

# PART A: STRATEGIC OVERVIEW

## 1. UPDATED SITUATION ANALYSIS

Most researchers have argued that the present South African economic trajectory is simply not good enough. It is observed that the slow economic growth in the 2008/09 is still being associated with a high jobless rate at 27.1% or about 5.8 million of unemployed people in September 2016<sup>1</sup>. A large number of people (2.3 million in September 2016) have given up searching for new opportunities and permanent employment. The labour absorption rate in the country at 43.1 % is not competitive as compared to other emerging countries in the world to absorb a large number of new entrants in the labour market. The private sector is not currently supporting the employment creation policy. The structural and competitiveness challenges hold back production and investment in the South African economy.

The slow economic trends could be explained by various external and internal shocks such as the slow growth in China, the normalisation of U.S monetary policy and more recently the impact of Brexit. From the home grown (internal) shocks, the recent drought which was the worst in decades affecting agricultural production and food prices. The failure of the economy to grow also affects the rate of transformation and the ability of the economy to absorb women and people with disability. Thus, it brings most researchers to suggest the need for a fresh and energetic review of South Africa's policies that are followed by implementing actions.

Notwithstanding this, the targets set in the National Development Plan (NDP) of 5-6% economic growth per annum and halving unemployment by 2020 are still considered to lift up and absorb those 5.7 million unemployed people into the mainstream economy. Thus, the South African Government and business leaders had recently agreed on five measures to deal with the economy. Amongst them, they announced the following:

- R180 billion investment in energy over the next three years
- A joint public and private sector small business fund on a 50-50 basis. Already, the private sector has pledged about R1.6 billion to the fund
- Co-investment by the private sector in infrastructure, and the strengthening of crisis-ridden state entities.

In view of this, the South African Government continues to prioritise measures aimed at generating employment. These include tax incentives for employment and investment, support for enterprise development, skills development and employment programmes. However, this requires a diligent implementation towards the growth rates envisaged in the NDP. According to the Minister (February, 2015), "the best short-term prospects for faster growth lies in less energy-intensive sectors such as tourism, agriculture, light manufacturing and housing construction. These are the sectors that employ more people, and so they contribute to more inclusive growth..."

On the other fronts, a number of programme initiatives to improve slow economic growth and employment creation such as the implementation of large infrastructure investment in our cities, e.g., urban space economy<sup>2</sup> and current discussions at the National Economic Development and Labour Council (Nedlac) to introduce a National Minimum Wage (NMW) for the resolution of workplace disputes are progressing well. This implies that the South African economic performance will depend on how well interventions or ongoing reforms to boost growth are coordinated and implemented amongst all social partners, e.g., Organised Business, Organised Labour, Government and Civil Society.

Furthermore, the 1964 Declaration of Philadelphia has bestowed to the ILO Member States a daunting obligation to continually strive for the achievement of full employment and rights at work. Notwithstanding many challenges brought about by the changes in the world of work, full employment remains a primary goal for member states. Thus, the Department will continue to pursue this goal in its activities within the ILO, G20, BRICS, SADC and the AUC.

<sup>1</sup> Statistics South Africa, Quarterly Labour Force Survey, Quarter three of 2016, November 2016

<sup>2</sup> For example, the R20 billion Cornubia project in eThekweni will include 25 000 residential units and 1.4 million square meters commercial space. A 12 ha commercial hub is under construction and has already been sold.

## 1.1 PERFORMANCE ENVIRONMENT

A major achievement during the Medium-Term Strategic Framework 2014 – 2020 was the promulgation of amendments to the Labour Relations Act, the Basic Conditions of Employment Act and the Employment Equity Act. Together, these amendments are intended to give further protection to vulnerable workers, especially those in temporary work arrangements, to promote greater equity in the labour market and especially, to promote equal treatment. Regulations were completed for the Labour Relations Act, Employment Equity Act. A Code of Good Practice on Equal Pay for Work of Equal Value was also completed and published.

A new Employment Services Act 2014 was promulgated during August 2015, which provides a legal framework for the operation of the public employment services, the regulation of private employment agencies and temporary employment services, the establishment and operations of Supported Employment Enterprises and Productivity South Africa. Amendments to the Unemployment Insurance Act have been finalised and the Presidency has assented to the Unemployment Insurance Amendment Act, 2016. Amendments to the Occupational Health and Safety Act and to the Compensation for Occupational Injuries and Diseases Act also reached an advanced stage in the Department during this term.

Major aspects of our programme of legislative reform were completed during this term and steps were also taken to further strengthen and professionalise the inspection and enforcement capacity of the Department. During the coming years, our emphasis will move to enforcement and to monitoring and evaluating the implementation of the labour laws, as amended.

These amendments were the product of protracted and often difficult negotiations involving the contrasting interests of Organised Labour, Organised Business, Government and diverse political parties in Parliament. The National Economic Development and Labour Council, as always, played a sterling role in bringing about the requisite consensus for the passage of these laws.

The revamping of the labour laws is a highly significant milestone that underscores our resolve to help transform and regulate the labour market. Consistent with the policy orientation of the Department since 1994, the amendments strive to balance regulation of the labour market with sufficient flexibility for growth and development. But they must also be judged by their effectiveness regarding protection of vulnerable workers.

South Africa faces a massive and sustained challenge of poverty, inequality, unemployment and low pay across the economy. Addressing these problems requires sustained and coordinated action from all stakeholders.

President Zuma, in his State of the Nation address of 17 June 2014, announced that Deputy President, Cyril Ramaphosa, would convene a social partner dialogue within the ambit of NEDLAC. This process of social dialogue would deliberate on the state of the labour relations environment and would engage on a national minimum wage. Both labour relations stability and the issue of a national minimum wage are critical areas for the future of the labour market and for advancing the decent work agenda.

On 4 November 2014, a Labour Relations Indaba was convened at which a declaration was adopted that contains a number of principles to guide the engagement. Since January 2015, the NEDLAC constituencies have been engaging on the two focal areas. The outcome of the engagement was an announcement by the Deputy President of South Africa in 2017, on the proposed national minimum wage to be adopted by the country.

It is also important to note that the national minimum wage is not a solution for all the problems of the economy, but is intended as a floor to protect the most vulnerable workers. It is one tool among many which Government believes could make a significant and rapid difference to the living experiences of almost half of the country's workers.

The Department, believes there is value in bringing South Africa into the company of countries around the world that have adopted caring economic strategies to address the crises facing their citizens. But much more needs to be done beyond the minimum wage to transform South Africa into a fair and equitable society with decent work for all.

The minimum wage will be overseen by a commission which will be tasked with conducting annual reviews.

## CHALLENGES FACING THE DEPARTMENT

Overall, the following challenges can be highlighted:

### Moderating workplace conflict

The burden of industrial action remains a heavy one on South Africa's labour relations. Recent years have witnessed a few strikes of long duration as well as strikes marked by violence, intimidation of non-striking workers, damage to property and deaths. There is no clear decline in the number of strikes occurring in South Africa. The most extreme incident was the shooting of 34 striking mineworkers at Marikana on 16 August 2014.

The high level of conflict in labour relations led to the President's call on the social partners to deliberate on the state of the labour relations environment, finding consensus on ways of effectively dealing with prolonged strikes and violence associated with industrial action. This call was made in the State of the Nation Address in 2014 and has been followed by a Labour Relations Indaba held on 4th November 2014. The Department is closely involved in on-going discussions taking place with the social partners under the auspices of NEDLAC.

### **DEALING WITH WAGE INEQUALITY AND THE IMPLEMENTATION OF A NATIONAL MINIMUM WAGE**

Wage inequality is commonly viewed as a feature of the South African labour market that contributes to industrial relations instability. Wage demands are also the most common cause of industrial action in the country. The President's call on the social partners included a call to deliberate on low wages, wage inequalities and the modalities for introducing a national minimum wage and the Labour Relations Indaba of 2014 therefore included a focus on addressing wage inequality.

In addition to participating in discussions with social partners on a national minimum wage and wage inequality at NEDLAC, the Department is assessing income differentials in terms of the Employment Equity Act and continues to review minimum wages set by Sectoral Determinations in terms of the Basic Conditions of Employment Act. Both these actions are contained in the Department's Annual Performance Plan.

Key strategic interventions to address the challenges:

- Undertaking a significant Business Improvement and Change Programme to transform all parts of the Department's operations
- Ensuring that service delivery staff are empowered to deliver on the entire suite of the Department's services
- Developing and creating an environment of accountability for service delivery and correct attitudes and behaviour among staff
- Developing a service delivery model and establishing a network of integrated service delivery points as close as possible to the people
- Establishing strategic partnerships for collaboration in creating and delivering value to citizens
- Improving the quality and performance of the labour market in order to strengthen the country's economic prospects
- Leveraging the transformative nature of public employment services to fight poverty and unemployment
- Putting in place measures to encourage continuous learning, development and innovation by those serving at the point of contact with clients.

## **PROJECTS FOR THE YEAR AND FUTURE YEARS**

### **ENFORCING DECENT WORK PRINCIPLES**

The Department aims to ensure that employers adhere to employment equity plans and decent work principles, and that vulnerable workers are protected. Over the medium-term, the Department plans to enhance enforcement by increasing the number of inspections for compliance with labour legislation. However, the Department has faced challenges in both, retaining inspectors and finding suitable, specialised candidates. The R64 million allocated for an additional 124 labour inspectors in 2016/17, was withdrawn, with the implications that it would no longer be possible to add inspectors or fill some of the vacancies. This will seriously hamper the ability to increase the number of inspections from 2014/15 to 2019/20 with 30% as required in the MTSF.

### **SUPPORTING WORK-SEEKERS**

The National Development Plan sets an employment target of 11 million jobs to be created by 2030. To support the achievement of this target, the Employment Services Act (2014) aims to provide free public employment services and regulate private employment agencies. The Department's employment services system is an IT-portal where work-seekers can register as unemployed and provide information about their work experience, qualifications and the kind of work they are looking for. Employers can use the portal to register vacancies and other opportunities they may have, such as training, learnerships, and internships. The system matches work-seekers to opportunities, and after an assessment process, refer work-seekers to employers. To increase the number of registered work-seekers and the number of work-seekers placed in registered employment opportunities, the Department will host road shows, run advocacy campaigns, integrate the employment services system with the Unemployment Insurance Fund, the Compensation Fund and national learner database systems, and establish partnerships with other stakeholders such as the Department of Higher Education and Training, the Department of Public Works, the National Youth Development Agency, organised business, and municipalities. Through a new counselling strategy, the Department aims to get work-seekers job ready and thus reduce the time it takes to place a work-seeker. The Department will also explore partnerships to modernise the system's assessment tests. In support of these interventions, the Public Employment Services programme receives R1.1 billion over the medium-term, excluding transfers.

### **REGULATING THE WORKPLACE**

The Department will focus on setting standards to reduce inequality in pay and minimum wages for all vulnerable workers, and to improve compliance with the Employment Equity Act (1998). The Department will review 12 Sectoral determinations between 2014/15 and 2017/18 to regulate agreements on benchmarks for pay inequality, and then conduct an assessment of pay scales to ensure that the gaps in minimum wage determinations are reduced. The Department will also investigate the introduction of a national minimum wage and determine its likely impact on wage structure, inequality, employment, and the living standard of workers. These activities are funded in the Labour Policy and Industrial Relations Programme. In addition, the Department will transfer R2.3 billion over the medium-term from this programme to the Commission for Conciliation Mediation and Arbitration and R90.9 million to the National Economic Development and Labour Council.

## 1.2 ORGANISATIONAL ENVIRONMENT

The Department of 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 mandate of the Department is to regulate the labour market through policies and programmes developed in consultation with social partners, which are aimed at:

- Improving economic efficiency and productivity
- Creation of decent employment
- Promoting labour standards and fundamental rights at work
- Providing adequate social safety nets to protect vulnerable workers
- Promoting sound labour relations
- Eliminating inequality and discrimination in the workplace
- Enhancing occupational health and safety awareness and compliance in the workplace
- Giving value to social dialogue in the formulation of sound and responsive legislation and policies to attain labour market growth.

