities registered as generated by ESSA excluding the work permit / visa opportunity type
Means of verification	Opportunity and placement report from ESSA requested from April up to each end of quarterly period
Assumptions	Required resources will be provided and other enablers processed to provide the needed enabling environment
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A

INDICATOR TITLE	2.1 NUMBER OF EMPLOYMENT OPPORTUNITIES REGISTERED ON THE EMPLOYMENT SERVICES SOUTH AFRICA PER YEAR.
Calculation Type	Cumulative
Reporting Cycle	Quarterly and Annually
Desired performance	105 000 employment opportunities registered on ESSA per year
Indicator Responsibility	Employment Services Practitioners at labour centres, Employer Service co-ordinators and PES Managers at Provincial Offices, Chief Directorate – Employer Services at Head Office, DDG: PES

INDICATOR TITLE	3.1. NUMBER OF REGISTERED WORK-SEEKERS PROVIDED WITH EMPLOYMENT COUNSELLING PER YEAR
Definition	240 000 of registered work-seekers provided with employment counselling services that includes life skills programmes, careers information and guidance, psychometric assessments, automated career and employment assessments and any other intervention as defined in the ES Act
Source of data	Employment Counselling Report from ESSA, requested from April up to each end of quarterly period
Method of Calculation / Assessment	Number of registered work-seekers that received Employment Counselling interventions as reflected on ESSA BW Report for employment counselling
Means of verification	Employment Counselling Report from ESSA, requested from April up to each end of quarterly period
Assumptions	Required resources will be provided and other enablers processed to provide the needed enabling environment
Disaggregation of Beneficiaries (where applicable)	 Youth Women Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly and Annually
Desired performance	240 000 registered work –seekers provided with employment counselling per year
Indicator Responsibility	Employment Counsellors at Labour Centres, Principal Psychologist at Provincial Offices, Chief Directorate – Work-seeker Services at Head Office, DDG: PES

INDICATOR TITLE	4.1 NUMBER OF REGISTERED EMPLOYMENT OPPORTUNITIES FILLED BY REGISTERED WORK-SEEKERS PER YEAR
Definition	Registered work-seekers placed into 55 000 of registered employment opportunities through the process identified in Recruitment, Selection and Placement SOP and ES Act. Placement against opportunities registered before end of March will be reported in the first semester of the new financial year. Placement against opportunities for Work visa opportunity type is excluded
Source of data	Opportunity and Placement report from ESSA, requested from April up to each end of each quarterly period. The updated placements for a previous financial year, which have not yet been reported, will be calculated using the BW reports, and reported only in the specific quarter.
Method of Calculation / Assessment	The number of registered work-seekers that were placed against the employment opportunities registered on ESSA as reflected in the Opportunity and Placement report of ESSA
Means of verification	This report exclude the work permit /visa opportunity type
Assumptions	Opportunity and Placement report from ESSA, requested from April up to each end of each quarterly period. The updated placements for a previous financial year, which have not yet been reported, will be calculated using the BW reports, and reported only in the specific quarter.
Disaggregation of Beneficiaries (where applicable)	 Required resources will be provided and other enablers processed to provide the needed enabling environment
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly and Annually
Desired performance	55 000 registered employment opportunities filled by registered work-seekers per year
Indicator Responsibility	Employment Services Practitioners and Counsellors at Labour Centres, PES Managers at Provincial Offices, Chief Directors Work-seeker and Employer Services at Head Office, DDG: PES

INDICATOR TITLE	5.1 NUMBER OF PARTNERSHIP AGREEMENTS CONCLUDED WITH VARIOUS STAKEHOLDERS BY THE DDG: PES PER YEAR
Definition	Partnership Agreements concluded with various stakeholders to facilitate implementation of the objects of the Employment Services Act, 2014
Source of data	Register of Partnership Agreements
Method of Calculation / Assessment	Number of Partnership Agreements concluded and Implementation in Progress
Means of verification	Number of Partnership Agreements signed off by DDG – PES as delegated by the Director-General
Assumptions	The stipulations will be honoured by all Agreement signatories
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired performance	22 Partnership agreement concluded with various stakeholders
Indicator Responsibility	CD – Employer Services /Work-seeker services

INDICATOR TITLE	6.1 NUMBER OF POLICIES DEVELOPED AND APPROVED PER YEAR
Definition	Draft policies in relation to Employment Services (and sub-themes) developed and amendment of the ES Act 2014, consulted and approved by the Minister for submission to Cabinet
Source of data	Submissions to the Minister on Employment Policy review and update draft documents
Method of Calculation / Assessment	Draft Zero National Employment Policy by Quarter 4. (Draft Zero will cover sub-theme on migration policy and draft Employment Services Act legislative amendments)
Means of verification	Submission to the Minister
Assumptions	Policy endorsement by the ES Board, SEIAS certification by the Presidency, support by Government Clusters
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	N/A
Reporting Cycle	Annually
Desired performance	One (1) Policy developed and approved
Indicator Responsibility	DDG: PES

