

Department of Employment and Labour
Strategic Plan 2025/26 – 2029/30





employment & labour

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REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF EMPLOYMENT AND LABOUR

STRATEGIC PLAN 2025/26 – 2029/30

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TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS	IV
EXECUTIVE AUTHORITY STATEMENT	VI
ACCOUNTING OFFICER STATEMENT	XIII
OFFICIAL SIGN-OFF	XV

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE	1
1.1 Global	2
1.1.1 International Labour Organisation (ILO) Conventions	2
1.1.2 Sustainable Development Goals	2
1.1.3 International Labour Organisation Global Strategy 2024–30	3
1.1.4 Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)	3
1.2 African Union Agenda 2063	3
1.3 Southern Africa Development Community	4
1.3.1 Protocol on Employment and Labour	4
1.4 National context	4
2. LEGISLATIVE AND POLICY MANDATES	4
ORGANOGRAM	6
SERVICE DELIVERY SITES OF THE DEPARTMENT	6
3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD	7
4. RELEVANT COURT RULINGS	15

PART B: OUR STRATEGIC FOCUS

5. VISION	22
6. MISSION	22
7. VALUES	22
8. SITUATIONAL ANALYSIS	22
8.1. External Environment Analysis	24
8.2 Internal Environment Analysis	28

PART C: MEASURING OUR PERFORMANCE

THEORY OF CHANGE	30
9. INSTITUTIONAL PERFORMANCE INFORMATION	31
DEPARTMENT OF EMPLOYMENT AND LABOUR (DEL) PROGRAMMES AND ENTITIES	31
Priority 1: Drive inclusive growth and job creation	31
Priority 2: Reduce poverty and tackle the high cost of living	31
Priority 3: A capable, ethical and developmental state	31
9.1 Measuring the impact	32
9.2 Measuring Outcomes	34
9.3 Explanation of Planned Performance over the Five-Year Planning Period	35
10. KEY RISKS	37
11. PUBLIC ENTITIES	37
PART D: TECHNICAL INDICATOR DESCRIPTION (TID)	
TECHNICAL INDICATOR DESCRIPTION (TID)	39
ANNEXURE A: NSDF AND THE DISTRICT DELIVERY MODEL	38
SUPPORTED EMPLOYMENT ENTERPRISES	54
1. Constitutional Mandate	54
2. Legislative and policy mandate	55
3. Policies and strategies over the five-year period	56
PART B: STRATEGIC FOCUS	
4. Values	57
5. Updated situational analysis	57
6. Performance Information	61
7. Institutional performance information	61
6. Key risks	64
TECHNICAL INDICATOR DESCRIPTION (TID)	
Technical Indicator Description (TID)	65

ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution
5IR	Fifth Industrial Revolution
AFS	Annual Financial Statements
APP	Annual Performance Plan
ARLAC	African Regional Labour Administration Centre
AU	African Union
AUC	African Union Council
BCEA	Basic Conditions of Employment Act
BEWG	BRICS Employment Working Group
Brexit	“British exit”
BRICS	Brazil, Russia, India, China and South Africa
CCMA	Commission for Conciliation, Mediation and Arbitration
CD	Chief Director
CEE	Commission for Employment Equity
CoE	Compensation of Employees
COIDA	Compensation of Injuries and Diseases Act
COO	Chief Operations Officer
CSOs	Client Service Officers
CV	Curriculum Vitae
DEL	Department of Employment and Labour
DEXCOM	Departmental Executive Committee
DG	Director-General
DPME	Department of Planning, Monitoring and Evaluation
E4E	Education for Employability
ECC	Employment Conditions Commission
EEA	Employment Equity Act
EPWP	Expanded Public Works Programme
ES	Employment Services
ESA	Employment Services Act
ESSA	Employment Services for South Africa
EXCO	Executive Committee
G&S	Goods and Services
G20	International Forum for the Governments and Central Bank Governors from 20 Major Economies
GCC	Government Certificate of Compliance
GDP	Gross Domestic Product
GTAC	Government Technical Advisory Centre
ICT	Information, Communication Technology
IES	Inspection and Enforcement Services
IFS	Interim Financial Statements
ILM	International Labour Matters
ILO	International Labour Organisation

IMCME	Inter Ministerial Committee on Migration and Employment
IT	Information Technology
JOI	Job Opportunity Index
JSE	Johannesburg Stock Exchange
KPI	Key Performance Indicator
LAP	Labour Activation Programmes
LEMM	Labour and Employment Ministerial Meeting (LEMM)
LMIS	Labour Market Information and Statistics
LP&IR	Labour Policy and Industrial Relations
LRA	Labour Relation Act
MoU	Memorandum of Understanding
MSS	Management Support Services
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NEET	Not in Education, Employment, or Training
NMW	National Minimum Wage
NMWA	National Minimum Wage Act
NMWC	National Minimum Wage Commission
OCOO	Office of the Chief Operations Officer
OHS	Occupational Health and Safety
OHSA	Occupational Health and Safety Act
PACE	Performance Assessment for Competency Education
PCC	Presidential Climate Commission
PEA	Private Employment Agencies
PES	Public Employment Services
PMO	Project Management Office
PSA	Productivity SA
PSET	Post School Education and Training
PwDs	People with disabilities
QLFS	Quarterly Labour Force Survey
RME	Research, Monitoring and Evaluation
SADC	South African Development Community
SDG's	Sustainable Developmental Goals
SDs	Sectoral Determinations
SEE	Supported Employment Enterprises
SEIAS	Socio Economic Impact Assessment System
SETA's	Sector Education and Training Authority
SMMES	Small, Medium and Micro-Sized Enterprises
SONA	State of the Nation Address

SOP	Standard Operating Procedures
SP	Strategic Plan
SPEEX	Situation Specific Evaluation Expert system used for Psychometric Assessments
TERS	Temporary Employee Relief Scheme
TES	Temporary Employment Services
TR	Treasury Regulations
U.S.	United States
UI	Unemployment Insurance
UIA	Unemployment Insurance Act
UICA	Unemployment Insurance Contributions Act

The 2025–2030 Strategic Plan and Annual Performance Plan (APP) of the Department of Employment and Labour marks a significant point in our ongoing efforts to pursue inclusive economic growth, work opportunities, and improved social protection for all South Africans. In accordance with the Department Strategic Plan and Annual Performance Plan, our programs are an expression of an unwavering commitment to transforming the labour market, ensuring decent work for all, and strengthening good governance in the Department and its entities.

Celebrating 30 years of democracy, our policies and legislation governing the labour space have evolved to safeguard workers' rights, enhance fairness, and ensure equitable and secure working conditions. Symbolic legislative frameworks, such as the Labour Relations Act (1995) and Basic Conditions of Employment Act (1997), have played indispensable roles in their success. Its enforcement of tougher mechanisms through the Commission for Conciliation, Mediation and Arbitration (CCMA) and Labour Inspections remain a priority so as to protect vulnerable workers as well as ensure compliance.

The 7th administration, Government of National Unity (GNU), prioritises economic growth, job creation, and structural transformation at the heart of its agenda. This is based on three key priorities:

1. **Inclusive Growth and Job Creation:** In advancing the employment mandate of the Department, this priority focuses on creating pathways for sustainable employment by promoting job creation, job preservation through active labour market policies and programmes, workforce upskilling, and strengthening partnerships with private and public sectors for inclusive economic growth and employment creation. These interventions are meant to uplift all South Africans, particularly the marginalised groups, women, youth and people with disabilities.
2. **Reducing Poverty and Addressing the High Cost of Living:** We aim to expand social protection mechanisms for wider coverage of the vulnerable workers, ensure fair wages through the National Minimum Wage, and strengthen enforcement mechanisms of the labour laws to protect vulnerable workers.
3. **Building a Capable, Ethical, and Developmental State:** Ensuring good governance and clean administrative Department and our Public Entities, improving audit outcomes, rooting out fraud and corruption by ensuring consequence management and driving innovation in efficient service delivery. The Department intends to award excellence and upskill its work force in line with evolving technology, ensure that the right positions are filled with the right and capable people, whilst reducing the vacancy rate.

The challenges before us remain formidable. South Africa's unemployment rate stands at 31.9%, and 39.4% of unemployed youth in particular. Structural barriers such as slow economic growth, geopolitics, climate change and skills mismatch continue to constrain the generation of jobs. Our government's strategic interventions—such as the upscaling of Public Employment Programmes (PEPs), Labour Activation Programmes (LAPs), and labour law reforms—are designed to overcome these systemic barriers.



To recognize the pivotal role of partnerships, President Cyril Ramaphosa has initiated a Government-Business Collaboration to unlock impediments to inclusive growth. Employment, Skills Development, and SMME focal area among others, led by the Department of Employment and Labour ministry supported by Ministries of Trade Industry and competition, Small Business Development and Higher Education and Training.

Innovation and technology are also central to our vision. The department will invest in modernising ICT systems to improve service delivery, reduce processing times, and increase efficiency. These advancements will enable an effective and ethical workforce that can adequately respond to the needs of the public.

The Department's Seven Strategic Priorities also outline more clearly a way forward, which prioritises reform of labour law, employment coordination, governance, service delivery, institutional capacity development, public consultation, and partnership. Through these priorities, we will work towards an inclusive, dynamic, and equitable labour market that underpins economic resilience and social change.

As the Minister of Employment and Labour, I am committed to ensuring the effective delivery, monitoring, and evaluation of our programmes over the next five years. Putting people to work is our most immediate imperative, and through focused interventions, innovative policy, and strategic partnerships, we will lay the foundation for a dynamic and inclusive labour market.

Collectively, we will build a future where South Africa will be able to have sustainable, dignified jobs and an economy that serves all.



Ms Nomakhosazana Meth, MP

Executive Authority of Employment and Labour

The good work that commenced in 1994 continues and further ensures that, the commitments as entailed in the National Development Plan (NDP) 2030 and various global and regional frameworks are advanced.

The Strategic Plan for 2025 – 2030, aligned to the Medium-Term Development Plan, is therefore, a testament to our commitment and resolve to advancing South Africa’s labour market through inclusive growth, job creation, and enhanced social protection.

The plan also responds to President Cyril Ramaphosa’s call at the 2025 SONA, that “Our most urgent task is to grow our economy so that we can create jobs, reduce poverty and improve the lives of all South Africans”. The three national priorities that underpin our interventions are therefore as follows:

Inclusive growth and job creation – Promoting employment through active labour market policies, workforce upskilling, and strengthened partnerships with private and public sectors.

Reducing poverty and addressing the high cost of living – Expanding social protection mechanisms, ensuring fair wages, and creating pathways for sustainable employment, particularly for marginalised groups.

Building a capable, ethical, and developmental state – Enhancing labour governance, strengthening enforcement mechanisms, and driving innovation in service delivery.

At the beginning of the 7th Administration, the following seven (7) Department of Employment and Labour strategic priorities were set for the term:

1. Strengthen regulatory capabilities of the Department.
2. Coordination of employment interventions within government through collaborations, partnerships and cooperations;
3. Good Corporate Governance;
4. Improved Service Delivery;
5. Strengthen the institutional capacity of the Department;
6. Massify the marketing of the Departmental services; and
7. Advance the new employment mandate of the Department where the focus will be more on the Private Public Partnerships with government, business, labour, international agencies, and civil society.

Whilst a lot of work has been done by the Department, we are equally alive to the reality that we need to raise the bar in order to arrest the triple challenges of poverty, unemployment and inequality. We need to work even harder to realise the Freedom Charter’s vision of a South Africa where there is work and security in our lifetime.

- A South Africa where all who work shall be free to form trade unions, to elect their officers and to make wage agreements with their employers;



- A South Africa where the state shall recognise the right and duty of all to work, and to draw full unemployment benefits;
- A South Africa where men and women of all races shall receive equal pay for equal work;
- A South Africa where there shall be a forty-hour working week, a national minimum wage, paid annual leave, and sick leave for all workers, and maternity leave on full pay for all working mothers.
- A South Africa where miners, domestic workers, farm workers and civil servants shall have the same rights as all others who work;
- A South Africa where child labour, compound labour, the tot system and contract labour shall be abolished.

Led by Minister Nomakhosazana Meth and working with my fellow Deputy Minister Nemaizinga – Tshabalala, we are confident that, we are up to the task at hand and that, the MTDP 2025 – 2030 targets are achievable.

MTDP 2025 – 2030 will, in the main, be achieved through the expansion of the Public Employment Programmes, closely monitored Labour Activation Programmes and Active Labour Market Policies, including the current labour law reforms that seek to ensure relevance and responsiveness of our laws to the emerging labour market challenges.

The Inspection and Enforcement Services function will be strengthened in the 2025 – 2030 MTDP to build on the current foundations of excellence in this area of our work. This will ensure increased compliance with all labour laws and promotion of decent work standards as per International Labour Organisation (ILO) guidelines. The protection of labour rights and vulnerable workers and workplace safety is central to the Department’s enforcement strategy in the 2025 – 2030 MTDP.

One of the major challenges that have consistently been raised by the citizens, in so far as our work and service is concerned, pertain to our poorly functioning and intermittent ICT systems and equipment. ICT is an area of priority in the 2025 – 2030 MTDP and, bold steps have already been taken to address this challenge. Some of the Labour Centres in the Western Cape Province where the project started are already benefiting and the service is seamless.

The Commission for Conciliation, Mediation and Arbitration (CCMA) remains one of the key institutions of the Department of Labour. It will be supported in the 2025 – 2030 MTDP to remain the beacon of hope for vulnerable workers, a hub of excellence and South Africa’s pride.

The adoption of the report of the Standing Committee on Finance on the 2025 Budget Framework on 2 April 2025 paves the way for all the plans to be fully funded and the work of the nation to continue in earnest.

We are guided and inspired by the Freedom Charter which stated that “THERE SHALL BE WORK AND SECURITY! we need to raise the bar and up the ante of service delivery and the fight against unemployment, poverty and inequality.

All hands, on deck!



Mr. J Sibiya, MP

Deputy Minister of Employment and Labour

The high rate of unemployment in South Africa and more especially youth unemployment is a reality that the Department of Employment and Labour and its family of entities is facing head on in order to stem the tide. An entire government approach and deliberate involvement of the private sector in creating decent jobs becomes our utmost priority in the seventh administration as we build on the successes of the sixth administration. The Strategic Plan and Annual Performance Plan of the Department over the next five years and financial year respectively is a conscious response to the country's blueprint for development, the National Development Plan (NDP) 2030, the Medium-Term Development Plan (MTDP) 2025-2030 three priorities.

The MTDP 2025-2030 priorities are the guiding principle of our planning and implementation over the next five years:

Priority 1: Inclusive Growth and Job Creation

Priority 2: Reducing Poverty and Addressing the High Cost of Living

Priority 3: Building a Capable, Ethical, and Developmental State

Over the next five years the Department will invest and contribute to job creation towards the effort of the country to inclusive economic growth and reduced unemployment. The Department of Employment and Labour (DEL)' Public Entity, currently known as the Supported Employment Enterprises (SEE) is instrumental in the vision of the Department to create sustainable employment opportunities for people with disabilities. These enterprises that have an extensive footprint across 8 of the nine provinces of South Africa, employ people with disabilities, often in partnership with other government agencies and NGOs.

These initiatives align with South Africa's Employment Equity Act (EEA) and Broad-Based Black Economic Empowerment (B-BBEE) policies, which encourage workplace diversity and inclusion. Through what was previously known as Sheltered Employment Factories (SEFs), the DEL manages these state-run enterprises to manufacture and produce goods such as office furniture, textiles (e.g., school uniforms, protective clothing), and footwear (e.g., safety boots for government employees). The products are often supplied to government departments, schools, and hospitals.

Further to this, the Department collaborates with Sector Education and Training Authorities (SETA) to provide skills programmes for workers with disabilities. training may include vocational skills, workplace adaptation, and entrepreneurship support. During the next five years over the MTDP, the Department seeks to improve the financial sustainability of these enterprises by actively encouraging government (national and provincial) and other sectors of our society to procure these goods, especially given the difficulty they have in competing with private businesses.

While the focus of the Department is job creation, it is also about preserving existing jobs to curb rising unemployment. South Africa, like many nations, continues to face significant economic challenges. Unemployment remains high, growth is sluggish, and the global economy is constantly shifting. However, in the face of these challenges, it is essential that we focus on solutions and opportunities for job preservation. In this regard, Productivity South Africa as established in terms of section 31 (1) of the Employment Services Act, No. 4



of 2014, has a specific mandate to promote employment growth and productivity, thereby contributing to South Africa's socio-economic development and competitiveness.

Positioning Productivity South Africa over the next five years, as a centre of excellence is a critical step in driving South Africa's economic competitiveness and fostering sustainable growth. As a hub of innovation, expertise, and capacity building, Productivity South Africa will play a pivotal role in equipping businesses with the tools and knowledge to enhance productivity, create jobs, save jobs in distressed companies and support inclusive economic growth. This strategic focus aligns with national priorities and ensures that our impact is measurable with sustainable outcomes. By establishing itself as a thought leader and benchmark institution, Productivity South Africa will amplify its impact, influence policy, and solidify its position as a catalyst for operational excellence across sectors.

Through the role and leadership that South Africa plays in the international arena, we have been able to carefully draw lessons and approaches from countries that are, to a large degree, similar to South Africa. The challenge of youth unemployment, amongst others, requires a new way of thinking, a holistic and coherent government approach, and a deliberate effort to mobilise all role-players and sectors to contribute. The coordinating role to be played by the DEL in government public employment programmes and bringing all sectors under one roof, will be a deliberate move towards a collective solution to the country's employment crisis.

The focus on unemployment does not, in any way, negate the critical responsibility to regulate the labour market through policies and programmes that were developed in consultation with social partners, lest we risk the reversal of the hard-earned gains of the past two decades. The review of the Labour Law Regime of the country as spearheaded by the Department, over the next five years, will be an attempt to create a healthy balance between the protection of vulnerable workers, job creation and contribution to a thriving economy in South Africa.

The achievement of good governance, a fraud and corruption free Department, a professional and ethical workforce remains a goal that we are committed to achieve by working together with the administration and oversight structures. Functional audit and risk management committees to manage all risks, including fraud and corruption, are also of paramount importance in this endeavor. In the five years to come, there will be an effort to augment the capacity of the Department to conduct forensic investigations whilst enabling the current team of officials to deal with all matters flagged by the various oversight bodies that work closely with the Department, i.e. the Auditor General and our Parliamentary Committees, amongst others.

There are observable service delivery challenges in the Labour Centres where the public interfaces with the Department and its entities. System failures and physical and human resources shortages contribute to the capacity constraints experienced by our service delivery points. There are plans to address these challenges, and we shall work together in our respective roles & responsibilities to ensure that the situation improves drastically. Batho Pele principles must be complied with; service standards must be achieved and improved over time to reduce the turnaround time of delivering the much-needed services to the citizens of South Africa; these will be communicated to the public and adhered to at all times.

There is a need for a greater focus on this area of work alongside the current plans and endeavors to improve the systems, ICT and related infrastructure intended to ensure continued quality service delivery to the citizens throughout the Republic of South Africa.

There is a number of capital projects underway to take services to the people and further increase the delivery of the Department of Employment and Labour services to all communities, including those in rural and remote areas.

The task ahead requires all of us to work hard with a resolve to wholeheartedly serve and deal with the challenge of high unemployment (especially amongst the youth), poverty, inequality and to defend and not reverse the hard-earned freedoms and liberties.



Ms. J Nemadzinga-Tshabalala, MP

Deputy Minister of Employment and Labour



The Department of Employment and Labour's Strategic Plan 2025–2030 is a testament to our unwavering commitment to advancing South Africa's labour market through inclusive growth, job creation, and enhanced social protection. This document outlines our key strategic priorities over the next five years, ensuring we align with the National Development Plan (NDP) 2030, the Government of National Unity (GNU) priorities, and South Africa's international commitments under various global and regional frameworks.

South Africa faces persistent labour market challenges, including high unemployment, growing inequalities, and structural deficiencies that hinder economic transformation. As highlighted in our situational analysis, the official unemployment rate remains stubbornly high at 32.1% (Q3 2024), disproportionately affecting youth and women. Moreover, technological disruptions, evolving employment models, and global economic shifts demand an agile and proactive labour strategy.

In response, this Strategic Plan is anchored in three national priorities that underpin our interventions:

Inclusive Growth and Job Creation – Promoting employment through active labour market policies, workforce upskilling, and strengthened partnerships with private and public sectors.

Reducing Poverty and Addressing the High Cost of Living – Expanding social protection mechanisms, ensuring fair wages, and creating pathways for sustainable employment, particularly for marginalised groups.

Building a Capable, Ethical, and Developmental State – Enhancing labour governance, strengthening enforcement mechanisms, and driving innovation in service delivery.

To drive employment creation, the Department will continue expanding Public Employment Programmes (PEPs), Labour Activation Programmes (LAPs), and Active Labour Market Policies (ALMPs). Our National Employment Policy will be instrumental in shaping a responsive labour market. In contrast, reforms in labour migration policies will ensure a balanced approach that prioritises South African workers while recognising the need for scarce and critical skills.

Labour rights protection and workplace safety are at the heart of our enforcement strategy. Through strengthened Inspection and Enforcement Services (IES), we will ensure compliance with occupational health and safety (OHS) regulations, uphold fair employment practices, and promote decent work by International Labour Organisation (ILO) standards.

Furthermore, we recognise the need for institutional modernisation. Over the next five years, the Department will invest in digital transformation, data analytics, and AI-driven labour market intelligence to enhance decision-making, optimise service delivery, and improve efficiency in administering social protection schemes such as the Unemployment Insurance Fund (UIF) and Compensation Fund (CF).

Our mandate is clear – to create an enabling labour market that fosters economic growth, reduces poverty, and empowers workers. This Strategic Plan is more than a policy document, it is a blueprint for transforming the world of work in South Africa. As we progress, we reaffirm our commitment to collaboration, social dialogue, and evidence-based policymaking to achieve an inclusive and resilient labour market for all South Africans.

Together, we will build a future of work that is equitable, sustainable, and prosperous.