To deliver on its core business of Public Employment Services, Inspection and Enforcement Services Labour Policy and Industrial Relations, the Department has a staff complement of 8 701. This includes the staff of the Compensation Fund with a staff complement of 690 posts in Pretoria and 1 390 posts spread across all provinces, the Unemployment Insurance Fund with a staff complement of 527 posts in Pretoria and 2 803 posts spread across all the provinces and the 157 posts of the administrative staff of the 12 Supported Employment Enterprises (previously known as Sheltered Employment Factories).

### 1.2.1 SERVICE DELIVERY SITES OF THE DEPARTMENT

Services are rendered at nine provincial offices, 126 labour centres, 40 satellite offices and 461 visiting points across the country. The Department uses its fleet and fully equipped mobile buses to provide services at satellite and visiting points. The provincial breakdown is as follows:

- In the Eastern Cape the Department delivers services at 16 labour centres, five satellite offices and 79 visiting points with a staff complement of 788 posts
- In the Free State the Department deliver services at 11 labour centres, three satellite offices and 68 visiting points with a staff complement of 509 posts
- In Gauteng the Department delivers services at 27 labour centres, one satellite office and seven visiting points with a staff complement of 1 580 posts
- In KwaZulu-Natal the Department delivers services at 16 labour centres, three satellite office and 49 visiting points with a staff complement of 1 051 posts
- In Limpopo the Department delivers services at 13 labour centres, seven satellite offices, 19 visiting points and nine mobile labour centre visiting points with a staff complement of 515 posts
- In Mpumalanga the Department delivers services at 14 labour centres, four satellite offices and 27 visiting points with a staff complement of 504 posts
- In the Northern Cape the Department delivers services at seven labour centres and 87 visiting points with a staff complement of 324 posts
- In the North West the Department delivers services at 10 labour centres, nine satellite offices and 21 visiting points with a staff complement of 433 posts
- In the Western Cape the Department delivers services at 12 labour centres, eight satellite offices and 95 visiting points with a staff complement of 763 posts.

## 2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

- Amendment of the Unemployment Insurance Act No. 63 of 2001. These changes relate to improvements of benefits and administrative changes regarding submission of information by employers to the Fund
- Issue regulations in terms of the Employment Services Act, Act No. 4 of 2014. The new Regulations aim to strengthen the provision of employment services within the Department and to provide further clarity on the prescribed provisions of the Act
- Amendment of the Compensation for Occupational Injuries and Diseases Act. Develop a rehabilitation, re-integration and return-to-work policy for injured and diseased workers to ensure integration with other South African policies and programmes, which provide a framework for the rehabilitation of people with disabilities and stresses the importance of vocational integration
- Amendment of the OHS Act, 85 of 1993. Although the OHS Act has placed the responsibility of creating a healthy and safe working environment on employers, the provisions compelling employers to do this are very vague. In order to address these shortcomings, it is necessary that the OHS Act in its current form be amended in order to ensure that:
  - Employers develop and implement a health and safety management system
  - Penalties issued to employers are increased
  - Inspectors are enabled to issue prescribed fines on the spot.

### 3. OVERVIEW OF 2017/18 BUDGET AND MTEF ESTIMATES

#### 3.1 EXPENDITURE ESTIMATES

PROGRAMME	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM TERM EXPENDITURE ESTIMATE		
	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
<b>R-thousand</b>								
1 Administration	795 870	675 957	745 637	856 614	856 614	885 562	931 960	992 520
2 Inspection and Enforcement Services	412 213	430 878	472 894	509 341	509 341	532 748	598 240	638 944
3 Public Employment Services	413 495	465 264	485 099	507 203	507 203	561 113	585 153	618 089
4 Labour Policy and Industrial Relations	749 866	847 837	908 365	969 719	969 719	1 086 398	1 151 106	1 201 947
<b>TOTAL</b>	<b>2 371 444</b>	<b>2 419 936</b>	<b>2 611 995</b>	<b>2 842 877</b>	<b>2 842 877</b>	<b>3 065 821</b>	<b>3 266 459</b>	<b>3 451 500</b>
<b>Economic Classification</b>								
<b>Current Payments</b>	<b>1 469 629</b>	<b>1 458 326</b>	<b>1 533 016</b>	<b>1 675 880</b>	<b>1 675 880</b>	<b>1 817 606</b>	<b>1 948 109</b>	<b>2 078 048</b>
Compensation of Employees	866 137	997 751	1 025 615	1 107 970	1 107 970	1 224 502	1 317 790	1 410 207
Goods and Services	603 492	460 575	507 401	567 910	567 910	593 104	630 319	667 841
Of which:								
Advertising	12 069	6 737	17 431	9 451	9 451	16 301	15 798	16 698
Communication	34 460	35 234	31 232	32 493	32 493	28 505	29 709	31 285
Computer Services	77 176	69 702	66 868	104 446	104 446	110 281	116 667	123 178
Consultants and Professional Services: Business and advisory services	74 486	6 313	7 178	14 161	14 161	13 260	14 665	15 224
Fleet Services	12 826	19 359	19 795	22 757	22 757	23 951	25 191	27 818
Inventory: Stationery and printing	17 686	18 890	19 673	20 248	20 248	22 258	23 915	25 433
Lease payments	148 072	104 877	139 488	131 730	131 730	139 053	149 911	159 489
Property Payments	53 164	46 762	57 055	67 144	67 144	65 874	69 447	73 353
Travel and Subsistence	86 186	77 171	82 429	66 610	66 610	74 978	79 364	83 486
Other Goods and Services	87 367	75 530	66 252	98 870	98 870	98 643	105 652	111 877
<b>Transfers and Subsidies</b>	<b>823 379</b>	<b>924 613</b>	<b>1 010 418</b>	<b>1 063 403</b>	<b>1 063 403</b>	<b>1 160 710</b>	<b>1 226 016</b>	<b>1 278 726</b>
Provinces and municipalities	446	473	550	701	701	490	491	518
Departmental agencies and accounts	676 182	785 813	820 912	868 294	868 294	962 182	1 016 114	1 055 839
Foreign Governments and international organisations	15 914	17 019	20 912	21 957	21 957	23 813	25 218	26 630
Non-profit institutions	127 702	116 584	164 045	169 644	169 644	173 892	183 831	195 356
Households	3 135	4 724	3 999	2 807	2 807	333	362	383
<b>Payments for capital assets</b>	<b>60 299</b>	<b>36 102</b>	<b>68 101</b>	<b>103 594</b>	<b>103 594</b>	<b>87 505</b>	<b>92 334</b>	<b>94 726</b>
Buildings and other fixed structures	1 548	1 867	511	28 000	28 000	14 000	16 000	16 000
Machinery and equipment	58 751	34 235	67 590	75 594	75 594	73 505	76 334	78 726
<b>Payments for financial assets</b>	<b>18 137</b>	<b>895</b>	<b>460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>2 371 444</b>	<b>2 419 936</b>	<b>2 611 995</b>	<b>2 842 877</b>	<b>2 842 877</b>	<b>3 065 821</b>	<b>3 266 459</b>	<b>3 451 500</b>

#### 3.2 RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS

The focus of the Department of Labour over the medium-term will be on: establishing minimum working conditions, safe work environments and fair labour relations practices; supporting work-seekers; and regulating the workplace. The Department supports the realisation of the goals of the National Development Plan (NDP) to increase workplace inspections, enhance workplace dispute resolutions to enhance healthy labour relations, and create 11 million jobs by 2030. Outcome 4 (decent employment through inclusive growth) of Government's 2014-2019 medium-term strategic framework gives overall strategic direction to the Department's work over the medium-term.

##### Establishing safety and fairness in the workplace

The Department aims to ensure that employers adhere to employment equity plans and decent work principles, and that vulnerable workers

are protected. The number of inspections for compliance with labour legislation are set to increase from 175 478 in 2016/17 to 218 142 in each year over the medium-term. An amount of R1.7 billion is allocated to the Inspection and Enforcement Services Programme over the MTEF period to achieve these targets and support the Department's commitment to creating decent working conditions. Cabinet has approved an additional allocation for spending on compensation of employees of R28 million over the MTEF period to address the cost pressures arising from the 2015 wage agreement. The Department has amended the Occupational Health and Safety Act (1993) to introduce compulsory provisions, such as permitting inspectors to administer fines and allowing employees to leave workplaces if conditions are unhealthy or unsafe, in pursuit of creating healthy and safe working environments. The amended Act, which is targeted for implementation in 2017/18, makes provision for health and safety representatives in the service of employers to check for compliance through routine inspections. The financial impact of these amendments will be carried by the Compensation Fund.

### Supporting work-seekers

Over the medium-term, the Department aims to provide free public employment services through the implementation of the Employment Services Act (2014). These include the registration of job opportunities, recruitment and selection for employers, the provision of employment counselling, and the introduction of new regulations and guidelines for employment schemes under the guidance of the Employment Services Board. To fund these activities, the Public Employment Services Programme is set to receive R1.1 billion over the medium-term, excluding transfers and subsidies of R698.9 million to organisations including the Compensation Fund, Productivity South Africa and Supported Employment Enterprises. The transfer to supported employment enterprises was reduced by R19.3 million over the medium-term as part of Cabinet's decision to stay within the spending ceiling. This is not expected to affect performance negatively as the enterprises generate their own revenue, have growing cash surpluses and aim to become largely self-funded.

The Department plans to establish and maintain two labour centres, one in Johannesburg (Gauteng) and one in Mthatha (Eastern Cape), over the medium-term to provide public employment services to work-seekers and employers. To address capacity constraints by automating certain business processes, 126 existing labour centres are expected to be fitted with self-help kiosks, and three mobile units will provide public employment services in remote areas. The Unemployment Insurance Fund and the Compensation Fund will also begin employing their own client service officers rather than sharing those of the Department, as is currently the case. This change in practice will allow some of the current client service officers to focus more on activities related to public employment services. Cabinet approved an additional allocation of R32 million over the medium-term to the Work-Seeker Services subprogramme to address cost pressures arising from the 2015 wage agreement.

The Department aims to match work-seekers to 24 000 registered employment opportunities over the medium-term by implementing performance improvement plans based on research data to address the root causes of the low placement rate of work-seekers. This will include facilitating life-skill activities and enhancing work-seekers' readiness for employment to make them more attractive to potential employers. Savings of R97.8 million over the medium-term were identified in spending on compensation of employees after the cost split between the Department and the Unemployment Insurance Fund for shared services at labour centres was revised. These funds were reprioritised from the Employer Services subprogramme to the Work-Seeker Services subprogramme for the appointment of additional psychometrists and principal psychologists at labour centres to allow employment counselling to be provided to a projected 500 000 registered work-seekers over the medium-term. Funding in the Work-Seeker Services subprogramme for these activities is reflected in the anticipated average annual growth of 16.3%, or R551 million, in funds allocated over the MTEF period. The Department also plans to implement a revised counselling strategy to reduce the time it takes to place work-seekers and explore partnerships with universities to modernise the psychometric tests used.

### Regulating the workplace

Over the medium-term, the Department plans to continue setting standards to reduce pay inequalities as it works towards the introduction of a national minimum wage. The Department has budgeted R3.6 million for the review of six sectoral determinations over the medium-term to regulate agreements on benchmarks for pay inequality, and then conduct an assessment of pay scales to ensure that gaps in minimum wage determinations are reduced. The Department supported the investigation carried out by the national minimum wage advisory panel appointed by the Deputy President, which recommended R3 500 per month as the first national minimum wage. The labour relations indaba process will consider in 2017 the value of and ways to introduce the agreed national minimum wage. Over the medium-term, a national minimum wage commission will be established and provided funding of R32 million once the national minimum wage is adopted. The commission will be tasked with reviewing the national minimum wage, assessing its impact on the labour market and employment, and adjusting it periodically. The Labour Policy and Industrial Relations programme is set to receive R2.9 billion over the medium-term, of which R2.7 billion is earmarked for transfer to the Commission for Conciliation, Mediation and Arbitration to ensure fair labour practices.