PROGRAMME 4: LABOUR POLICY AND INDUSTRIAL RELATIONS

INDICATOR TITLE	1.1 AMENDMENTS TO THE EMPLOYMENT EQUITY ACT PROMULGATED AND IMPLEMENTED PER ANNUM
Definition	EE Regulations published to implement the EE amendments by 31 March 2023
Source of data	Copy of the EE Regulations published in the Government Gazette
Method of Calculation / Assessment	EE Regulations
Means of verification	Published EE Regulations in the government Gazette
Assumptions	Transformed and inclusive workplace
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities.
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	EE Regulations published by 31 March 2023
Indicator Responsibility	DDG: LPandIR, CD: LR and Director: Employment Equity

INDICATOR TITLE	2.1 ANNUAL EE REPORT AND PUBLIC REGISTER PUBLISHED PER ANNUM
Definition	2021-2022 Annual Employment Equity Report and Public Register published by 30 June 2022.
Source of data	 Information gathered through Employment Equity reports submitted by designated employers annually through manual submissions or EE Online Reporting facility
Method of Calculation / Assessment	Copy of the 2021-2022 Employment Equity (EE) Annual Report
Means of verification	Copy of the Government Gazette of the EE Public Register
Assumptions	EE Annual Report and EE Public Register published by 30 June 2022
Disaggregation of Beneficiaries (where applicable)	Published Annual EE report and EE Public Register
Spatial Transformation (where applicable)	Transformed and inclusive workplace
Calculation Type	All workers, i.e. men, women, youth and Persons with Disabilities
Reporting Cycle	Annual
Desired performance	2021-2022 Annual Employment Equity Report and Public Register published by 30 June 2022
Indicator Responsibility	DDG: LPandIR, CD: LR and Director: Employment Equity

INDICATOR TITLE	2.2 ANNUAL EE REPORT AND PUBLIC REGISTER DEVELOPED PER ANNUM
Definition	2022-2023 Annual Employment Equity Report and Public Register developed by 31 March 2023
Source of data	 Information gathered through Employment Equity reports submitted by designated employers annually through manual submissions or EE Online Reporting facility Copy of CEE Advisory to Minister of Employment and Labour Copy of 2022-2023 Employment Equity (EE) Annual Report developed Copy of EE Public Register developed
Method of Calculation / Assessment	EE Annual Report and EE Public Register developed by 31 March 2023
Means of verification	Developed Annual EE report and EE Public Register
Assumptions	Transformed and inclusive workplace
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	2022-2023 Annual Employment Equity Report and Public Register developed by 31 March 2023
Indicator Responsibility	DDG: LPandIR, CD: LR and Director: Employment Equity

TID for indicator 2.3 was removed. There is no target for this year TID for indicator 2.4 was removed. There is no target for this year

INDICATOR TITLE	3.1 NATIONAL MINIMUM WAGE REVIEWED AND APPROVED BY THE MINISTER OF EMPLOYMENT AND LABOUR BY 31 MARCH EACH YEAR
Definition	NMW reviewed and adjusted by the MoEL to an appropriate level
Source of data	Published Investigation report
Method of Calculation / Assessment	Copies of the Government Gazettes on the NMW investigation report and the notice of the reviewed NMW level
Means of verification	Investigation report and the notice of reviewed NMW level
Assumptions	Required resources will be available to provide the needed enabling environment
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired performance	Review of the National Minimum Wage level by 31 March each year
Indicator Responsibility	DDG: LP and IR, CD: LR and Director: Employment Standards

INDICATOR TITLE	4.1 PERCENTAGE OF COLLECTIVE AGREEMENTS ASSESSED AND VERIFIED WITHIN 120 WORKING DAYS OF RECEIPT PER ANNUM
Definition	 Registration of new labour organisations: Association of employers or employees come together to form a trade union or employers' organisation (labour organisations) Unregistered trade unions or employers' organisations cannot fully participate in collective bargaining system as provided in the LRA To become a registered trade union or employers' organisation, such organisations will apply for registration to the Registrar of Labour Relations Upon registration, the trade union or employers' organisation become a body corporate with full rights to participate in the collective bargaining system as provided for in the LRA
Source of data	Collective agreements registerSubmission to the Registrar for determination
Method of Calculation / Assessment	Calculate the percentage of assessed and verified collective agreements within 120 working days of receipt. A = number of collective agreements received from Bargaining Councils B = total of collective agreements assessed and verified A/B*100/1= %
Means of verification	Collective agreement register
Assumptions	Improved working conditions, including wages and benefits for all workers in sectors
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	100% of collective agreements assessed and verified within 120 working days of receipt by 31 March each year
Indicator Responsibility	DDG: LP and IR, CD: LR and Director: Collective Bargaining