Mr T Mkalipi

Acting Director-General

Department of Employment and Labour



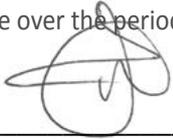
OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

Was developed by the management of the Department of Employment and Labour under the guidance of the Minister of Employment and Labour

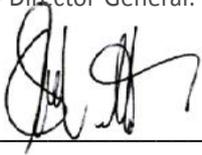
Considered all the relevant policies, legislation and other mandates for which the Department of Employment and Labour is responsible

Accurately reflects the Impact, Outcomes and Outputs which the Department of Employment and Labour will endeavour to achieve over the period 2025/26- 2029/30.



Ms B Matebesi

Deputy Director-General: Corporate Services



Mr S Morotoba

Deputy Director-General: Public Employment Services



Mr B Maduna

Chief Financial Officer



Mr T Mkalipi

Acting Director General



Mr J Sibiya, MP

Deputy Minister



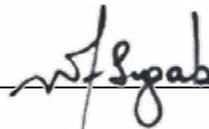
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Chief Director: Planning, Monitoring and Evaluation



Ms J Nemadzinga-Tshabalala, MP

Deputy Minister

Approved by:



Ms N Meth, MP

Minister



1. CONSTITUTIONAL MANDATE

The Department of Employment and Labour derives its mandate from the Constitution of the Republic of South Africa. This mandate is given effect through several acts that regulate labour matters in South Africa: The Occupational Health and Safety Act (1993), the Labour Relations Act (1995), the Basic Conditions of Employment Act (1997), the Employment Equity Act (1998), the Employment Services Act (2014) and the National Minimum Wage Act (2018).

The South African Constitution, Chapter 2, and Bill of Rights inform the Department of Employment and Labour's legislative framework:

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

Presidential Declaration

On the 29 May 2019, the President of the Republic of South Africa, Mr. CM Ramaphosa announced the appointment of a reconfigured national executive following the general elections held on the 8 May 2019. The President committed to a process of further reforms to "promote coherence, better coordination and improved efficiency" of government.

Following the Proclamation, the President further indicated that the "Department of Employment and Labour as the department now responsible for employment and labour. This department will coordinate all government efforts to create jobs and reduce unemployment and will be required to change its approach from mere compliance enforcement to facilitating job creation, which is where the department derives its mandate".

The mandate of the Department is to regulate the labour market through policies and programmes developed in consultation with social partners. These aim to:

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

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

1.1 Global

As South Africa is part of the global community, it is imperative for the country to consider and appreciate the fact that employment laws are part of corporate responsibility to sustain business growth.

Considering the global context, whilst Inspection and Enforcement Services (IES) is conducting its activities, it is imperative to consider the relevant International Labour Organisation Conventions, Sustainable Development, the International Labour Organisation Global Strategy 2024–30, Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration), Southern Africa Development Community programmes as well as national programmes.

1.1.1 International Labour Organisation (ILO) Conventions

The ILO Conventions that support decent work to Departmental legislation and relevant to IES include:

ILO CONVENTION	LEGISLATION
<ul style="list-style-type: none"> • C087 – Freedom of Association & Protection of Rights to Organise Convention • C 98- Right to Organise and Collective bargaining Convention 	Labour Relations Act, Act 66 of 1995 as amended
<ul style="list-style-type: none"> • C 100 – Equal Remuneration Convention • C 111 – Discrimination (Employment & Occupation) Convention • C 019: Equality of Treatment Convention 	Employment Equity Act, Act 55 of 1998 as amended
<ul style="list-style-type: none"> • C 138 – Minimum Age Convention • C182 – Worst Forms of Child Labour Convention 	<ul style="list-style-type: none"> • Basic Conditions of Employment Act, Act 75 of 1997 as amended • Occupational Health and Safety Act, Act 85 of 1993 • Health and Safety of Children at Work Regulations
C002: Unemployment Convention	<ul style="list-style-type: none"> • Unemployment Insurance Act, Act No. 63 of 2001 • Unemployment Contributions Act, Act No. 4 of 2002
C 042 : Workmen’s Compensation Convention	Compensation for Occupational Injuries and Diseases Act, Act 130 of 1993 as amended
C 155: Occupational Safety and Health	Occupational Health and Safety Act, Act 85 of 1993 as amended
C 189: Domestic Workers Convention	<ul style="list-style-type: none"> • Basic Conditions of Employment Act, Act 75 of 1997 as amended • Occupational Health and Safety Act, Act 85 of 1993
C 190 Violence and Harassment Convention	<ul style="list-style-type: none"> • Employment Equity Act, Act 55 of 1998 as amended • Occupational Health and Safety Act, Act 85 of 1993 as amended • Ergonomics Regulations

1.1.2 Sustainable Development Goals

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call for a call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These SDGs are imperative to the contribution of IES as this will support the Departmental’ s mandate. Achieving the SDGs requires at least a tripartite stakeholder, government, organised business and organised labour, engagement partnership of governments, private sector, civil society and citizens alike to make sure that there is a better planet for future generations.

There is a total of seventeen SGD, of which five are of significance to the achievement of decent work in South Africa. The five SDGs are:

- Goal 3 – ensure healthy lives and promote wellbeing for all at all ages, through ending the epidemics of AIDS and tuberculosis by 2030

- Goal 4 – ensure inclusive and equitable quality education and promote lifelong learning opportunities for all, confirms the belief that education is one of the most powerful and proven vehicles for sustainable development. It also aims to provide equal access to affordable vocational training, to eliminate gender and wealth disparities, and achieve universal access to a quality higher education
- Goal 5 – achieve gender equality and empower all women and girls. Ending all forms of discrimination against women and girls is not only a basic human right, but it also crucial to accelerating sustainable development. There are still huge inequalities in the labour market in some regions, whereby women are systematically denied equal access to jobs. Today there are more women in public office than ever before, however encouraging women leaders will help strengthen policies and legislation for greater gender equality
- Goal 8 – promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Encouraging entrepreneurship and job creation are key to decent work. Therefore, effective measures to eradicate forced labour are essential. With the SDG targets in mind, the goal is to achieve full and productive employment, and decent work
- Goal 9 – build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation. Technological progress is also key to finding lasting solutions to both economic and environmental challenges, such as providing new jobs and promoting energy efficiency. Promoting sustainable industries, and investing in scientific research and innovation, are all important ways to facilitate sustainable development.

1.1.3 International Labour Organisation Global Strategy 2024–30

The ILO Global Strategy 2024–30 is key in supporting member states in the achievement of the decent work agenda and this supports IES’s response to OHS as a fundamental right at work. This strategy focuses on the following three complementary and interdependent pillars:

- Pillar 1. Improved national occupational safety and health frameworks
- Pillar 2. Strengthened coordination, partnerships and investment in occupational safety and health
- Pillar 3. Enhanced workplace occupational safety and health management systems

1.1.4 Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration)

The Tripartite declaration of principles concerning multinational enterprises and social policy (MNE Declaration) is the ILO instrument that provides direct guidance to enterprises on social policy and inclusive, responsible and sustainable workplace practices. The aim of this Declaration is to encourage the positive contribution which multinational enterprises can make to economic and social progress and the realisation of decent work for all, and to minimise and resolve the difficulties to which their various operations may give rise. These principles do not aim at introducing or maintaining inequalities of treatment between multinational and national enterprises. They reflect good practice for all. Multinational and National enterprises, wherever the principles of the MNE Declaration are relevant to both, should be subject to the same expectations in respect of their conduct in general and their social practices in particular.

Its principles are addressed to MNEs, governments of home and host countries, and employers’ and workers’ organisations and cover areas such as employment, training, conditions of work and life, and industrial relations as well as general policies.

1.2 African Union Agenda 2063

Agenda 2063 seeks to deliver on a set of Seven Aspirations each with its own set of goals which if achieved will move Africa closer to achieving its vision for the year 2063. The seven aspirations in agenda 2063 reflect Africa’s desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth are realised, and with freedom from fear, disease and want. In relation to Department’s response and specifically IES, Aspirations 1 is of relevance and espouses “A prosperous Africa based on inclusive growth and sustainable development”.

1.3 Southern Africa Development Community

1.3.1 Protocol on Employment and Labour

Employment and labour are vital components of economic development. A vibrant labour market attracts foreign direct investment and improves living standards for people throughout the Southern African Development Community (SADC) region.

At present, employment and labour productivity in SADC Member States remains low, with many people currently engaged in subsistence farming rather than formal employment. Furthermore, structural changes from the implementation of the SADC Free Trade Area have affected businesses that were protected by tariffs and lack of competition, which can negatively affect local employment. In addition, the introduction of efficient technologies can reduce the demand for employment in productive sectors such as oil, gas and mining, thereby increasing the skill requirements necessary for those jobs that remain available. Extractive industries are also capital-intensive, which creates a barrier to entry for potential local business owners. In response to these issues, the labour force has turned to informal systems of employment, which are characterised by lower incomes, insecurity and under-employment.

1.4 National context

As decent work is central to workers' rights, the work of the Inspection and Enforcement Services Branch (IES) supports the Departmental endeavours in the attainment of this right. These endeavours find relevance in paragraphs 1 and 2 in the statement of intent by the Government of National Unity (GNU). Paragraph 1 alludes to rapid, inclusive and sustainable economic growth and links to strategic priority 1: Inclusive growth and job creation. While paragraph 2 alludes to creating a more just society by tackling poverty, spatial inequalities, food security, and the high cost of living, providing a social safety net, improving access to and the quality of, basic services, and protecting workers' rights and this links to strategic priority 2: Reduce Poverty and tackle the high cost of living. Both these strategic priorities support IES's response to the National Development Plan's outcome 2 (A long and Healthy life for all South Africans) and outcome 4 (Decent employment through inclusive economic growth).

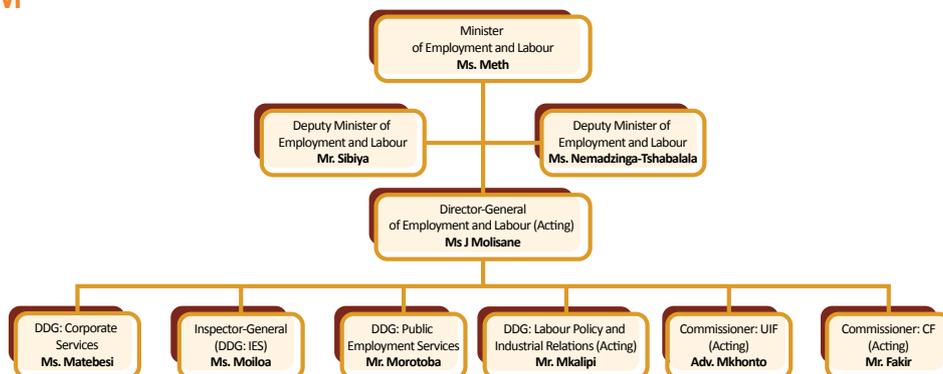
2. LEGISLATIVE AND POLICY MANDATES

The Department administers the following legislation:

SERIAL NO	LEGISLATION	PURPOSE
1	Labour Relations Act, 66 of 1995 (LRA), as amended	The Labour Relations Act (LRA), Act 66 of 1995 aims to promote economic development, social justice, labour peace and democracy in the workplace
2	Basic Conditions of Employment Act, 75 of 1997 (BCEA), as amended	The purpose of this Act is to advance economic development and social justice by fulfilling the primary objects of this Act which are: (a) To give effect to and regulate the right to fair labour practices conferred by section 23(1) of the Constitution by: (i) Establishing and enforcing basic conditions of employment (ii) Regulating the variation of basic conditions of employment (b) To give effect to obligations incurred by the Republic as a member state of the International Labour Organisation
3	Employment Equity Act, 55 of 1998 (EEA), as amended	The purpose of the Act is to achieve equity in the workplace, by (a) Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination (b) Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce
4	Unemployment Insurance Act, 30 of 2001, as amended (UIA)	The Act empowers the Unemployment Insurance Fund to register all employers and employees in South Africa for unemployment insurance benefits

SERIAL NO	LEGISLATION	PURPOSE
5	Occupational Health and Safety Act, 85 of 1993 (OHSA)	The Occupational Health and Safety Act aims to provide for the health and safety of persons at work and for the health and safety of persons in connection with the activities of persons at work and to establish an advisory council for occupational health and safety
6	Compensation for Occupational Injuries and Diseases, Act 130 of 1993 (COIDA)	To provide for compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for death resulting from such injuries or diseases, and to provide for matters connected therewith
7	National Economic Development and Labour Council Act, 35 of 1994 (NEDLAC)	To provide for the establishment of a national economic, development and labour council, to repeal certain provisions of the Labour Relations Act, 1995, and to provide for matters connected therewith
8	Employment Services Act 4 of 2014 Skills Development Act 97 of 1998 subsections 22 - 24	To provide for public employment services, their governance and functioning, including the registration of private employment agencies To provide for transitional arrangements with regard to regulation of private employment agencies
9	Employment Services Amendment Bill (ESAB).	To foster implementation and institutional concerns that underscore demand-side policy that can promote full, productive and freely chosen employment.
10	Unemployment Insurance Contributions Act, 4 of 2002	To provide for the imposition and collection of contributions for the benefit of the Unemployment Insurance Fund, and to provide for matters connected therewith
11	National Minimum Wage Act, Act 9 of 2018	The National Minimum Wage Act 9 of 2018 aims: To provide for a national minimum wage To establish the National Minimum Wage Commission To provide for the composition and functions of the National Minimum Wage Commission To provide for the review and annual adjustment of the national minimum wage To provide for exemption from paying the national minimum wage To provide for matters connected therewith

ORGANOGRAM



Service Delivery Sites of the Department

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

- In the Eastern Cape, the Department delivers services at 16 Labour Centres, 5 Satellite Offices, 1 Thusong Service Centre and 80 visiting points. The 9 self-help kiosks are situated at the following Labour Centres: East London, Komani, Butterworth, Gqeberha, Makhanda, Cradock, Graaff Reinet, EmaXesibeni and Mthatha. The Youth Employment Centre is at Mdantsane and the province have two Mobile Employment Centres.
- In the Free State, the Department delivers services at 11 Labour Centres, 3 Satellite Offices, 3 Thusong Service Centres and 67 visiting points. The Free State have 6 self-help kiosk that are at the following Labour Centres: Bethlehem, Bloemfontein, Ficksburg, Harrismith, Phuthaditjaba and Welkom. The province also has one mobile bus for services.
- In Gauteng, the Department delivers services at 26 Labour Centres, 1 Satellite Office and 5 visiting points. Only 12 of the Labour Centres have self-help kiosks set-up. The province also has access to two Mobile Employment Centres.
- In KwaZulu-Natal, the Department delivers services at 16 Labour Centres, 5 Satellite Offices, 14 Thusong Service Centres and 44 visiting points. The province has 7 Labour Centres set-up with self-help kiosks at the following: Durban, Estcourt, Pietermaritzburg, Newcastle, Richards Bay, Verulam and Vryheid. The 2 Employment Centers are at Durban and Newcastle. The province also has two mobile buses, viz. 1 X UIF Bus and 1X PES Bus. Both busses have computers installed with all DEL programmes (CF/UIF/PES/IES services).
- In Limpopo, the Department delivers services at 13 Labour Centres, 7 Satellite Offices, 7 Thusong Service Centres and 20 visiting points. Limpopo have 18 self-help kiosks and 2 busses to take services to the clients. The self-help kiosks are at all the Labour Centres as well as at the following Satellite Offices: Bela-Bela, Thabazimbi, Mookgopong, Musina, Hoedspruit and Burgersfort.
- In Mpumalanga, the Department delivers services at 14 Labour Centres, 3 Satellite Offices, 12 Thusong Service Centres and 21 visiting points. 44 Self-help Kiosks are at the following Labour Centres: Mashishing, Mbombela, Malelane, Barberton, Mkhondo, Bethal and Standerton. The province also has one bus for mobile services.
- In the Northern Cape, the Department delivers services at 7 Labour Centres, 3 Thusong Service Centres and 89 visiting points. The Northern Cape's 5 self-help kiosks are based in: Kimberley, Kuruman, Springbok and Upington. The Youth Employment Centre is stationed at De Aar. The province also has one bus for mobile services.
- In the North West Province, the Department delivers services at 10 Labour Centres, 6 Thusong Service Centres and 25 visiting points. The province has 24 self-help kiosks and access 2 busses to take services to the clients.
- In the Western Cape, the Department delivers services at 12 Labour Centres, 8 Satellite Offices and 93 visiting points. The WC has 8 self-help kiosks and 1 Employment Centre at the following Labour Centres: Bellville, Cape Town, Mossel Bay, Oudtshoorn, Paarl, Vredenburg and Worcester. The province also has one bus for mobile services.

- The Department is currently rolling out Kiosks to the remaining Labour Centres, Youth Employment Centres and have other applications such as employment services available on internet and e-gov. The unemployed clients of the Department can also access U-Filing via ABSA and Capitec Bank without any data costs to them.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

STRATEGIES

Review of Public Employment Services in order to align it to the changing world of work – supported by World Bank.

Development of Employment Schemes framework – in order to coordinate and facilitate implementation of short-term employment in the midst of oversupply of labour and absorption to long-term employment across public and private sectors.

IES STRATEGY

Decent work, as coined by the International Labour Organisation (ILO), summarises the different pillars of work, including employment and its quality, rights at work, representation and voice, and social protection. In responding to decent work, the Inspection and Enforcement Services (IES) Strategy of 2009 acknowledged the necessity of enhancing professionalism and specialisation within the inspectorate to improve capacity and enforcement. The strategy specifically identified the Security, Domestic, and Farming sectors as vulnerable sectors based on a conducted study and anecdotal as well as administrative evidence. The strategy emphasised the need for enhanced legislation and self-regulation as the foundation for effective enforcement and compliance. Consequently, the 2009 Strategy transitioned from addressing planned needs to focusing on four fundamental IES Strategic Areas: capacity development, advocacy and stakeholder relations, inspections, and enforcement, which formed the bedrock of the IES.

The paramount objective of the 2021 IES Strategy was to attain and strengthen the professionalisation and specialisation of the inspectorate, a process that commenced in 2014 and continues to date, through the appointment of qualified inspectors and ongoing training. Further identification of vulnerable workers had been made in sectors such as the Taxi Industry, Expanded Public Works Programme (EPWP), and the transitioning from informal sector to formal as the country had ratified ILO Recommendation 204. Sectoral Determinations have been promulgated and enforced to regulate specific sectors, and the National Minimum Wage was enacted in 2018 to regulate the minimum wage baseline in the country.

The Occupational Health and Safety (OHS) accord of 2002 was signed amongst social partners, and this was followed by the three sectoral accords. This was to ensure that the country subscribed to the principles of decent work. Furthermore, this was supported by the continued partnerships with other agencies, including the Commission for Conciliation, Mediation and Arbitration (CCMA), and Bargaining Councils. Additionally, numerous Memoranda of Understanding (MOUs) have been signed with various partners thus extending coverage to other workers. The reinforcement of enforcement measures was deepened through the amendments of the BCEA, which contemplated the enforcement of the basic standards of employment through the CCMA.

The operating conditions of Labour Inspection had undergone significant changes in recent decades due to developments in the labour market, which are influenced by technology, and the effects of globalisation. In this context, Labour Inspection must redefine its organisational and interventional strategies to meet the expectations arising from the evolving labour markets. Labour inspection is an independent profession and demands a professional approach. Thus, the professionalisation of the Labour Inspectorate is an ongoing process that requires staying at the forefront of the cutting edge and pioneering methodologies and technological advancements to ensure an agile and responsive Labour Inspectorate. Therefore, Labour Inspectors must focus on pivotal trends that profoundly influence Labour Inspection practices. These include amongst others, non-standard forms of contract and non-standard forms of employment¹ at the expense of social concerns. Labour Inspectors must comprehend how these trends compel them to embrace specialisation, whilst achieving one vision.

¹ Non-standard forms of contract and non-standard forms of employment, the proliferation of small and independent units that are often difficult to supervise, the continued trend of short-lived enterprises with changing ownership and increased mobility, remote work, hybrid models (working from home), the emergence of virtual enterprises and networks, and the escalating pressures of cost and competition.

POLICIES

Review and amendment of OHS act and its regulations by 31 March 2026

Progress with regards the OHS Bill:

The Bill was referred by the State Law Advisors and the DPME. A Task Team was established to format the Bill in an amendment format as requested by the State Law Advisors. The formatting and the drafting are now completed. The memo that accompanies the bill was drafted. The Bill with its supporting documents was submitted to the state law Advisor and DMPE in November 2024.

Key Changes to the Current Act

- Inclusion of a Health and Safety Management System
- Inclusion of Full-Time Health and Safety Representatives
- Inclusion of an Employee's right to leave unsafe environment
- Inclusion of discrimination under victimisation
- Inclusion of Inspector's power to impose fines

Regulations currently under Review:

- Environmental Regulations for Workplace, 1987
- Noise-Induced Hearing Loss Regulations, 2003
- Lead Regulations 2002
- Regulations for Hazardous Chemical Agents, 2021
- Construction Regulations, 2014
- Driven Machinery Regulations 2015
- Lift, Escalators and Passenger Conveyor Regulations, 2010
- Electrical Installation Regulations, 2009
- Electrical Machinery Regulations 2011
- Pressure Equipment Regulations 2009
- General Machinery Regulations 1988
- Regulation Concerning the Certificate of Competency 1990

Employment Services Amendment Bill (ESAB)

The Employment Services Amendment Bill provides for a legislative framework to give effect to the National Labour Migration Policy. The ESAB provide guidance on the Governance, Administration and Management of interventions to ensure Orderly movement of foreign migrant labour to and from South Africa to other countries.

The policy objective is to reduce the number of foreign nationals employed in the South African Labour Market, to prevent further inflow of irregular economic migrants and continued displacement of citizens, to afford citizens to take over those employment opportunities, and to promote their employment in other countries.

Labour Relations Act Amendment Bill, Basic Conditions of Employment Act Amendment Bill, Employment Equity Act Amendment Bill and National Minimum Wage Act Amendment Bill

The purpose of the Bills is to ensure labour law remains relevant and responsive to the changes and challenges in the labour market, that is among other things:

- Unemployment, poverty and inequalities
- Seek what business and labour can sacrifice for job creation without compromising job security
- And what can be done to help small businesses thrive and create employment.

