



National Economic Development
and Labour Council
Annual Report 2015/2016

COMBATTING POVERTY UNEMPLOYMENT INEQUALITY

20 YEARS
OF SOCIAL DIALOGUE

HEALTH & SAFETY RIGHTS FOR WORKERS

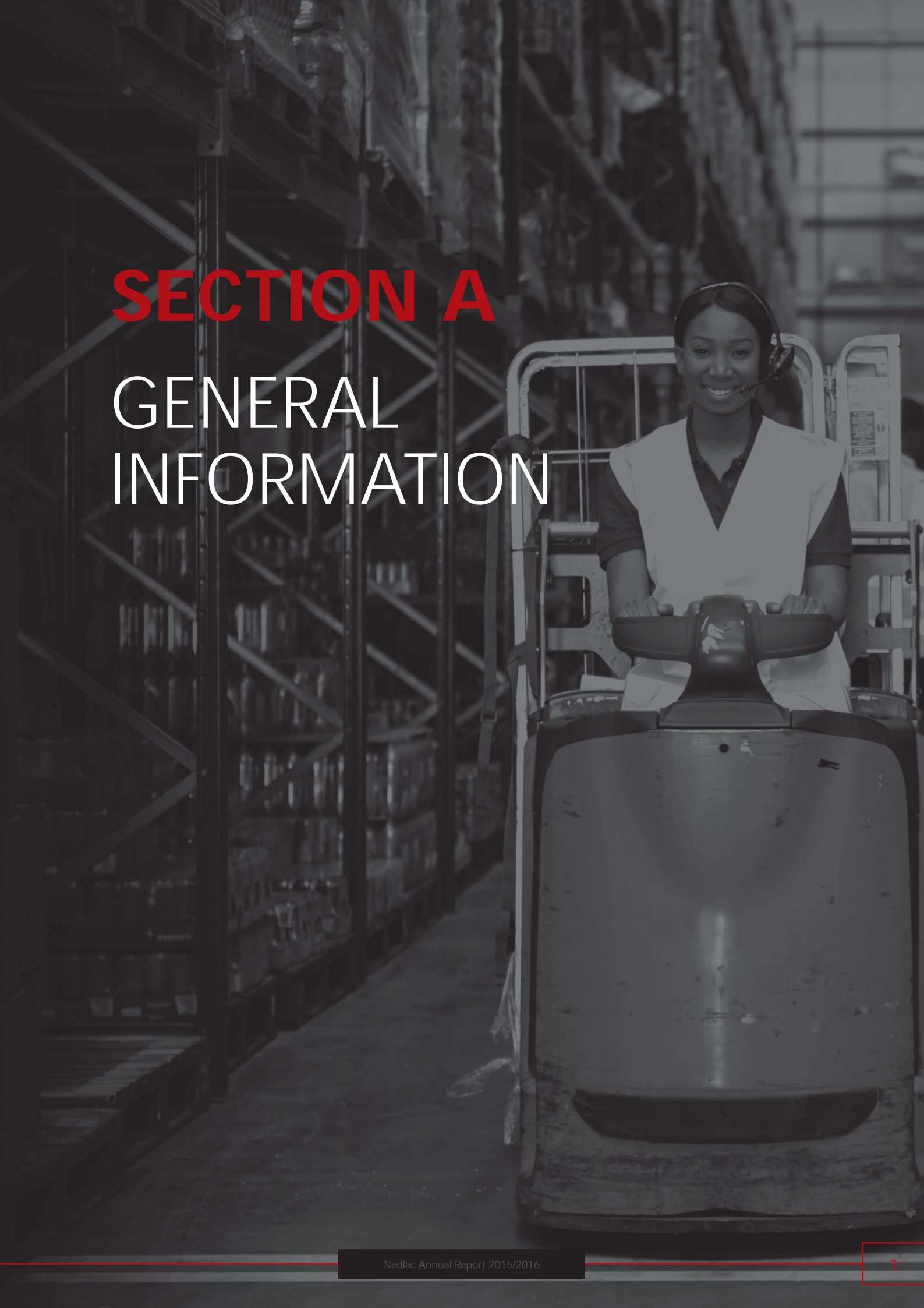
The Occupational Health and Safety Act affords workers some rights in health and safety in the workplace. It tells management to set-up safety representatives and safety committees in the workplace. Inspectors have wide powers in terms of the Act to ensure that employers and employees follow the Act.