INDICATOR TITLE	4.2 PERCENTAGE OF COLLECTIVE AGREEMENTS ASSESSED AND VERIFIED WITHIN 60 WORKING DAYS OF RECEIPT PER ANNUM
Definition	 Registration of new labour organisations: Association of employers or employees come together to form a trade union or employers' organisation (labour organisations) Unregistered trade unions or employers' organisations cannot fully participate in collective bargaining system as provided in the LRA To become a registered trade union or employers' organisation, such organisations will apply for registration to the Registrar of Labour Relations Upon registration, the trade union or employers' organisation become a body corporate with full rights to participate in the collective bargaining system as provided for in the LRA
Source of data	Collective agreements registerSubmission to the Registrar for determination

INDICATOR TITLE	4.2 PERCENTAGE OF COLLECTIVE AGREEMENTS ASSESSED AND VERIFIED WITHIN 60 WORKING DAYS OF RECEIPT PER ANNUM
Method of Calculation / Assessment	Method of Calculation /Assessment Calculate the percentage of assessed and verified collective agreements within 60 working days of receipt. A = number of collective agreements received from Bargaining Councils B = total of collective agreements assessed and verified A/B*100/1= %
Means of verification	Collective agreement register
Assumptions	Improved working conditions, including wages and benefits for all workers in sectors
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	100% of collective agreements assessed and verified within 60 working days of receipt by 31 March each year
Indicator Responsibility	DDG: LP and IR, CD: LR and Director: Collective Bargaining

INDICATOR TITLE	5.1 PERCENTAGE OF LABOUR ORGANISATION APPLICATIONS FOR REGISTRATION APPROVED OR REFUSED WITHIN 90 WORKING DAYS OF RECEIPT PER ANNUM
Definition	 Registration of new labour organisations: Association of employers or employees come together to form a trade union or employers' organisation (labour organisations) Unregistered trade unions or employers' organisations cannot fully participate in collective bargaining system as provided in the LRA To become a registered trade union or employers' organisation, such organisations will apply for registration to the Registrar of Labour Relations Upon registration, the trade union or employers' organisation become a body corporate with full rights to participate in the collective bargaining system as provided for in the LRA
Source of data	 Application forms (date stamped on receipt) Applications register Record of all decisions made by the Registrar pertaining to the applications of trade unions and employers' organisations
Method of Calculation / Assessment	Deduct the number of applications refused/approved from the total number of applications received Calculate the percentage of applications for registration of labour organisations from date of receipt to date of decision to approve or refuse A = Applications for registration approved/refused B = All applications received A/B*100/1 = %) Days exclude weekend and holidays
Means of verification	Labour Organisation Register
Assumptions	Strengthened collective bargaining in sectors
Disaggregation of Beneficiaries (where applicable)	All workers, i.e. men, women, youth and Persons with Disabilities
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired performance	100% of labour organisation applications for registration approved or refused within 90 working days of receipt per annum

INDICATOR TITLE	5.1 PERCENTAGE OF LABOUR ORGANISATION APPLICATIONS FOR REGISTRATION APPROVED OR REFUSED WITHIN 90 WORKING DAYS OF RECEIPT PER ANNUM
Indicator Responsibility	DDG: LP and IR, CD: LR and Director: Collective Bargaining
INDICATOR TITLE	6.1 PROGRESS REPORTS ON BILATERAL COOPERATION AND MULTILATERAL OBLIGATIONS SUBMITTED TO THE MINISTER ANNUALLY
Definition	Monitor and report on multilateral obligations
	 What is meant by multilateral obligations: Obligatory reports submitted to multilateral organisation such as: International Labour Organisation (ILO), G20, Brazil, Russia, India, China and South Africa (BRICS), Southern African Development Community (SADC), African Regional Labour Administration Centre (ARLAC), African Union Commission (AUC) and South Africa European Social Dialogue Forum (SA/EU) National priorities/ interest – A country's goals and ambitions (labour market) informed by self- interest derived from domestic priorities. South Africa thus makes strategic interventions based on the application of law and practice with the view to improve our domestic laws based on international best practice
	 What is meant by bilateral cooperation Bilateral cooperation is contained within the different Memoranda of Understanding that the country enters into with different strategic governments National priorities/ interest – A country's goals and ambitions (labour market) informed by self-interest derived from domestic priorities. South Africa thus makes strategic interventions based on the application of law and practice with the view to improve our domestic laws based on international best practice
Source of data	The mid-term implementation report as well as the annual implementation report submission signed off by Minister
Method of Calculation / Assessment	Count the number of (a) mid-term implementation reports and (b) annual implementation reports submitted to Minister annually
Means of verification	Mid-term implementation reports and annual implementation reports
Assumptions	Contribute to a sound Labour Market
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Mid-term and annually Q1 – Annual implementation report submitted by 30 April 2022 Q3- Mid-term implementation report submitted by 31 October 2022
Desired performance	2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister annually
Indicator Responsibility	DDG: LP and IR, CD: International Relations