These labour law reforms furthermore need to respond to the following:

- Changes in the labour market and the nature of work
- Identified bottlenecks in existing systems
- Broaden access to collective organisation and bargaining in response to an increasing large group of unprotected workers
- Rights and protection appropriate to the changing nature of work and an increasing large group of unprotected workers
- Reducing levels of disputes and simplifying dispute procedures, and enable economic growth and sustainability for small and new businesses.

COIDA & UIF AMENDMENT BILLS

The Amendments focus on governance and accountability arrangements for the UIF & CF as befits national public entities.

These amendments are enablers to the Unbundling of the UIF and CF, their separation from the Department of Employment and Labour and the insertion of more appropriate governance and accountability arrangements as befits separate and independent PFMA Schedule 3A national public entities.

The Bills do so by adopting a two-pronged approach:

1. They seek to amend the existing Acts, to provide for the establishment of new and appropriately constituted Accounting Authority Boards to exercise the Accounting Authority functions of the Funds as is more suitable for Social Insurance Funds listed as PFMA Schedule 3A National Public Entities which are by definition located outside of the public service, and
2. They contain additional amendments to the Act to divest the Director-General of operational powers and functions in relation to the Funds and to allocate these to the respective Commissioners as Chief Executive Officer of the Funds.
 - The Bills set the criteria and composition of the Boards and require them to constitute specified board committees including audit and risk committees and board nominations committees to assist in the public and transparent board appointment process.
 - The Bills also set standards for the conduct of directors and reporting requirements which are aimed at promoting the transparency of the Fund's operations to ensure value for money in the use of public funds.
 - The Bills further contains amendments to rename the existing advisory Unemployment Insurance Board and the Compensation Fund Board as Advisory Councils to more properly reflect their functions.
 - Finally, the Bills contain transitional measures for the transfer of employees and assets from the Department of Employment and Labour to the Funds instead of the current model where services are provided by the DEL on behalf of the funds on a cost recovery basis which has not supported service delivery.
3. **Section 5d** must be broadened to include non UIF contributors as beneficiaries, on terms and conditions as determined by the Executive Authority from time to time.
4. **Definition of UI contributors** should be broadened to include self-employed persons (consultants, gig economy practitioners, performing artists etc.) Their contributions must be determined so that they provided them with a meaningful benefit.
5. **Employer organisations must not** just contribute to the UIF, but they must constantly declare employees in their employ. Employers must also declare the employees when they are dismissed, retrenched, go on maternity and when deceased so that the UIF can process their due benefits from the employer's submission.
6. **Investment options of the UIF must be broader than just the PIC** and must give the UIF latitude to invest in other Investment Schemes or Organisations.

NEDLAC BILL, 2025

The proposed Bill seeks to reform the National Economic Development and Labour Council (NEDLAC) by establishing a more transparent and accountable governance structure. By designating the executive committee as the accounting authority, the Bill aligns NEDLAC with the Public Finance Management Act No. 1 of 1999. This critical change will empower the executive committee to oversee operations effectively, ensuring that NEDLAC can fulfil its evolving mandate amidst the changing economic and social landscape.

The proposed Bill aims to strategically reform the NEDLAC by instituting a more transparent and accountable governance structure. By designating the executive committee as the accounting authority, the Bill ensures alignment with the Public Finance Management Act (PFMA) No. 1 of 1999. This shift empowers the executive committee to effectively oversee operations, enabling NEDLAC to fulfil its evolving mandate within a dynamic economic and social context.

A key strategic feature of the Bill is the transformation of the annual summit into the Lakota, refocusing its role on oversight and review. This change enhances real-time representation by allowing NEDLAC party representatives to be appointed for each session, ensuring relevant and timely participation while upholding accountability. Furthermore, the Bill introduces a single offence for improper disclosure of information, reinforcing compliance and accountability by aligning with the Labour Relations Act No. 66 of 1995. This ensures consistent legal treatment of information sharing and prevents inconsistent penalties for similar offences.

Overall, the Bill serves as a transformative step in modernising NEDLAC, positioning it to better tackle emerging challenges, promote collaboration among socio-economic partners, and contribute to a comprehensive economic recovery strategy. It reflects a strong commitment to transparent governance, stakeholder engagement, and the strengthening of trust and collaboration within our democratic framework.

The Amendment Bills are aligned to the MTDP 3 priorities:

- 1. Drive Inclusive Growth and Job Creation:** The setting of quotas on the number of foreign nationals that can be employed in economic sectors and occupational categories will result in the increase in employment of locals.

Setting up seamless processes that allows for the attraction of Scarce and Critical skills needed in the economy and a recruitment drive on the diaspora will also contribute towards the growth of the SA Economy.

The OHS Bill unlock business and job opportunities as it strengthens preventive measures that protect workers and support productivity. The proposed amendments align with the Government of National Unity's (GNU) strategic priorities by addressing unemployment, poverty, and inequality.

The labour law bills drive **inclusive growth and job creation** by supporting workforce transformation, reducing regulatory burdens for small businesses, and incentivising employment. It **reduces poverty and tackle the high cost of living** by ensuring fair wages, enhancing job security, and protecting vulnerable workers. Additionally, it contributes to **building a capable, ethical, and developmental state** by improving labour law enforcement, strengthening compliance mechanisms, and fostering collaboration among social partners to ensure responsive and accountable governance.

The strengthening of governance and accountability and staffing arrangements for the Funds will support more efficient delivery on their mandates and improve service delivery which will contribute to the strategic priorities

- 2. Reduce poverty and tackle high cost of living:** Increasing the number of citizens in jobs previously occupied by foreign nationals, will allow them to earn income, restore their dignity, reduce poverty and improve their standard of living.
- 3. Build a capable, ethical and developmental state:** The Policy interventions and ESAB will provide for the administration, governance and management of safe and orderly movement of foreign labour to and from South Africa.

The NEDLAC Labour Law Reform process which over a two-year process has considered and made proposed amendments for the Minister to take to Cabinet and Parliament to the following acts:

- Labour Relations Act
- Basic Conditions of Employment Act,

- National Minimum Wage Act, and
- Employment Equity Act

The proposed amendments aim to:

- Support the Government’s intention to fight unemployment, poverty, and inequality
- Improve rights of workers, especially those that are most vulnerable
- Improve the efficiency of dispute resolution between employers and employees
- Make it easier for small businesses to trade and comply with labour legislation, and
- Align legislation with recent court cases.

During 2021 and early 2022, all social partners proposed labour law reform proposals at NEDLAC. NEDLAC set up a Labour Law Reform Task Team made up of six-a-side of government, labour and business. A facilitator, legal drafters and technical support were appointed. The process started on 22 April 2022, and parties agreed that there would be three phases:

- Phase One: Amendments to labour laws to improve the efficiency of the labour market institutions mostly with respect to dismissals, retrenchments, collective bargaining and strike action
- Phase Two: Codes of good practice and secondary legislation
- Phase Three: Responding to changes in the labour market including protections for non-standard workers.

Work on all phases was mostly completed on 30 July 2024. Issues relating to amendments to the UI & COIDA laws, consequential amendments to regulations and the Just Transition (e.g. heat stress) are ongoing.

To ensure labour laws remain relevant and responsive to the changes and challenges in the labour market, among others, which are unemployment, seek what it is that business and labour can sacrifice or give away to create employment without compromising job security, what can be done to help small businesses thrive and create employment, the proposals were tabled. Over and above this, NEDLAC social partners have articulated that labour law reform needs to respond to the following:

- Changes in the labour market and the nature of work
- Identified bottlenecks in existing systems
- Broaden access to collective organisation and bargaining in response to an increasing large group of unprotected workers
- Rights and protection appropriate to the changing nature of work and an increasing large group of unprotected workers
- Reducing levels of disputes and simplifying dispute procedures, and
- Enable economic growth and sustainability for small and new businesses

The key provisions are as follows:

- **Simplification of procedural fairness:** It is important for the labour market and will assist in dispute resolution concerning matters that are referred to CCMA or bargaining councils. It will expedite the internal procedures of companies, prevent technicalities and disputes over procedures and reduce the caseload. Research shows that there remains a high level of procedural unfairness cases
- **Limit on compensation for procedurally unfair dismissals:** Limiting employees to either statutory compensation or contractual damages. This will create certainty in the labour market, stop forum shopping, and encourage business to create jobs by limiting compensation based on the law or contractual damages
- **Exclude high-paid employees from certain statutory protection:** The proposal is in the context of the numerous examples of

extensive litigation instituted and pursued by such employees at the cost of the taxpayer. High-paid employees can negotiate their terms of employment, they should be required to use their resources and should not be protected by the LRA to the same extent as other employees

- **Inquiry by Arbitrator:** The appointment of an arbitrator to hold in-house inquiry should not require agreement and related amendments to discourage unnecessary and/or frivolous disputes. It avoids duplication of hearings (internal and external), promotes speedier resolution of disputes and reduces pressure on CCMA. It is consistent with the current regulatory architecture and principle of subsidiarity
- **Redefine Unfair Labour Practice:** To include unreasonable periods of suspension, unreasonable delays in disciplinary procedure, occupational detriment protections linked to the PDA, probation and qualifying period abuses. This will reduce unfair labour practice litigation and encourage employment of new entrants into the labour market
- **Dismissal and retrenchment procedures:**
 - Revisions to the current codes of good practice on dismissal and dismissal for operational requirements
 - A new code to regulate the dismissal of employees of small businesses. It will enable and encourage job creation and small business sustainability by setting out employers' obligations clearly.
- **Improved efficiency of bargaining councils:** Extend funding agreements of bargaining councils for 36 months, it will improve management for bargaining councils. Minister to be given the power to regulate bargaining council exemption procedures, it will improve bargaining council processes
- **Improved efficiency of the Labour Court:** Allow Labour Court judges to act in the Labour Appeal Court and other related amendments to streamline processes in the Labour Court. This will improve the adjudication of labour disputes and the capacity of the Labour Courts
- **Limit protection on probation:** Limit the qualifying period to 6 months for dismissal protection without excluding protection in respect of automatically unfair dismissals. It reduces the risk attached to hiring new employees and encourages the employment of new entrants into the labour market.

Alignment of council/ agency jurisdiction: Allow BCs/SCs to resolving disputes through under any employment law. They are currently restricted by statutory exclusions in the LRA, the EEA and the BCEA which increases the case load of the CCMA and

Broader definition of employees: A broader definition of employee will be introduced to allow:

- non-standard workers to join trade unions and participate in collective bargaining
- the Minister to set minimum conditions of employment for these workers through sectoral determination.

This is consistent with the labour law rights provision of the constitution and South Africa's legal obligations in terms of ILO standards.

Alignment of CCMA jurisdiction: The CCMA should be permitted to issue rules to determine the procedures and the forms applicable to CCMA dispute resolution, compliance, and enforcement procedures under any employment law (BCEA, EEA, NMWA etc.).

Limitation of liability: CCMA is receiving damages claims by employers dissatisfied with awards. A standard limitation liability clause similar to that found in other statutes should be included in the LRA applicable to all public labour institutions.

Harmonisation of LRA and EEA dispute resolution: Election for employees to refer "sexual harassment" disputes to the CCMA for arbitration should be extended to all harassment claims to prevent splitting of cases.

Clarification and expansion of CCMA jurisdiction for severance pay claims: CCMA should be given jurisdiction in respect of all "severance pay only" disputes. This amendment aligns the law with the Labour Court decision (Telkom v CCMA) and also prevents duplication of claims.

Introduction of protection for workers who are required to be available for work but are not guaranteed work by their employers.

(on Call workers)

Employers are required to specify details such as notice period in the employees' written particulars of employment.

PROPOSALS: IMPACT SMMEs

- Retrenchment procedures: Simplified Code of Good Practice to regulate dismissal of employees of small business. It will enable and encourage job creation and small business sustainability
- Severance Pay: Increase statutory severance pay for 2 weeks per year of service (Look at a possibility of UIF assist SMMEs that have been in existence for two years or less)
- Exclusion from collective agreements: Proposals to exclude start-ups that have been in existence for two years or less from the extension of collective agreements
- **Dismissals:** Qualifying period for new entrants into the labour market: The qualification period does not apply to an employee who before commencement of employment has been in full-time employment with one or more employers for a period of 24 months
- **Compliance orders and claims:** Re process of inspectors issuing compliance orders against employers who do not comply with the NMWA or BCEA and the arbitration of these claims are clarified
- **Inclusion of condonation for appeals against compliance orders:** If the employer shows good cause at any time, the CCMA may permit the employer to refer a dispute after the time period stated in the order has expired
- **Specification of CCMA's powers when hearing disputes about compliance orders:** CCMA can now appoint a commissioner to determine by arbitration any dispute referred regarding compliance order, including any application for condonation
- **Claims for failure to pay any amount:** Clarity has been made that bargaining councils with jurisdiction can hear claims for failure to pay any amount for low paid workers
- **Penalties for non-compliance with the NMW:** Penalties for non-compliance with the NMW must be paid to employees.

The Public Employment Services Branch will develop a number of policies during the MTEF period to respond to a number of identified challenges:

- 1. National Employment Policy** – the policy will be developed in line with the ILO Employment Policy guidelines to ensure that the country has a coordination framework for all employment initiatives in the country. The policy will be consulted extensively to receive maximum input and to ensure buy-in or support during its implementation stages.
- 2. National Labour Migration Policy** – the policy is in line with the South African Development Countries (SADC), Minister of Employment/Labour and Ministers of Interior/Home Affairs for all member states to have Migration Policies that will assist in the management of movement of labour and the African Union (AU) protocol on the movement of labour in the region

The draft implementation plan has been developed for the NLMP. The Department in collaboration with EU will continue (next financial year) to host Provincial Dialogues on Labour Migration at District and local level in order to capacitate the civil society and raise awareness on Labour Migration issues.

ADVANCE THE SOUTH AFRICAN FOREIGN POLICY FOR A BETTER WORLD

The Department plays a crucial role in advancing South Africa's national interests and values in various international engagements, including ARLAC, SADC, ILO, BRICS, G20, and other bilateral forums. These roles include:

1. Attendance to, contribution and influencing the work of ARLAC (African Regional Labour Administration Centre) – Chair of the Governing Council

As Chair of the ARLAC Governing Council, the Minister:

- Provides strategic leadership in strengthening regional labour administration and employment policies
- Promotes capacity-building initiatives to enhance labour market governance across African member states
- Advocates for policies that align with South Africa's labour priorities, such as fair wages, job creation, and social protection
- Strengthens cooperation among African nations in employment and labour matters.

2. Attendance to, contribution and influencing the work of SADC Employment and Labour Sector

Within the Southern African Development Community (SADC):

- The Minister champions regional labour policies that promote decent work, social protection, and job creation
- Supports the harmonization of labour laws and standards across SADC member states
- Advocates for youth employment initiatives and the development of skills for the future workforce
- Engages in discussions on labour migration and cross-border employment policies.

3. Attendance to, contribution and influencing the work of the International Labour Organisation (ILO)

As an Africa Group Governing Body representative in the ILO:

- The Minister influences global labour policies that align with South Africa's values of social justice, workers' rights, and fair employment conditions
- Supports tripartite dialogue among government, business, and labour to strengthen collective bargaining and workplace democracy
- Promotes policies to combat child labour, forced labour, and workplace discrimination
- Advocates for social protection measures that benefit workers in South Africa and beyond.

4. Attendance to, contribution and influencing the work of BRICS (Brazil, Russia, India, China, South Africa) Labour and Employment Forum

Within BRICS, the Minister:

- Strengthens cooperation on employment creation, skills development, and social protection
- Engages in discussions on the future of work, digital transformation, and labour market trends
- Promotes South Africa's interests in labour migration, fair working conditions, and sustainable economic growth
- Works to ensure that South Africa benefits from shared knowledge and best practices among BRICS nations.

5. Attendance to, contribution and influencing the work of G20 Employment and Labour Ministerial Meetings

In the G20:

- The Minister participates in shaping global employment strategies, particularly regarding inclusive economic growth and job creation
- Advocates for labour market policies that support social justice, worker protection, and gender equality
- Contributes to discussions on global labour market disruptions, including the impact of automation and digitalisation on jobs
- Supports initiatives that promote fair global supply chains and responsible business practices.

6. Attendance to, contribution and influencing the work of Bilateral and Multilateral Engagements

Beyond these major platforms, the Minister also:

- Engages in bilateral labour agreements with strategic countries and international partners to promote job creation, skills development, and labour rights
- Strengthens diplomatic relations through employment-focused cooperation agreements
- Represents South Africa in forums addressing critical labour market issues such as, migration, occupational health and safety, and workplace standards.

4. RELEVANT COURT RULINGS

4.1 SALOM AGRI (PTY) LTD v DEPARTMENT OF EMPLOYMENT AND LABOUR AND OTHERS.

Case law of significance: Employment of foreign nationals and the Department of Employment and Labour's role.

The Applicant, SALOM AGRI (PTY) LTD argued that they made out a case of satisfying the requirement of having conducted a diligent search that justifies the Department of Employment and Labour's issuing of a positive recommendation towards a corporate visa.

In spite of DEL's response, the Judge found that the applicable regulatory measure that governed the Department's functions in relation to an applicant for corporate visas is the Immigration Regulation 20(1)(b)(i) which requires only that the Department confirm that the applicant has conducted a diligent search for persons to fill the positions in respect of which it is sought. Further that despite that diligent search it has been unable to find suitable citizens or permanent residents.

In support of the application filed by the applicant it provided details of its efforts to advertise the positions concerned, the fact that it had employed local available work seekers identified by the Department's regional officials after a recruitment exercise by those officials, and its substantial efforts to contact persons on the list provided by the Department and the fact of its having employed these people who were willing to be so employed.

The Judge further found that had the Adjudication Committee confined itself to the enquiry what it was enjoined to conduct, it would have established first that the applicant had advertised the available vacancies in a national newspaper, on direct instructions of an official of the Department, and secondly that it had appointed all available local work seekers identified by the Department's regional officials, after a recruitment exercise extended to those officials in various different locations, and thirdly that the applicant had appointed all the local work seekers identified in the list of 3 742 names provided to the applicant by the Department by the regional officials on 29 September 2021.

All this information served before the Committee established that the applicant had over a period conducted a diligent search for suitable citizens and permanent residents to occupy the positions available and despite its efforts, the positions remained unfilled. The ruling was in favour of the applicant.

4.2 MUKURU FINANCIAL SERVICES (PTY) LTD v DEPARTMENT OF EMPLOYMENT AND LABOUR (2022) ZAWCHC 14.

The employment opportunities sought to be filled clearly indicated that these were posts where such personnel, customer services on behalf of the applicants, interact with their clients personally at various stages of the applicants' processes. The foreign language requirement was also a marketing strategy for the applicants' business for its cross-border remittance service on the international platform.

That the Applicants failed to provide a portfolio of evidence pertaining to the training of South African citizens to meet the required skill need currently only found in foreign nationals. That the Applicants did not have strategies and programmes to train South African citizens as envisaged in the Immigration Act.

The court ruled that the Applicants wanted to unfairly exclude South African citizens from employment opportunities in South Africa, in favour of foreign nationals. This exclusion constituted unfair discrimination on grounds which included race, ethnic or social origin, culture, language and birth. The Application was dismissed with costs.

4.3 Chemical, Energy, Paper, Printing, Wood, and Allied Workers Union and Others v Mashanda N.O and Others (2022) ZALCJHB 350

Short summary of case:

Locus standi – section 158(1)(e) considered – individual union members having *locus standi* to bring application – dispute involving case of alleged non-compliance with constitution of union – constitutes dispute between members and union.

Administration application – section 103A of LRA considered – only Registrar / trade union can apply to Court to appoint or remove administrator – not competent for individual applicants to seek the removal of administrator and replacement with administrator of their choosing – individual applicants can only express their interests for consideration by the Court.

Administration of trade union – position of administrator considered – duties of administrator considered – circumstances when administrator may be removed considered – no proper grounds made out for removal of administrator.

Appointment of administrator – principles considered – meaning of 'just and equitable' considered – Registrar satisfied with administrator – no cause or reason not to appoint such administrator

Relief sought – relief of reinstatement and removal and replacement of administrator not competent – application refused – further appointment of administrator proposed by Registrar granted – amended order issued.

Costs – principles considered – no order as to costs

Impact:

The court provided the necessary clarity that only the Registrar of Labour Relations or a trade union can approach the court to bring an application for administration under S 103 A of the Labour Relations Act of 1995 ("the LRA").

In this matter the court found that individuals as members only have *locus standi* (legal status) to in as far as disputes concerning the non-compliance with the union's constitution is concerned. These are disputes between the union and its members. These are disputes under the auspices of section 158(1) (e) of the LRA.

The court therefore made an important differentiation in respect of the different applications in which individual members would have *locus standi*.

4.4 Mahlangu and Another V Minister of Labour and Others (2020) ZACC 24

Short summary of case:

On 23 May 2019 the High Court declared the exclusion of domestic workers from COIDA unconstitutional and invalid and ordered that section 1(xix)(v) be severed from COIDA. The High Court did not provide reasons for its declaration of constitutional invalidity.

It postponed the issue of the retrospective effect of the order of constitutional invalidity to allow the parties to file further submissions on that aspect. On 17 October 2019 the High Court ordered that the declaration of invalidity apply retrospectively to provide relief to other domestic workers who were injured or died at work prior to the granting of the order.

On Thursday, 19 November 2020 at 10h00 the Constitutional Court handed down a judgment in an application for confirmation of an order of the High Court of South Africa, Gauteng Division, Pretoria (High Court), which declared section 1(xix)(v) of the Compensation for Occupational Injuries and Diseases Act 130 of 1993 (COIDA) unconstitutional to the extent that it excludes domestic workers employed in private households from the definition of “employee” and effectively denies them compensation in the event that they contract diseases or suffer disablement, injuries or death in the course of their employment.