## 3.3 INFRASTRUCTURE SPENDING

The funds will be utilised for identification and clearance of construction sites, constructions of new office buildings as well as maintenance and repairs of existing office buildings. The Department has an infrastructure project for which it was able to reprioritise only R46 million out of R118.2 million within the sub-programme, the Office of the Chief Financial Officer (goods and services); there is a cost pressure of R72.2 million throughout the MTEF period. The project will mainly consist of the construction of nine office buildings (Taung, Mount Ayliff, Bronkhorstspuit, Emalahleni, Carolina, Standerton, Lebowakgomo, Vredenburg and Swellendam) as well as the maintenance and repairs of Ulundi Labour Centre.



### 4.3.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates

PROGRAMME PUBLIC EMPLOYMENT SERVICES	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM TERM EXPENDITURE ESTIMATE			
	R-thousand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Management and Support Services: PES		28 374	34 586	35 968	40 697	40 697	44 282	46 586	49 962
Employer Services		116 293	116 829	120 086	123 016	123 016	105 721	118 656	126 735
Work-Seeker Services		95 775	117 234	116 038	118 803	118 803	183 450	179 987	186 976
Designated Groups Special Services		200	291	11 066	12 117	12 117	12 722	13 460	21 525
Sheltered Employment Factories and Subsidies to Designated Workshops		115 610	127 813	140 707	144 468	144 468	147 497	155 846	158 450
Productivity South Africa		40 286	43 119	45 531	47 944	47 944	50 341	53 261	56 244
Unemployment Insurance Fund		0	0	0	1	1	1	1	1
Compensation Fund		15 640	23 752	14 780	19 031	19 031	15 917	16 107	16 877
Training of Staff: PES		1 317	1 640	923	1 126	1 126	1 182	1 249	1 319
<b>TOTAL</b>		<b>413 495</b>	<b>465 264</b>	<b>485 099</b>	<b>507 203</b>	<b>507 203</b>	<b>561 113</b>	<b>585 153</b>	<b>618 089</b>
Economic Classification									
<b>Current Payments</b>		<b>245 731</b>	<b>297 477</b>	<b>277 561</b>	<b>288 450</b>	<b>288 450</b>	<b>340 731</b>	<b>352 868</b>	<b>371 696</b>
Compensation of Employees		212 767	265 059	245 728	256 342	256 342	304 941	311 969	328 747
Goods and Services		32 964	32 418	31 833	32 108	32 108	35 790	40 899	42 949
Of which:									
Advertising		95	29	798	262	262	286	315	333
Communication		4 361	4 915	5 584	2 860	2 860	4 808	5 097	5 128
Computer Services		0	124	37	0	0	0	0	0
Consultants and Professional Services: Business and advisory services		71	14	21	0	0	0	0	0
Fleet Services		1 727	2 724	3 002	3 139	3 139	3 287	3 466	3 660
Inventory: Stationery and printing		1 466	2 184	1 666	3 361	3 361	3 816	4 058	4 284
Lease payments		2 394	475	422	1 728	1 728	1 815	3 920	4 140
Property Payments		4 444	3 306	4 292	315	315	1 678	1 770	1 869
Travel and Subsistence		10 868	10 297	9 045	9 278	9 278	9 060	10 611	11 218
Other Goods and Services		7 538	8 350	6 966	11 165	11 165	11 040	11 662	12 317
<b>Transfers and Subsidies</b>		<b>167 461</b>	<b>167 269</b>	<b>207 379</b>	<b>218 703</b>	<b>218 703</b>	<b>220 332</b>	<b>232 232</b>	<b>246 337</b>
Provinces and municipalities		9		4					
Departmental agencies and accounts		55 925	66 871	60 311	66 976	66 976	66 259	69 369	73 122
Non-profit institutions		111 198	99 216	146 116	150 685	150 685	154 029	162 816	173 165
Households		329	1 182	946	1 042	1 042	44	47	50
<b>Payments for capital assets</b>		<b>303</b>	<b>518</b>	<b>161</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>53</b>	<b>56</b>
Machinery and equipment		303	518	161	50	50	50	53	56
<b>Payments for financial assets</b>									
<b>TOTAL</b>		<b>413 495</b>	<b>465 264</b>	<b>485 099</b>	<b>507 203</b>	<b>507 203</b>	<b>561 113</b>	<b>585 153</b>	<b>618 089</b>

#### Performance and expenditure trends

The National Development Plan target for employment creation is 11 million jobs by 2030. The Employment Services Act (2014), promulgated in August 2015, seeks to support the creation of jobs, the registration of job opportunities, the regulation of the recruitment of foreign nationals, and the establishment of various work schemes.

The Department will continue to provide employment counselling; subsidise workshops providing employment for people with disabilities; provide recruitment and selection for employers through psychometric assessment tools, introduce new regulations and guidelines for employment schemes through the guidance of the Employment Services Board over the 2017 medium-term. Over the medium-term, the Department will establish and maintain additional access points to support work-seekers, namely self-help kiosks and public employment

service mobile units to provide services in remote areas.

The Department also plans to regulate employment services provided by agencies outside of the public administration and categories of employment in which new vacancies and positions may be reported in terms of the Employment Services Act. A recommendation from the assessment of the implementation plan for the Act is that 322 additional personnel are required in Public Employment Services to improve service delivery, especially in facilitating employment. Providing more employment counsellors to enhance work-seekers employability to enter the labour market is essential, and is the backbone of most modern public employment services. Employment counselling will be provided to 400 000 registered work-seekers over the medium-term. The annual number of work-seekers registered on the employment services of South Africa database system is set to decrease from 600 000 in 2015/16 to 500 000 in 2018/19 due to capacity constraints.

The placement of work-seekers has been hindered by the lack of adequate tools to track referred work-seekers, the time it takes employers to provide feedback on referrals by the Department, the mismatch of skills demanded by employers and those of registered work-seekers. Over the MTEF period, the Department will implement recommendations to address the root causes of low placement challenges, including facilitating life skill activities and enhancing work-seekers readiness for employment to make them more attractive to potential employers. The Department aims to match work-seekers to 13% of registered employment 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. Funding for these activities is reflected in the anticipated average annual growth of 9.5% over the MTEF period in the Employer Services sub-programme. Between April and September 2016, 51 451 work opportunities were registered, 7 342 work-seekers were placed i.e. against 11% of registered opportunities.



## 4.4 PROGRAMME 4: LABOUR POLICY AND INDUSTRIAL RELATIONS

**Purpose:** Facilitate the establishment of an equitable and sound labour relations environment and the promotion of South Africa's interest in international labour matters through research, analysing and evaluating labour policy and providing statistical data on the labour market, including providing support to institutions that promote social dialogue.

There are no changes to the budget structure.

### 4.4.1 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND MEDIUM-TERM TARGETS

STRATEGIC OBJECTIVES	PROGRAMME PERFORMANCE INDICATOR	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
		2015/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20

10: Promote equity in the labour market (Outcome 14: Transforming society and uniting the country)

1	Ensure that the policy environment supports Employment Equity and compliance by 31 March 2018	1.1 Number of policy instruments developed and promoted to enhance the implementation of EEA by 31 March 2018	<ul style="list-style-type: none"> <li>The Employment Equity Amendment Act, 2013 assented into law on 14 January 2014</li> <li>Amended EE regulations published for public comments on the 28th February 2014 for 30 days and tabled at NEDLAC for social partner deliberations</li> <li>Employment Equity Annual Report developed by end of March</li> <li>30 income differentials assessed</li> </ul>	<ul style="list-style-type: none"> <li>Employment Equity Amendment Act</li> <li>Employment Equity Regulations</li> <li>18 workshops on amended EEA and regulations</li> <li>2013-2014 Annual Employment Equity Report and Public Register published by 9 April 2014</li> </ul>	<ul style="list-style-type: none"> <li>9 workshops on Code of Good Practice on Equal Pay for Work of Equal Value conducted by 30 September 2015</li> <li>Amended Code of Good Practice on Employment of Persons with Disabilities published November 2015</li> <li>2014-2015 Annual Employment Equity Report and Public Register published by June 2015</li> <li>2015-2016 Annual Employment Equity Report and Public Register developed by 31 March 2016</li> </ul>	<ul style="list-style-type: none"> <li>13 workshops on amended Code of Good Practice on Employment of Persons with Disabilities by 30 September 2016</li> <li>Amended Code of Good Practice on preparation and implementation of EE Plans developed by 31 March 2017</li> <li>2015-2016 Annual Employment Equity Report and Public Register published by 30 2016</li> <li>2016-2017 Annual Employment Equity Report and Public Register developed by 31 March 2017</li> </ul>	<ul style="list-style-type: none"> <li>2016-2017 Annual Employment Equity Report and Public Register published by 30 June 2017</li> <li>2017-2018 Annual Employment Equity Report and Public Register developed by 31 March 2018</li> </ul>	<ul style="list-style-type: none"> <li>2017-2018 Annual Employment Equity Report and Public Register published by 30 June 2018</li> <li>2018-2019 Annual Employment Equity Report and Public Register developed by 31 March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Code of Good Practice on what constitutes EE compliance developed by 30 June 2019</li> <li>2018-2019 Annual Employment Equity Report and Public Register published by 30 June 2019</li> <li>2019-2020 Annual Employment Equity Report and Public Register developed by 31 March 2020</li> </ul>
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STRATEGIC OBJECTIVES	PROGRAMME PERFORMANCE INDICATOR	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20

3: Protect vulnerable workers (Outcome 4: Decent employment through inclusive economic growth)

2	Establish basic standards and minimum wages	2.1 Establish institution of the National minimum wage by March 2018				New	Institution of the National minimum wage set up by March 2018	Introduction of the National Minimum Wage	Review of the National Minimum Wage by 31 March 2020
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4 Strengthen multilateral and bilateral relations (Outcome 11: Create a better South Africa, a better Africa and a better World)

3	Advance national priorities through bilateral cooperation and multilateral relations	3.1 Reports submitted to the Minister on the implementation of bilateral cooperation and multilateral obligations annually	Indicator reviewed	Indicator reviewed	Indicator reviewed	Indicator reviewed	2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister by 31 March 2018: 1 Mid-term implementation report by 30 September 2017; 1 Annual implementation report by 31 March 2018	2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister by 31 March 2019: 1 Mid-term implementation report by 30 September 2018; 1 Annual implementation report by 31 March 2019	2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister by 31 March 2020: 1 Mid-term implementation report by 30 September 2019 1 Annual implementation report by 31 March 2020
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6: Promote Sound Labour Relations (Outcome 4: Decent employment through inclusive economic growth)

