

The background of the entire page is a photograph of construction workers silhouetted against a bright, orange-hued sunset sky. The workers are positioned across the lower half of the frame, with one worker on the far left, two in the center, and one on the right. The sky is filled with soft, glowing clouds. Overlaid on this image are several large, semi-transparent geometric shapes: a large yellow diamond in the upper left, a large blue diamond in the center, and several smaller yellow and blue diamonds scattered throughout. Thin white lines and orange diagonal stripes also cross the image, adding a modern, architectural feel.

# ANNUAL PERFORMANCE PLAN

DEPARTMENT OF LABOUR | 2016/2017

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**The Annual Performance Plan 2016/2017 Department of Labour**

is compiled with the latest available information from Departmental sources.  
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The Strategic Plan 2015-2020 is also developed based  
on the Annual Performance Plan 2016/2017





labour

Department:  
Labour  
REPUBLIC OF SOUTH AFRICA

# ANNUAL PERFORMANCE PLAN

DEPARTMENT OF LABOUR | 2016/2017

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## ORGANISATIONAL STRUCTURE TOP LEADERSHIP



*from left to right*

**SP Holomisa** | Deputy Minister of Labour  
**MN Oliphant** | Minister of Labour  
**T Lamati** | Director-General

*from left to right*

**SS Mkhonto** | Chief Operations Officer  
**V Mafata** | Acting Compensation Fund Commissioner  
**S Morotoba** | Deputy Director-General: Public Employment Services  
**PN Tengen** | Deputy Director-General: Corporate Services  
**A Moiloa** | Deputy Director-General: Inspection and Enforcement Services  
**V Seafeld** | Deputy Director-General: Labour Policy and Industrial Relations  
**TB Seruwe** | Unemployment Insurance Fund Commissioner  
**BE Maduna** | Chief Financial Officer



## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

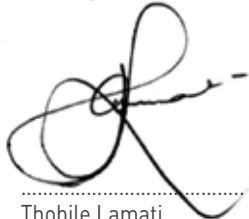
- Was developed by the management of the Department of Labour under the guidance of MN Oliphant, MP
- Was prepared in line with the current Strategic Plan of the Department of Labour
- Accurately reflects the performance targets which the Department of Labour will endeavor to achieve given the resources made available in the budget for 2016/2017 financial year.



Shadrack Mkhonto  
Chief Operations Officer



David Kyle  
Acting Chief Financial Officer



Thobile Lamati  
Director-General



Deputy Minister IP Holomisa  
Executive Authority of the Department of Labour



Minister MN Oliphant, MP  
Executive Authority of the Department of Labour



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## ACRONYMS

<b>AFS</b>	Annual Financial Statements
<b>AIA</b>	Accredited Inspection Authorities
<b>APP</b>	Annual Performance Plan
<b>APSO</b>	Association for Professional Service Organisation
<b>ARLAC</b>	African Regional Labour Administration Centre
<b>AU LSAC</b>	African Union Labour and Social Affairs Commissions
<b>BCEA</b>	Basic Conditions of Employment Act
<b>CAPES</b>	Confederation of Associations of Personnel Employment Agencies
<b>CCMA</b>	Commission for Conciliation, Mediation and Arbitration
<b>CD: PO</b>	Chief Director: Provincial Operations
<b>CF</b>	Compensation Fund
<b>CFO</b>	Chief Financial Officer
<b>CIO</b>	Chief Information Officer
<b>COIDA</b>	Compensation for Occupational Injuries and Diseases
<b>COO</b>	Chief Operations Officer
<b>COSATU</b>	Congress of South African Trade Unions
<b>CRP</b>	Contract Review Panel
<b>CS</b>	Corporate Services
<b>DDG</b>	Deputy Director-General
<b>DEXCOM</b>	Departmental Executive Committee
<b>DG</b>	Director-General
<b>DHA</b>	Department of Home Affairs
<b>DIRCO</b>	Department of International Relations and Cooperation
<b>DoL</b>	Department of Labour
<b>DPSA</b>	Department of Public Services and Administration
<b>DWCP</b>	Decent Work Country Programme
<b>EAP</b>	Economic Active Population
<b>EC</b>	Eastern Cape