As the facts on record show that Ms. Mahlangu depended solely on financial support from her late mother, it appears that she cannot support herself and this alone qualified her for social assistance from the State. And if she had demanded such assistance, the State would have been obliged to provide it. The State could not have resisted her claim on the ground that she does not meet COIDA requirements or that her mother, as a domestic worker, was excluded from having access to COIDA benefits. COIDA has no bearing on the enforcement of the right in section 27(1)(c) of the Constitution. Consequently, it cannot be inconsistent with that section.

Ms. Mahlangu’s right which was contingent upon her mother’s death, is her claim for loss of support. That is her common law right which she still has. Because it was her mother who lost the right to life as a result of the accident, no constitutional right under section 27(1) of Ms. Mahlangu was affected. This means that she retained all her rights under this section which she could enforce without any reference to her mother’s death.

In the constitutional court judgement, Mhlantla J agreed with the main judgement that the impugned provision is indeed unconstitutional. This is in so far as it is not consonant with the constitutional rights to equality and dignity and unfairly discriminates against domestic workers. However, Mhlantla J found that on a plain reading of the impugned section – and due to other incongruencies between the statutory right and the constitutional right – simply incorporating COIDA into the right to social security in section 27(1)(c) is an untenable proposition. In this regard, Mhlantla J agreed with the second judgement penned by Jafta J.

The third judgment found that it is not enough to take cognisance of the discrimination that makes up the present lived experiences of domestic workers but that it is necessary to also acknowledge the historical significance of the role that domestic workers play and the accompanying struggles they face. Many of these can be typified as caused by the intersection of various axes of discrimination such as race, sex, gender, and social class. This condition is further exacerbated by the private nature of the sphere in which they work. Consequently, domestic workers are unseen and unheard to the detriment of their constitutional rights despite the pivotal role they play in society.

Impact:

That domestic workers are afforded protection by COIDA is critical for various reasons. Women conducting domestic work are often the financial head of their families. In our South African context, this is often an extended family where one provides for her children, grandchildren, other relatives and, at times, others who are not even relatives. Whilst they deserve to be lauded as family matriarchs who respond to situations of hardship by providing aid, they remain stuck in the historical cycle of poverty. To add to their plight, apartheid, and further discrimination, resulted in Black women being historically and generationally impacted, such women were often single - handedly providing the foundation to their family, and, collectively, to millions of families.

Domestic workers in South Africa are now considered formal employees under the COIDA with effect from 30 June 2023. All employers are expected to register their domestic workers.

4.5 African Labour Civil Rights Union (ALCRU) v Registrar of Labour Relations: (J 1605/17)

This was an appeal in terms of section 111(3)(b) of the Labour Relations Act. The Registrar of Labour Relations refused to register the Applicant (ALCRU) as a trade union as a result of its shortcomings in terms of the relevant sections of the Labour Relations Act, 66 of 1995 as amended. The Registrar found that the union:

- Had no members
- Could not account financially
- There was no proper formation of the union.

The court found that the Registrar was correct in finding that the union was not formed as a genuine trade union. The Court further found that the Registrar was correct to conclude that the union did not have proper financial control measures. The appeal of the Appellant (ALCRU) was dismissed.

Hence, the court found that there was no basis on which this court is empowered to confirm or otherwise enforce the report's findings and recommendations for the purpose sought by Solidarity or for any other purpose. The court dismissed the application with no cost.

Judgement was delivered on 8 October 2019.

4.6 Van Wyk and Others V Minister of Employment and Labour (2022-017842) [2023] ZAGPIHC 1213, [2024] 1 BLLR 93 (GJ), (2024) 45 ILJ 194 (GJ), 2024 (1) SA 545 (GJ) (25 October 2023)

This application is about allegations of unconstitutionality of sections 25, 25A, 25B and 25C in the Basic Conditions of Employment Act 75 of 1997 (BCEA) which deal with maternity and parental leave. [1] The BCEA is one of a suite of statutes that regulate employment and labour relations. The font of the value choices in these statutes lies, in particular, in sections 13, 18, 22 and 23 of the Constitution which touch on employment. Section 9 of the Constitution on the right to equality and section 10 of the Constitution on the right to dignity, of course, pervade every aspect of life. [2] The present controversy is about whether these particular provisions in the BCEA are unconstitutional because they unfairly discriminate against persons in violation of section 9 or 10 of the constitution.

There are three sets of applicants. The first and second applicants are Werner and Ika Van Wyk, a married couple and parents of a child. The second applicant is Sanke Gender Justice whose role is public advocacy in support of gender equality. The Third applicant is the Commission for Gender Equality (CGE), a Chapter 9 institution. The sole respondent is the Minister of Employment and Labour who is the custodian of the BCEA.

In addition, there are 6 entities who joined as amici curiae. Four of them, the Centre for Human Rights of the University of Pretoria, Solidarity Centre South Africa, International Lawyers Assisting Workers Network and the Labour Research Service advance a common argument in support of the applicants' criticism of the BCEA. A fifth amicus is the National Employers Association of South Africa (NEASA), who makes common cause with the Minister of Employment and Labour in opposing the criticism of the BCEA. The 6th amicus did not participate in the hearing.

It is declared that the provisions of sections 25, 25A, 25B and 25C of the Basic Conditions of Employment Act no 75 of 1997 (BCEA), and the corresponding provisions of the Unemployment Insurance Fund Act no 63 of 2001 (UIF Act), sections 24, 26A, 27, 29A, are invalid by reason of inconsistency with sections 9 and 10 of the Constitution, to the extent that the provisions: -

- a. Unfairly discriminate between mothers and fathers,
- b. Unfairly discriminate between one set of parents and another on the basis of whether their children-
 - i. Were born of the mother.
 - ii. Were conceived by surrogacy.
 - iii. Were adopted.

4.8 Director-General, Department of Employment and Labour and Another v Comair Ltd [2009] OL 24060 (LC)

The First Applicant in the main application is the Director General: Department of Employment and Labour and the Second Applicant the Minister of Labour. The Respondent in the main application is Comair Limited, a company conducting business in the aviation industry. For convenience's reference is made to the parties as the Applicant and the Respondent although the Applicant in the main application is the Respondent in the counter application and vice-versa.

The application before the Court is a counter application to the main application in terms of which the Applicant (in the main application) intends applying to this Court for an order declaring, *inter alia*, that the Respondent (in the main application) is in breach of section 20 of the Employment Equity Act 55 of 1998 (hereinafter referred to as "the EEA") by failing to prepare and

implement an employment equity plan which would achieve reasonable progress towards employment equity in the Respondent's workplace between the period 2000 to September 2007.

The Applicant also intends asking for a declaration that the Respondent is in breach of section 21(2),(3),(4) & (5) of the EEA in that the reports that were submitted were not based on any existing employment equity plan and that the Respondent is in breach of section 21(3) of the EEA in that the Respondent has failed to submit a report to the Director General of Employment and Labour (the First Applicant in the main application - hereinafter referred to as "the DG") on the first working day of October 2007. An order is also sought in terms of which the Respondent must pay a fine in the sum of R 900 000.00 (nine-hundred-thousand-rand) as prescribed by schedule 1 of the EEA. The main application is opposed and both parties have filed voluminous papers.

Order

In the event, the following order is made:

- The recommendation by the First Applicant dated 15 March 2007 in terms of section 44(b) of the Employment Equity Act 55 of 1998 is reviewed and set aside.
- The decision by the First Applicant in terms of section 45 of the Employment Equity Act 55 of 1998 to refer the Respondent's alleged non-compliance with the recommendations dated 15 March 2007 to the Labour Court is reviewed and set aside.
- The Applicant is ordered to pay the costs including the costs of two counsels.

4.9 Director-General, Department of Employment and Labour v Win-Cool Industrial Enterprise (Pty) Ltd [2007] 28 ILJ 1774 (LC)

The respondent is a company operating as a cut, make and trim factory, employing about 132 people in Newcastle. It manufactures for local, and export markets and plans to expand. Its managing director, Mr Alex Liu, is Taiwanese. As a designated employer, it must comply with the affirmative action chapter of the EEA.

On 4 November 2003 Hlonipile Gladys Nkomo, a labour inspector from DOL, inspected the factory to check that there was compliance with labour laws. She reported that the respondent did not comply with any of the obligations in terms of the EEA. She got an undertaking in terms of section 36 on behalf of the respondent that it would comply with sections 20, 21(1), 25(1) and 25(2)(a) and 25(3) of the EEA.

On 31 March 2004 Nkomo issued a compliance order in terms of section 37(1)(b), directing the respondent to comply with section 36(a)(j) of the EEA within 30 days. The respondent did not object to the compliance order, which it could have done in terms of section 39(1). It nevertheless continued not to comply with it.

The Court grants the following order:

- a. The respondent has contravened sections 16, 19, 20 and 21 of the EEA.
- b. The penalty for such contravention is R300 000 of which R200 000 is suspended on condition that the respondent complies fully with sections 16, 19, 20 and 21 of the EEA by 1 October 2007.
- c. The amount of R100 000 must be paid by 30 April 2007 to the Durban and Coast Local Division of the High Court for transmission into the National Revenue Fund and proof of payment must be delivered by 7 May 2007.
- d. The respondent must pay the DOL's costs, such costs being limited to the costs of one counsel.

4.10 Absa Bank Limited v Director General: Department of Employment and Labour and Another (J837/17) [2017] ZALCJHB 135 (25 April 2017)

The applicant approached this Court on an urgent basis to seek a declaratory order in the following terms:

1. Declaring that the applicant has complied with section 21 of the Employment Equity Act, 55 of 1998 (“EEA”) in that it submitted its employment equity report for 2015/2016 reporting period (“Report”) to the first respondent on 15 January 2017, 3 Alternatively to prayer 2, and in the event that this Honourable Court does not conclude that the applicant submitted its Report to the first respondent 15 January 2017, condoning the applicant’s failure to comply with section 21 of the EEA in regard to the form or timing of its submission and/ or directing the first respondent to receive the applicant’s report and condone the non-compliant submissions thereof
2. Directing the second respondent to reflect the applicant’s name on the register published in terms of section 41 of the EEA, confirming that it has complied with section 21 of the EEA.

Order:

1. In accordance with the provisions of Rule 8 of the Rules of this Court, the applicant’s non-compliance with the ordinary rules for service and time-periods is condoned.
2. It is declared that the applicant has complied with the provisions of section 21 of the Employment Equity Act, 55 of 1988, and has accordingly submitted its employment equity report for the 2015/2016 reporting period to the first respondent on 15 January 2017.
3. The second respondent is directed to reflect the applicant’s name on the register to be published in terms of section 41 of the Employment Equity Act, confirming that it has complied with the provisions of section of that Act.

4.11 UIF Cases

The Unemployment Insurance Fund (UIF), an entity of the Department of Employment and Labour, has welcomed the conviction of a couple who defrauded it of R600 000 worth of COVID-19 Temporary Employer-Employee Relief Scheme (COVID-19 TERS) funds.

The Johannesburg Specialised Commercial Crimes Court recently convicted Refilwe Kgaje (40) and Isaac Phiri (45) for defrauding the UIF. Kgaje was sentenced to three years as well as another 15 years’ imprisonment for fraud, while his co-accused, Phiri, was sentenced to 15 years for the same offence.

During the COVID-19 lockdowns of between 2020 and 2021, the couple, through their company Pusoloso Engineering Services, applied for COVID-19 relief funds for 95 ghost employees, resulting in the UIF paying out an amount of R600 000 to the bank account of Phiri. Subsequent investigations by the UIF and law enforcement agencies led to the arrests of both Kgaje and Phiri.

UIF Commissioner, Teboho Maruping, has welcomed the latest sentences and heaped praise on investigators from the UIF, HAWKS, and the National Prosecuting Authority (NPA) for their ongoing work to bring COVID-19 TERS fraudsters to book.

“We will continue to round up and send fraudsters that stole from the working class to prison. I am pleased with the latest sentences and will insist on even higher sentences so that our message of no tolerance can be crystal clear. The day is coming when those who wittingly stole from distressed workers, will all answer to the authorities. Working together with our partners, we will continue to pursue COVID-19 fraud cases until every single one has been dealt with,” said Maruping.

To date, at least 12 people have been convicted and sentenced to direct imprisonment or suspended sentences for fraud, theft, and money laundering related to COVID-19 TERS. The most prominent case remains the matter Bookkeeper, Lindelani Gumede, who was sentenced to 20-years direct imprisonment for R11 million worth of COVID-19 TERS fraud.



5. VISION

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

6. MISSION

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

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

7. VALUES

We shall at all times be exemplary in all respects:

We treat employees with care, dignity and respect

We respect and promote:

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

We live the Batho Pele Principles

We live the principles of the Department's Service Charter

We inculcate these values through our performance management system.

8. SITUATIONAL ANALYSIS

The job vacancy analysis in the Department shows the share of advertised vacancies in the professional occupational group has been substantially higher than the share of other occupational groups over many years. The professionals recorded the highest vacancies, contributing (37.0%) to the total job vacancies advertised, followed by the managers and technicians' occupational groups². The main positive contributors to professional occupations were the demand for university and higher education teachers and nursing professionals. In other words, most employers had required degree and diploma qualifications to fill the vacancies for a specific occupational category. Unfortunately, the South African labour supply is relatively characterised by unemployed people

² Department of Employment and Labour, Job opportunity and Unemployment in the South African labour market 2023/24, DEL: www.labour.gov.za

who do not have the necessary educational qualifications and workplace experiences to immediately meet the organisation's high occupational requirements. In this case, individuals with education levels below matric face the highest unemployment rates compared to individuals with tertiary education, who experience the lowest unemployment rates, as reported by Statistics South Africa (third quarter of 2024).

Another notable finding in the South African labour market is the participation of more women than men in Expanded Public Works Programmes (EPWP)³ and other government programmes. Similarly, adults, as compared to youth, accounted for the largest number in the same programmes. However, most of those who participated in EPWP and other government job creation did not have a matric educational level, although the young people (15-34 years) are still impacted by high long-term unemployment in the country as compared to other age groups. The outstanding challenges within the Department remain with the placement rates, where only a few registered work seekers are being placed in registered opportunities on the Employment Services of South Africa (ESSA) system.

In terms of industrial relations, the Department of Employment and Labour has recorded 97 strike actions from January to December in 2023, where workers lost 2.4 million working days and R163 million in wages. The wage lost was 87% lower than the previous year⁴. The demand for wages, bonuses, and other compensation benefits was reported as the main reason why employees participated in work stoppages, as most workers were cash-strapped and could not relatively meet their basic needs. Concerns were associated with inflationary costs that indirectly affect the distribution of workers' real income, but many businesses were unable to increase the income in line with the Consumer Price Index (CPI) that was relatively high in the first five months of 2023 (January-May). Interestingly, during the strikes in the trade industry, the employers opted to use replacement labour to cover up for the time lost in operations.

The Department of Employment and Labour acknowledges the low performance of the South African economy and labour market. While progress has been noted regarding the implementation of the National Development Plan, Vision 2030, it appears that it was still not enough to achieve the expected transformation and inclusive growth targets, in particular with the youth. The most important change in labour supply has been the increase in women's participation, although there is still a gap between men and women. The evidence has also shown the high rate of unemployment is attributed to issues around structural unemployment and a low-growth economy, which has not been able to create enough jobs for the growing population. Youth unemployment rate remains severe. It impacts and resides in the long term in the poor or rural community with low purchasing power. Although the South African government continues to be committed to ensuring the supply of labour responds to employers' demand through new policy regime(s), legislative, and regulatory mechanisms, most young people are discouraged by the labour market and are not building their skills base through education and training institutions. They are not in employment, education, or training (NEET)⁵.

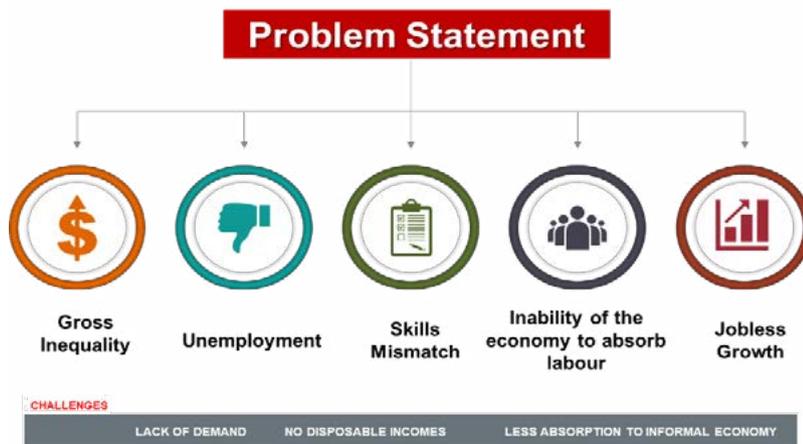
In conclusion, the current statistical trends signal the need for urgency from the South African Government of National Unity (GNU) to implement appropriate and relevant policies that enhance economic transformation and competitiveness in a manner that does not compromise the long-term ability of the country's competitive advantage in the global markets. Many would be excluded from the labour markets when there is a lack of competitiveness from low productivity that could undermine job growth. In addition, the GNU needs to intervene to assist persons employed in low-skilled and semi-skilled occupations because they are more likely to move out of employment than those in skilled occupations.

3. Public works become an important source of job opportunities for a large group of marginalised youth and women.

4. Department of Employment and Labour, Industrial Action Report 2023, DEL: www.labour.gov.za

5. Department of Employment and Labour (2021). Skills demand and supply in the changing world of work- 2021. DEL <https://www.labour.gov.za/DocumentCentre/Research%20Documents/2021/New%20Forms%20of%20Work,%20Skills%20demand%20and%20supply%20in%20the%20changing%20world%20of%20work.pdf>

SOUTH AFRICA'S CHALLENGES



Opportunities

- Changed political outlook by South Africans can open opportunities for job creation and investments for Government and Business
- New Policies and Regulations: Labour Migration Policy, National Employment Policy
- Re-alignment of Departmental and Public Entities structures to enhance specialist posts and service delivery
- Advocacy sessions with higher learning institutions and enhancing co-operative Governance with Government Departments –MOUs
- A large, digitally savvy youthful population which currently produces relatively limited digital content for the export market
- A well-developed and competitive agro-industrial value-chain with high export potential in food, beverages, and fresh fruit and vegetables.

8.1. External Environment Analysis

South Africa is faced with triple socio-economic challenges of high unemployment, inequalities, and poverty as identified in the National Development Plan (NDP), Vision 2030. The South African unemployment rate is “among the highest in the world.”. However, it must always be borne in mind that it is only one dimension of the labour market crisis facing the country, but not the only one. Labour market progress has been slow, the absorption rate decreased by 0.1 percentage point from September 2023 to September 2024. The challenges regarding education and skills, racial exclusion, and inequality are not yet fully addressed to improve the performance of the South African labour market.

The official unemployment rate increased by 0.2 of a percentage point to 32.1% in Q3 of 2024 from 31.9% in Q3 of 2023. Currently, about 8 011 000 individuals are unemployed in the country (September 2024). The challenge remains with the youth (15-34 years), who constitute more than half (4.8 million) of the age groups of the unemployed by Q3 of 2024.

Loss of hope in the labour market as the number of discouraged work-seekers increased by 199 000 (up by 6.3%) in Q3 of 2024 compared to Q3 of 2023. In this respect, the expanded unemployment rate in the third quarter of 2024 increased by 0.7 of a percentage point to 41.9%. Approximately 34.2% of 10.3 million youth (15-24 years) were not in employment, education, or training (NEET) in Q3 of 2024. The overall NEET rate (15-24 years) increased by 1.6 percentage points in Q3 of 2024 compared to Q3 of 2023 (Y-Y change). In this age group, the NEET rate for males increased by 2.5 percentage points, and for females, it increased by 0.6 of a percentage point. In both Q3 of 2023 and Q3 of 2024, more than four in every ten young people were not in employment, education, or training.

South African employment trends have been puzzling every year that had also escalated debate amongst researchers by suggesting

“a jobless growth” when economic growth was slowly picking up. It is worth noting that the rate of labour absorption has averaged at 40% over many years. It declined by 0.1 percentage point from 40.1% in September 2023 to 40.9% in September 2024. The high level of unemployment continued to mirror the low level of economic growth of the country. The real Gross Domestic Product (GDP) measured by production decreased by 0.3% in the third quarter of 2024, following an increase of 0.3% in the second quarter of 2024. It increased only by 0.3% in the last quarter of 2023.

Following this, employment trends show an increase of 201 000 between September 2023 and September 2024 (Y-Y change), as reported by Statistics South Africa. About 16 946 000 people were employed in the country in the third quarter of 2024. This represents an overall annual employment growth rate of 1.2%. By industry, a net increase of 201 000 in total employment between September 2023 and September 2024 translates to job gains in the manufacturing (127 000), transport (81 000), trade (79 000) and mining (75 000) industries. The industries that recorded decreases were finance (120 000), community and social services (62 000) and agriculture (21 000) over the same period. Furthermore, the data indicate that the number of employed individuals increased in eight provinces between Q3:2023 and Q3:2024. Notable employment gains were observed in Free State (up by 48 000), KwaZulu-Natal (up by 46 000), Mpumalanga (up by 39 000), and Limpopo (up by 21 000). Only the Eastern Cape province recorded employment losses, declining by 7 000 during the same period.

These trends signal the need to establish policies to boost employment above the apparently low levels that have characterised some of the economic sectors over the years.

Job creation and retention impacted by geopolitical saturations- war disruption on demand and supply of resources like oil. Impact of war on businesses and prices for inputs and products. Wars displace people, resulting in skills loss, influx of unskilled labour migration. In line with economic impact, global trading affected by exchange rates, inflation and levels of borrowing. Disinvestment resulting into fewer new jobs and lack of job retention.

Climate change and quantum technology lead to job destruction on one hand but creating opportunity for new jobs in green economy, ocean economy and artificial intelligence amongst others. However, the new jobs need purposeful skills development for new jobs and skills upgrading for job retention. Technology advancement goes with high-tech security threats.