4	Promoting sound Labour Relations	4.1 Percentage of Collective agreements extended within 90 calendar days of receipt by end of March each year	17 collective agreements were extended to non-parties within 60 days	20 collective agreements were extended within 60 days of receipts	32 collective agreements extended to non-parties for reporting period:- <ul style="list-style-type: none"> <li>• 1 collective agreements extended to non-parties within 60 days of receipt</li> <li>• 31 collective agreements extended to non-parties in longer than 60-days of receipt</li> </ul>	100% of collective agreements extended within 90 calendar days of receipt by end of March 2017	100% of collective agreements extended within 90 calendar days of receipt by end of March 2018	100% of collective agreements extended within 90 calendar days of receipt by end of March 2019	100% of collective agreements extended within 90 calendar days of receipt by end of March 2020
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STRATEGIC OBJECTIVES	PROGRAMME PERFORMANCE INDICATOR	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	4.2 Percentage of labour organisation applications for registration approved or refused within 90 calendar days of receipt by end of March each year	96% applications were processed within 90 days of receipt 146 applications received: 140 applications processed with 90 days and 6 processed after 90 days – 4. %	98% 147 applications considered and finalised within 90-days of receipt: 5 approved within 90-days 139 refused within 90-days 100%+ Complete – Q1 –Q4 100%+ Complete – Annual Report	97% of labour organisation applications processed within 90 days of receipt.  134 – Applications considered and finalised for reporting period:- • 11 approved within 90-days • 119 refused within 90-days • 3 approved in longer than 90-days • 1 refused in longer than 90-days	100% of labour organisation applications for registration approved or refused within 90 calendar days of receipt by end of March 2017	100% of labour organisation applications for registration approved or refused within 90 calendar days of receipt by end of March 2018	100% of labour organisation applications for registration approved or refused within 90 calendar days of receipt by end of March 2019	100% of labour organisation applications for registration approved or refused within 90 calendar days of receipt by end of March 2020
	4.3 Moderating Workplace Conflict by amending the Labour Relations Act and measuring the impact thereof				New	Promulgate amendments to the Labour Relations Act by 31 March 2018	Report on impact of amendments on workplace conflict by 31 March 2019	Report on impact of amendments on workplace conflict by 31 March 2020
7: Monitor the impact of legislation (Outcome 4: Decent employment through inclusive economic growth)								
5	Monitor and evaluate the trends and impact of legislation in the labour market	5.1 Number of labour market trends reports produced annually	4	4	4	4	4	4

STRATEGIC OBJECTIVES	PROGRAMME PERFORMANCE INDICATOR	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	5.2 Number of literature review reports on labour market research produced and signed off by the Deputy Director General: LP and IR by 31 March 2018	4 literature review reports produced in line with RME agenda 3: Analysis of the Effectiveness of the Bargaining Council Exemptions - Assessing Knowledge Levels about The Work of the Department and Its Communications Campaigns - Evaluation of Progress made towards The Reduction of Working Hours to a 40-Hour Week - Work-seekers attitude towards job offers in the South African labour market.	4 Final research reports were developed and submitted to the Acting DDG for sign off. - Analysing effectiveness of bargaining council exemptions: Evaluating progress made towards reducing working hours to 40 hours Assessing knowledge levels about the work of the Department and its communication campaigns Work-seekers attitude towards job offers in the South African labour market.	4 literature review reports for labour market research produced and signed off by the research steering committee by 31 March 2016. The literature reviews are for the following research studies: - National minimum wage, - Analysis of bursary recipient performance in the Department of Labour from 2007 to 2013, - Investigating resource adequacy for effective inspections to be conducted within the South African labour market, -Evaluation of the impact of the training lay-off scheme.	4 Research reports in line with RME Agenda produced by 31 March 2017.	4 literature review reports for labour market research produced and signed off by the Deputy Director General: LP and IR by 31 March 2018	4 Research reports in line with RME Agenda produced and signed off by the Deputy Director General: LP and IR by 31 March 2019	4 literature review reports for labour market research produced and signed off by the Deputy Director General: LP and IR by 31 March 2020

#### 4.4.2 PROGRAMME PERFORMANCE INDICATORS AND QUARTERLY TARGETS FOR 2017-2018

PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2017-18	QUARTERLY TARGETS				BUDGET	
			1ST	2ND	3RD	4TH	R'000	
1.1	Number of policy instruments developed and promoted to enhance the implementation of EEA by 31 March 2018	A	2016-2017 Annual Employment Equity Report and Public Register published by 30 June 2017 2017-2018 Annual Employment Equity Report and Public Register developed by 31 March 2018	2016-2017 Annual Employment Equity Report and Public Register published by 30 June 2017			2017-2018 draft Annual Employment Equity Report and Public Register developed by 31 March 2018	950
2.1	Establish institution of the National minimum wage by March 2018	A	Institution of the national minimum wage set up by March 2018	Draft the BCEA Amendment Bill and the National Minimum Wage Bill in the Government Gazette by end June 2017	Publish the BCEA Amendment Bill and the National Wage Bill for public comments by end September 2017	Conduct public consultation on the Bills by 31 December 2017	Publish BCEA Amendment Act and the Wage Act by end March 2018  Establish the national minimum wage commission by end March 2018	450
3.1	Reports submitted to the Minister on the implementation of multilateral obligations and bilateral agreements annually	A	2 Reports on the implementation of bilateral cooperation and multilateral obligations submitted to the Minister by 31 March 2018: 1 Mid-term implementation report by 30 September 2017; 1 Annual implementation report by 31 March 2018.		Mid-term implementation report on bilateral cooperation and multilateral obligations submitted to the Minister by 30 September 2017		Annual implementation report on bilateral cooperation and multilateral obligations submitted to the Minister by 30 March 2018	9 451
4.1	Percentage of collective agreements extended within 90 calendar days of receipt by 31 March each year	Q	100% of collective agreements extended within 90 calendar days of receipt by end of March 2018	100%	100%	100%	100%	R7 589
4.2	Percentage of labour organisation applications for registration approved or refused within 90 calendar days of receipt by end of March 2018	Q	100% of labour organisation applications for registration approved or refused within 90 calendar days of receipt by end of March 2018	100%	100%	100%	100%	R7 589x
4.3	Moderating Workplace Conflict by amending the Labour Relations Act and measuring the impact thereof	Q	Promulgate amendments to labour legislation by 31 March 2018	Submit for approval to Cabinet the proposed Labour Relations Amendments Act by June 2017	Draft Labour Relations Amendment Bill submitted to Parliament by September 2017	Submit to the State Law Advisor for certification of the Labour Relations Amendment Bills by 31 December 2017	Promulgation by 31 March 2018	R50

PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2017-18	QUARTERLY TARGETS				BUDGET	
			1ST	2ND	3RD	4TH	R'000	
5.1	Number of labour market trends reports produced annually	A	4 Annual labour market trend reports produced by March 2018	Two annual labour market trend reports produced by June 2017. These include: the Job Opportunity and Unemployment in the South African labour market and Annual Labour Market reports for 2016/17			Two annual labour market trend reports produced by March 2018. These include: the Annual Administrative Statistics and Industrial Action reports for 2016	350
5.2	Number of literature review reports for labour market research produced and signed off by the Deputy Director General: LP and IR by 31 March 2018	A	4 literature review reports for labour market research produced and signed off by the Deputy Director General: LP and IR by 31 March 2018	RME Agenda 5 finalised and submitted to the Chief Director by 30 June 2017	Recommended service providers submitted to DBAC by 30 Sept 2017	Project proposal and plan approved by the Deputy Director General: LP and IR by 30 December 2017	4 final literature review reports approved by the Deputy Director General: LP and IR by 31 March 2018	4 779



### 4.4.3 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

#### Expenditure estimates

PROGRAMME LABOUR POLICY AND INDUSTRIAL RELATIONS	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	REVISED ESTIMATE	MEDIUM TERM EXPENDITURE ESTIMATE		
	R-thousand	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Management and Support Services: LP and IR	10 151	10 135	12 578	15 466	15 466	15 981	17 258	18 630
Strengthen Civil Society	16 504	17 318	17 929	18 879	18 879	19 823	20 973	22 147
Collective Bargaining	12 306	13 467	12 582	14 364	14 364	15 521	16 798	18 175
Employment Equity	12 763	9 943	14 324	14 903	14 903	16 361	17 544	18 786
Employment Standards	12 464	11 035	10 961	13 733	13 733	24 591	26 426	28 457
Commission for Conciliation, Mediation and Arbitration	594 418	687 096	731 799	770 501	770 501	864 090	913 066	947 152
Research, Policy and Planning	7 419	6 677	7 110	9 728	9 728	10 413	11 162	11 950
Labour Market Information and Statistics	31 324	33 945	35 860	38 546	38 546	42 436	45 901	49 677
International Labour Matters	26 591	30 774	36 431	42 782	42 782	45 349	48 299	51 408
National Economic Development and Labour Council	25 926	27 447	28 791	30 817	30 817	31 833	33 679	35 565
<b>TOTAL</b>	<b>749 866</b>	<b>847 837</b>	<b>908 365</b>	<b>969 719</b>	<b>969 719</b>	<b>1 086 398</b>	<b>1 151 106</b>	<b>1 201 947</b>
Economic Classification								
<b>Current Payments</b>	<b>96 756</b>	<b>97 979</b>	<b>108 356</b>	<b>126 657</b>	<b>126 657</b>	<b>146 603</b>	<b>158 044</b>	<b>170 339</b>
Compensation of Employees	67 487	73 048	78 099	86 546	86 546	101 820	110 681	120 309
Goods and Services	29 269	24 931	30 257	40 111	40 111	44 783	47 363	50 030
Of which:								
Advertising	6 645	2 428	5 567	3 039	3 039	4 840	5 125	5 411
Communication	796	799	966	629	629	704	767	812
Computer Services	597	294	944	1 055	1 055	1 288	1 228	1 303
Consultants and Professional Services: Business and advisory services	3 350	2 965	3 145	5 238	5 238	6 317	6 689	7 066
Fleet Services	208	264	236	467	467	483	513	612
Inventory: Stationery and printing	3 134	3 951	2 790	5 142	5 142	5 738	6 095	6 446
Lease payments	322	790	1 188	2 113	2 113	2 458	2 606	2 749
Property Payments	521	267	547	189	189	207	221	233
Travel and Subsistence	9 467	8 745	10 939	12 167	12 167	13 245	13 964	14 734
Other Goods and Services	4 229	4 428	3 935	10 072	10 072	9 503	10 155	10 664
<b>Transfers and Subsidies</b>	<b>652 930</b>	<b>749 636</b>	<b>799 507</b>	<b>842 259</b>	<b>842 259</b>	<b>939 600</b>	<b>992 979</b>	<b>1 031 539</b>
Provinces and municipalities			1	1	1	1	1	1
Departmental agencies and accounts	620 246	714 543	760 590	801 318	801 318	895 923	946 745	982 717
Foreign Governments and international organisations	15 914	17 019	20 909	21 957	21 957	23 813	25 218	26 630
Non-profit institutions	16 504	17 318	17 929	18 959	18 959	19 863	21 015	22 191
Households	266	756	78	24	24			
<b>Payments for capital assets</b>	<b>180</b>	<b>222</b>	<b>502</b>	<b>803</b>	<b>803</b>	<b>195</b>	<b>83</b>	<b>69</b>
Machinery and equipment	180	222	502	803	803	195	83	69
<b>Payments for financial assets</b>								
<b>TOTAL</b>	<b>749 866</b>	<b>847 837</b>	<b>908 365</b>	<b>969 719</b>	<b>969 719</b>	<b>1 086 398</b>	<b>1 151 106</b>	<b>1 201 947</b>

## Performance and expenditure trends

Over the medium-term, the Department will focus on the implementation of the amended Labour Relations Act (1995), the Basic Conditions of Employment Act (1997), the Employment Equity Act (1998) and a national minimum wage. Over the medium-term R155.8 million is reprioritised to the Labour Policy and Industrial Relations Programme for the Commission for Conciliation, Mediation and Arbitration of which R115.6 million is for the permanent appointment of part-time interpreters and R40.2 million for the takeover of the functions of the Metal and Engineering Industry Bargaining Council. The Department has removed the indicator 'Income differentials in pay assessed to promote the principle of equal pay for work of equal value' following the testing of the Equal Pay principle and the development and implementation of the Code on Equal Pay from 1 June 2015. All Equal Pay disputes are being enforced through the Commission for Conciliation Mediation and Arbitration and the Labour Court as per the Employment Equity Act amendments.