INDICATOR TITLE	7.1 NUMBER OF ANNUAL LABOUR MARKET TREND REPORTS PRODUCED ON THE IMPACT OF LABOUR LEGISLATION PER ANNUM					
Definition	To conduct an analysis and report on the trends observed through monitoring the Department 's implementation of labour legislation and its impacts in the South African labour market in line with National Development Plan (NDP) targets, Vision 2030					
Source of data	To use the Department internal administrative and other relevant external data in the production of 4 annual labour market trend reports. Data will include amongst others the UIF, PES, CF and Quarterly Labour Force Survey, South African Reserve Bank, Productivity SA, Research reports, Socia media etc.					
	Explanation: By end of September 2022, two annual labour market reports will be produced by the LMIS directorate: Annual Labour Market Bulletin and Job Opportunity and Unemployment in the South African labour market for the financial year 2020/21.					
	By end of March 2023, two other annual labour market reports will be produced by the LMIS directorate: Annual Industrial Action and Annual Administrative Statistics for the calendar 2021.					
	*Processes and Verification of data sources and reports production:					
	 a. Annual Industrial Action: Identification of strike through media, e.g., newspapers, radio, TV, etc. 					
	 LRA Form 9.2 sent to affected employers 					
	Forms received and captured on strike database					
	Data verification and analysis conducted					
	Annual report written by March and approval sourced from the Minister					
	 Approval received, from the Minister and submit to the Chief Directorate of Communication to assist in editing and publishing 					
	b. Annual Administrative Statistics:					
	Internal data requested from provincial offices, e.g. LMIS units; extracted from					
	 Employment Services (ESSA), requested from UI (Siyaya database) Data captured on Excel spread sheets and captured on LMIS snapshots format 					
	 Data captured on Excer spread sneets and captured on Livits snapshots format LMIS snapshots format consolidated for key internal indicators and forwarded to all through the Exchange Postmaster 					
	 Four LMIS snapshots are consolidated into one year for analysis 					
	Annual report written by March and approval sourced from the Minister					
	 Approval received from the Minister and submit to the Chief Directorate: Communication to assist in editing and publishing 					
	 c. Job Opportunity and Unemployment in the SA labour market: Vacancies data sourced from national and regional newspapers, e.g., Info Desk; DPSA and 					
	Internet					
	 Data captured on internal JOI database (Excel spread sheets) on daily basis JOI data consolidated and analysed by key vacancies indicators as reflected on 					
	 newspapers, e.g., Info-Desk; DPSA and Internet Annual report written by June and approval sourced from the Minister 					
	 Approval received from the Minister and submit to the Chief Directorate of 					
	Communication to assist in editing and publishing					
	d. Annual Labour Market Bulletin:					
	• External statistical information extracted from national publication, e.g., Reserve Bank,					
	 Stats SA, labour market academic and CCMA reports Report structure outlined and information consolidated and analysed 					
	 Annual report written by June and approval sourced from the Minister 					
	 Approval received from the Minister and submit to the Chief Directorate of Communication to assist in editing and publishing 					
Method of Calculation / Assessment	Count the number of reports produced					
Means of verification	Annual Labour market trend reports					
Assumptions	• Limited coverage in particular with most of data sources used (internal and external)					
	Delay in the implementation of a single integrated database in the Department					

INDICATOR TITLE	7.1 NUMBER OF ANNUAL LABOUR MARKET TREND REPORTS PRODUCED ON THE IMPACT OF LABOUR LEGISLATION PER ANNUM
Disaggregation of Beneficiaries (where applicable)	Report to be disseminated to all stakeholders in the country to improve statistical trend information knowledge for better understanding of the situation and develop evidence based decision, if needed.
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly and Annual
Desired performance	Four annual labour market trend reports produced
Indicator Responsibility	DDG: LP and IR, CD: LMP and Director: Labour Market Information and Statistics

INDICATOR TITLE	8.1 NUMBER OF RESEARCH REPORTS ON THE IMPACT OF LABOUR LEGISLATION TO THE LABOUR MARKET PRODUCED PER ANNUM				
Definition	Reports produced from the research process in which research methods are used to develop those reports				
Source of data	Terms of Reference, literature review, data collection instruments, draft report and final reports				
Method of Calculation / Assessment	Quantitative Count of number of research reports and data collection instruments produced and submitted to the DDG per annum				
Means of verification	Count of number of research reports and data collection instruments produced and submitted to the DDG per annum				
Assumptions	Submission to the DDG				
Disaggregation of Beneficiaries (where applicable)	N/A				
Spatial Transformation (where applicable)	 Women Youth Persons with Disabilities 				
Calculation Type	Reducing unemployment through evidence based policy interventions				
Reporting Cycle	Cumulative – Annual				
Desired performance	Annual				
Indicator Responsibility	2 Final Research reports, 2 research service providers recommended and 1 data collection tool				
	DDG: D and IP CD: I MD and Director: PDD				