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EQUAL OPPORTUNITIES — FOR — DESIGNATED GROUPS

The Employment Equity Act agreed to at Nedlac ensures that qualified people from designated groups have equal opportunities in the workplace through targeted affirmative action policies.

A black and white photograph of a woman operating a forklift in a warehouse. She is wearing a headset and a high-visibility vest. The background shows tall industrial shelving units filled with boxes. The text 'SECTION A' is in red, and 'GENERAL INFORMATION' is in white, both in a large, bold, sans-serif font.

SECTION A

GENERAL INFORMATION

FOUNDING DECLARATION

Growth, equity and participation

- The democratic election of 1994 opened a new era for South Africa. It was the decisive step in the transition to democracy. Now our country must meet the challenges of social development and economic growth.
- South Africa is a land rich in resources, with a strong and diversified economy. It has a people eager to make democracy work. It has a well-developed physical and financial infrastructure, such as transport, telecommunications and the banking system.
- South Africa is also characterised by severe inequality in incomes, skills, economic power, ownership and a skewed pattern of social development. This, together with large-scale unemployment and inadequate economic performance, has created major problems in our society.
- Government, organised labour, organised business and community-based organisations need to develop and strengthen cooperative mechanisms to address the challenges facing our new democracy. Our three defining challenges are:
 - Sustainable economic growth – to facilitate wealth creation as a means of financing social programmes; as a spur to attracting investment; and as the key way of absorbing many more people into well-paying jobs.
 - Greater social equity – both at the workplace and in the communities – to ensure that the large-scale inequalities are adequately addressed, and that society provides, at least, for all the basic needs of its people.
 - Increased participation – by all major stakeholders in economic decision-making at national, company and shop-floor level to foster cooperation in the production of wealth and its equitable distribution.
- Meeting these challenges is critical to the success of the Reconstruction and Development Programme.
- The National Economic Development and Labour Council (Nedlac) is the vehicle by which Government, labour, business and community organisations will seek to cooperate, through problem-solving and negotiation, on economic, labour and development issues and related challenges facing the country.
- Nedlac will conduct its work in four broad areas, covering:
 - Public finance and monetary policy;
 - Labour market policy;
 - Trade and industrial policy; and
 - Development policy.

Nedlac is established in law through the National Economic Development and Labour Council Act, No. 35 of 1994, and will operate in terms of its own constitution.

NEDLAC'S MANDATE

The Nedlac Act requires the institution to:

- Strive to promote the goals of economic growth, participation in economic decision-making and social equity;
- Seek to reach consensus and conclude agreements on matters pertaining to social and economic policy;
- Consider all proposed labour legislation relating to labour market policy before it is introduced in Parliament;
- Encourage and promote the formulation of coordinated policy on social and economic matters;
- Consider all significant change to social and economic policy before it is implemented or introduced in Parliament; and
- Consider socio-economic disputes in terms of Section 77 of the Labour Relations Act (LRA).

NEDLAC'S MODUS OPERANDI

Nedlac conducts its business through using one, or all, of the following tools:

- Negotiations that seek to deliver formal consensus-based agreements on economic and social policy issues;
- Mandates: Nedlac constituencies participate in Nedlac on the basis of mandated positions;
- Consultations that seek consensus on proposed policy prior to it being tabled for negotiation or implementation;
- Conduct information-sharing sessions and seminars to report and evaluate progress on the implementation of social and economic policies;
- Conduct research that guides the formulation and implementation of social and economic policy; and
- Resolving socio-economic disputes in terms of section 77 of the LRA.

STRATEGIC OVERVIEW

This section provides a synopsis of the strategic framework of the organisation.