The Labour Relations Indaba process, led by the Deputy President, under the auspices of NEDLAC, is considering the modalities of introducing a national minimum wage in South Africa. As part of the process, the Department is supporting the investigation being carried out by a National Minimum Wage Advisory Panel appointed by the Deputy President to make recommendations relating to the first national minimum wage. The adoption of a national minimum wage will require a separate institution or significant change to the existing Employment Conditions Commission which is established in terms of the Basic Conditions of Employment Act. Financial implications have been taken account of in the 2017 MTEF.

The International Labour Matters (ILM) Sub-Programme operates within an environment that is continuously subjected to exchange rate fluctuations. In keeping with the cost containment measures ILM has reviewed and re-evaluated its scheduled activities, considered and engaged new initiatives informed by Government wide global operations in order to operate within the assigned baseline budget.

Due to high fluctuations and unstable global economic trends, the ILM has in the past few years been forced to source funds internally to meet its commitment to the ILO and ARLAC respectively. The volatile Rand has contributed significantly to this uncertainty and the strength of the Rand has drastically depreciated necessitating the shifting of funds in the 2016/17 financial year. In keeping with the cost containment measures, ILM has reviewed and re-evaluated its scheduled activities, considered and engaged new initiatives informed by Government-wide global operations in order to operate within the assigned baseline budget.

## PART C: LINKS TO OTHER PLANS

### 5. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

NATURE OF INVESTMENT	AUDITED OUTCOMES			ADJUSTED APPROPRIATION	REVISED ESTIMATE		
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<b>R thousand</b>							
New infrastructure assets	1 548	1 867	511	28 000	14 000	16 000	16 000
Existing infrastructure assets							
Upgrading and additions							
Rehabilitation, renovations and refurbishment							
Maintenance and repair							
Infrastructure transfers							
Current							
Capital							
<b>TOTAL INFRASTRUCTURE</b>	<b>1 548</b>	<b>1 867</b>	<b>511</b>	<b>28 000</b>	<b>14 000</b>	<b>16 000</b>	<b>16 000</b>

### 6. CONDITIONAL GRANTS

Not applicable to the Department of Labour.

### 7. PUBLIC ENTITIES REPORTING TO THE MINISTER OF LABOUR:

NAME OF PUBLIC ENTITY	MANDATE	OUTPUTS	CURRENT ANNUAL BUDGET (R THOUSAND)	DATE OF NEXT EVALUATION
Unemployment Insurance Fund	The Unemployment Insurance Fund (UIF) 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.	Collection of unemployment insurance contributions and payment of benefits to qualifying contributors.	8 803 089	1 April 2017
Compensation Fund	The Compensation Fund's (CF) main objective is to provide compensation for disability, illness and death resulting from occupational injuries and diseases.	Collection of contributions and payment of Medical, compensation and pension benefits.	9 307 052	1 April 2017

NAME OF PUBLIC ENTITY	MANDATE	OUTPUTS	CURRENT ANNUAL BUDGET (R THOUSAND)	DATE OF NEXT EVALUATION
Productivity South Africa (PSA)	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.	Products and services of assisted companies world class and competitive. Productivity and competitiveness awareness is high and embraced in South Africa. Capacitated SMMEs contribute to sustainable employment creation. Jobs saved in distressed companies. Productivity research reports for selected sectors produced.	50 341	1 April 2017
Commission for Conciliation, Mediation and Arbitration (CCMA)	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.	The CCMA's compulsory statutory functions are to: Consolidate workplace disputes, arbitrate certain categories of disputes that remain unresolved after conciliation, establish picketing rules, facilitate the establishment of workplace forums and statutory councils, compile and publish information and statistics about CCMA activities, accredit and consider applications for subsidy by bargaining councils and private agencies; and provide support for the Essential Services Committee.	864 090	1 April 2017
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.	The NEDLAC Act requires the institution to: Strive to promote the goals of economic growth, participation 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 before it is introduced in Parliament, encourage and promote the formulation of coordinated policy on social and economic matters, consider all significant changes to social and economic policy before it is implemented or introduced in Parliament and consider Social Economic Disputes in terms of Section 77 of the Labour Relations Act	31 833	1 April 2017

## 8. PUBLIC-PRIVATE PARTNERSHIPS

None

## PART D: TECHNICAL INDICATORS

### DEFINITIONS OF THE TECHNICAL INDICATOR TABLE

AREA	DESCRIPTION
Indicator title	Identifies the title of the strategic outcome oriented goal, objective or programme performance indicator
Short definition	Provides a brief explanation of what the indicator is, with enough detail to give a general understanding of the indicator
Purpose/importance	Explains what the indicator is intended to show and why it is important
Source/collection of data	Describes where the information comes from and how it is collected
Method of calculation	Describes clearly and specifically how the indicator is calculated
Data limitations	Identifies any limitation with the indicator data, including factors that might be beyond the Department's control
Type of indicator	Identifies whether the indicator is measuring inputs, activities, outputs, outcomes or impact, or some other dimension of performance such as efficiency, economy or equity
Calculation type	Identifies whether the reported performance is cumulative, or non-cumulative
Reporting cycle	Identifies if an indicator is reported quarterly, annually or at longer time intervals
New indicator	Identifies whether the indicator is new, has significantly changed, or continues without change from the previous year
Desired performance	Identifies whether actual performance that is higher or lower than targeted performance is desirable
Indicator responsibility	Identifies who is responsible for managing and reporting the indicator

## PROGRAMME 1: ADMINISTRATION

AREA	DESCRIPTION
Indicator title	1.1 Percentage of total Department's M-PAT standards at level 3 and 4 by March of each year.
Short definition	<ul style="list-style-type: none"> <li>• The Management Assessment Tool (M-PAT) is a tool that collates existing management policy and guidelines into a single framework of standards and indicators of good management practice</li> <li>• M-PAT provides a snapshot of the quality of management practices in Departments and municipalities across a range of key performance areas; Strategic Management, Governance and Accountability, Human Resources Management, Financial Management and Supply Chain Management</li> <li>• M-PAT is linked to other monitoring tools; like the Auditor General</li> </ul>
Purpose/importance	<p>Improve the Department's management practice and strategic support based on the Management Performance Assessment Tool (M-PAT) assessment criteria.</p> <p>It enables managers to test their own management practices against others and identify management practice improvements that will enable to improve service delivery</p>
Source/collection of data	<p>M-PAT Action Plan M-PAT Self-Assessment Report M-PAT- Final report EXCO Minutes/DEXCOM M-PAT system administered by the DPME Portfolio of evidence as required by the DPME for the 4 KPA's which are:</p> <ul style="list-style-type: none"> <li>• Financial management</li> <li>• Strategic management</li> <li>• Human resources management</li> <li>• Governance and accountability</li> </ul> <p>The annual performances are then measured against the scorecard of the previous financial year to determine improvement, maintenance of the previous year's level or a decline in performance</p>
Method of calculation	<p>M-PAT System generated Annual assessment Report is used</p> <p>Count the number of indicators that achieved a score of 3 and 4 against the TOTAL number of indicators</p> <p>A = total number of indicators on level 3 B = total number of indicators on level 4 C = total number of indicators <math>(A+B)/C*100/1=\%</math></p>
Data limitations	<p>IT Failures Delayed access to M-PAT reporting tool</p>
Type of indicator	Activity and Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	40% or more of indicators on level 3 and 4 for 2017/18
Indicator responsibility	DG, DDG: Corporate Services, Chief Operations Officer (COO) and Chief Financial Officer (CFO)



AREA	DESCRIPTION
Indicator title	2.1 Departmental Communication Strategy implemented by end of March 2021
Short definition	Departmental interventions and initiatives communicated
Purpose/importance	To inform all stakeholders of the services and initiatives of the Department
Source/collection of data	Implementation plans, Communication Strategy, Action Plan, Work plans, Deliverables
Method of calculation	Number of planned deliverables against number of deliverables implemented A = total number of deliverables B = total number of deliverables achieved $B/A*100/1=%$
Data limitations	Support from IT and internal clients; Financial planning by internal clients
Type of indicator	It measures an activity and an output
Calculation type	Non-cumulative
Reporting cycle	The indicator is reported quarterly, annually.
New indicator	No, revised
Desired performance	100% of annual targets in the Communication Strategy implemented
Indicator responsibility	CD: Communication, Chief Operations Officer

AREA	DESCRIPTION
Indicator title	3.1 Number of Annual Financial Statements (AFS) and Interim Financial Statements (IFS) compiled per year that comply with guidelines issued by the National Treasury
Short 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
Purpose/importance	Reporting to National Treasury and Parliament regarding the Department's financial position
Source/collection 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	Due dates determined by National Treasury and compiled according to National Treasury prescripts (AFS guidelines and template)
Data limitations	Transversal systems implemented and maintained by National Treasury
Type of indicator	Activity and Output
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
New indicator	No
Desired performance	Must be performed / achieved according to dates prescribed by National Treasury
Indicator responsibility	Director: Financial Management and Chief Financial Officer

AREA	DESCRIPTION
Indicator title	4.1 Percentage reporting of detected irregular, fruitless and wasteful and unauthorised expenditure (TR9.1.2)
Short definition	Detection and reporting of irregular expenditure cases year-on-year
Purpose/importance	To ensure that all procurement procedures are followed To reduce fruitless and waste full expenditure To reduce fraud with payments To ensure compliance with Treasury Regulation 9.1.2
Source/collection of data	Payments processed on transversal systems Register for irregular expenditure and actual payment documents Reports to the Accounting Officer
Method of calculation	Count the number of transgressions for this financial year (A) Compare with the number of transgressions in the Auditor-General report (B) Calculate the percentage reduction or increase – (A minus B) divided by B multiply by 100 to get percentage
Data limitations	Incomplete registers
Type of indicator	Activity and Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Actual performance is desirable – i.e. 100% - neither higher nor lower
Indicator responsibility	Director: Supply Chain Management and Chief Financial Officer

## PROGRAMME 2: INSPECTION AND ENFORCEMENT SERVICES

AREA	DESCRIPTION
Indicator title	1.1 Number of employers inspected per year to determine compliance with employment law.
Short definition	<p>Subject number of employers to inspection to establish whether they comply with employment law</p> <p>Number – the target number states how many employers will be inspected in a given financial year (1 April 2017 until 31 March 2018)</p> <p>Inspections – is a process undertaken by the Inspector to determine employer’s compliance with employment law</p> <p>Compliance – is a state of employer after inspection is conducted and the employer is found to be obedient with employment law</p> <p>Per Year – financial year (1 April 2017 until 31 March 2018)</p> <p>Employment law - means all labour legislation administered by the Minister of Labour (BCEA, EEA, UIA, COIDA, ESA, OHSA) including legislation administered through the Minister of Finance (UICA)</p>
Purpose/importance	To ensure decent work, protection of workers and the transformation of society
Source/collection of data	<p>Source:</p> <p>Number – APP, Branch Work Plan, Provincial Work Plan, Labour Centre Work Plan (Targets must be aligned to APP)</p> <p>Employers – as per complaints/ request received and targeted randomly as per APP (notice of inspection)</p> <p>Inspections – Signed Inspection Reports signed-off by Inspector and Supervisor.</p> <p>Compliance – Signed off Inspection report and Inspection register</p> <p>Per Year – financial year (1 April 2017 until 31 March 2018)</p> <p>Employment law - means all labour legislation administered by the Minister of Labour (BCEA, EEA, UIA, COIDA, ESA, OHSA) including legislation administered through the Minister of Finance (UICA)</p> <p>Collection of data</p> <p>Process set out in the IES Standard Operating Procedures</p>
Method of calculation	<p>Signed off weekly inspection plan per inspector</p> <p>Completed and Signed-off Inspection reports at finalisation of inspections and signed-off IES registers</p> <p>Number of inspections on employers across Labour Centres, Provincial Offices and Head Office to be consolidated</p> <p>Information collected at labour centres collated and submitted to provincial offices</p> <p>Information collected at Provincial Office submitted to Head Office (IES Branch)</p> <p>Information collected at Head office included in Branch Report</p>
Data limitations	Manual collection of data as opposed to an electronic system of collection of data
Type of indicator	Output and Activity
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	217 008 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)