<b>ECC</b>	Employment Conditions Commission
<b>EEA</b>	Employment Equity Act
<b>EEC</b>	Employment Equity Commission
<b>ES</b>	Employment Services
<b>ESA/B</b>	Employment Services Act or Bill
<b>ESSA</b>	Employment Services for South Africa
<b>FEDUSA</b>	Federation of Unions of South Africa
<b>FS</b>	Free State
<b>GCIS</b>	Government Communication and Information Services
<b>GP</b>	Gauteng
<b>HO</b>	Head Office
<b>HRM</b>	Human Resource Management
<b>ICD</b>	Integrated Client Database
<b>ICT</b>	Information and Communication Technology
<b>IES</b>	Inspection and Enforcement Services
<b>IFS</b>	Interim Financial Statements
<b>ILO</b>	International Labour Organisation
<b>IT</b>	Information Technology
<b>JSE</b>	Johannesburg Stock Exchange
<b>KRA</b>	Key Result Area
<b>KZN</b>	KwaZulu-Natal
<b>LP</b>	Limpopo
<b>LP and IR</b>	Labour Policy and Industrial Relations
<b>LRA</b>	Labour Relations Act
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOA</b>	Memorandum of Agreement
<b>MOU</b>	Memorandum of Understanding
<b>MP</b>	Mpumalanga
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>MTSF</b>	Medium-Term Strategic Framework
<b>NACTU</b>	National Council of Trade Unions

<b>NC</b>	Northern Cape
<b>NDP</b>	National Development Plan
<b>NEDLAC</b>	National Economic Development and Labour Council
<b>NT</b>	National Treasury
<b>NW</b>	North West
<b>OHS</b>	Occupational Health and Safety
<b>OHSA</b>	Occupational Health and Safety Act
<b>PDP</b>	Personal Development Plan
<b>PEA</b>	Private Employment Agencies
<b>PES</b>	Public Employment Services
<b>PFMA</b>	Public Finance Management Act
<b>PPP</b>	Public Private Partnership
<b>PSA</b>	Productivity South Africa
<b>PwD</b>	People with disabilities
<b>RAMP</b>	Renovation and Maintenance Project
<b>RME</b>	Research Monitoring and Evaluation
<b>SADC</b>	Southern African Development Community
<b>SADC - ELS</b>	Southern African Development Community - Employment and Labour Sector
<b>SD</b>	Sectoral determinations
<b>SDIP</b>	Service Delivery Improvement Plan
<b>SEE</b>	Supported Employment Enterprises
<b>SMME</b>	Small Medium Macro Enterprises
<b>SMS</b>	Senior Management Service
<b>SP</b>	Strategic Plan
<b>TEA</b>	Temporary Employment Agencies
<b>UIA</b>	Unemployment Insurance Act
<b>UIF</b>	Unemployment Insurance Fund
<b>WSP</b>	Workplace Skills Plan
<b>WSS</b>	Work-Seeker Services

# OUR VISION, MISSION AND VALUES

## OUR VISION

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

## OUR MISSION

Regulate the South African labour market for sustainable economy through:

- Appropriate legislation and regulations
- Inspection, compliance monitoring and enforcement
- Protection of human rights
- Provision of employment services
- Promoting equity
- Social and income protection
- Social dialogue.