Vision

To promote growth, equity and participation through social dialogue.

Mission

To give effect to the Nedlac Act by ensuring effective public participation in labour-market and socio-economic policy and legislation, and to facilitate consensus and cooperation between Government, labour, business and the community in dealing with South Africa's socio-economic challenges.

Values

We respect and promote:

- Accountability;
- Transparency;
- Integrity and ethical conduct;
- A spirit of partnership; and
- Problem-solving and consensus-seeking.

LEGISLATIVE AND OTHER MANDATES

Nedlac is a statutory body which is governed and mandated by The National Economic Development and Labour Council Act, No. 35 of 1994.

Nedlac's work programme is largely determined by the legislative and policy programme of Government, as well as issues tabled by constituencies. These issues can be tabled at a Chamber, Management Committee (Manco) or the Executive Council (Exco).

Issues that are tabled at Manco or Exco are referred to the appropriate Chamber for negotiation or consultation: Trade and Industry; Public Finance and Monetary Policy; Labour Market; and Development. Issues of a cross-cutting nature are dealt with by Manco and/or Exco, usually through special task teams.

**MESSAGE
FROM THE
EXECUTIVE
DIRECTOR**

Madoda Vilakazi

Nedlac remains the relevant home of social dialogue and sits at the apex of government policy formulation vis-à-vis labour market and socio economic aspects. In the financial year 2015/2016 Nedlac was confounded by interesting challenges and setbacks. For the entire period the organisation did not have a full time Executive Director and for half the period did not have a Head: Programme Operations. This had a serious impact on the organisational ability to execute its mandate. On the other hand, Nedlac embarked on interesting work which was initiated by the Deputy President of the Republic, Mr Cyril Ramaphosa after the Labour Relations Indaba (LRI). The work as directed by the Ekurhuleni Declaration dealt with amendments to the Labour Relations Act and the national minimum wage. The social partners had made commendable progress in both task teams by the end of the financial year. It is anticipated that this work will be finalised in the 2016/2017 financial year.

The country experienced adverse economic fortunes with the Rand falling to its worst level at R18 to the US Dollar and the commodity prices plummeted to levels last seen 10 years ago. This had a significant negative impact on job creation and economic growth. Many jobs were lost mainly in the mining and information technology industries. Therefore, President Zuma in his State of the Nation Address implored all government departments and state entities to curb wasteful expenditure. Nedlac took this injunction to heart and ensured prudent deployment of resources.

One of the challenges facing Nedlac is the ability to hold onto key staff and thus retain institutional memory in the organisation. Despite capacity constraints in critical areas like finance, Nedlac achieved a 90% overall performance score on its approved annual performance plan. Going forward this could be improved by ensuring that all the units are adequately resourced and internal staff reshuffled where it could boost performance and ensure maximum utilisation of skills and expertise, and where necessary, acquire skills externally. The critical aspect would be to retain these skills at Nedlac and build institutional memory, which is invaluable for the success of an organisation like ours.



The qualified audit of 2014/2015 was a wake-up call for Nedlac as the institution worked harder with the help of the Office of the Auditor-General, with the CFO and the internal auditors to build capacity where there was none with the intention of ensuring that Nedlac returns to non-qualified audit opinion. This, unfortunately, was not achieved in this financial year; Nedlac got a qualified audit opinion again. Despite this adverse finding, there is evidence in the governance section of this annual report that the oversight Committees, i.e. Audit and Risk Committee and the Finance Committee performed diligently to safeguard Nedlac's resources. Our governance structures are meeting regularly, as legislated and mandated, and give valuable input on how to move Nedlac forward.

As the Executive Director who assumed the reins a day after the end of the financial year under review, I wish to express my gratitude to the acting executive directors who held the fort and ensured that the constitutional mandate of Nedlac was executed, and to the staff of Nedlac who worked very hard in assisting me to report on the work they accomplished. My gratitude also goes to the Overall Convenors and the Governance Structures of Nedlac for lending their helping hands in ensuring that my landing was seamless.