AREA	DESCRIPTION
Indicator title	1.2 Percentage of non-compliant employers of those inspected served with a notice in terms of relevant employment law within 14 calendar days of the inspection
Short definition	<p>80% of non-compliant employers of those inspected served with a notice in terms of relevant employment law within 14 calendar days of the inspection (20% can be served after 14 days, the service of notices depends on the availability of employers during inspections)</p> <p>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</p> <p>Non-compliant employer – 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 (signed by the employer/ proof of delivery to employer either by fax/ or email transmission/ registered mail or in person by the inspector) as applicable to EEA (DG Reviews)  Contravention Notices or Improvement Notice or Direction Notice or Prohibition Notice as applicable to OHSA (all signed by the inspector and the employer)  Supboena- 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  14 Calendar days – counting from the date inspection was conducted</p>
Purpose/importance	To ensure decent work, protection of workers and the transformation of society
Source/collection of data	<p>Source  Information as collected in indicator 1.1  Signed Inspection reports  Notices served  Registers of labour centres, Provincial Office as well Head Office on inspection conducted  From IES Manual Registers</p> <p>Collection of data  Number of inspections conducted in 1.1  Number of employers found to be non-compliant in terms of 1.1</p>
Method of calculation	<p>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</p> <p><math>A \div B \times 100</math>  A= Number of notices issued within 14 days  B= Number of inspected employers found non-compliant with reference to 1.1.  100= to determine percentage</p>
Data limitations	Manual
Type of indicator	Activity
Calculation type	Non-Accumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	80% non-compliant employers must be issued with a notice as provided for in the legislation within 14 calendar days (20% can be served after 14 days, the service of notices depends on the availability of employers during inspections)
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)

AREA	DESCRIPTION
Indicator title	1.3 Percentage of non-compliant employers who failed to comply after the expiry of the served notice in reference to 1.2. referred for prosecution within 30 calendar days
Short definition	<p>60% non-compliant employers referred for prosecution</p> <p>Percentage – Divide the number of non-compliant employers issued with a notice by the number of non-compliant employers multiply by 100 to determine the percentage</p> <p>Non-compliant employers - employer that failed to comply with employment law after the expiry of the notice period (notice period will depend on each employment law and SOP)</p> <p>Failed to comply – employer that has failed to action the notice served within the stipulated employment law time frames and SOP.</p> <p>Served – when signed notice by inspector is delivered (personal, via post office per registered mail or e-mail) to the employer</p> <p>Notice- notice issued in terms of relevant employment law. notice could be any of the following:</p> <p>Undertaking (signed by employer and inspector) as applicable to BCEA, UIA, EEA</p> <p>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</p> <p>Recommendations (signed by the employer/ proof of delivery to employer either by fax/ or email transmission/ registered mail or in person by the inspector)as applicable to EEA (DG Reviews)</p> <p>Contravention Notices or Improvement Notice or Direction Notice or Prohibition Notice as applicable to OHSA (all signed by the inspector and the employer)</p> <p>Subpoena- applicable to all legislation (signed by inspector and any person at the workplace)</p> <p>Referred –Inspection file for non-compliant employers after the expiry of the notice from Labour Centre to Provincial Office.</p> <p>Inspection files for non-compliant employers 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 Head Office referred to Statutory Services at Head Office</p> <p>Prosecution – Statutory Services hands over the inspection file for non-complaint employers to Court.</p> <p>30 calendar days – from the date Statutory Services received the inspection file from the inspector to the date of filing at the court.</p>
Purpose/importance	To ensure decent work, protection of workers and the transformation of society
Source/collection of data	Inspection file referred to Statutory Services for prosecution Stamped notice of motion file filed at Labour court or prosecution, referral letter to Magistrate's court
Method of calculation	<p>Percentage – Divide the number of non-compliant employers who failed to comply after the expiry of the notice served with reference to 1.2 referred for prosecution within 30 calendar days by a number of non-compliant employers who were served with notices with reference to 1.2. multiply by 100 to determine the percentage</p> $A = \frac{(B-C)}{B} \times 100$ <p>A= Number of non-compliant employers who failed to comply after the expiry of the notice served with reference to 1.2. referred for Prosecution within 30 calendar days</p> <p>B= Number of non-compliant employers who were served with notices with reference to 1.2.</p> <p>C= Number of employers who complied with the notice with reference to 1.2</p> <p>100= to determine percentage</p>
Data limitations	Manual
Type of indicator	Outcome
Calculation type	Non-accumulative for the year
Reporting cycle	Quarterly and annually
New indicator	yes
Desired performance	60% non –compliant employers referred for prosecution within 30 calendar days (40% can be referred after 30 days, due to capacity challenges in the Branch)
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)

AREA	DESCRIPTION
Indicator title	1.4 Percentage of reported incidents investigated and / or finalised within prescribed time frames Refer to section 24 of OHSA
Short definition	65% of incidents reported in terms of section 24 of the OHSA investigated and finalised within prescribed time frames  incidents reported investigated and finalised within prescribed time frames Percentage – Divide the number of investigated and finalised incidents by the number of reported incidents multiply by a 100 Reported incidents – Incidents reported In terms of section 24 of OHSA Investigated – fact finding mission carried out in terms of section 31 or 32 of OHSA Finalised – Incident investigated, findings established and recommendations made to Chief Inspector All reportable (in terms of sec 24 of the OHSA) investigated in terms of sec 31 or 32 of the OHSA within 180 days Refer to section 31 or 32 OHSA
Purpose/importance	To ensure decent work, protection of workers and the transformation of society
Source/collection of data	Manual Register for reported incidents. Incident report
Method of calculation	Each incident reported is counted Determine as a percentage: those investigated and finalised within prescribed time frame Percentage – Divide the number of all reported incidents by the number of finalised incidents and multiply by a 100.  $A \div B \times 100$ A= number of reported incidents investigated and finalised within 180 calendar days B= number of reported incidents 100=to determine percentage
Data limitations	Manual
Type of indicator	Output and activity
Calculation type	Non-cumulative for a year
Reporting cycle	Quarterly and Annually
New indicator	no
Desired performance	Investigate and finalise at least 65% of incidents reported within prescribed time frame (35% can be investigated after the specified time frame - this depends on the type of incident reported)
Indicator responsibility	OHS Inspector, 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)

## PROGRAMME 3: PUBLIC EMPLOYMENT SERVICES

AREA	DESCRIPTION
Indicator title	1.1 Number of work-seekers registered on ESSA per year
Short definition	500 000 Unemployed or under-employed work-seekers are registered on the Department of Labour database (ESSA)
Purpose/importance	The total number of work-seekers registered per year at delivery points of Labour
Source/collection of data	LC Productivity Report from ESSA, requested for reporting period
Method of calculation	The total number of work-seekers registered in labour centres, provincial offices, head office, online, UIF
Data limitations	Manual registration – work-seekers not registered on ESSA system, is excluded. Modification/update to work-seeker profile is not counted as a registration
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Increase the number of registered work-seekers for placement in registered opportunities
Indicator responsibility	Registration officers at labour centres, PES Managers at Provincial Offices, Deputy Director, Director and Chief Director - Work-Seeker Services at Head Office

AREA	DESCRIPTION
Indicator title	2.1 Number of work and learning opportunities registered on ESSA
Short definition	60 000 Work and learning opportunities registered on ESSA for placement of work-seekers
Purpose/importance	Increase the placement of registered work-seekers in registered work and learning opportunities
Source/collection of data	Opportunity and placement report from ESSA requested from April 2017 up to each end of quarterly period
Method of calculation	Number of work and learning opportunities registered as generated by ESSA excluding the work permit /visa opportunity type
Data limitations	Manual registration – opportunities not registered on ESSA system, is excluded. Opportunities registered for the work permit opportunity type is excluded from reporting against this target
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	Increase of number of work and learning opportunities on ESSA
Indicator responsibility	Employment Services Practitioners at labour centres, Employer Service coordinators and PES Managers at Provincial Offices, Deputy Director, Director and Chief Director – Employer Services at Head Office

AREA	DESCRIPTION
Indicator title	3.1 Number of registered work-seekers provided with employment counselling per year
Short definition	140 000 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
Purpose/importance	Improve the employability of work-seekers
Source/collection of data	Employment Counselling Report from ESSA, requested from April 2017 up to each end of quarterly period
Method of calculation	Number of registered work-seekers that received Employment Counselling interventions as reflected on ESSA BW Report for employment counselling
Data limitations	The date of registration of a work seeker can be after the date on which counselling took place. The counselee's will not be counted for reporting purposes until the work seeker is registered on ESSA
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	Increase employability of registered work-seekers
Indicator responsibility	Career Counsellors at Labour Centres, PES Managers at Provincial Offices, Deputy Director – Employment Counselling, Director and Chief Director – Work seeker Services at Head Office



AREA	DESCRIPTION
Indicator title	4.1 Number of registered work and learning opportunities filled by registered work-seekers per year
Short definition	Registered work-seekers placed into 8 000 of registered work and learning 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
Purpose/importance	To place registered work-seekers in registered work and learning opportunities as listed in the SOP and ES Act Employment opportunities are: formal jobs (temporary or permanent); learner ships; apprenticeships; internships and training opportunities
Source/collection of data	Opportunity and Placement report from ESSA, requested from April 2017 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	The number of registered work-seekers that were placed against the work and learning opportunities registered on ESSA as reflected in the Opportunity and Placement report of ESSA This report exclude the work permit /visa opportunity type
Data limitations	Employer/organisation do not report placement on time
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	Increase the number of registered work and learning opportunities filled by registered work-seekers per year
Indicator responsibility	Career Counsellors at Labour Centres, PES Managers at Provincial Offices, Deputy Director – Employment Counselling , Director and Chief Director – Work seeker Services at Head Office

## PROGRAMME 4: LABOUR POLICY AND INDUSTRIAL RELATIONS

### PROMOTE EQUITY IN THE LABOUR MARKET (OUTCOME 14)

AREA	DESCRIPTION
Indicator title	1.1 Number of policy instruments developed and promoted to enhance the implementation of EEA by 31 March 2018
Short definition	1.1.1 Number of policy instruments developed and promoted through the publication of the 2016-2017 Annual Employment Equity Report and Public Register by 30 June 2017
Purpose/importance	Improve employment equity compliance and enforcement in the labour market
Source/collection of data	Information gathered through Employment Equity reports submitted by designated employers annually through manual submissions or EE Online Reporting facility Copy of the 2016-2017 Employment Equity (EE) Annual Report Copy of the Government Gazette of the EE Public Register
Method of calculation	EE Annual Report published by 30 June 2017 and EE Public Register published by 30 June 2017
Data limitations	Dependent on the quality of EE data submitted by employers on progress made on the implementation of employment equity and the number of quality EE Reports submitted by employers
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Higher levels of compliance from employers with the Employment Equity Act and its regulations
Indicator responsibility	DDG: LP and IR, CD: LR and Director: Employment Equity

AREA	DESCRIPTION
Indicator title	1.1 Number of policy instruments developed and promoted to enhance the implementation of EEA by 31 March 2018
Short definition	1.1.2 Number of policy instruments developed and promoted through the development of the 2017-2018 Annual Employment Equity Report and Public Register by 31 March 2018
Purpose/importance	Improve employment equity compliance and enforcement in the labour market
Source/collection of data	Information gathered through Employment Equity reports submitted by designated employers annually through manual submissions or EE Online Reporting facility CEE Advisory to Minister of Labour Employment Equity (EE) Annual Report developed EE Public Register developed
Method of calculation	EE Annual Report developed by 31 March 2018 and EE Public Register developed by 31 March 2018
Data limitations	Dependent on the quality of EE data submitted by employers on progress made on the implementation of employment equity
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Higher levels of compliance from employers with the Employment Equity Act and its regulations
Indicator responsibility	DDG: LP and IR, CD: LR and Director: Employment Equity