DDG:LP and IR.CD:LMP and Director: RPP

ANNUAL PERFORMANCE PLAN 2022/23

PART E CHANGES TO THE REVISED STRATEGIC PLAN

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PART E: CHANGES TO REVISED STRATEGIC PLAN

The changes to the Revised Strategic Plan that were tabled in March 2021 is the five year targets for the indicators below.

PRIORITY 1: CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

MTSF OUTCOME	DEPARTMENTAL OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET	IMPLEMENTING PROGRAMME	
1. Functional, Efficient and Integrated Government	Strengthen the institutional capacity of the Department	1.1 Reduction in the vacancy rate	10%	Vacancy rate maintained at 8% or less	Corporate Services	
	3. Modern Systems and ICT services	3.1 Improve Information Security status of the department	n/a	3 year Cybersecurity roadmap developed	Corporate Services	
		3.2 Legacy systems transitioned to modern integrated SAP Platform	n/a	All targeted legacy applications replaced by SAP on HANA as per the Roadmap	Corporate Services	

TECHNICAL INDICATOR DESCRIPTION (TID)

PRIORITY 1: A CAPABLE ETHICAL AND A DEVELOPMENTAL STATE

INDICATOR TITLE	1.1 REDUCTION IN THE VACANCY RATE					
Definition	Vacant post on the approved establishment must be filled in order to deliver service to the community					
Source of data	ablishment report and Vacancy Report from provinces, funds for consolidation at HQ					
Method of Calculation / Assessment	uantitative ount the number of vacant posts against total establishment umber of posts vacant divided by total number of posts multiply by 100 equals vacancy rate rovide information on age analysis of vacancies					
Assumptions	All vacant posts are funded. Adherence to the Standard Operating Procedure on Recruitment and Selection Availability of required skills in the labour market					
Disaggregation of Beneficiaries (where applicable)	 Women Youth Persons with Disabilities These groups will benefit and statistics will be reported 					
Spatial Transformation (where applicable)	Throughout South Africa					
Desired performance	All funded vacant posts filled within 4 months of becoming vacant. Vacancy rate maintained at 8% or less.					
Indicator Responsibility	Deputy Director-General: Corporate Services					

INDICATOR TITLE	3.1 IMPROVE INFORMATION SECURITY STATUS OF THE DEPARTMENT				
Definition	Vacant post on the approved establishment must be filled in order to deliver service to the community				
Source of data	afeguarding the department systems from cyber-attacks and data losses				
Method of Calculation / Assessment	ovision of information in report/documents format- signed documents				
Means of verification	Quarter 1- Letter of appointment of the service provider and approved project Plan Quarter 2- Assessment report, Quarter 3 Implementation reports on key controls, Quarter 4- Approved Cyber Security Strategy and Roadmap				
Assumptions	Conclusion of the Supply Chain Management processes before or during Quarter 1 (Appointment of service provider by SCM during Quarter 1)				
Disaggregation of Beneficiaries (where applicable)	• N/A				
Spatial Transformation (where applicable)	Throughout the geographical spread of the department				
Calculation Type	Non-Cumulative				
Reporting Cycle	Quarterly and annually				
Desired performance	Secured ICT environment protected from Cyber Attacks				
Indicator Responsibility	Deputy Director General: Corporate Services				

INDICATOR TITLE	3.2 LEGACY SYSTEMS TRANSITIONED TO MODERN INTEGRATED APPLICATIONS PLATFORM
Definition	Standardisation to the latest Technology and provide integrated applications across the department
Source of data	Quarter 2- User Acceptance Testing evidence, Quarter 3- Train the Trainer Assessment reports, Quarter 4- SAP License usage report for live applications
Method of Calculation / Assessment	Provision of information in report/documents format
Means of verification	Quarter 2- User Acceptance Testing evidence, Quarter 3- Train the Trainer Assessment reports and attendance registers, Quarter 4- SAP License usage report for live applications
Assumptions	No unexpected project delivery delays, good adaptation by the users to the systems, No resistance to system implementation
Disaggregation of Beneficiaries (where applicable)	• N/A
Spatial Transformation (where applicable)	Throughout the geographical spread of the department
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly and annually
Desired performance	Modernised, integrated ICT environment
Indicator Responsibility	Deputy Director General: Corporate Services





ANNUAL PERFORMANCE PLAN 2022/23

SUPPORTED EMPLOYMENT ENTERPRISES

SUPPORTED EMPLOYMENT ENTERPRISES

1. 1. PERFORMANCE INFORMATION

PURPOSE:

- Facilitates supported employment
- Provides work opportunities for persons with disabilities
- Develops and implement programmes that promote the employability of persons with disabilities, including persons with permanent disablement as defined in the Compensation for Occupational Injuries and Diseases Act, 1993 (Act No. 130 of 1993), in the light of their evolving needs in a changing economy, and
- Performs any other function as may be prescribed by the Minister.