Political Forces

Global political conflicts and war have war expanded in 2024, fuelling regional instability with impact far and near geographically, impacting on energy, food security, and increased inflation rates even in our shores. The BRICS (Expansion: Brazil, Russia, India, China, South Africa) organisation has expanded to include Egypt, Ethiopia, Iran, Saudi Arabia and the United Arab Emirates (UAE), hold potential to growing economies of these countries. Some countries, including Taiwan, Chad, Ukraine, India and the United States amongst others, held general elections in 2024, amid the growing economic and geopolitical strife, with the Ukraine war, Middle East war and rising trade tensions between the United States and China who are the world’s two largest economies. The outcome of these elections will undoubtedly play a crucial role in shaping the future trajectory of our economy, thereby impacting the roles of DEL positively or negatively depending on the outcome.

Economic Forces

With slow economic growth, South Africa continues to experience a decrease in GDP per capita, rising debt, high unemployment, poverty and inequality. However, the Government National Unity (GNU) further holds potential to redefined space for government and Department in particular. Global inflation is expected to fall to 5.8% in 2024 and to 4.4% in 2025 and that was also attested by South Africa’s inflation falls recently leading to Central Bank reducing lending rates by 0.25 basis. The impact to the Department trickle to affect execution of its vision and goals under strict financial measures - thus potentially reducing the muscle to deal with the triple challenges above.

Social Forces

Economic and Geo-Political challenges stated above have direct impact to social conditions within any economy. It weighs heavily on DEL when the country experiences high unemployment, labour migration and inequality on labour market perspective as the impact affects Unemployment Insurance Funds (UIF) Claims, Inspection and Enforcement Services (IES) to mention a few. Other social challenges like crime and ill health add negatively to DEL space as the former contribute to deter investment and poor health affect the labour force, especially skilled part of it. The most effective tool for reducing poverty is through decent employment and failure to create jobs or sustain existing levels of employment weighs heavily on citizens and have vicious cycle of poverty on the nation. People are looking unto DEL to save the situation.

Technology forces

The advantages of technology for RSA comes with new forms of employment and future of work, including potential in Artificial Intelligence amongst other benefits. However, the rise in technology also comes with the rise in Cyber-crime more frequently and severe and are increasingly being used as a tool of statecraft. The human and financial impact of cyber-attacks continues to rise in line with the increasing digitisation of critical infrastructure- impact of this war necessitate global inter-state collaboration. False information has become an escalating source of worry across the globe, with the increasing availability and access to social media and questionable sources of news and other information. As seen in both the Russia-Ukraine war and the Israel-Hamas conflict, Artificial Intelligence (AI), amongst other technology tools, was used liberally by both sides to generate false and misleading images, garner support, build troop morale, and spark action. RSA is not immune to targeted cyber-attacks and need to be vigilant. It is also important to capitalise on AI since it is making labour inspections smarter and more effective. The Department can still look at Albania's labour inspectorate case. With the ILO support, "MIRA"⁶ tool helps inspectors spot workplace violations faster by using machine learning to analyse risks and predict problems. It reduces guesswork, cuts down on paperwork, and ensures fairer, more consistent inspections, ultimately creating safer and more compliant workplaces.

Environmental Forces

The climate crisis is one of today's most urgent social issues. Climate change has resulted in more frequent and severe weather events such as hurricanes, droughts, floods and wildfires, which have damaged infrastructure and disrupted supply chains, leading to resource scarcity and economic instability. The global commitments in reducing greenhouse gas in a positive step, South Africa signed in those international commitments and stand to benefit even on funding to address impact on climate. South Africa is well geared to deal with climate change and there is potential for new jobs, skills upgrading and new skills development linked to climate protection raising hope for future generations. However, DEL needs well calculated strategies to deal with mass social protection resulting from massive climate disasters.

Demographic forces

Demography growth is a critical factor in the South African economy and labour market. For 2024, Statistics South Africa estimates the mid-year population at 63.02 million people as compared to 57.73 million in 2018 (about 9.2% population growth in the last 6 years). The data reveals that over half of the population is female, totalling around 32 million people. The Gauteng (16 million) and KwaZulu-Natal (12.3 million) are the two provinces that account for about 45% of South Africa's total population. In contrast, Northern Cape is the least populated province, housing just under 1.4 million people.

Poverty

The Living Conditions Survey (LCS) and the Income and Expenditure Survey (IES) are used in profiling and monitoring poverty and inequality in the country. The national poverty levels decreased from 57.2% in 2006 to 56.8% in 2009. Females (58.6%) are more affected than males (54.9%) in SA. The Limpopo province had poverty headcount at 78.9% and Gauteng was at 33% in 2022. Labour market is still unequal (Gini=0.61) based on racial disaggregation and Life expectancy at birth for 2022 was estimated at 60.0 years for males and 65.6 years for females.

Migration

Census 2022 results showed that the Southern African Development Community (SADC) region remained the dominant source for international migrants, contributing 83.7% of the total immigrant population. The United Kingdom (UK) and Europe region, however, saw a significant decrease, from 22.3% in 2001 to 4.9% in 2022. Most immigrants in SA moved due to reasons related to family and work. The Private households employed the highest proportion of immigrants at 18.4%, followed by the construction (17.2%) and wholesale and retail trade (13.6%) industries.

6. The Matrix of Intelligence and Risk Assessment (MIRA) was developed for the Albanian Labour Inspectorate and Social Services with the support of the International Labour Organisation (ILO) and funding from the European Union (Ada Huibregtse: Chief Technical Officer at the ILO).

Economic outlook –Real GDP growth

The South African economic performance is slowly recovering with high unemployment and inequality in the country. The real Gross Domestic Product (GDP) measured by production, decreased by 0.3% in the third quarter of 2024, following an increase of 0.3% in the second quarter of 2024, as reported by Statistics South Africa. Only Four industries that recorded negative growth between the second and third quarters of 2024. The agriculture industry was the largest negative contributor, decreasing by 28.8% and contributing -0.7 of a percentage point to the negative GDP growth. The transport industry decreased by 1.6%, contributing -0.1 of a percentage point. The finance industry was the largest positive contributor, increasing by 1.3% and contributing 0.3 of a percentage point.

The slow economic recovery prolongs a long-term unemployment crisis in particular with the youth (15-34 years). The urgent implementation of structural reforms could materially improve growth over the medium term.

Level of competition and cost of living - CPI

High inflation rate could lead to high wage demands which could also impact on the volume of strikes and lockouts in the country. Many unions and workers pushing for wage increases at least in line with the CPI to maintain their purchasing power, especially when inflation is rising. It was reported that the average annual consumer price inflation was 4.4% in 2024, e.g., the average CPI for all urban areas for 2024 compared with that for 2023. This was 1.6 percentage points lower than the corresponding average of 6.0% in 2023. When companies are under strained, the prospect of employment creation will probably be reduced⁷.

Strikes and lockouts

Between 2022 and 2023, strikes increased by 11.1% from 87 strikes in 2022 to 97 strike incidents in 2023⁸. About 52% of strikes were un-procedural in 2023 down from 53% of un-procedural strikes in 2022. The demand for wage, bonus and other compensation benefits was the main reason to participate in work stoppages as most workers are cash-strapped and cannot meet their basic needs. In terms of wages lost, about R163 million in wages lost were reported by employers in 2023. This was largely below than in 2022 (at R1.2 billion wages lost).

Employment and Labour Force participation

Employment trends show an increase by 201 000 between September 2023 and September 2024 (Y-Y change), as reported by Statistics South Africa⁹. About 16 946 000 people were employed in the country in the third quarter of 2024. This represents an overall annual employment growth rate of 1.2%.

The labour force participation rate remains almost the same at 60.2% in September 2023 and September 2024. However, it decreased between the quarters two and three of 2024 by 0.4 percentage point. The absorption rate increased by 0.6 of a percentage point (Q-Q change) but decreased by 0.1 percentage point (Y-Y change). The trends could explain that the labour market was relatively stagnant which does not stimulate high productivity growth. There are still some underlining structural problems that require thorough investigation and policy interventions to boost the labour absorption over time. From the Department's Employment Services of South Africa system, most job seekers have also reported secondary educational achievements. This limits the potential of job seekers to be absorbed in the formal sector thus most of job seekers constitute the bulk of long-term unemployment individuals in the country.

More than 900 thousand of individuals applied for ordinary UI claims as a result of job losses due to end of contract. The highest number of ordinary UI claims were reported from the trade and the lowest was from the private households' industries in 2023/24. On the demand-side of labour, job vacancies data shows mostly high demand for professionals, managers and technicians by the South African employers. These occupational categories in most cases require high skills and years of experience to be rapidly absorbed into employment.

More job opportunities registered through ESSA system in 2023/24 were for the formal jobs and projects with 83 616 and 41 442, respectively. The structural unemployment continues to persist with relatively low employment growth rate have impacted on the achievement of the projected NDP economic growth targets from 5% and above. From the Inspection and Enforcement Services

⁷ The Consumer Price Index (CPI), which measures changes in the prices paid by consumers for goods and services over time, is a key factor in these considerations.

⁸ Department of Employment and Labour, Industrial Action Report 2023, DEL: www.labour.gov.za

⁹ Statistics South Africa, Quarterly Labour Force Survey, Third quarter of 2024, P02113

(IES) Branch, the statistics are still pointing to high level of non-compliance amongst companies in the hospitality sector.

PESTLE Analysis

	<p>POLITICAL</p> <ul style="list-style-type: none"> • Government Stability with the introduction of the GNU • Political Corruption still exists – zero tolerance • Labour Laws for protection of employees • Foreign Trade Policies – encouraging more job creation • Government Subsidies - social grants and unemployment 		<p>ECONOMIC</p> <ul style="list-style-type: none"> • High Inflation rates and GDP impacting households • Interest rates are high, impacting on disposable income • High Exchange rates • Decrease Foreign Direct Investment • Government debt on the increase
	<p>SOCIAL</p> <ul style="list-style-type: none"> • High unemployment for youth • High levels of poverty and inequalities still exist • Crime is still a great challenge • Education levels and skills development needed 		<p>TECHNOLOGY</p> <ul style="list-style-type: none"> • Rise in the adoption of internet and digital literacy • Cyber Attacks and Fraud - huge issue for businesses • Many companies are investing in research and innovation. • Introduction of Artificial Intelligence driving efficiencies
	<p>ENVIRONMENT</p> <ul style="list-style-type: none"> • Climate change affecting households – drought, snow, floods affecting all employees and employers • Core services inefficiencies – Electricity and Water • Renewable Energy • Land degradable 		<p>LEGAL</p> <ul style="list-style-type: none"> • Health and Safety regulations protecting employees • Correct the inequalities with minimum wage and other regulations • Both Employee and Employer Union or Associations • Intellectual Property Laws impacting the closure of business • Immigration Laws and new NHI BILL

8.2 Internal Environment Analysis

The Department’s performance over the last 5-years showed an increase from year to year. In the financial year 2020/21, the Department only achieved 66% of its planned indicators mainly due to the COVID-19 pandemic extended lockdown periods in comparison to the 2019/20 financial year that the Department achieved 79%. In the 2021/22 financial year there was a small increase in performance to 68%. In 2022/23 the performance increased to 72% and in 2023/24 financial year the overall performance achieved reached 81%. The early indicators for the financial year 2024/25 are that the achievement of indicators will be around the 80% mark again.

DEL Strength and Opportunities lying firstly on the new mandate of employment that puts DEL in the lead to coordinate all employment creation in the country. In addition, DEL draw strength by being in a country that is rich in mineral resources, vast land and population dominated by young people. The Department strives to follow in the footsteps of global models of public entities and institutions like SARS, NEDLAC and CCMA to deliver better services to the clients. Availability of service delivery points in 125 labour centres as well as entrenched social protection blueprint through the long history of administering UIF and CF benefits.

Weaknesses and threats on the other hand lies with the country’s energy and water supply, high levels of low skilled labour force which is linked to high unemployment rate. Majority of unemployed being young people with low to no skills. Eroding financial ground that is coupled with fraud and corruption. The country has technology infrastructure that is not in congruence with the pace of technological growth, especially in the rural areas.

PART C: MEASURING OUR PERFORMANCE

The Department's aging ICT infrastructure and the status of some of the offices is a staff moral deflator. The ICT network is under constraint to process the information captured from the various offices. This delays the process speed of captured information and feedback to clients. The downtimes of the network or specific processing platforms also impacts on the number of clients the frontline officials can serve and that impacts on the queues of people on our doorstep waiting to be served. The average age of the computers in the department is more than 5-years. Since 2020 it is a struggle to upgrade computers and as such some of the officials work on computers that are slow and on which the latest software cannot be run. Technology develops so fast that the latest versions of Windows and Microsoft Office cannot be installed on the older computers, and it must be replaced. The older versions of Windows and Microsoft Office are no longer supported, and no new upgrades will be available after October 2025. Therefore, all the older models of computers must be replaced within the current financial resources.

The Department in its quest to improve its internal ICT systems, is aiming for a full implementation of the SAP solution to renew the old legacy systems, especially within PES, IES and LP and IR. The slow response of ICT systems, which is also as a result of aging SITA infrastructure, poses a great challenge to the service delivery points and this causes delays in provision of services to clients. The Department is busy with internet link upgrades to increase access at the identified labour centres. On the security response to the cyber security controls, the Department is already implementing the standard responses in line with the National Institute of Standards and Technology framework. Alongside this is the robust implementation of the cyber security awareness among the staff.

Currently the Department has been faced with cost containment measures in the process of filling of funded vacant posts. The process that involves concurrence with the DPSA tends to take some time, however, the Department will be advertising posts in the very near future to increase capacity within the labour centres as well as other service delivery areas. The filling of these posts should go a long way in alleviating long queues in the labour centres. The Department has matured over time on the area of risk management as currently the planning process involves assessment of risks tied to the performance targets. The identification of risks during the planning process affords the Department clearer thought through mitigation factors. The Department will ensure that preference will be given to the selected groups (WYPWD) during the recruitment and selection of candidates for filling of vacancies. The Department will also ensure that suppliers from the selected target groups be utilised when procuring goods and services.

The unbundling of UIF and CF as well as the concurrent reconfiguration of the Department will have an impact on the number of posts on the establishment. This will impact on the number of posts to perform the core functions of the Department, and this will impact on the number of administrative posts that the Department will be remaining with to perform the day-to-day administrative support. This will result in officials getting deployed into other sections of the Department.

The Public Employment Services Branch will coordinate and monitor the job creation projects by the Department and its public entities. The Inspection and Enforcement Services Branch will enforce the full suite of labour legislation on employers/work places and or users.

The Department will strive to achieve all the set targets within the allocated funding from the national fiscus.

THEORY OF CHANGE

IMPACT	A labour market which is conducive to decent employment					
	OUTCOME	Increased employment and work opportunities	Reduced poverty and improved livelihoods	Digital transformation across the state	Improved governance and performance of public entities	
KEY PRIORITY INTERVENTIONS	Improved compliance with employment and labour laws (inspections, follow-ups, enforcement and advocacy)	Increased placement of registered work-seekers	Improved ICT infrastructure to assist both internal and external clients for efficient and effective service delivery	ONE STOP Registration for new SMME's at DEL (roll-out of SAP) (can be expanded to other GOVT Agencies)	SA Labour legislation in line with international best practises (ILO)	Rebuilding and improving trust in Department's services
	Specialist and empowered inspectors	Improved capacity of front-line staff to shorten the clients waiting periods	Improved turn-around time for payments (suppliers and benefits)	Better control over Labour migration and scarce skills and the issuing of Work Visa's	Linking different systems of DEL to register people and entities	Raise awareness on labour law on worker and employer rights
	Reduction in labour unrest (strikes)	100% completion of documents to submit	Reduced customer complaints	Counselling of work seekers or linking with a skills development programme or job placement	Administer trade unions and bargaining council (workers interest)	Inspections performed at workplaces to ensure compliance
	Investigation of OHS incidents at workplaces	Increased skill levels of work seekers	Business Continuation Plan implemented			
ASSUMPTIONS	Department has sufficient human and financial capacity to deliver on the mandate	Policy certainty and reduced regularity burdens	Stable political-administrative interface	Supportive business environment	Supportive labour and social partners	
KEY RISKS	Systemic failure of DEL ICT infrastructure (Aging infrastructure. (Emerging)	Failure to reconfigure the Department and unbundle the Funds within specified timeframes	Failure to address cyber security threats (Emerging)	Increasing unemployment and livelihood crisis		
	Increase in vacancy rate	Non-compliance by employers and users with labour legislation	Delays in finalising consequence management cases			

9. INSTITUTIONAL PERFORMANCE INFORMATION

DEPARTMENT OF EMPLOYMENT AND LABOUR (DEL) PROGRAMMES AND ENTITIES

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

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

1. Commission for Conciliation, Mediation and Arbitration (**CCMA**)
2. National Economic Development and Labour Council (**NEDLAC**)
3. Productivity South Africa (**Productivity SA**)
4. Supported Employment Enterprises (**SEE**)

Linking the Departmental Priorities with the MTDP Outcomes and DEL Indicators

INTERVENTIONS AND SOLUTIONS

NDP VISION 2030, GNU SOI, MTDP PRIORITIES AND THE SEVEN PILLARS UNDERPINNING THE DEPARTMENTAL PRIORITIES IN THE 7TH ADMINISTRATION

The outcome of the general elections on 29 May 2024 saw the formation of the Government of National Unity (GNU). A Statement of Intent (SOI) bounds the GNU and lays the foundational principles and minimum priorities programme. FOSAD, on 10 June and 1 and 11 July 2024, approved the draft Medium Term Development Plan (MTDP), which was a proposal for the first GNU Cabinet Lekgotla's consideration.

A Cabinet Lekgotla held on 13 - 14 July 2024 agreed on a minimum Programme of Priorities and approved that this be translated into the draft MTDP 2024-2029 as a more detailed plan. The MTDP will thus serve as the 5-year medium-term plan for the 7th Administration of the Government. It also serves as the implementation framework for the National Development Plan (NDP): Vision 2030, the existing long-term plan for South Africa towards 2030. Following the **Opening of Parliament Address** on 18 July 2024, the President announced and confirmed the Strategic Priorities for the 7th Government Administration.

The three Strategic Priorities are the Key Driving Forces and the dynamic factors that help determine the nation's trajectory towards its desired or planned-for future.

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

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

The Department has identified Seven Strategic Priorities that guide its interventions in line with the MTDP 2025-2030 Priorities namely,

Strategic Priority 1: Strengthen regulatory capabilities of the Department

Strategic Priority 2: Coordination of employment interventions within government through collaborations, partnerships and co operations

Strategic Priority 3: Good Corporate Governance

Strategic Priority 4: Improved service delivery

Strategic Priority 5: Strengthen the institutional capacity of the Department

Strategic Priority 6: Massify the marketing of the departmental services and Programmes

Strategic Priority 7: Advance the new employment mandate of the Department

ALIGNMENT: MTDP STRATEGIC PRIORITIES: 2025 - 2030, DEL SEVEN STRATEGIC PRIORITIES, DEL INTERGRATED SP 2025/30 AND APP 2025/26

The three MTDP Strategic Priorities, the DEL Seven Priorities, the DEL Integrated Strategic Plans and Annual Performance Plans are the Key Driving Forces and the dynamic factors that help determine the DEL's trajectory towards its desired or planned for future



9.1 Measuring the impact

DEPARTMENTAL PRIORITIES	MTDP OUTCOMES	DEL INDICATORS
1. Strengthen regulatory capabilities of the department	Increased employment and work opportunities	SP – Indicator 4 Percentage implementation of the National Employment Policy by 31 March 2030
		SP – Indicator 5 Percentage implementation of the Employment Services Amendment Bill by 31 March 2030
		SP indicator 6 Number of labour laws reviewed and amended by 31 March 2030
	Reduced poverty and improved livelihoods	SP indicator 7 National minimum wage reviewed and approved by the Minister of Employment and Labour by 1 March each year
		SP Indicator 8 Percentage of compliance with National Minimum Wage and the Basic Conditions of Employment Act increased by 31 March 2030
		SP Indicator 9 Percentage of compliance with UIA, UICA and COIDA increased by 31 March 2030

DEPARTMENTAL PRIORITIES	MTDP OUTCOMES	DEL INDICATORS
2. Coordination of employment interventions within government through collaborations, partnerships and co operations	Increased employment and work opportunities	SP indicator 1 Number of jobs created
		SP indicator 2 Policy Framework on coordination of Government Public Employment Programmes developed
		SP Indicator 3 Number of high impact Blitz Inspection campaigns conducted in high risk and problematic sectors
3. Good Corporate Governance	An ethical, capable and professional public service	APP Admin indicator 5 Percentage of consequence management cases related to misconduct finalised by Employment Relations (ER) within 90 days
		AOP indicators of different Branches Governance structures are in place
4. Improved service delivery	Digital transformation across the state	SP Indicator 10 Percentage of departmental project plan for digital transformation of Departmental services implemented by 31 March 2030
5. Strengthen the institutional capacity of the Department	Improved governance and performance of public entities	SP indicator 11 Finalisation of the unbundling of UIF and CF by 31 March 2027
		SP indicator 12 Reconfiguration of the Department by 31 March 2028
6. Massify the marketing of the departmental services and Programmes	Improved service delivery	APP – Admin Indicator 9 Number of communication activities aimed to increase visibility and awareness of DEL services and programmes per annum
7. To advance the new employment mandate of the Department	Increased employment and work opportunities	SP Indicator 2 Policy Framework on coordination of Government Public Employment Programmes developed

9.2 Measuring Outcomes

MTDP PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Increased employment and work opportunities	1. Number of jobs created per financial year increased	89 345 job opportunities filled in 2023/24	2 million people supported by the Department of Employment and Labour and the National Pathway Management Network 650 000 (IDC+NPMN) pathway management 350 000 (70kx5) from PES 1 million from UIF (140k teacher assistants + 860K LAP projects)
	2. Policy Framework on coordination of Government Public Employment Programmes developed	New	Policy Framework developed, and approved by Minister
	3. Number of high impact Blitz Inspection campaigns conducted in high risk and problematic sectors	New	100 Blitz inspection campaigns conducted over 5 years (joint integrated inspections conducted with SAPS, metro police, immigration officers, bargaining councils) over 5 years (100 blitz inspections campaigns in hospitality, trucking, home deliveries and informal retail sectors over 5 years)
	4. Percentage implementation of the National Employment Policy by 31 March 2030	Draft NEP	100% implementation of the National Employment Policy by 31 March 2030
	5. Percentage implementation of the Employment Services Amendment Bill by 31 March 2030	Draft ESAB	100% implementation of the Employment Services Amendment Bill by 31 March 2030
	6. Number of labour laws reviewed and amended by 31 March 2030	BCEA LRA OHS EEA UIA COIDA	6 Labour laws amended by 31 March 2030 BCEA LRA OHS EEA UIA COIDA

10: The reporting of this indicator will be monitored by IDC and NPMN.