## PROTECT VULNERABLE WORKERS (OUTCOME 4)

AREA	DESCRIPTION
Indicator title	2. Establish institution of the National minimum wage by March 2018
Short definition	BCEA Amendment Act and Wage Act published in the Government Gazette by 31 March 2018
Purpose/importance	To publish national minimum wages for all sectors in extending protection to vulnerable workers
Source/collection of data	Copies of Acts published in the Government gazettes Report on Public comments received and signed off by the DDG
Method of calculation	Two published Acts , Amended BCEA and NMW Act Count the number of Public comments received on the Bills,(1 Report)
Data limitations	Public comments may influence the final Bill
Type of indicator	Output and activity
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Increase the income levels of vulnerable workers.
Indicator responsibility	DDG: LP and IR, CD: LR and Director: Employment Standards

## STRENGTHEN MULTILATERAL AND BILATERAL RELATIONS (OUTCOME 11)

AREA	DESCRIPTION
Indicator title	3.1 Reports submitted to the Minister on the implementation of bilateral cooperation and multilateral obligations annually
Short definition	<p>Monitor and report on multilateral obligations</p> <p>What is meant by multilateral obligations            Obligatory reports submitted to multilateral organisations 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.            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.</p> <p>What is meant by bilateral cooperation            Bilateral cooperation is contained within the different Memoranda of Understanding that the country enter 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.</p>
Purpose/importance	<p>Strengthen bilateral relations through signing and implementing the bilateral agreements within set timeframes</p> <p>Strategic interventions based on the application of law and practice with the view to improve our domestic laws based on international best practice.</p>
Source/collection of data	Mid Term and Annual Implementation Reports submitted to the Minister by 30 September 2017 and 31 March 2018 respectively
Method of calculation	Count the number of reports submitted annually
Data limitations	<p>Consultations with fraternal countries prolonged by diplomatic processes</p> <p>Consultations with domestic fraternal organisations and interest groups</p>
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	<p>Annually</p> <p>Q2 - Mid-term implementation report submitted by 30 September 2017            Q4 - Annual implementation report submitted by 31 March 2018</p>
New indicator	Yes
Desired performance	To comply and implement the signed bilateral cooperation agreements within set timeframes
Indicator responsibility	DDG: LP and IR and Chief Director: International Relations

## PROMOTE SOUND LABOUR RELATIONS (OUTCOME 4)

AREA	DESCRIPTION
Indicator title	4.1 Percentage of Collective agreements extended within 90 calendar days of receipt by 31 March 2018
Short definition	<p>Collective Agreements are concluded by registered trade unions and employers organisations who are party to the bargaining councils in demarcated sectors. Trade unions and employer's organisation negotiate conditions of employment for specific sectors periodically and the bargaining council request the minister to extend the collective agreements concluded to non-parties in those sectors. Extension means agreement published in the Government Gazette to be applicable in that Sector</p>
Purpose/importance	To promote fair competition in specific sectors and to provide improved conditions of employment and decent work
Source/collection of data	<p>Collective agreements register</p> <p>Record of decisions made by the Minister pertaining to the extension of collective agreements.</p> <p>Published Government Gazettes</p>
Method of calculation	<p>Calculate the percentage of Published agreements extended within 90 calendar days of receipt in the Government Gazettes.</p> <p>A = completed published agreements            B = total of collective agreements received from Bargaining Councils  <math>A/B*100/1= \%</math></p>
Data limitations	Industry figures and party membership figures are not always adequate
Type of indicator	Output and activity
Calculation type	Non-cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	<p>Increase income levels of workers in a sector</p> <p>Extends conditions of employment to cover all workers in a particular sector</p>
Indicator responsibility	DDG: LP and IR, CD: LR and Director: Collective Bargaining

AREA	DESCRIPTION
Indicator title	4.2 Percentage of labour organisation applications for registration approved or refused within 90 calendar days of receipt by 31 March
Short definition	Registration of new labour organisations: <ul style="list-style-type: none"> <li>• Association of employers or employees come together to form a trade union or employers' organisation (labour organisations)</li> <li>• Unregistered trade unions or employers' organisations cannot fully participate in collective bargaining system as provided in the LRA</li> <li>• To become a registered trade union or employers' organisation, such organisations will apply for registration to the Registrar of Labour Relations</li> <li>• 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</li> </ul>
Purpose/importance	Registration of labour organisations: <ul style="list-style-type: none"> <li>• To ensure accountability to the Department in terms of the LRA, to the members and to the public</li> <li>• To regulate and monitor the operations of registered trade unions and employers' organisations</li> <li>• To ensure full participation in the collective bargaining system</li> </ul>
Source/collection 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	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 and refused. B = All applications received $A/B * 100 / 1 = \%$
Data limitations	Registration of labour organisations: <ul style="list-style-type: none"> <li>• Insufficient records of data and processes of start-up labour organisations (trade unions and employers' organisations)</li> <li>• Reliability of Magic system as basis for recording and monitoring applications and decisions.</li> </ul>
Type of indicator	Output and activity
Calculation type	Non-cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	Strong collective bargaining institutions
Indicator responsibility	DDG: LP and IR, CD: LR and Director: Collective Bargaining

AREA	DESCRIPTION
Indicator title	4.3 Moderating Workplace Conflict by amending the Labour Relations Act and measuring the impact thereof.
Short definition	Labour law amendments, Accord on Collective Bargaining and Industrial Action and Code of Good Practice on Collective Bargaining, Industrial Action and Picketing agreed by NEDLAC social partners in 2017. The implementation of these measures is expected to moderate workplace conflict, reduce the number of strikes and facilitate the resolution of protracted strikes in the labour market.
Purpose/importance	To strengthen collective bargaining, democratic practice and dispute resolution so as to reduce protracted strike action and violence and intimidation associated with industrial action.
Source/collection of data	Submission approved by Minister for tabling Labour Relations Act amendment Bill for Cabinet approval Submission approved by Minister for tabling the Labour Relations Act Amendment Bill in Parliament Acknowledgement of submission to Cabinet and Parliament by the Ministers office. Referral letter signed by the DDG:LP and IR to the State Law advisor Promulgated Labour Relations Amendment Act published in the Government gazette
Method of calculation	Quarter One: Count the number of submissions approved by the Minister for tabling the Labour Relations Act Amendment Bill for Cabinet approval Quarter Two: Count the number of submissions approved by the Minister for tabling the Labour Relations Act Amendment Bill in Parliament. Quarter Three: Count the number of referral letter from the DDG: LP and IR to the State Law Advisor for a request certification of the Labour Relations Act Amendment Bill Quarter Four: Count the Act published in the Government gazette that has been promulgated.  Count confirmation of submissions to Cabinet and Parliament.
Data limitations	Delays in the relevant institutions providing the relevant reports
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Reduced strike action, reduction in number of workdays lost due to strike action, reduction in violence associated with strike action.
Indicator responsibility	Minister, DG, DDG: LP and IR, Chief Director: LR; Director: Collective Bargaining

## MONITOR THE IMPACT OF LEGISLATION (OUTCOME 4)

AREA	DESCRIPTION
Indicator title	5.1 Number of Labour Market Trends reports produced annually
Short definition	To provide up to date information on selected indicators in the economy and labour market as a whole
Purpose/importance	To provide a general perspective on the performance of the South African economy and labour market to inform policy makers on the changes that happened in the South African labour market over time in order to take action where it is needed
Source/collection of data	<p>Administrative internal and external survey data are used such as newspapers, Unemployment Insurance Fund, CCMA, Compensation Funds, Employment Services, Collective Bargaining, Reserve Bank and Statistics SA.</p> <p>Verification sources: Four annual reports produced: Annual Industrial Action, Job Opportunity and Unemployment in the SA labour market, Annual Administrative Statistics and Annual Labour Market Bulletin reports</p> <p>Annual Industrial Action</p> <ul style="list-style-type: none"> <li>• Identification of strike through media, e.g., newspapers, radio, TV, etc.</li> <li>• LRA Form 9.2 sent to affected employers</li> <li>• Forms received and captured on strike database</li> <li>• Data verification and analysis conducted</li> <li>• Annual report written by March and approval sourced from the Minister</li> <li>• Approval received, from the Minister and submit to the Chief Directorate: Communication for publishing</li> </ul> <p>Annual Administrative Statistics</p> <ul style="list-style-type: none"> <li>• Internal data requested from provincial offices, e.g. LMIS units; extracted from Employment Services (ESSA), requested from UI (Siyaya database)</li> <li>• Data captured on Excel spread sheets and captured on LMIS snapshots format</li> <li>• LMIS snapshots format consolidated for key internal indicators and forwarded to all through the Exchange Postmaster</li> <li>• Four LMIS snapshots are consolidated into one year for analysis</li> <li>• Annual report written by March and approval sourced from the Minister</li> <li>• Approval received from the Minister and submit to the Chief Directorate: Communication for publishing</li> <li>• Job Opportunity and Unemployment in the SA labour market</li> <li>• Vacancies data sourced from national and regional newspapers, e.g., PNet; DPSA and Internet</li> <li>• Data captured on internal JOI database (Excel spread sheets) on daily basis</li> <li>• JOI data consolidated and analysed by key vacancies indicators as reflected on newspapers, e.g., PNet; DPSA and Internet</li> <li>• Annual report written by June and approval sourced from the Minister</li> <li>• Approval received from the Minister and submit to the Chief Directorate: Communication for publishing</li> </ul> <p>Annual Labour Market Bulletin</p> <ul style="list-style-type: none"> <li>• External statistical information extracted from national publication, e.g., Reserve Bank, StatsSA, labour market academic and CCMA reports.</li> <li>• Report structure outlined and information consolidated and analysed</li> <li>• Annual report written by June and approval sourced from the Minister</li> <li>• Approval received from the Minister and submit to the Chief Directorate: Communication for publishing</li> </ul>
Method of calculation	Count the number of reports produced by March 2018
Data limitations	Limited coverage in particular with most of data sources used (internal and external) and lack of sustainable internal data integration system
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Quarterly and annual
New indicator	No
Desired performance	The aim is to ensure 100% data quality and more labour market indicators coverage in order to better inform policy makers
Indicator responsibility	DDG: LP and IR, CD: LMP and Director: Labour Market Information and Statistics

AREA	DESCRIPTION
Indicator title	5.2 Number of literature review reports on labour market research produced and signed off by the Deputy Director-General: LP and IR by 31 March 2018
Short definition	Research conducted to assess the impact of labour legislation and labour market programmes.  Four literature review reports in line with the research, monitoring and evaluation agenda (RME Agenda- which means a list of at least research topics that need to be investigated within an agreed time to be produced. The development of a full research reports are set to be biennial. In the interim year, literature review reports would be produced based on desktop research only and exclude data collection and analysis.
Purpose/importance	To provide research findings for evidence-based policy intervention
Source/collection of data	1. Chief Director approval of RME Agenda 5 2. Final literature review reports approved by the Deputy Director General: LP and IR
Method of calculation	Count the number of reports produced
Data limitations	Limited research areas submitted, challenges in procurement process such as no expression of interest by service providers
Type of indicator	Output and activity
Calculation type	Cumulative
Reporting cycle	Quarterly and annually
New indicator	No
Desired performance	To provide for relevant research to influence labour market policy
Indicator responsibility	DDG: LP and IR, CD: LMP and Director: Research, Policy and Planning

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## FOREWORD BY THE MINISTER

The Annual Performance Plan (APP) is guided by the Strategic Plan and the Medium Term Strategic Framework over the period 2014-2019. The Strategic Plan has incorporated the recommendations of the Business Case and the strategic outcomes and objectives contained in this APP are central to the SEE's activities and the Department of Labour will also provide support in the achievement of these goals.