PRODUCTION FACILITIES

The SEE has a factory network across 8 of the 9 provinces in the country, and the factories footprint and production portfolio is as follows:

	PROVINCE	FACTORY LOCATION	PRODUCTS PORTFOLIO
(i)	Gauteng	Pretoria	School furniture, Office Furniture, Work ware, Hospital PPE and Hospital linen
		Springfield	Office Furniture, Home Furniture and Upholstery
		Rand	Work ware, Hospital PPE and Hospital linen
(i)	Western Cape	Ndabeni	School furniture, Work ware, Hospital PPE and Hospital linen
		Epping	School Furniture, Office Furniture and Upholstery
(i)	KwaZulu-Natal	Pietermaritzburg	School Furniture, Office Furniture and Hospital Linen
		Durban	School furniture, Office Furniture, Work ware, Hospital PPE and Hospital linen
(i)	Eastern Cape	East London	School furniture, Hospital PPE and Hospital linen
		Port Elizabeth	Hospital PPE and Hospital linen
(i)	Northern Cape	Kimberley	• School furniture, Hospital PPE and Hospital linen
(i)	Free State	Bloemfontein	School furniture, Hospital PPE and Hospital linen
(i)	North West	Potchefstroom	School Furniture, Hospital Linen, Metal Safes and Trailers
(i)	Limpopo	Seshego	Hospital Linen and Hospital PPE

SEE REPORTS TO PRIORITY 2: ECONOMIC TRANSFORMATION AND JOB CREATION

The outcome of this priority is more decent jobs created and sustained, with youth, women and persons with disabilities prioritised. SEE has to create additional 400 work opportunities for people with disabilities by end of March 2025. This is part of the overall target of the Department of Employment and Labour of 256 050 jobs expected across different entities within the Department of Employment and Labour.

ORGANISATIONAL ENVIRONMENT

The factories are supported by 159 staff members that are employed by the Department of Employment and Labour. Each factory is led by a factory manager who reports through their Directorate Operations to the SEE EXCO. All sales of products from the factories are centrally coordinated through the Directorate Business Development. Products are marketed through the new SEE website. Printed catalogues are widely distributed to entities and the entity also conducts direct marketing to national and provincial departments. The Chief Executive Officer (CEO) of SEE has been appointed in the 3rd quarter of the current financial year as well as the Chief Financial Officer (CFO), this should bring much needed stability in the entity.

LEGAL ENTITY

The Draft Employment Services Amendment Bill of 2021 will amend Section 41 (1) which established the Supported Employment Enterprises (SEE) as a government component. This will clarify SEE's legal status and then National Treasury can approve SEE to perform any of the functions of a trading entity as contemplated by the Public Finance Management Act.

COVID-19 IMPACT

SEE's operations continue to be adversely affected by the impact of Covid-19. This is demonstrated by the low sales figures that have been reported on thus far. The full recovery is expected during 2022/23 financial year in line with the country's full economic recovery.

The Entity continued to pay all factory workers their full salaries and did not suspend or reduce salaries like in many industries across the country as this would have resulted in serious hardships given their current earning levels. The working from home concept could not be implemented during shift work as it was not practical to supply factory workers with machinery to work from home.

With the introduction of lockdown regulations and the clarity on how essential work and manufacturing would be conducted, the factories experienced a sharp increase in the demand for reusable hospital PPE predominantly from the Western Cape Provincial Health Department. The entity also responded to the introduction of the regulation enforcing the use of cloth face masks by anticipating the demand by institutions and the general public which led to the manufacturing of cloth face masks in line with the DTIC guidelines.

ESTABLISHMENT OF MPUMALANGA FACTORY

The entity has temporarily paused plans to establish a new factory in Mpumalanga due to the slowdown in sales across the country. Consultations have however been ongoing with stakeholders from the Disability Sector, The Departments of Social Development, Health, Education and SEDA in the province. A provisional site for the factory has been identified in the Bushbuckridge area which is an unutilised site that belongs to the municipality and was established for the benefit of persons with disabilities in the area.

DURBAN FACTORY

The Durban factory site was handed over to the Department of Public Works and Infrastructure for repairs and a revamp project. Since the appointed Safety Agent discovered asbestos on site, this has delayed the project as it is still at asbestos' removal stage.