## OUR VALUES

We treat employees with care, dignity and respect

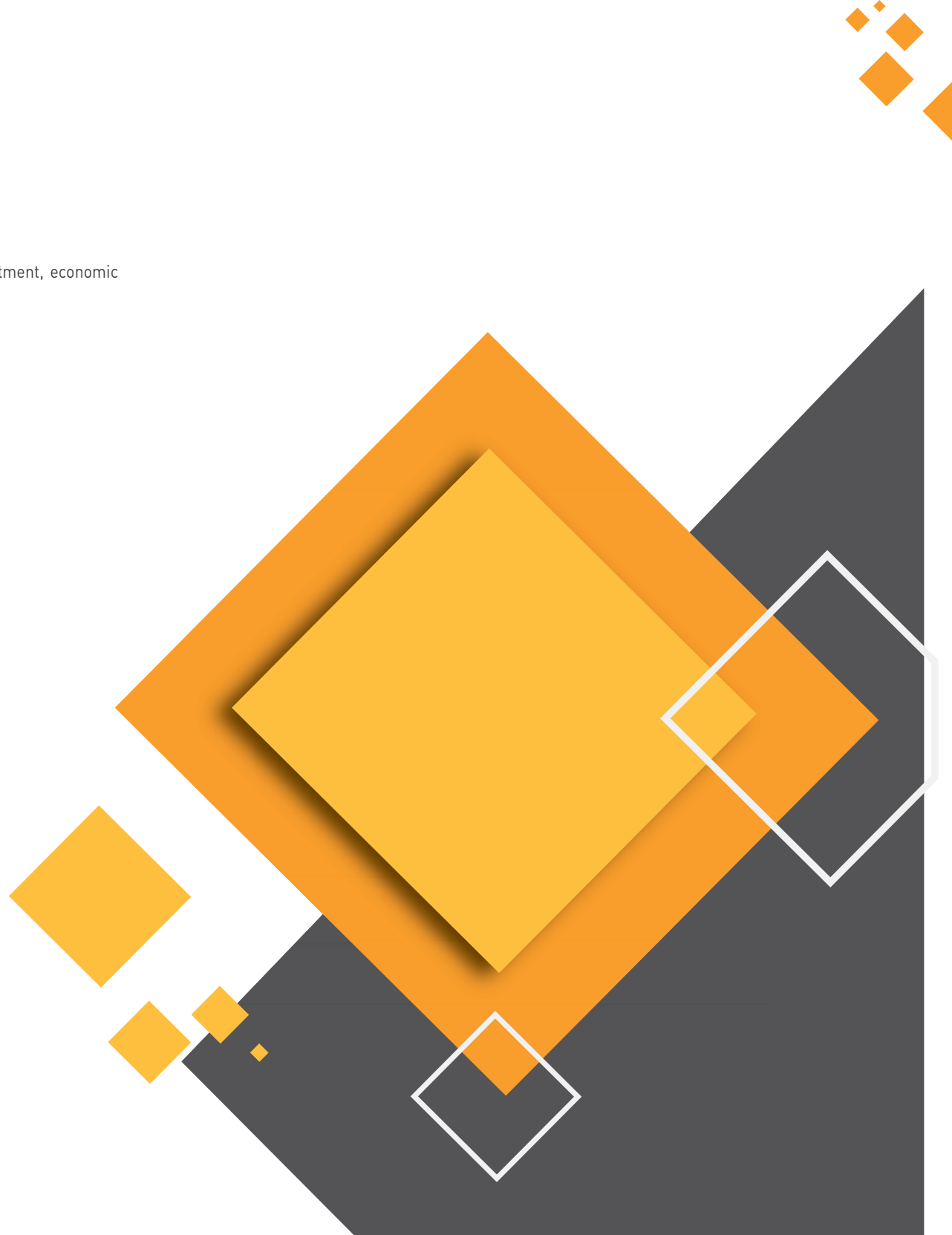
We respect and promote:

- 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.



## FOREWORD BY THE MINISTER

South Africa's labour relations' journey from the Masters and Servants Acts of 1853, which required the obedience and loyalty from servants to their Masters, with infringements of the contract, punishable before a court of law, often with a jail sentence with hard labour, has been remarkable. From the days when our people were sent to potato farms for failure to produce a dom-pass, and for being at a place without a valid work-seekers permit to today when workers are able to seek employment wherever they choose and once in employment, they can count on protection against unfair labour practices, means progress. Today Workers can sit around the table with the employers and negotiate their working conditions; Domestic Workers and Farm workers can celebrate the fact that they are today recognised as workers.