MN Oliphant, MP  
Minister of Labour

## OFFICIAL SIGN-OFF

### It is hereby certified that this Annual Performance Plan:

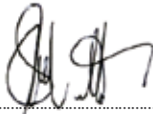
- Was developed by the management of the Supported Employment Enterprises with consideration of the National Development Plan
- Takes into account all the relevant policies, legislation and other mandates for which the SEE is responsible under the auspices of Department of Labour
- Accurately reflects the strategic outcome-oriented goals and objectives which the SEE will endeavour to achieve over the period 2017/18.



**S Ngongo**  
Chief Financial Officer: SEE



**S Nondwangu**  
Chief Executive Officer: SEE



**S Morotoba**  
Deputy Director-General: PES



**T Lamati**  
Director-General: Labour



**SP Holomisa, MP**  
Deputy Minister of Labour

# PART A: STRATEGIC OVERVIEW

## 1. UPDATED SITUATIONAL ANALYSIS

The SEE has made major strides in stabilising the governance and management environment within the entity. This has been largely brought about by the appointment of the Chief Financial Officer, a Director Operations and secondment of two Directors from the Compensation Fund who have provisionally taken up the roles of managing Human Resources and Enterprise Risk within the entity.

### 1.1 PERFORMANCE ENVIRONMENT

SEE revenue target for the year ending 31 March 2017 is R70 million. This looks achievable on the back of secured orders from the Western Cape Department of Health and the Eastern Cape Department of Education who have placed orders worth R20 million and R115 million respectively. The current order book inspires confidence in the management of the entity and presents a number of possibilities including the creation of additional employment opportunities for persons with disabilities.

SEE is currently in the process of filling all vacancies and this process is envisioned to be completed by the end of the third quarter of 2016/17. An additional 63 employment opportunities for persons with disabilities will be created in all the factories throughout the country. This is in line with the SEE's mandate to provide employment and employment opportunities for persons with disabilities.

### 1.2 ORGANISATIONAL ENVIRONMENT

#### Governance model

The factories are run under the leadership of the Chief Executive Officer, who reports to Public Employment Service (PES) Branch. The SEE has a management structure which implement programmes of the entity. Other governance structures i.e. Audit Committee, National Risk Committee; Department Executive Committee, etc. of the Department provides oversight responsibilities to the entity.

#### Production facility

The SEE is complemented by these factories across the landscape of the country:

PROVINCE	FACTORY	PRODUCTS SPECIALISATION
Gauteng	Pretoria Springfield Rand	Wood, metal and textiles (office, home and school furniture, hospital linen and garments)
Western Cape	Ndabeni Epping	Wood, metal and textiles (office, home and school furniture, hospital linen and garments)
KwaZulu-Natal	Pietermaritzburg Durban	Wood, metal and textiles (office, home and school furniture, hospital linen and garments)
Eastern Cape	East London Port Elizabeth	Wood and textiles
Northern Cape	Kimberley	Wood and metal
Free State	Bloemfontein	Wood and metal
North West	Potchefstroom	Metal

## 2. REVISION OF LEGISLATIVE AND OTHER MANDATES

The SEE management is planning on the basis of the Employment Services Act, No 4 of 2014. This constitutes a major policy change and the understanding is that:

The Employment Services Act provides a clear legal framework for the SEE and establishes the entity as a National Government Component as per section 7A of the Public Service Act 1994. The Employment Services Act, No 4 of 2014 was promulgated on 7 April 2014 and provides for the Supported Employment Enterprises (SEE) to be established to:

- Facilitate supported employment
- Provide work opportunities for persons with disabilities
- Develop 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
- Perform any other function as may be prescribed.

## PART B: PROGRAMME ANNUAL PLANS

### 3. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2017/18

STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016-17	MEDIUM-TERM TARGETS				
		2013-14	2014-15	2015-16		2017-18	2018-19	2019-20	2020-21	
Decent employment through inclusive economic growth for persons with disabilities (Outcome 4)										
1.1	Provide work opportunities for persons with disabilities	Number of persons with disabilities provided with employment opportunities	None	None	None	None	150 persons with disabilities provided with employment opportunities in the SEE by the end of March 2018	200 persons with disabilities provided with employment opportunities in the SEE by the end of March 2019	250 persons with disabilities provided with employment opportunities in the SEE by the end of March 2020	300 persons with disabilities provided with employment opportunities in the SEE by the end of March 2021
An efficient, effective and development-oriented public service (Outcome 12)										
2.1	Develop and implement programmes that promote the employability of persons with disabilities	Number of product exhibitions conducted per annum	None	None	None	8 advocacy campaigns conducted by end of March 2017	9 products exhibitions to showcase products manufactured by persons with disabilities within the SEE conducted by end of March 2018	12 products exhibitions to showcase products manufactured by persons with disabilities within the SEE conducted by end of March 2019	14 products exhibitions to showcase products manufactured by persons with disabilities within the SEE conducted by end of March 2020	18 products exhibitions to showcase products manufactured by persons with disabilities within the SEE conducted by end of March 2021
		Number of radio campaigns conducted per annum	None	None	None	None	2 Radio campaigns conducted by the end of March 2018 to create awareness of the existence of the Supported Employment Enterprises	4 Radio campaigns conducted by the end of March 2019 to create awareness of the existence of the Supported Employment Enterprises	6 Radio campaigns conducted by the end of March 2020 to create awareness of the existence of the Supported Employment Enterprises	8 Radio campaigns conducted by the end of March 2021 to create awareness of the existence of the Supported Employment Enterprises

STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE 2016-17	MEDIUM-TERM TARGETS			
		2013-14	2014-15	2015-16		2017-18	2018-19	2019-20	2020-21
	Number of print media campaigns conducted per annum	None	None	None	None	4 Print Media campaigns conducted by the end of March 2018 to create awareness of the existence of the Supported Employment Enterprises	6 Print Media campaigns conducted by the end of March 2019 to create awareness of the existence of the Supported Employment Enterprises	8 Print Media campaigns conducted by the end of March 2020 to create awareness of the existence of the Supported Employment Enterprises	10 Print Media campaigns conducted by the end of March 2021 to create awareness of the existence of the Supported Employment Enterprises
	Number of special schools visited and made aware of the existence of the SEE per annum	None	None	None	None	100 special schools visited nationally and made aware of the existence of the SEE by the end of March 2018	200 special schools visited nationally and made aware of the existence of the SEE by the end of March 2019	300 special schools visited nationally and made aware of the existence of the SEE by the end of March 2020	400 special schools visited nationally and made aware of the existence of the SEE by the end of March 2021

## 4. QUARTERLY TARGETS

### QUARTERLY TARGETS FOR 2017- 2018

PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET 2017-2018	QUARTERLY TARGETS				BUDGET
			1ST	2ND	3RD	4TH	2017/18

1. Decent employment through inclusive economic growth for persons with disabilities (Outcome 4)

Number of persons with disabilities provided with employment opportunities	Q	150 persons with disabilities provided with employment opportunities in the SEE by the end of March 2018	25	75	125	150	R12 million
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An efficient, effective and development-oriented public service (Outcome 12)

Number of marketing campaigns conducted per annum	Q	9 Marketing and awareness campaigns regarding the existence of the SEE and the products manufactured conducted by end of March 2018	Marketing Strategy Implementation Plan for 2017/18 developed and approved by the end of the quarter	3 Marketing and awareness campaigns in Radio, Print and through Exhibitions conducted by end of quarter	6 Marketing and awareness campaigns in Radio, Print and through Exhibitions conducted by end of quarter	9 Marketing and awareness campaigns in Radio, Print and through Exhibitions conducted by end of quarter	R6 million
Number of radio campaigns conducted per annum	S	2 Radio campaigns conducted by the end of March 2018 to create awareness of the existence of the Supported Employment Enterprises		1 radio campaign conducted from 1 April – 30 June 2017		1 radio campaign conducted from 1 July – 31 March 2018	R2.2 million
Number of print media campaigns conducted per annum	Q	4 Print Media campaigns conducted by the end of March 2018 to create awareness of the existence of the Supported Employment Enterprises	1 print media campaign conducted for the 1st Quarter	1 print media campaign conducted for the 2nd Quarter	1 print media campaign conducted for the 3rd Quarter	1 print media campaign conducted for the 4th Quarter	R1 million
Number of special schools visited and made aware of the existence of the SEE per annum	Q	100 special schools visited nationally and made aware of the existence of the SEE by the end of March 2018	25	50	75	100	R200 000

## 5. TECHNICAL INDICATOR DESCRIPTION

### TECHNICAL INDICATOR DESCRIPTION – SUPPORTED EMPLOYMENT ENTERPRISES 2017/18

1.1 INDICATOR TITLE	NUMBER OF PERSONS WITH DISABILITIES PROVIDED WITH EMPLOYMENT OPPORTUNITIES
Short definition	The indicator measures the number of persons with disabilities provided with employment opportunities in the SEE
Purpose/importance	To ensure the implementation of the SEE mandate, this is to provide work opportunities to persons with disabilities
Source/collection of data	VIP system employee report on that includes employment equity statistics to show employee disability
Method of calculation	A count of the number of new persons with disabilities recorded on the VIP system as new employees
Data limitations	No limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Provide work and work opportunities to persons with disabilities in South Africa
Indicator responsibility	Directorates: Operations. Business Development and Human Resources

2.1 INDICATOR TITLE	NUMBER OF PRODUCT EXHIBITIONS CONDUCTED PER ANNUM
Short definition	The indicator measures the number of product exhibitions conducted to the general public, customers and stakeholders
Purpose/importance	To increase awareness of the employability of persons with disabilities by showcasing the products they manufacture in the SEE
Source/collection of data	Evidence of product exhibitions in the form of exhibition customer registers and exhibition report
Method of calculation	A count of the number of product exhibitions conducted
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The SEE has a strategic objective to increase the visibility and awareness of customers about the SEE
Indicator responsibility	Directorate: Business Development

2.2 INDICATOR TITLE	NUMBER OF RADIO CAMPAIGNS CONDUCTED PER ANNUM
Short definition	The indicator measures the number of radio campaigns conducted
Purpose/importance	To increase awareness of the existence of SEE
Source/collection of data	Evidence of radio campaigns in the form of radio scheduling report
Method of calculation	A count of the number radio campaigns conducted
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The SEE has a strategic objective to increase the visibility and awareness of customers about the SEE
Indicator responsibility	Directorate: Business Development



2.3 INDICATOR TITLE	NUMBER OF PRINT MEDIA CAMPAIGNS CONDUCTED PER ANNUM
Short definition	The indicator measures the number of print media campaigns conducted
Purpose/importance	To increase awareness of the existence of SEE
Source/collection of data	Evidence of print media campaigns in the form of a copy of the published advert
Method of calculation	A count of the number print media campaigns conducted
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The SEE has a strategic objective to increase the visibility and awareness of customers about the SEE
Indicator responsibility	Directorate: Business Development

2.4 INDICATOR TITLE	NUMBER OF SPECIAL SCHOOLS VISITED AND MADE AWARE OF THE EXISTENCE OF THE SEE PER ANNUM
Short definition	The indicator measures the number of special schools visited and made aware of the existence of the SEE
Purpose/importance	To increase awareness of the existence of SEE in special schools
Source/collection of data	Evidence of visits to special schools in the form of an acknowledgement letter from the school visited
Method of calculation	A count of the number special schools visited
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The SEE has a strategic objective to increase the visibility and awareness of customers about the SEE
Indicator responsibility	Directorate: Business Development