KEY INITIATIVES THAT SEE WILL EMBARK ON TO IMPROVE ON ITS OPERATIONS

SYSPRO Enhancement Project earmarked to commence at the beginning of the next financial year will optimise the entity's value chain and align the entity with industry's best practice. The system enhancement will also provide SEE with ease of financial reporting as some of the Auditor General's findings were as a result of the entity's obsolete Information and Communication Technology (ICT).

Continuous participation through Memorandum of Understanding (MOUs)/Sales Agreements signed with the provincial departments and other stakeholders are starting to be converted into sales orders which will drive revenue on a sustainable basis for the entity. Business Development will be embarking on the market penetration exercise to expand SEE's footprint beyond government in an effort to drive customer acquisition in the corporate sector.

SEE has worked closely with the Department of Social Development (SEE participated in the YOLO program for DSD as well as Independent or Supported Living for People with Disabilities Forum) and Productivity SA, Supported Employment Enterprises is in the process of collaborating with both stakeholders. The value that can be derived from Productivity SA regarding the optimization of SEE's operational environment is immense while the access to social workers from the DSD can assist in boosting the morale of SEE's factory workers.

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	Q	2024/25	150	10%	ъ
	MTEF PERIOD	2023/24	150	10%	10
	2	2022/23	20	10%	Ľ
GETS	ESTIMATED PERFORMANCE	2021/22	Additional 25 PWD provided with work opportunities	5% annual increase of sales revenue from goods and services	5 customer agreements entered into
ANNUAL TARGETS	ANCE	2020/21	Achieved 25 additional persons with disabilities employed in the SEE factories by the end of March 2021	Not achieved -67% Actual sales R41 865 234 against last year's sales of R128 122 846	Not achieved 2 customer agreements entered into by the end of March 2021
	AUDITED/ACTUAL PERFORMANCE	2019/20	Not achieved 64 additional PwDs provided with work opportunities by end of March 2020	Achieved 67%	N/A
		2018/19	Achieved 100 additional PwDs provided with work opportunities by end of March 2019	Achieved 16.59% Actual out of R72 059 698 against a target of R61 805 926	N/A
OUTPUT INDICATORS			Number of additional persons with disabilities employed in the SEE factories by the end of March	% annual increase of sales revenue from goods and services by the end of March	Number of customer agreements entered into annually
SEE OUTCOME OUTPUTS			Employment Services Act and recruitment and selection strategy for PWDs implemented	Financial viability increased and sustained	SEE's market share increased and sustained
			Provide additional job opportunities for People with Disabilities	Increase sales revenue	Increase SEE's market share

1.2 INDICATORS, ANNUAL AND QUARTERLY TARGETS

Q2 Q3 Q4	- 20 50	10%	3 5 7
Q1	۰ د	1	Ч
ANNUAL TARGET	50 additional persons with disabilities employed in the SEE factories by the end of March 2023	% annual increase of sales revenue from the end of March 2023 by the en	7 customer agreements entered into by the end of March 2023
OUTPUT INDICATORS	Number of additional persons with disabilities employed in the SEE factories by the end of March	% annual increase of sales revenue from 10% annual increase of goods and services by the end of March 2023	Number of customer agreements entered into annually

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2. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

Resource consideration is based on the transfer allocation to fund for the entity's mandate and achievement of APP targets. The MTEF was based on the three APP targets as per revised APP and estimates for targets was based on historical cost with NT's transfer allocation adjustments used for cost adjustments.

3. RESOURCE CONSIDERATIONS

BUDGET ALLOCATION

PROGRAMME:	AUDITED OUTCOMES		ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM TERM EXPENDITU ESTIMATE		NDITURE	
R-THOUSAND	2018/19	2019/20	2020/21	2021/22	2	2022/23	2023/24	2024/25
Transfers/grant allocation	136 779	148 923	175 413	155 457	162 266	166 837	167 864	74 112
Factory employees' salaries	89 301	100 472	100 671	108 714	114 460	120 183	126 192	132 502
Promotional and campaign cost	-	-	-	-	944	991	1 041	1 093
Marketing and research cost	3 847	264	10	-	-	-	-	-
Administration salaries	38 321	39 767	49 158	58 805	61 166	64 224	67 436	70 807
Administration cost	22 511	12 293	13 487	19 647	34 922	36 668	38 502	40 427
Operating surplus/(deficit)	-17 201	-3 873	12 087	-31 709	-49 226	- 55 230	- 65 306	- 70 716

There were no major changes in the MTEF budget allocation for SEE as budget allocation for 2022/2023 financial year is as per appropriated MTEF. SEE is still expecting to achieve the planned output and targets planned for with the available budget resource allocation as per MTEF budged allocation.