MESSAGE FROM THE OVERALL CONVENOR – BUSINESS

Laurraine Lotter

The past year has been filled with challenges. Given the global economic climate and its negative impact on the efforts that we are making as a country to achieve the 2030 vision of the National Development Plan (NDP), the role of Nedlac becomes increasingly important. There is no other national body than the NDP that is better able to consider issues that may have an impact on the achievement of the national imperatives of addressing inequality, poverty and unemployment taking into account a range of views.

Given the commitment by Government to reduce the red tape, which continues to hamper investment, consideration of legislation and policy prior to its tabling in parliament serves an extremely useful purpose in providing for a formal consideration of the potential socio-economic impact, particularly of new legislation.

Although legislation is essential in any society, the way in which it is drafted and implemented makes a significant difference to its potential impact. The role of Nedlac in considering legislation is therefore invaluable as it provides different perspectives which enrich the final product. Business continues to encourage high-level participation by captains of industry in Nedlac deliberations and hopes to build on the successful participation of senior business people in the Committee of Principals, which is engaged in the implementation of the Labour Indaba Declaration.

These deliberations are now nearing finalisation and can provide a number of lessons in successful inclusion of senior members of all constituencies. Business is seized with addressing the challenges in the economy and remains committed to playing a constructive role in economic growth and transformation. In this regard, business believes that much greater focus should be on establishing a more conducive environment for sustainable enterprises to be established and flourish.



Business has identified a number of key priority areas for policy attention, which would improve the environment for small business, and looks forward to engaging on these in the future.

These priority areas include improving access to information for business start-up and business support services, simplifying and accelerating timeframes for approvals required for start-up, developing new ways to increase access to finance and market opportunities. Business recognises the need to strengthen the voice of small business in social dialogue and is committed to doing this in respect of Nedlac engagements.

I wish to thank the business representatives in the various structures of Nedlac, particularly the Chamber Convenors, for their ongoing commitment to social dialogue and, consequently, contributing to the successful conclusion of a number of agreements during the year.

MESSAGE FROM THE OVERALL CONVENOR – COMMUNITY CONSTITUENCY

Dumisani Mthalane

Even though South Africa has 22 years of democracy under its belt, it is still battling to address the triple challenges: poverty, unemployment and inequality. Although there have been many plans and programmes meant to activate economic growth thereby affording South Africans the opportunity to find meaningful and decent work, it should, however, not only be decent but should also be complemented by a decent income or a living wage.

We saw the promulgation of various accords; among them, the New Growth Path. In 2013/14 and over the next three years, Government made plans to invest R827 billion in building new, and upgrading existing, infrastructures. The New Growth Path sets a goal of five million new jobs by 2020, identifies structural problems in the economy and points to opportunities in specific sectors and markets, or “jobs drivers”. The first jobs driver is infrastructure: laying the basis for higher growth, inclusivity and job creation.

In the 2015/16 plans by the Inter-Ministerial Committee on Public Employment Programmes (PEP-IMC), Government envisaged creating 6 million work opportunities by 2019. This would be achieved through various programmes that would create jobs for those who could not find work and that create public goods in the form of new infrastructure or the improvement of existing infrastructure. The programmes would also address service delivery challenges.

Besides such initiatives, the South African society has been, and is, going through turbulence due to various socio-economic factors. Unemployment is ravaging our youth and our education system is not equipping our people with the right skills for them to be absorbed into the mainstream economy. South African communities have experienced civil unrest where infrastructure has been burnt and vandalised. Challenges of service delivery, inequality, unemployment and poverty exist unabated.

The theme Growing the Economy to Create Decent Jobs is aimed at reinvigorating and revitalising the plans we currently have at hand. The sickness with our socio-economic policies is that they run short of focused implementation.



In Growing the Economy to Create Decent Jobs, social dialogue has been a key means for addressing sectoral issues during the current economic, financial and social crisis, as some sectors and, to a large extent, communities have been affected by socio-economic challenges. Social dialogue strengthens the country's democratic institutions and fosters socio-economic development in all areas.