These things did not fall from the sky, but they were as a result of the hard work and a clear vision of our forebears and the resolve of our Government to correct the injustices of the past. The way we do this, draws a lot from the International best practice through the International Labour Organisation (ILO) Conventions and Recommendations. In addition, all our labour laws have to pass the scrutiny of the robust Economic and Social Impact Assessment and most importantly, they also have to be in line with the spirit and the letter of our Constitution. These various tests through which our labour laws have to go, give most of us a degree of comfort that we are at least not trampling on the fundamental rights of our citizens.

As a matter of fact, our labour laws are an expression of the Bill of Rights in this country, which of course owes its origins to the 1955 Freedom Charter. None of our labour laws fall outside of the Bill of Rights and the Constitution remit.

The fight against unemployment, poverty and inequality cannot be a monopoly of any one social partner; therefore it should be fought by all and on all fronts. Every South African deserve to be given the opportunity to find a job, which is vital in bringing a real meaning to our hard fought freedom, dignity and a chance to better one's life. The creation of decent work and sustainable livelihoods remain at the core of the Government's agenda. The task of addressing joblessness, poverty and inequality is a responsibility of all of us and not just one social partner. For this we need to stop the blame game, and demonstrate that we are indeed committed to the future of this country.

The set of actions that are outlined in the Strategic Plan 2015 – 2020 and the Annual Performance Plan are in sync with these noble objectives as found in the Freedom Charter, our Constitution, the Bill of Rights and the National Development Plan. It is remarkable to note that to date there are only two Freedom Charter demands in the labour relations chapter that have not been met to the fullest, i.e. achieving a forty-hour workweek and setting a national minimum wage, but these two areas are receiving attention.

Lastly and most importantly, the Department is examining every possible angle to leverage our labour market policy space in order to get our people employed, entrepreneurs given a chance to grow and our sons and daughters given opportunities to grow. Our plans may sound ambitious, but through the support of management, staff and our social partners, nothing is impossible.



Minister MN Oliphant, MP  
Executive Authority of the Department of Labour





## FOREWORD BY THE DEPUTY MINISTER

The Department of Labour's central mandate is to contribute to Outcome 4; 'Decent employment through inclusive economic growth'. Underpinning this mandate is the vision that the Department will strive for a labour market which is conducive to investment, economic growth, employment creation, and decent work. Our reason for existence is crystal clear; "regulate the South African labour market for a sustainable economy through appropriate legislation and regulations; Inspection, compliance monitoring and enforcement; Protection of human rights; Provision of employment services; Promoting equity and social and income protection and Social dialogue."

Whilst there is a lot to be proud of in this very short time since the advent of democracy, there is still a long way to go if we are to live up to our mandate and what this Administration has set itself to achieve in this term. Our achievements to date should not be the reason for complacency, but should be the stimulus that will propel all of us to ramp-up our efforts for this term and beyond. Our mission is still far from being accomplished.

Our Strategic plan captures our set of priorities and goals for the year ahead and beyond. The Plan has brought sharply the need to ensure that the organisational design becomes an enabler rather than an inhibitor, systems and processes optimise our outputs and ultimately the impact, attracting and deploying correct human capital capabilities in appropriate areas of need. Making sure that the people that are assigned to these jobs are fit for the purpose.

We do take into account that whilst it is well and good to have a Plan, effective implementation and achieving the desired results and impact, are probably the most important elements of it. In line with this, the Director-General will be spending much of his time driving efficiencies in everything we do from systems to processes and governance.

Our provincial service delivery infrastructure will receive much attention from the leadership in this period as that is where our presence could make a meaningful difference.

Our actions must change the lives of our people for the better, failing which we will have no reason to justify our existence.

The plan that follows is alive to the harsh realities of the current economic period and we have to work within the limited means. We know and understand our mission, hence the plan talks to what is to be done, how, when and the impact we want to see.