KEY RISKS AND MITIGATION STRATEGIES

OUTCOME	KEY RISK	RISK MITIGATION
Provide additional job opportunities for People with Disabilities	Inability to generate work opportunities	 Improved marketing Develop new innovative products Secure 7 new customer agreements Increase sales by 10%

TECHNICAL INDICATOR DESCRIPTION (TID)

Indicator Title	Number of additional persons with disabilities employed in the SEE factories by the end of March 2023	
Definition	The indicator measures the number of new additional persons with disabilities provided with work opportunities or entered into programmes that promote their employability on a contract/ permanent basis	
Source of data	Employee HR file VIP	
Method of Calculation / Assessment	A count of the number of additional persons with disabilities provided with work opportunities, either permanent, contract and project work opportunities	
Means of verification	Employee appointment lettersProof of Disability report	
Assumptions	• The target will be met with full complement of HR staff and support from management	
Disaggregation of Beneficiaries (where applicable)	50 Additional persons with disabilities employed by end of March 2023 to include youth and women	
Spatial Transformation (where applicable)	Throughout Provinces that have SEE factories	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired performance	To increase the current 1 021 persons with disabilities employed in the SEE factories by the end of March 2023 by an additional 50	
Indicator Responsibility	13 Factory Managers , Director : SEE HR	

Indicator Title	% annual increase in sales revenue		
Definition	The percentage increase in sales from the 2021/22 financial year		
Source of data	Syspro system		
Method of Calculation / Assessment	Calculation of the percentage difference of achieved sales against prior year sales Formula: Sales Increase=(Current Year Sales-Prior Year Sales)/(Prior Year Sales) X 100		
Means of verification	Signed Trial balance		
Assumptions	Assumed that the data generated from the system will be accurate and correct		
Disaggregation of Beneficiaries (where applicable)	N/A		
Spatial Transformation (where applicable)	N/A		
Calculation Type	Cumulative		
Reporting Cycle	Year end		
Desired performance	Sales increase of 10% by 2023 from previous year's generated sales		
Indicator Responsibility	Business Development		

Indicator Title	Number of customer sales agreements entered into annually		
Definition	The number of sales contracts entered into with customers		
Source of data	Signed customer sales agreements		
Method of Calculation / Assessment	A count of the number of signed contracts entered into with customers for the sale of goods and services from the SEE		
Means of verification	Signed customer sales agreements		
Assumptions	Assumed that all sales agreements will be entered into by way of a signed contract		
Disaggregation of Beneficiaries (where applicable)	N/A		
Spatial Transformation (where applicable)	N/A		
Calculation Type	Cumulative		
Reporting Cycle	Quarterly		
Desired performance	7 customer agreements entered into by the end of March 2023		
Indicator Responsibility	Business Development		

ANNEXURE F: CHANGES TO THE REVISED STRATEGIC PLAN FOR SEE

MTSF OUTCOME	OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE YEAR TARGET
Economic Transformation and Job Creation	Provide additional job opportunities for People with Disabilities	Number of jobs created through the presidential comprehensive youth employment interventions	SEE currently employs just over 1025 people with disabilities	2020/21 – 25 additional persons with disabilities employed in the SEE factories by the end of March 2021
				2021/22 - 25 additional persons with disabilities employed in the SEE factories by the end of March 2022
				2022/23 - 50 additional persons with disabilities employed in the SEE factories by the end of March 2023
				2023/24 – 150 additional persons with disabilities employed in the SEE factories by the end of March 2024
				2024/25 - 150 PWDs employed by 31 March 2025
	Increase sales revenue	% sales increase to ensure financial viability and growth	SEE currently generate ZAR 61 million and receives ZAR 141 million in transfer funding. Its strategic intent is to generate over ZAR 200 million per annum by strengthening relationships and alliances with our existing key customers	 2020/21 - 5% annual increase of sales revenue from goods and services by the end of March 2021 2021/22 - 5% annual increase of sales revenue from goods and services by the end of March 2022 2022/23 - 10% annual increase of sales revenue from goods and services by the end of March 2023 2023/24 - 10% annual increase of sales revenue from goods and services by the end of March 2024 2023/24 - 10% annual increase of sales revenue from goods and services by the end of March 2024 2024/25 - 10% annual increase of sales revenue from goods and services by the end of March 2024
	Increase SEE's market share	Establish customer agreements for sustainable income to implement the SEE mandate	SEE has entered into three customers agreement	 2020/21 - 3 customer agreements entered into by the end of March 2021 2021/22 - 5 customer agreements entered into by the end of March 2022 2022/23 - 7 customer agreements entered into by the end of March 2023 2023/24 - 10 customer agreements entered into by the end of March 2024 2024/25 - 5 customer agreements entered

2024/25 - 5 customer agreements entered into by the end of March 2025















Department: Employment and Labour **REPUBLIC OF SOUTH AFRICA**