11: The 1 million from UIF will be monitored through its Quarterly and Annual Performance Reports.

MTDP PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Reduced poverty and improved livelihoods	7. National minimum wage reviewed and approved by the Minister of Employment and Labour by 1 March each year	The National Minimum Wage level reviewed and published in the Government Gazette number 50073 dated 2 February 2024	Reviewed the National Minimum Wage level by 1 March each year
	8. Percentage of compliance with National Minimum Wage and the Basic Conditions of Employment Act increased by 31 March 2030	89% (151 022 of 169 295)	Increased compliance of employers to 95% by conducting 844 320 inspections on NMW and BCEA
	9. Percentage of compliance with UIA, UICA and COIDA increased by 31 March 2030	40% compliance (11 920 of 29 962)	Increased compliance to 65% by inspecting 135 300 employers

MTDP PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE

OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Digital transformation across the state	10. Percentage of departmental project plan for digital transformation of Departmental services implemented by 31 March 2030	New	100% of Digital transformation project plan completed by 31 March 2030
Improved governance and performance of public entities	11. Finalisation of the unbundling of UIF and CF by 31 March 2027	Progress report on the unbundling of UIF and CF submitted by 31 October 2023	CF and UIF unbundling finalised by 31 March 2027
	12. Reconfiguration of the Department by 31 March 2028	Progress report	DEL reconfiguration finalised by 31 March 2028

1.3 Explanation of Planned Performance over the Five-Year Planning Period

Public Employment Services (PES) is part of the reconfigured Department of Employment and Labour, which was announced at the commencement of the sixth administration. It is expected that the newly configured Department of Employment and Labour, will coordinate all employment related efforts across Government as a way of removing the silo-based approach providing meaningful pathways to sustainable employment. To this end, the DEL must develop new methods and processes that can enable effective co-ordination and reporting of employment creation measures, across Government.

Presidential Employment Stimulus

The Presidential Employment Stimulus as one of the key priorities to ensure households are supported while the economy recovers. In response to this priority and in line with the criteria set out for the employment stimulus. Based on the request received from the Presidency, the Department of Employment and Labour is requesting funding of R1.5 billion (R300m per year) over the medium term (financial years 2024-2029) to capitalise the pathway manager component and strengthen implementation of the Pathway Management Network. The implementation costs for the national Pathway Management Network comprise two components: the management of the network and a fund to support innovative solutions that address one or more of the three aims of the PMN including demand activation, linkages and supply. This includes the possibility of enabling innovative practices to be scaled up on the basis that it can indicate its path to longer-term sustainability. The Jobs Fund, through GTAC and the Industrial Development Cooperation (IDC), has been appointed as the primary administrator and fund manager for the Pathway Management Network on behalf of the Department of Employment and Labour, given its established capabilities in funding job creation interventions and grant management.

National Labour Migration Policy

This funding request considers the expansion of the mandate of the Department of Employment and Labour (DEL) with the establishment of the Department of Employment and Labour (DEL) in 2019. This has required a reconfiguration of the Department to support increased levels of coordination of government efforts to support economic transformation and job creation. The Department is also in the final stages of finalising the South African National Employment Policy and Labour Migration Policy, which has important implications for employment creation in the country. During the 2025/2026 year, the Department through Programme: 3 will be implementing the policy. The implementation of the policy will require additional resources to capacitate the Branch to deliver.

DEL will implement the above policies once consultation has been finalised with the relevant stakeholders. This presents an ideal opportunity for work creation, particularly for skilled professionals, in the fields of labour market policy analysis and legal administration of the labour migration policy.

Employment Opportunities for Unemployed graduates:

DEL requests that 250 unemployed workers with relevant qualifications be given an opportunity to work alongside DEL staff gaining work experience and at the same time assisting the Branch to implement various policies to make a bigger impact on the challenges related to unemployment. This is based on the very successful internship program that DEL ran with 250 intern Psychology graduates. The estimated cost is R60 729 750 over the medium term (financial years 2025/26 to 2026/27). Work opportunity is provided for 12 months per year, at the recommended rate of R6 747.55 per month.

Employment Schemes

The need for Employment schemes is important to help them navigate difficult conditions. PES proposes that an active labour market programme be established through the medium term and that provision is made for 1000 participants in the scheme, at an estimated cost of R84 million per year. The employment scheme will be based on the extensive research carried out by Public Employment Services on ways to stimulate demand led employment. The scheme can assist the Branch to further learn and enhance its actions as part of its employment mandate.

A further R20 million is requested for the extension of the subsidy scheme for persons with disability. The scheme has thus far been very successful in helping to transition persons with the disability into the world of work. The additional funds will enable the expansion of the scheme to provinces that are currently excluded, like Mpumalanga, Eastern Cape, Northern Cape, North West, and Limpopo.

Roll-out of Free Wi-Fi to support Youth Centres and Mobile units

The Department has established 7 specialised youth centres and rolled out more than 14 mobile units during the prior MTEF cycle. The Department wishes to further enhance service delivery by making available free internet access at the identified sites. This will assist to bridge the digital divide and assist work seekers to access employment opportunities that might be made available. The estimated costs of network infrastructure for the identified sites is approximately R10 million, over the MTEF.

Building capacity within the Department

The DEL launched a new enhancement to the current ESSA system, to take advantage of the new and latest technologies. In order to operate the new SAP Diphetogo system, that went live on a pilot basis with effect from 01 August 2024, the Branch needs to capacitate its workforce to operate the new system. The capacity building will be a combination of formal courses and roadshows to the various labour centres, for the purposes of developing capacity to operate the new modules. The estimated cost is R 5 million, including travel to labour centres.

Restructuring of Public Employment Services

Given the high levels of unemployment that is currently being experienced there is a greater demand from Programme 3 for more integrated services with other government departments. PES needs to be restructured to offer a more integrated service. The following areas will need to be prioritised over the MTEF 2024-2029:

Increase the service offering at labour centres to include integrated services that are offered by sister departments to minimise the need for work seekers to travel to many departments they can receive a one stop service at labour centres. During the MTEF, priority will be given to integration with the service offering of DSD and SASSA. This will be achieved through systems integration, and the building of a one stop platform that will integrate ESSA with the SASSA systems, especially as related to the SRD grant. An estimated R22 million is required for the integration.

Enhancement of the employment counselling services to include potential screening, for the unemployed. This will require the enhancement of the SPeeX instrument. Estimated cost R7.5 million over MTEF.

Reconfiguration of the Department as well as UIF and CF unbundling

The Unbundling Project is not just a structural change but a pivotal reform that strengthens the social security framework in South Africa. It is anchored in the President's Thuma Mina call to action, aligning DEL with the Economic Reconstruction and Recovery Plan (ERRP), and supporting the GNU's broader mandate to revitalise public institutions.

Legislative amendments are well underway to establish independent boards for both the UIF and CF, which will allow them to function as fully-fledged Schedule 3A public entities. By delegating executive authority and improving governance structures, Minister Meth is ensuring a future where these funds are accountable, transparent, and better managed.

The project consists of 3 major phases, namely Stabilisation, Repurposing and Modernisation. The Stabilisation Phase has been critical in addressing immediate operational challenges while laying the groundwork for long-term success. The Repurposing Phase has already begun to reshape both funds by reimagining their structures and operations in alignment with the Department's overarching mandate. The Modernisation phase will unfold over the next two years, has already demonstrated foresight, by laying the groundwork for digital innovation and a culture of continuous improvement within both the UIF and CF.

The Reconfiguration of the Department means that there will be no cost sharing between the Department and the two funds. A new Service Delivery Model for Departmental Services will be developed to deliver the core functions. All administrative support post will be evaluated to determine the new norms and standards for the Department. The Department will align the support structures with the core structures in the Department. The establishment and the budget allocations will be adjusted accordingly.

10. KEY RISKS

OUTCOMES	KEY RISKS	RISK MITIGATIONS
Digital transformation across the state	1. Systemic failure of DEL ICT infrastructure (Aging infrastructure. (Emerging)	Develop and implement the blueprint of ICT infrastructure assessment recommendation Separation of UIF and CF from the DEL ICT
Improved governance and performance of public entities	2. Failure to reconfigure the Department and unbundle the Funds within specified timeframes	GTAC appointed to facilitate restructuring of the Department Situational analysis completed Monitor the implementation of the project plans (Reconfiguration and Unbundling Projects) A project task team has been established

11. PUBLIC ENTITIES

NAME OF PUBLIC ENTITY	MANDATE	OUTCOMES (SP)
Unemployment Insurance Fund (UIF)	The Unemployment Insurance Fund contributes to the alleviation of poverty in South Africa by providing short-term unemployment insurance to all workers who qualify for unemployment related benefits. The Fund is financed by a dedicated tax on the wage bill	Reduced poverty and improved livelihoods
Compensation Fund (CF)	The Compensation Fund's main objective is to provide compensation for disability, illness and death resulting from occupational injuries and diseases	Reduced poverty and improved livelihoods
Productivity South Africa (Productivity SA)	Productivity SA is mandated by government, organised labour and organised business to improve the productive capacity of the economy and thus contribute to South Africa's socio-economic development and competitiveness	Increased employment and work opportunities
Commission for Conciliation, Mediation and Arbitration	The Commission for Conciliation, Mediation and Arbitration (CCMA) was established in terms of the Labour Relations Act, 1995 as amended. It is mandated to promote social justice and fairness in the workplace by delivering ethical, qualitative, innovative and cost-effective dispute management and resolution services, institution building services, education, training and development, and efficient administration	Increased employment and work opportunities
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	Increased employment and work opportunities
Supported Employment Enterprises (SEE)	The SEE is established in terms of the Employment Services Act to provide employment for people with special disabilities in the various factories across provinces that manufacture wood, linen and steel products	Increased employment and work opportunities



PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

INDICATOR TITLE	Title of the indicator verbatim from the strategic plan
DEFINITION	The meaning of the indicator The explanation of technical terms used in the indicator
SOURCE OF DATA	Where the information is collected from
METHOD OF CALCULATION / ASSESSMENT	How is the performance calculated (quantitative)? How the performance is assessed (qualitative)
ASSUMPTIONS	Factors that are accepted as true and certain to happen without proof
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Target for Women: Target for Children: Target for Youth: Target for People with Disabilities:
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Reflect on contribution to spatial transformation priorities Reflect on the spatial impact area
DESIRED PERFORMANCE	Identifies whether actual performance that is higher or lower than targeted performance is desirable
INDICATOR RESPONSIBILITY	Who is responsible for managing or reporting on the indicator

MTDP PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

INDICATOR TITLE	1. Number of jobs created per financial year increased
DEFINITION	350 000 jobs created over 5 years – 70 000 per year. Registered work seekers placed into 70 000 of registered employment opportunities through the process identified in Recruitment, Selection and Placement SOP and ES Act. Placement against opportunities registered before end of March will be reported in the first semester of the new financial year. Placement against opportunities for Work visa opportunity type is excluded The statistics on the following will be obtained from the respective entity: 650 000 (IDC+NPMN) pathway management 1 million from UIF (140k teacher assistants + 860K LAP projects) Jobs created means any work opportunity where a person can earn an income. The opportunities may be existing (vacant for extended period that can be filled now) or new opportunities created
SOURCE OF DATA	Opportunity and Placement report from ESSA, requested from April up to each end of the year. The updated placements for the previous financial year, which have not yet been reported, will be calculated using the BW reports, and reported only in the specific quarter
METHOD OF CALCULATION / ASSESSMENT	The number of registered work seekers that were placed against the employment opportunities registered on ESSA as reflected in the Opportunity and Placement report of ESSA. This report excludes the work permit /visa opportunity type
ASSUMPTIONS	Opportunity and Placement report from ESSA, requested from April up to each end of the year. The updated placements for the previous financial year, which have not yet been reported, will be calculated using the BW reports, and reported only in the specific quarter
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Youth Women Persons with Disabilities Statistical information will be available in the quarterly performance analysis reports/presentations
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	2 million by DEL and its entities: 650 000 (IDC+NPMN) Pathway Management 350 000 (70kx5) from PES 1 million from UIF: (140k teacher assistants + 860K LAP projects)
INDICATOR RESPONSIBILITY	Deputy Director-General: Public Employment Services

INDICATOR TITLE	2. Policy Framework on coordination of Government Public Employment Programmes developed
DEFINITION	Produce Framework to guide the planning and implementation of Public Employment Programmes developed
SOURCE OF DATA	Submission to the Minister approving a National Strategic Framework to Guide the Planning and Implementation of Public Employment Programmes (PEP)
METHOD OF CALCULATION / ASSESSMENT	Policy Framework discussed and approved
ASSUMPTIONS	Framework endorsement by the ES Board and Minister
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Women Youth Persons with Disabilities Statistical information will be available in the performance analysis reports/presentations
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	Policy Framework developed, and approved by Minister
INDICATOR RESPONSIBILITY	Deputy Director-General: Public Employment Services

INDICATOR TITLE	3. Number of high impact Blitz Inspection campaigns conducted in high risk and problematic sectors
DEFINITION	<p>Number of high impact Blitz Inspections campaigns conducted in high risk and problematic sectors. Such sectors are characterised by a high level of noncompliance. As a result, the sectors are prone to high incidence rates and greater exploitation of workers. The sectors also have vulnerable workers who usually possess low skill levels and limited knowledge about their rights at work. The blitz inspections will be measured cumulatively per financial year. (A blitz is a high impact inspection conducted within a sector)</p> <p>Blitz Inspection campaigns are initiated by the Department as part of a national plan at workplaces that are high risk or problematic. The inspections are sector based or jurisdictionally focused conducted with the aim of determining the compliance levels in a sector or geographical area within a prescribed timeframe. The Blitz Inspection campaigns can be conducted in collaboration with other stakeholders in selected sectors of the labour force. Stake holders are the Department of Home Affairs and SAPS as well as the relevant Bargaining Councils, metro police, immigration officers, etc. that perform joint inspections to ensure employers/work places/users fulfil the requirements of the relevant acts.</p> <p>100 Blitz inspections campaigns in high risk (construction) and problematic sectors such as hospitality, trucking, home deliveries and informal retail sectors over 5-years</p>
SOURCE OF DATA	<p>Source of data blitz memos signed off and issued and blitz reports compiled after the blitz inspections undertaken</p> <p>NB Blitz memos are signed by either the Inspector General, Chief Inspector, Chief Director Statutory and Advocacy Services when national and by the Provincial Chief Inspector when provincial</p>
METHOD OF CALCULATION / ASSESSMENT	Count number of campaign summary reports
ASSUMPTIONS	A campaign report is completed for each Blitz campaign
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	N/a
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/a
DESIRED PERFORMANCE	100 Blitz Inspection campaigns over 5-years
INDICATOR RESPONSIBILITY	Inspector General (DDG: IES)

INDICATOR TITLE	4. Percentage implementation of the National Employment Policy by 31 March 2030
DEFINITION	Draft policies (the first being Draft Zero) in relation to Employment Services (& sub-themes) developed & amendment of the ES Act 2014, consulted and approved by the Minister for submission to Cabinet, and implemented
SOURCE OF DATA	Submissions to the Minister on Employment Policy review, update draft documents and implementation reports
METHOD OF CALCULATION / ASSESSMENT	Draft Zero NEP by 31 March 2026. (Draft Zero will cover sub-theme on migration policy and draft Employment Services Act legislative amendments) and implementation Reports by 31 March 2030
ASSUMPTIONS	Policy endorsement by the ES Board, SEIAS certification by the Presidency, support by Government Clusters.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	N/a
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/a
DESIRED PERFORMANCE	100% of the National Employment Policy implemented by 31 March 2030
INDICATOR RESPONSIBILITY	Deputy Director-General: Public Employment Services

INDICATOR TITLE	5. Percentage implementation of the Employment Services Amendment Bill implemented by 31 March 2030
DEFINITION	Employment Services Amendment Bill will be developed, consulted and implemented
SOURCE OF DATA	Approved Employment Services Amendment Bill published in the Government Gazette Employment Services Amendment Act & implementation reports
METHOD OF CALCULATION / ASSESSMENT	Employment Services Amendment Act published
ASSUMPTIONS	Human and financial resources available to undertake the development, consultations, piloting and implementation
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	N/a
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/a
DESIRED PERFORMANCE	100% of the Employment Services Amendment Bill implemented by 31 March 2030
INDICATOR RESPONSIBILITY	Deputy Director-General: Public Employment Services

INDICATOR TITLE	6. Number of labour laws reviewed and amended by 31 March 2030
DEFINITION	The proposed labour laws amendments to the various Acts must be submitted to Parliament and promulgated before implementation
SOURCE OF DATA	Respective Labour Law Amendment Bills submitted to Parliament Approved amended Acts published in a Government Gazette
METHOD OF CALCULATION / ASSESSMENT	Qualitative Copy of the Government Gazette of the relevant labour law Amendment Act after promulgation
ASSUMPTIONS	Parliament finalises the amendments and the President promulgates on time
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> • Women • Youth • Persons with Disabilities • These groups will benefit although not specifically reported in the statistics
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	n/a
DESIRED PERFORMANCE	6 Labour laws amended by 31 March 2030 BCEA LRA OHS EEA UIA COIDA
INDICATOR RESPONSIBILITY	Deputy Director-General: Labour Policy and Industrial Relations

MTDP PRIORITY 2: REDUCE POVERTY AND TACKLE THE HIGH COST OF LIVING

INDICATOR TITLE	7. National minimum wage reviewed and approved by the Minister of Employment and Labour by 1 March each year
DEFINITION	NMW reviewed and adjusted by the Minister to an appropriate level The NMW Act requires that multiple economic factors be considered when adjusting the minimum wage. These include inflation, the cost of living and the need to preserve wage value as well as business sustainability, particularly for SMMEs. The potential effects on employment and job creation are also key considerations
SOURCE OF DATA	NMWC's Investigation report and the Government notice to reflect the reviewed NMW level Published Government Gazette with the publication of the reviewed National Minimum Wage
METHOD OF CALCULATION / ASSESSMENT	Copy of the NMW Commission's investigation report that is published in the government gazette Copy of the amendment notice that is published in the government gazette to reflect the reviewed NMW level
ASSUMPTIONS	Required resources will be available to provide the needed enabling environment
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	All workers, i.e. men, women, youth and Persons with Disabilities
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	National minimum wage reviewed and approved by the Minister of Employment and Labour by 1 March each year
INDICATOR RESPONSIBILITY	Deputy Director-General: Labour Policy and Industrial Relations

INDICATOR TITLE	8. Percentage of compliance with National Minimum Wage and the Basic Conditions of Employment Act increased by 31 March 2030
DEFINITION	<p>Subject number of employers to inspection to establish whether they comply with employment law</p> <p>Number –number of workplaces inspected to determine compliance with the National Minimum Wage Act and the Basic Conditions of Employment Act = the target number states how many employers will be inspected in a given financial year</p> <p>Employers – Defined in the respective Acts:</p> <ul style="list-style-type: none"> • Basic Conditions of Employment Act • NMW Act <p>Inspections – is a process undertaken by the Inspector to determine employer’s compliance with employment law and includes audits, re-assessments and follow ups</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>Employment law - means all labour legislation administered by the Minister of Employment and Labour (BCEA, NMWA)</p>
SOURCE 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>Employment law - means all labour legislation administered by the Minister of Employment and Labour (BCEA, NMWA)</p> <p>Annual Performance Report or QPR4 of the previous financial year for the compliance percentage achieved to determine if compliance levels have increased</p> <p>Collection of data</p> <p>Process set out in the IES Standard Operating Procedures</p>
METHOD OF CALCULATION / ASSESSMENT	<p>Quantitative</p> <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> <p>Count the number of BCEA and NMWA inspections conducted in period– A</p> <p>Count the number of compliant employers in the period – B</p> <p>B divided by A multiply by 100 = Percentage compliant</p> <p>Compare percentage achieved against baseline to determine if percentage is higher or lower</p>
ASSUMPTIONS	That there is a full complement of inspectors that are fully resourced.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> • Women • Youth • Persons with Disabilities • These groups will benefit although not specifically reported in the statistics
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/a
DESIRED PERFORMANCE	Increase compliance of employers to 95% by conducting 844 320 inspections on NMW and BCEA by end of March 2030
INDICATOR RESPONSIBILITY	Inspector-General (DDG: IES)

INDICATOR TITLE	9. Percentage of compliance with UIA, UICA and COIDA increased by 31 March 2030
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</p> <p>Employers – Defined in the respective Acts (UIA, UIAC & COIDA)</p> <p>Inspections – is a process undertaken by the Inspector to determine employer’s compliance with employment law and includes audits, re-assessments and follow-ups conducted per year to determine compliance</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>Employment law - means all labour legislation administered by the Minister of Employment and Labour (UIA, COIDA) including legislation administered through the Minister of Finance (UICA)</p>
SOURCE 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 until 31 March)</p> <p>Employment law - means all labour legislation administered by the Minister of Employment and Labour (UIA, COIDA) including legislation administered through the Minister of Finance (UICA)</p> <p>Annual Performance Report or QPR4 of the previous financial year for the compliance percentage achieved to determine if compliance levels have increased Collection of data</p> <p>Process set out in the IES Standard Operating Procedures</p>
METHOD OF CALCULATION / ASSESSMENT	<p>Quantitative</p> <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> <p>Count the number of UIA, UICA and COIDA inspections conducted in period– A</p> <p>Count the number of compliant employers in the period – B</p> <p>B divided by A multiply by 100 = Percentage compliant</p> <p>Compare percentage achieved against baseline to determine if percentage is higher or lower</p>
ASSUMPTIONS	That there is a full complement of inspectors that are fully resourced
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> • Women • Youth • Persons with Disabilities • These groups will benefit although not specifically reported in the statistics
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	Throughout South Africa
DESIRED PERFORMANCE	Increased compliance to 65% by inspecting 135 300 employers by end of March 2030
INDICATOR RESPONSIBILITY	Inspector-General (DDG: IES)