We will lean on management and staff to make this happen. The cooperation of our social partners with the Department will go a long way in achieving our strategic objectives.

Deputy Minister IP Holomisa  
Executive Authority of the Department of Labour

## OVERVIEW BY THE ACCOUNTING OFFICER

Like various countries around the globe, the South African economy has not fully recovered from the effects of the 2008-2009 global economic crises. This is evidenced by the continuous increase in the levels of unemployment in general and amongst black Africans; those with low levels of education; the youth; women and those without prior work experience in particular. It is our firm belief that in order to address this reality, we need a healthy global economy and a stable labour market. In our view, there is a symbiotic relationship between a stable labour market and economic growth, therefore the interplay and the delicate balance between these two, require careful navigation. There are those, of course, who are quick to blame our labour relations policy framework for the country's challenges, whereas there is empirical evidence to the contrary.

We have put in place sound policies and schemes to respond to the Government's call to increase job opportunities and job-retention. We have taken a stance not to wait for the rising tide of economic growth challenges to improve for the better, before commencing our work to deliver on our constitutional and legislative mandate. The economic growth challenges suggest that we should constantly evaluate and review our business model to meet the socio-economic realities of our time using the policy instruments at our disposal. Despite the economic realities and limited resources, we commit to continuously strive to bring our vision into a measurable reality. The Department is, in the light of the diminishing resources, quickly adapting to doing more with less.

The Department of Labour, through its Strategic Plan, affirms its continuous commitment to transform the South African labour market into a labour market that is just, equitable and capable of meeting the growing demands of a dynamic economy. The leadership and the team of highly dedicated officials of the Department, believe in its strengths and capabilities to deliver on the constitutional, legislative and policy mandates as well as core functions and strategic outcomes clearly outlined in the Department's Strategic Plan and translated to the Annual Performance Plan.

However, in order for us to embrace our strengths and capabilities, which we bank on to deliver on our strategic mandates, we acknowledge the importance and need for a broader self-awareness approach required to deal with the inevitable changes within and outside our operating environment. We firmly acknowledge that without a strong strategic relationship between us, the entities and statutory bodies aligned to the Department of Labour, we will not be able to deliver on our mandates and realise our vision as outlined in our Strategic Plan. It goes without saying that the Parliament Oversight Committees such as the Labour Portfolio Committee and the Select Committee on Public Enterprises play a significant role in guiding and steering our ship in the right direction. Furthermore the internal and external audit committees equally play a very important role in guiding us to navigate through our stated objectives. Therefore, with the continuous strategic support and guidance we receive from the Parliamentary committees, entities and statutory bodies, we can boldly say that our


Strategic Plan will definitely bring a tangible positive impact on the lives of many in our country, especially the vulnerable workers.

As we march into the 2016/17 financial year, we are mindful of the fact that we need to improve our organisational effectiveness. This therefore requires that we re-align our organisation to meet service delivery imperatives. In 2015/16, we commenced with the business improvement and change programme to improve our efficiency and this will be completed in the 2016/17 financial year.

The commitments that we want to fulfill in this financial year depend in part on the unwavering support from our dedicated employees and the cooperation of all our social partners operating within our space. It is when there's a sense of community prevailing that success could be attained, as the Government's motto goes: "working together we can do more".

In conclusion the Department of Labour leadership once more wishes to extend a word of appreciation to the Minister, the Deputy Minister and the Chairpersons and their respective members of the oversight committees for their support, leadership, political and strategic guidance provided to the team during the development of this Strategic Plan as well as the well-defined Annual Performance Plan. I would like to express our sincere appreciation to the office of the Auditor-General for their continued support as we move towards tightening our internal controls.

"Ukuze siphumelele kuzakufuneka sisonke siwutyathe emagxeni ethu lo mthwalo. Kaloku ukwanda kwaliwa ngumthakathi!!!"



Thobile Lamati  
Director-General