MTDP Priority 3: Build a capable, ethical and developmental state

INDICATOR TITLE	10. Percentage of Departmental project plan for digital transformation of Departmental services implemented by 31 March 2030
DEFINITION	Defines the number of business processes to be digitised and implemented in the Department Digitised means to transform the current platforms on which certain sections are working to a new computerised program that be updated and expanded if required. Some of the older computer programmes were written in computer languages or operating platforms that are no longer supported in the ICT world and can therefore not be updated or modernised to keep tract with the latest developments in the ICT world
SOURCE OF DATA	Approved project plan with milestones to be achieved and by which dates
METHOD OF CALCULATION / ASSESSMENT	Count the number of milestones in the project plan - A Count the number of milestones achieved in period – B Divide B by A and multiply by 100 to obtain percentage achieved Compare percentage achieved against the set target for the period
ASSUMPTIONS	Availability of Resources, i.e. Financial, Technology, and Human capacity
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	All users of the relevant systems/programmes used in the Department
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/a
DESIRED PERFORMANCE	100% of Digital transformation project plan completed by 31 March 2030
INDICATOR RESPONSIBILITY	Deputy Director General: Corporate Services

INDICATOR TITLE	11. Finalisation of the unbundling of UIF and CF by 31 March 2027
DEFINITION	<p>Unbundling of the UIF and CF to become full schedule 3A entities and be removed from the Department and appointing the boards as the accounting authorities of the two entities. The two funds will operate independently of the Department, and this might also result in the elimination of the split percentages of staff and other expenditure items. The Departmental reconfiguration will be completed after the unbundling of UIF and CF are completed</p> <p>The UIF and CF will be carved out of DEL to become standalone 3A entities. This unbundling gives the UIF and CF freedom of choice to establish service delivery models independent of DEL</p> <p>Both the CF and the UIF are juristic creatures of statute and as such they have the powers as conferred on them by their enabling legislation, namely, the Compensation for Occupational Injuries and Diseases Act, 1993 and the Unemployment Insurance Fund Act, 2001.</p> <p>Both funds are currently not performing optimally and issues relating to shared services provided by DEL have been raised as a concern (span of control, cost allocation model, access to infrastructure and other resources)</p> <p>Both Acts establish boards to advise the Minister around, inter alia, policy, benefits and amendments to legislation</p> <p>Both funds are listed in Schedule 3A to the PFMA but are not typical 3A National Public Entities in that:</p> <ul style="list-style-type: none"> • Fund staff are housed within the public service in the Department of Employment and Labour and not directly in the public entity • The accounting officer (authority) of both funds is the Director-General of the Department and not a Board • internal fund governance and accountability arrangements are more typical to those of a Department and not a Public Entity and ultimately reside with the DG as accounting officer (authority) • respective commissioners have been given high level powers to receive, process and adjudicate claims <p>Most fund expenses paid for by the Department which then submits claims to the respective funds for reimbursement. Ultimately, DG as accounting officer and accounting authority responsible for both sides of the transaction</p> <p>Both funds be capacitated as more traditional 3A public entities with appropriate governance and accountability arrangements in terms of Chapter 6 of the PFMA to enhance service delivery and ensure appropriate governance and accountability arrangements are in place. This requires legislative amendment (likely new chapters in each Act) to create a formal board as accounting authority, own fund staff complement and associated ICT and other infrastructure arrangements</p>

SOURCE OF DATA	DG Approved detailed project plan with milestones due Quarterly performance report on the milestones achieved on the project plan to the DG and the Minister
METHOD OF CALCULATION / ASSESSMENT	Count the number of milestones in the project plan – A Count the number of milestones achieved in period – B Divide B by A and multiply by 100 to obtain percentage achieved Compare percentage achieved against the set target for the period
ASSUMPTIONS	Progress reports presented to the Strategic Projects Committee All legislative changes have been affected New UIF and CF organograms are approved by the relevant ministers/DGS
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Employees and Clients of the Department
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/a
DESIRED PERFORMANCE	The unbundling of UIF and CF finalised by 31 March 2027
INDICATOR RESPONSIBILITY	DDG Corporate Services

INDICATOR TITLE	12. Reconfiguration of the Department by 31 March 2028
DEFINITION	The Departmental reconfiguration will be finalised after the unbundling of UIF and CF are completed The unbundling of CF and UIF will have a major impact on the DEL administrative capacity (national and provincial) and the DEL service delivery model (SDM) (provincial offices, labour centers, satellite offices and mobile offices) Core business (Frontline) officials will be specialists in their work environment and perform specific tasks and no longer be responsible for services to UIF and CF clients Administrative staff numbers required will be amended in line with the new core services and staff numbers Administrative staff numbers per section will be reshuffled to cater the new norms
SOURCE OF DATA	DG Approved detailed project plan with milestones due Quarterly performance report on the milestones achieved on the project plan to the DG and Minister
METHOD OF CALCULATION / ASSESSMENT	Count the number of milestones in the project plan - A Count the number of milestones achieved in period – B Divide B by A and multiply by 100 to obtain percentage achieved Compare percentage achieved against the set target for the period
ASSUMPTIONS	Progress reports presented to the Strategic Projects Committee CF and UIF unbundling are finalized The updated departmental organogram is approved by the relevant ministers/DGs
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Employees
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/a
DESIRED PERFORMANCE	Reconfiguration of the Department by 31 March 2028
INDICATOR RESPONSIBILITY	DDG Corporate Services

ANNEXURE A: NSDF AND THE DISTRICT DELIVERY MODEL

NO.	PROJECT NAME	PROGRAMME	PROJECT DESCRIPTION	OUTPUTS	PROJECT START DATE	PROJECT COMPLETION DATE	TOTAL ESTIMATED COST	CURRENT YEAR EXPENDITURE	LONGITUDE (EAST/WEST/+X)	LATITUDE (NORTH/SOUTH/- Y)
1	Refurbishment	Administration	Refurbishment of Labour Centre: Upington	Refurbishment	March 2023	November 2025 – Year retention and final project completion in November 2025	R14 355 463 Contractor + R2 750 467 consultants	R3 793 165 (Contractor and Consultants) – Total expenditure to date R12 268 226.	-28,455363	25.0004
2	Construction	Administration	Construction of Labour Centre: Ermelo	New infrastructure	To be advertised in 1st quarter of 2025/26 Fin year – Attempt to award tender before October 2025.	18-month construction from site-hand-over – project April 2027	Approx. R56 000 000 + 18.5% consultant fees	R0.00 – Total expenditure to date R4 389 353 towards consultant fees.	-26.523724	29.982122
3	Construction	Administration	Construct under-cover parking bays: Labour Centre Mdantsane	New infrastructure	Planning is concluded and Sketch Plan in November 2024 after which tender be awarded in May 2025	12-month construction from site hand-over – Planning to hand over site latest June 2025 and completed in August 2026	R678 343	R0	-32.948248	27.778001
4	Rehabilitation	Administration	Rehabilitation: Labour Centre Greytown	Rehabilitation	Still in planning due to new project manager. Planning to be on site in October 2025.	To be confirmed but planned for October 2027	R5 000 000 + 18.5% consultant fees	Not on the Department's budget. DPWI funding.	-29.061202	30.590309
5	Rehabilitation and additional construction	Administration	Rehabilitation and additional construction of Labour Centre: Ulundi	Rehabilitation and construction of additional infrastructure	July 2025	18-month contract – January 2027	R56 000 000 + 18.5% consultant fees	R390 530 – Total to date R2 191 711	-28.296578	31.423459
6	Refurbishment and additional accommodation	Administration	Refurbishment and construct additional accommodation Prospecton Labour Centre	Refurbishment and additional accommodation	Project placed on hold due to possible KZN Prov. Gov. accommodation that may be allocated and transferred to DPWI. Project would have been advertised for consultants in November 24. Process stopped.	Will depend on if KZN Prov. Gov. Accommodation is accepted	R23 000 000 in total for contractors and consultant	R122 225 and R465 245 in total to date	-30.002930	30.929203
7	Repair and Renovations	Administration	Repair and Renovations: Phuthaditjaba Labour Centre	Repair and Renovations	Project advertised and to be awarded before July 2025.	12-month contract – August 2026	R6 187 315 + 18.5% consultant fees	Not on Department's budget – DPWI funding.	-28.635001	28.808775
8	Construction	Administration	Construction of Labour Centre: Taung	New Infrastructure	December 2019	Estimated April 2025, as awaiting installation of borehole as well as additional storage tanks. . One Year retention and thus project completed in April 2026.	R27 654 599 + 35.17% consultant fees	R71 547.00 – Total to date is R35 643 405 (Contractor and consultants)	-27.559264	24.749872

NO.	PROJECT NAME	PROGRAMME	PROJECT DESCRIPTION	OUTPUTS	PROJECT START DATE	PROJECT COMPLETION DATE	TOTAL ESTIMATED COST	CURRENT YEAR EXPENDITURE	LONGITUDE (EAST/WEST/+X)	LATITUDE (NORTH/SOUTH/- Y)
9	Construction	Administration	Construction of Satellite Office: Swellendam	New Infrastructure	Tender cancelled due to irregularity – New planning in progress but delayed due to Sketch Plan Committee and re-appointment of consultants. Planning for September 2025	To be confirmed – 10-month contract and thus August 2026	R22 million + 18.5% consultant fees	R51 095 for consultants - in total R2 049 625 for consultants	-34.021482	20.444609
10	Construction	Administration	Construction of Labour Centre: Carolina	New infrastructure	Project can only start when bulk services are completed by DPWI	Depending on start date: 18-month project	R31 598 161 (Contractor) + R8 684 980 (Consultants)	R0 for the current year, but R6 000 000 in total for consultant fees	-26.069457	30.113264
11	Repair and Renovations	Administration	Repair and Renovation of SEE Factory: Jacobs	Repair and Renovations	31 July 2019	Project was supposed to be competed but contractor having issues with SARS and no funds available. Currently sub-contractor to finish job and planned for end of April 25, with one year retention period ending April 2026	R 35 471 056	Not on Department's budget – DPWI funding	-29.930554	30.977684
12	Repair and Renovations	Administration	Repair and Renovation of SEE Factory: Port Elizabeth	Repair and Renovations	16 September 2020	July 2024 – One year retention which will end in July 2025	R39 812 018	Not on Department's budget – DPWI funding	-33.915959	26.584215
13	Repair and Renovations	Administration	Repair and Renovation of SEE Factory: Kimberley	Repair and Renovations	Still to be determined as planning still being done	Depends on start date	Estimate still to be drafted	Not on Department's budget – DPWI funding	-28.772184	24.774564
14	Repair and Renovations	Administration	Repair and Renovation of SEE Factory: Bloemfontein	Repair and Renovations	Still to be determined as planning still being done – consultants appointed in March 2025 and busy with studies	Depends on start date	Estimate still to be drafted	Not on Department's budget – DPWI funding	*-29.105642	26.187808

PROVISION OF WATER TANKS AT LABOUR CENTRES PROJECTS IN 2025/26

NO.	PROJECT NAME	PROGRAMME	PROJECT DESCRIPTION	OUTPUTS	PROJECT START DATE	PROJECT COMPLETION DATE	TOTAL ESTIMATED COST	CURRENT YEAR EXPENDITURE	LONGITUDE (EAST/WEST/+X)	LATITUDE (NORTH/SOUTH/- Y)
1	Water tank supply for emergencies	Administration	Installation of Water tanks: Satellite Office: Hoedspruit	Water Tank installation	January 2024	October 2024, but one year retention and project thus complete in October 2025	R480 458	R0 – expect claim in November 2024	-24.352894	30.947655
2	Water tank supply for emergencies	Administration	Installation of Water tanks: Visiting Points: Belfast	Water Tank installation	In planning, the site cleared. July 2025	Still to appoint new engineer as engineer left and thus January 2026	To be confirmed	R0	-25.692768	30.033606
3	Water tank supply for emergencies	Administration	Installation of Water tanks: Visiting Points: Hendrina	Water Tank installation	In planning, the site cleared. July 2025	Planning still to be re-done as engineer left and thus January 2026	To be confirmed	R0	-26.158750	29.718603
4	Water tank supply for emergencies	Administration	Installation of Water tanks: Labour Centre: Mdantsane	Water Tank installation	In planning, the site cleared. Will advertise in the 4th quarter of 24/25	12-month contract and thus completed around March 2026	To be confirmed	R0	-32.948248	27.778001
5	Water tank supply for emergencies	Administration	Installation of Water tanks: Labour Centre: East London PO	Water Tank installation	In planning, the site cleared. Will advertise in the 1st quarter of 25/26	12-month contract and thus completed around May 2026	To be confirmed	R0	-33.022320	27.905781
6	Water tank supply for emergencies	Administration	Installation of Water tank and Generator: Labour Centre Phuthaditjaba	Water Tank and Generator installation	To be advertised in April 2025 and awarded in July 2025	To run concurrent with R&R of Labour Centre – See above under Capital projects	R1 900 000	R0	-28.635001	28.808775
7	Water tank supply for emergencies	Administration	Installation of additional Water tank: Provincial Office: Mpumalanga PO	Water Tank installation	In planning, site clearance – challenge with registration of site	To be confirmed	To be confirmed	R0	-25.879175	29.213788
8	Water tank supply for emergencies	Administration	Installation of water tanks in Gauteng: Roodepoort, Krugersdorp and Carletonville	Water Tank installation	Tender will be advertised in June 2025 – award 9-month contract - August 2025	To be confirmed May 2026	To be confirmed	R0	-26.148518 -26.116756 -26.354964	27.863882 27.806971 27.398011

PROVISION OF GENERATORS IN STATE-OWNED LABOUR CENTRES PROJECTS IN 2025/26

NO.	PROJECT NAME	PROGRAMME	PROJECT DESCRIPTION	OUTPUTS	PROJECT START DATE	PROJECT COMPLETION DATE	TOTAL ESTIMATED COST	CURRENT YEAR EXPENDITURE	LONGITUDE (EAST/WEST/+X)	LATITUDE (NORTH/SOUTH/- Y)
1	Generator / alternative power supply for emergencies	Administration	Installation of Generator: Labour Centre: Atteridgeville	Generator / alternative power supply installation	Sketch plans approved and funds request awaited – to start June 2025	To be confirmed. Depends on the start date. Possibly January 2026	To be confirmed	R0	-25.758845	28.090608
2	Generator / alternative power supply for emergencies	Administration	Installation of Generator: Labour Centre: Soshanguve	Generator / alternative power supply installation	Sketch plans approved and funds request awaited – to start June 2025	To be confirmed. Depends on the start date. Possibly January 2026	To be confirmed	R0	-25.520586	28.094179
3	Generator / alternative power supply for emergencies	Administration	Installation of Generator: Labour Centre: Mdantsane	Generator / alternative power supply installation	HQ of DPWI took over the project. No progress to date	To be confirmed. Depends on start date	To be confirmed	R0	-32.948248	27.778001
4	Generator / alternative power supply for emergencies	Administration	Installation of Generator: Labour Centre: Mashishing	Generator / alternative power supply installation	HQ of DPWI took over the project. No progress to date	To be confirmed. Depends on start date	To be confirmed	R0	-25.093421	30.447428
5	Generator / alternative power supply for emergencies	Administration	Installation of Generator: Labour Centre: Emalahleni PO	Generator / alternative power supply installation	HQ of DPWI took over the project. No progress to date. This project is being delayed by site clearance as the Emalahleni municipality is not cooperating.	To be confirmed. Depends on start date	To be confirmed	R0	-25.879175	29.213788
6	Generator / alternative power supply for emergencies	Administration	Installation of Generator: Satellite Office: Atlantis	Generator / alternative power supply installation	DPWI approved that old Mobile LC generator can be installed – will be done on quotation base – Quotes in June 2025	To be confirmed. Depends on start date but planning is for December 2025	To be confirmed	R0	-33.571690	18.490130







SUPPORTED EMPLOYMENT ENTERPRISES

STRATEGIC PLAN 2025/26 - 2029/30



1. CONSTITUTIONAL MANDATE

The Supported Employment Enterprises (SEE) management is based on of the Employment Services Act 4 of 2014. The mandate is derived from the Constitution of the Republic of South Africa and gives effect thereto through several 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), National Minimum Wage (2018) and the Occupational Health and Safety Act (1993).

Over the past eight decades, Supported Employment Enterprises (SEE) – formerly called Sheltered Employment Factories (SEF) has evolved into an organisation that is arguably the largest provider of work opportunities to people with disabilities. The entity was established in 1943 as the Sheltered Employment Factories, for the sole purpose to provide employment opportunities to disabled ex-serviceman and women that could not find employment in the labour market due to regulatory and access barriers that prevented them from actively participating in the economy. The government of the time established 13 factories called Sheltered Employment Schemes and traded under the name, Service Products.

The SEE has come a long way since being founded after the Second World War through the 1943 cabinet memorandum under the SA National Defence Force.

The focus of the factories was to produce hospital linen, protective clothing, woodwork, metalwork and upholstery for various sectors, including education, police and health. Until 1999, the schemes enjoyed preferential procurement status from government departments, which saw an increase the employment of people with disabilities to 3 000 in 13 factories across SA.

This ensured that all school and office furniture as well as hospital linen was procured from the factories, unless they were unable to accept the order due to capacity constraints.

Management and governance

The factories are currently administered under the Department of Employment and Labour, reporting through the Public Employment Service programme. All the management and administration staff of the factories are employed by the Department of Employment and Labour for the sole purpose of managing the factories.

The factories are governed in terms of the Public Finance Management Act and audited by the Auditor-General of SA. The SEE receives a financing allocation appropriated by Parliament for the purposes of funding operations.

In 2007, the Minister of Employment and Labour approved the development of a turnaround strategy (business case) to define the legal status of the factories to ensure that the factories operate as viable sustainable enterprises. The SEE business case and implementation plan was approved by the Director-General in February 2013.

The Employment Services Act provides a clear legal framework to 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 4 of 2014 was promulgated on 7 April 2014 and provides for the Sheltered Employment Factories (SEF) to be established as Supported Employment Enterprises (SEE) to:

- Facilitate supported employment
- Provide work opportunities for Persons with Disabilities
- Develop and implement programmes that promote the employability of Persons with Disabilities, including people 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 by the Minister.

Infrastructure

Currently, the physical infrastructure consists of 13 production factories located in eight of the nine provinces of SA with large warehousing capacity ranging from 1 000 m² to 6 000 m². This allows SEE to produce products in large volumes and provide customers with storage on-site until such time that the clients are ready to take receipt of their goods.

SEE are currently in the process of building showrooms in all the factories to ensure that the customers can view, touch and experience the products before making a purchasing decision.

Products

The wide range of products are subjected to the strictest quality control testing at all SEE factories. SEE factories undergo annual capability assessments conducted by the South African Bureau of Standards. The SEE membership to Proudly South African speaks volumes about the commitment to source locally manufactured and processed raw materials as well as supporting local content and production.

Woodwork

SEE product range has evolved over the years with a transition from bulky solid wooden furniture to modern eclectic furniture. SEE have been able to do this without compromising on quality. SEE manufacture school, office and home furniture.

Textiles

SEE textiles product range includes quality products that are used in hospitals across the country and can withstand use for more than 10 years. SEE manufacture hospital linen, nurses' uniforms, doctors' coats, protective clothing, blankets and theatre wear.

Steelwork

SEE also produces a variety of steelwork products. These includes the following: safes, gates, desk and chair frames and legs, steel cabinets, steel filing cabinets, trailers, build-in braais and burglar bars.

2. LEGISLATIVE AND POLICY MANDATE

The Supported Employment Enterprises (SEE) were established more than 80 years ago to provide employment opportunities for persons with disabilities who are unable to hold down employment in the open labour market. Currently 100% of the workers in its factories fit this profile. The primary purpose of the SEE is the economic empowerment of people with disabilities who are also the sole beneficiaries.

Although the Supported Employment Enterprise has a commercial orientation, its primary purpose has a social impact and its ownership is vested in the State in the Department of Employment through the instrument of legislation such as the Employment Services Act of 2014, which primarily stipulates the purpose and functions of SEE. All members of the Management Committee, which is the Executive Authority, are senior officials of the Department of Employment and Labour.

SEE has 13 factories across 8 provinces with only 12 being operational as Durban is still undergoing renovations. SEE does not have footprint in Mpumalanga province. The organisation is a major supplier of furniture to government and State aided institutions as well as the sole supplier of linen and garments to public hospitals in South Africa.

The Department of Labour inherited the Supported Employment Enterprises from the previous Government and has taken the bold step of embarking on a turnaround strategy, that is aimed at converting the SEE into bodies that

- Have a clear and definable legal status
- Operate as efficient entities
- Serve to advance government's national agenda on active participation in the economy of the country by people with disabilities.

This Strategic Plan builds on SEE's mandate and charts the direction of the organisation in line with its purpose for the next five-years.

3. POLICIES AND STRATEGIES OVER THE FIVE-YEAR PERIOD

For the next five years, the Supported Employment Enterprises will, therefore, undertake the following strategies to achieve its outcomes.

3.1 Strategies to provide work opportunities for PWDs

- Recruit from special schools
- Strengthening awareness of SEE to increase the recruitment drive for new persons with disabilities as well as creating management level opportunities for current employees.
- Succession planning to replace the working force as and when they leave employment (including creating a pool of trained interns' database for use when permanent of employment arises).

3.2 Strategies to increase sales revenue from the sale of goods and services

- Establish long-term partnerships with key customers and other government entities, particularly the Department of Health and Education. This will enable the organisation to increase the market share in this segment resulting in increased revenues.
- Invest in new technology in the production thus increasing organisational capacity to produce quality products timely for improved service delivery.
- Revision of financial delegation of authority (including supply chain management exemptions) and HRM delegations to align with the SEE operating environment, essentially increasing its response to market dynamics.
- Establish Research and Development unit to research on new product development
- Streamline the amendments and proclamation of the Employment Services Act
- Increase SEE visibility through media and branding initiatives

3.3 Strategies to increase SEE's market share

- Re-engineering business processes to improve quality, service delivery and customer satisfaction.
- Conduct market research
- Investment in the capital assets and machinery replacement
- Customer retention
- Continuous development of staff
- Decentralisation by having markets across all provinces that SEE has a footprint to drive sales
- Change manufacturing Business Model

3.4 Strategies to improve SEE's audit opinion

- Reduction of qualification paragraphs in the AGSA audit report
- Preparation of interim financial statements to assist in the process of preparation for final AFS reporting.
- Capacitation of Finance unit with relevant skilled resources and expertise including cost accountant resources.

4. VALUES

We aspire to achieve our mission through shared values and collective goals.

VALUE	EXPLANATION
Client centricity	We aspire to exceed customers' expectations and needs
Caring	We care for our people, customers and other stakeholders
Honesty and integrity	We treat our customers and suppliers with honesty and integrity
Team work	We value team work and collective goals
Diversity	We are diverse in our cultural and language backgrounds
Efficiency	We aspire to serve our customers as efficiently as possible
Commitment	We are committed to our customer value proposition

5. UPDATED SITUATIONAL ANALYSIS

SEE operates under a legislative mandate, PFMA and Treasury Regulations which directly impact on how the organisation operates. It is, however, important that the strategy development process should consider other environmental factors that may impact the ability of SEE to achieve its strategic objectives.

5.1 External environment analysis

PESTEL Analysis

	<p>POLITICAL</p> <ul style="list-style-type: none"> Government Stability with the introduction of the GNU Political Corruption still exists – zero tolerance Labour Laws for protection of employees Foreign Trade Policies – encouraging more job creation Government Subsidies - social grants and unemployment 		<p>ECONOMIC</p> <ul style="list-style-type: none"> High Inflation rates and GDP impacting households Interest rates are high, impacting on disposable income High Exchange rates Decrease Foreign Direct Investment Government debt on the increase
	<p>SOCIAL</p> <ul style="list-style-type: none"> High unemployment for youth High levels of poverty and inequalities still exist Crime is still a great challenge Education levels and skills development needed 		<p>TECHNOLOGY</p> <ul style="list-style-type: none"> Rise in the adoption of internet and digital literacy Cyber Attacks and Fraud - huge issue for businesses Many companies are investing in research and innovation. Introduction of Artificial Intelligence driving efficiencies
	<p>ENVIRONMENT</p> <ul style="list-style-type: none"> Climate change affecting households – drought, snow, floods affecting all employees and employers Core services inefficiencies – Electricity and Water Renewable Energy Land degradable 		<p>LEGAL</p> <ul style="list-style-type: none"> Health and Safety regulations protecting employees Correct the inequalities with minimum wage and other regulations Both Employee and Employer Union or Associations Intellectual Property Laws impacting the closure of business Immigration Laws and new NHI BILL

Political Factors

(a) Preferential supplier status and political will in favour of the organisation

From its establishment in 1943 under the National Party government, SEE had a preferential supplier status which compelled government departments to source school furniture and hospital linen from the organisation. This preferential status was repealed in 1999, replacing it with the Treasury grant to cover the salaries of its factory workers. The changes resulted in exposing the organisation to competitive tendering process for work with other public as well as private sectors organisations including those that employ able individuals. As a government entity, SEE does not have BEE accreditation which is a requirement to source government work in a competitive bidding process. This is adversely impacting the organisation's ability to source adequate work for its 13 factories thus increasing idle time for its employees.

In contrast to research from other parts of the world, countries like Philippine and Romania to name a few, government policies are still at the centre of driving sheltered employment for persons with disabilities. However, the situation is still encouraging for SEE. In addition to the continued Treasury funding, the recent pronouncements by the Honourable Minister of Health for the continued business relations, are both indications of a positive political will from the government entities towards SEE. Most importantly, SEE still enjoys a continued support from the National Department of Basic Education as a major supplier of school furniture. It is therefore up to SEE to strengthen and exploit these opportunities further.

(b) Local Content

The revised Preferential Procurement Policy Framework Act (PPPFA) regulations which came into effect on the 7 December 2011 empower the Department of Trade and Industry (the dti) to designate industries, sectors and sub-sectors for local production at a specified level of local content. The two industries that SEE is part of (such as school furniture and textile) are expected to have a 100% minimum threshold for local content.

This may present a competitive edge for SEE as it prides itself for producing products with 100% locally sourced material. On the other hand, the organisation faces a competitive threat generally faced by the local textile industry as several suppliers have closed due to low-cost imports from China. The local industry has failed to deal with the influx of cheap imports from China. The good news is that the revised PPPFA could resuscitate the local textile industry. Other state interventions including imposing tariffs on cheap textile from China to protect the local industry are also possible.

Economic factors

Employment is critical in generating economic activity and improving the quality of life of citizens as they earn disposable incomes to spend on local businesses to grow the gross domestic product (GDP) of the country. Persons with disabilities have been excluded in the open labour market and as such that has compromised the country's capacity utilisation since part of the population has not been participating and contributing to economic activity but simply relying on state grants for survival.

The current economic factors which have resulted in fiscal consolidation as government policy has adversely impacted SEE in terms of funding allocation. This forces the entity to drastically improve on its competitiveness around generating its own sales revenue and this means competing directly with the private sector in terms of gaining market share.

Social factors

South Africa is one of the most unequal societies in the world and to some extent, this reflects the legacies of apartheid which still weigh on the economy. Black South Africans are still by far poorer than white South Africans, and there are huge disparities within races as well. In addition, there is an approximately 30 % pay gap between women and men and where people live still determines how much access they might have to an education and job opportunities. Employers find it difficult to find workers that fit their required standards while job seekers find it difficult to find opportunities that would accept their limited skills set. There is therefore a huge skill mismatches in the country hence investing in improving the quality of education is a key element to fighting unemployment and inequality.

Technological Factors

The world is undergoing a fourth industrial revolution, one fuelled by smart, intelligent automation and marked by an unprecedented, exponential pace of change. Across industries and markets, organisations are facing mounting pressure from the rapidly evolving competitive landscape to transform and shift from product-centric business models to customer value centric models.

The textiles industry may be one of the oldest trades but has come a long way from the early days of handcrafting. Thanks to advancements in predictive analytics, artificial intelligence and ERP, there is an extraordinary opportunity for textile players to achieve Industry 4.0 leadership and deliver automated control over the textile fabrication process from design and colouring to fibre construction, fabric creation, finishing and delivery.

Having looked at the global technology advancements, the use of technology still has a long way to advance in South Africa given the potential of the economy. Given the unprecedented change that the textile and manufacturing industry is undergoing, it is critical that SEE reviews its operations and adopts a digital and modernisation strategy. However, the organisation must balance its purpose and reason for existence which is biased towards labour intensity against the extent of automation in its factories.

Ecological or environmental factors

The management of the natural environment is becoming increasingly important in all business sectors, particularly the manufacturing sector. All stakeholders now demand that manufacturers minimise any negative environmental effects of their products and operations. Managers play a critical role in determining the environmental impact of manufacturing operations through choices of raw materials used, energy consumed, pollutants emitted and waste generated.

Over the past three decades, conceptual thinking on environmental issues have slowly expanded from a narrow focus on pollution control to include a large set of management decisions, programmes and technologies. Like other manufacturers, SEE faces pressure to apply the concept of sustainable development to manufacturing, underscoring the need to think strategically about environmental issues. In this context, SEE must integrate environmental management into manufacturing design and technology decisions, particularly the wood products as the raw materials have a direct impact on ecology.

Legal factors

Delays or the failure thereof to speedily amend the Employment Services Act and finalise related regulations that governs how SEE should function present a legal challenge for the organisation. Furthermore, limitations in relevant delegation of the head of the entity are an impediment in attaining efficient and effective functioning of the organisation.

5 SWOT Analysis

The organisation has a rich history having been established in 1943 with the primary mandate of providing employment opportunities for persons with disabilities. The long history and experience itself present a major strength on which SEE can exploit to achieve sustainable performance. A lot has been achieved in the 82 years organisation's existence.

Overall, the organisation’s strength, weaknesses, opportunities and threats are summarised as follows:

STRENGTH	WEAKNESSES
<p>Unique mandate (providing opportunities for people with disabilities – gives a competitive advantage)</p> <p>Government financial support and commitment</p> <p>Infrastructure capacity, experience and technical knowledge</p> <p>Good reputation on manufacturing of textile and school furniture products</p> <p>Brand equity</p> <p>Proudly SA certified</p> <p>Modern production machinery</p>	<p>Underutilisation of assets and infrastructure</p> <p>Absence of team cohesion, silo mentality and poor communication</p> <p>Absence of integrated standard operating procedures and product standardisation</p> <p>Absence of succession planning in the factory operations including lack of management accounting resources</p> <p>Insufficient orders from government departments</p> <p>Insufficient funding allocated to SEE</p> <p>Inadequate organisational structure</p> <p>Inadequate and ineffective governance structure</p> <p>Shortcomings in the legal status</p> <p>Lack of agility / flexibility to responds to business demands</p>
OPPORTUNITIES	THREATS
<p>Partnership with key private and public stakeholders to ensure that there is enough work and orders to assist in maintaining the capacity we have and be able to provide more PWDs with work opportunities</p> <p>Political support in terms of departments and departments procuring from the SEE</p> <p>CMT / distribution partners to boost sales so that to keep the factory workers busy and boosting daily revenue</p> <p>Opening factory shops to drive daily revenue</p> <p>Building a network customer database within and outside government</p> <p>Training and capacitating all SEE factories to have all specialty skills under the products we are manufacturing</p> <p>Project plan with clear timelines to commission and connect the remaining new machinery</p> <p>Tap into CSI projects to ultimately be able to fully implement SEE's mandate</p> <p>New markets internally to be able to appeal to more customers</p>	<p>Dependency on other third parties for maintenance of infrastructure</p> <p>Competition coming from private sectors</p> <p>Legal identity not finalised</p> <p>Raw material purchased through a middleman / stringent procurement process</p> <p>Inadequate revenue generation and budget reduction</p> <p>Inability to retain surplus revenue</p> <p>No employee incentives</p> <p>Pricing regulation by NT</p> <p>Inadequate organisation posture / position</p> <p>Selling at losses</p> <p>Longer lead times in filling key positions</p> <p>Unfavorable entity reputation</p>

5.2 Internal environment analysis

Organisational Environment:

The factories are administrated by 159 staff members that are employed by the Department of Employment and Labour. Each factory is led by a factory manager who reports through their Directorate Operations to the SEE EXCO. All sales of products from the factories are centrally coordinated through the Directorate Business Development (seeclientservices@labour.gov.za). Products are marketed through the new SEE website (<https://see.labour.gov.za>). Printed catalogues are widely distributed to entities and the entity also conducts direct marketing to national and provincial departments.

Legal entity

The Draft Employment Services Amendment Bill of 2021 will amend Section 41 (1) which established the Supported Employment Enterprises (SEE) as a government component. This will clarify SEE’s legal status and then National Treasury can approve SEE to perform any of the functions of a trading entity as contemplated by the Public Finance Management Act. The completion of the Amendment Bill and the signing thereof by the President will assist a great deal in defining the governance structure of Supported Employment Enterprises.

6. PERFORMANCE INFORMATION

Purpose:

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

Production Facilities:

The SEE has a factory network across 8 of the 9 provinces in the country (SEE Website: <https://see.labour.gov.za>), and the factories footprint and production portfolio are as follows:

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

7. INSTITUTIONAL PERFORMANCE INFORMATION

Linking the Departmental Priorities with the MTDP Outcomes and SEE Indicators

INTERVENTIONS AND SOLUTIONS

NDP VISION 2030, GNU SOI, MTDP PRIORITIES AND THE SEVEN PILLARS UNDERPINNING THE DEPARTMENTAL PRIORITIES IN THE 7TH ADMINISTRATION

The outcome of the general elections on 29 May 2024 saw the formation of the Government of National Unity (GNU). A Statement of Intent (SOI) bounds the GNU and lays the foundational principles and minimum priorities programme. FOSAD, on 10 June and 1 and 11 July 2024, approved the draft Medium Term Development Plan (MTDP), which was a proposal for the first GNU Cabinet Lekgotla's consideration.

A Cabinet Lekgotla held on 13 - 14 July 2024 agreed on a minimum Programme of Priorities and approved that this be translated into the draft MTDP 2024-2029 as a more detailed plan. The MTDP will thus serve as the 5-year medium-term plan for the 7th Administration of the Government. It also serves as the implementation framework for the National Development Plan (NDP):

Vision 2030, the existing long-term plan for South Africa towards 2030. Following the Opening of Parliament Address on 18 July 2024, the President announced and confirmed the Strategic Priorities for the 7th Government Administration.

The three Strategic Priorities are the Key Driving Forces and the dynamic factors that help determine the nation’s trajectory towards its desired or planned-for future.

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

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

The Department has identified Seven Strategic Priorities that guide its interventions in line with the MTDP 2025-2030 Priorities namely,

Strategic Priority 1: Strengthen regulatory capabilities of the Department

Strategic Priority 2: Coordination of employment interventions within government through collaborations, partnerships and co operations

Strategic Priority 3: Good Corporate Governance

Strategic Priority 4: Improved service delivery

Strategic Priority 5: Strengthen the institutional capacity of the Department

Strategic Priority 6: Massify the marketing of the Departmental services and Programmes

Strategic Priority 7: Advance the new employment mandate of the Department

Alignment of the Medium-Term Development Plan (MTDP) 2025-2030, Department of Employment and Labour’s Seven Strategic Priorities and the Strategic Plan Indicators

DEPARTMENTAL PRIORITIES	MTDP OUTCOMES	SEE INDICATORS
1. Strengthen regulatory capabilities of the department		AOP indicators
2. Coordination of employment interventions within government through collaborations, partnerships and co operations	Increased employment and work opportunities	SP – Indicator 1 Number of jobs created per financial year increased APP – Indicator 1 Number of additional persons with disabilities employed in the SEE factories by the end of March
	Increased employment and work opportunities	SP & APP - Indicator 2 % annual increase of sales revenue from goods and services by the end of March each year SP & APP - Indicator 3 Number of customer agreements entered into annually
3. Good Corporate Governance	An ethical, capable and professional public service	SP & APP - Indicator 4 % of AFS qualification paragraphs reduced in the AGSA audit report

DEPARTMENTAL PRIORITIES	MTDP OUTCOMES	SEE INDICATORS
4. Improved service delivery	An ethical, capable and professional public service	AOP indicators 1. Number of production plans developed annually 2. % production plan implemented annually
5. Strengthen the institutional capacity of the Department	Increased employment and work opportunities	AOP indicators SP & APP - Indicator 4 % of AFS qualification paragraphs reduced in the AGSA audit report
6. Massify the marketing of the departmental services and Programmes	Increased employment and work opportunities	SP & APP – Indicator 5 (NEW) Number of SEE marketing and communications campaigns conducted annually
7. To advance the new employment mandate of the Department	Increased employment and work opportunities	SP – Indicator 1 Number of jobs created per financial year increased APP – Indicator 1 Number of additional persons with disabilities employed in the SEE factories by the end of March.

Measuring Impact

<i>Impact statement</i>	<i>A labour market which is conducive to decent employment</i>
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MEASURING OUTCOMES

MTDP Priority 1: Drive Inclusive growth and job creation

MEDIUM TERM DEVELOPMENT PLAN PRIORITY 1: INCLUSIVE GROWTH AND JOB CREATION			
OUTCOME: INCREASED EMPLOYMENT OPPORTUNITIES			
OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Increased employment and work opportunities	1. Number of jobs created per financial year increased	263	1000
	2. % annual increase of sales revenue from goods and services by the end of March each year	13%	10%
	3. Number of customer agreements entered into annually	27	60
	4. Number of marketing and communications campaigns conducted annually	New	20

MTDP Priority 3: Build a capable, ethical and developmental state

MEDIUM TERM DEVELOPMENT PLAN PRIORITY			
OUTCOME: IMPROVED SERVICE DELIVERY			
OUTCOMES	OUTCOME INDICATORS	BASELINE	FIVE-YEAR TARGETS
Improved governance and performance of public entities	5. % of AFS qualification paragraphs reduced in the AGSA audit report	New	100% of AFS qualification paragraphs reduced in the AGSA audit report

Explanation of Planned Performance over the Five-Year Planning Period

1. The employment of persons with disabilities will assist in reducing government spending on social grants and alleviate poverty. Given the status quo of the high unemployment rate in SA, employing PWDs will assist in reducing the unemployment rate in the country.
2. The increase in sales revenue contributes to the achievement of the National Development Plan by enabling the SEE to create decent employment opportunities for persons with disabilities, which is in line with priority 1 in the MTDP. The increase of sales will ensure that the entity can generate additional employment.
3. The third indicator is aligned to the increase in sales as it relates to the increase in the market share of the entity thereby increasing the ability of the entity to generate sales. The impact of the achievement of both of the aforementioned indicators will help in creating employment for persons with disabilities and contributing to the growth of the economy
4. The fourth indicator is to increase SEE's visibility by conducting marketing and communications campaigns annually and this in turn will assist in implementing SEE's mandate of providing work opportunities for PWDs.
5. The fifth indicator is to improve the audit outcome and move SEE from adverse audit opinion. This will boost relevant stakeholders' confidence especially the public in taking accountability for the public funds allocated to us. It will also assist us in improving on our internal control environment.

6. KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
Increased employment and work opportunities	Inability to generate work opportunities for persons with disabilities	<ul style="list-style-type: none"> • Develop and implement sales and marketing strategy • SEE to facilitate being granted Preferential procurement status
	Lack of integrated value chain SOP	Develop and implement integrated value chain SOP
	Inability to retain and increase customer base	Develop and implement integrated value chain SOP
An ethical, capable and professional public service	Inadequate audit action plan: Improved governance and performance of public entities	<ul style="list-style-type: none"> • Develop and implement adequate audit action plan

TECHNICAL INDICATOR DESCRIPTION (TID)

INDICATOR TITLE	1. Number of additional persons with disabilities employed in the SEE factories
DEFINITION	<p>The indicator measures the number of new additional persons with disabilities provided with work opportunities or entered into programmes that promote their employability on a contract/permanent basis</p> <p>Work opportunities – chances available for individuals to secure jobs in the SEE</p> <p>Employability – the quality of being suitable for paid work</p> <p>Persons with Disabilities – The term is used to apply to all persons with disabilities including those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various attitudinal and environmental barriers, hinders their full and effective participation in society on an equal basis with others</p>
SOURCE OF DATA	<p>VIP</p> <p>Employee HR file:</p> <ul style="list-style-type: none"> • Employee signed appointment letter • Proof of disability letter • ID copy
METHOD OF CALCULATION / ASSESSMENT	A count of the number of additional persons with disabilities provided with work opportunities, either permanent, contract and project work opportunities
ASSUMPTIONS	<p>allocated budget isn't drastically reduced</p> <p>Receiving substantial support of customer orders</p>
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Target for People with Disabilities: 100%
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	1000 Additional persons with disabilities employed by end of March 2030 to include youth and women
INDICATOR RESPONSIBILITY	<p>CEO: SEE</p> <p>D: HRM</p>

INDICATOR TITLE	2. % annual increase in sales revenue
DEFINITION	The percentage increase in sales from the 2024/25 financial year
SOURCE OF DATA	Syspro system
METHOD OF CALCULATION / ASSESSMENT	<p>Calculation of the percentage difference of achieved sales against prior year sales</p> <p>Formula:</p> <p>Sales increase=Current year sales less prior year sales divided by prior year sale multiply by 100 to determine the percentage</p>
ASSUMPTIONS	Assumed that the data generated from the system will be accurate and correct
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	To increase sales revenue by 10% each year until the end of March 2030
INDICATOR RESPONSIBILITY	SEE – D:BD

INDICATOR TITLE	3. Number of customer sales agreements entered into annually
DEFINITION	The number of sales contracts entered into with customers
SOURCE OF DATA	Signed customer sales agreements
METHOD OF CALCULATION / ASSESSMENT	A count of the number of signed contracts entered into with customers for the sale of goods and services from the SEE
ASSUMPTIONS	Assumed that all sales agreements will be entered into by way of a signed contract
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	60 customer sales agreements entered into by end of March 2030
INDICATOR RESPONSIBILITY	SEE – D: BD

INDICATOR TITLE	4.Number of SEE marketing and communications campaigns conducted annually
DEFINITION	It defines the number of marketing and communications campaigns conducted in the SEE Marketing and communications campaigns means a series of campaigns activities conducted per annum in the SEE
SOURCE OF DATA	Marketing and communications campaigns report
METHOD OF CALCULATION / ASSESSMENT	A count of the number of marketing and communications campaigns in the SEE per annum
ASSUMPTIONS	Assumed availability of resources, ie financial and human resources
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	• Target for Women: N/A • Target for Youth: N/A Target for People with Disabilities: N/A
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	20 marketing and communications campaigns conducted by end of March 2030
INDICATOR RESPONSIBILITY	SEE – D: BD

INDICATOR TITLE	5. % of AFS qualification paragraphs reduced in the AGSA audit report
DEFINITION	A percentage of qualification paragraphs in the AGSA audit report in relation to AFS reduced in comparison to prior year AGSA audit report
SOURCE OF DATA	AGSA audit report
METHOD OF CALCULATION / ASSESSMENT	A count of number of AFS qualification paragraphs in the AGSA audit report expressed in a percentage form AFS qualification paragraphs reduced in AGSA audit report = Number of current AFS qualification paragraphs minus number of prior AFS qualification paragraphs divided by number of prior AFS qualification paragraphs multiply by 100 = %
ASSUMPTIONS	-
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A
DESIRED PERFORMANCE	Reduce qualification paragraphs in the AGSA audit report by 100% by the end of March 2030
INDICATOR RESPONSIBILITY	SEE - CFO