Crises, despair and distress continues to escalate while poverty ravages our poor communities. The critical question surrounding the dire state of poverty of the country is what is the role of private business in assisting communities in distress?

The private sector remains the top scorer keeping conditions conducive for business and profits. The Community Constituency implores the state to use moral persuasion to enforce the responsibility of the private sector in a developmental state to citizens.

The Community Constituency will be hosting two conferences in the future: The Civil Society Consultative Conference, taking place in KwaZulu-Natal in July 2016, will focus on consolidating, reinvigorating and revitalising the post-1994 weakened civil society. Civil society would engage communities about the importance of dialogue as a way of dealing with societal challenges.

A Community Constituency sector, Financial Sector Campaign Coalition will also be convening a summit in the future. The Financial Sector Campaign Coalition (FSCC) has been at the forefront of championing transformation in the financial sector in South Africa. The coalition started its campaign to “make the banks serve the people” in 2000, and initiated the process within Nedlac that culminated in the Financial Sector Summit in August 2002. In the next summit, the FSCC will review some of the objectives and targets the sector set to achieve.

Social dialogue-based democracy has been advocated by Community Constituency. Political stability ensures an investor-friendly environment, thereby warranting economic growth and consequently, decent jobs. The rating of our country by rating agencies is critical for investment in South Africa.

Social dialogue is the only way to solve challenges faced by our communities, and civil society has taken itself to task for making sure that problems are solved through dialogue.

The commitment of social partners is necessary at all levels in all policy priorities. The current economic situation shows, more than ever, the need to reinforce the role of social partners and strengthen social dialogue in South Africa.

The minimum wage negotiations and social partners in dialogue have highlighted the openness to different paradigms and that options through dialogue can foster a common vision for promoting equity, growth, job creation, skilling and reskilling of the workforce, and improve the quality of life through people-centred development for all South Africans, where the economy is grown and decent jobs created.

MESSAGE FROM THE OVERALL CONVENOR – GOVERNMENT

Virgil Seafield

Nedlac is one of the earliest of our new democratic institutions to be formed. Its aim, well encapsulated in the founding documents of the organisation, was to bring labour, business and the Government together to negotiate policies that would promote economic growth and job creation. It is common knowledge that during this period Nedlac did a great deal of innovative and important work, balancing interests that were often hard to reconcile, to put in place new labour and competition legislation. These successes were well-documented and because of the critical nature of debates, coupled with the urgency thereof around that time, raised the profile of the organisation.

Now, one is often confronted by the question of the relevance of Nedlac, and this debate is not waning. It is asked in the context of the relevant strength of social partners, the supposed positional bargaining that seems to permeate discussions around critical Government policies and the length of time that these policies sit in the organisation.

But should the question not be posed differently? Our country is faced with rising inequality, unemployment and poverty. We sit with a lethargic economy that has not grown to the extent that it can create the required levels of jobs; we sit with a society that has become impatient with the rate of change, manifested in the number of mass actions around service delivery.

Every organisation as it evolves must go through different developmental phases, whether it is organised business, organised labour, community or even Government, it is inevitable. This will affect the manner in which it mobilises and engages. At some point, it will even effect the articulation of its voice relative to its social partners. Is it not, therefore, wrong to premise the relevance of Nedlac on the relative strength of its social partners? Should the question not rather be to what extent it engages on and informs the current debates around the economy, trade policy, social policy and our labour regime, and whether it contributes constructively to the solutions to these vexing issues.



During the last year, Nedlac has engaged on all of these matters, the national minimum wage and the fractious labour market. It has engaged with social policy, trade policy and economic policy, other labour policy and apart from the ones that it is still busy with, it has delivered on all of these.

While Government has crafted a much-focused nine point plan to change this reality, the change we require to provide the necessary impetus for this to work, needs to be continued and consistent dialogue and buy-in in order to “make things work”.

This speaks to the relevance of the organisation that it diligently and purposefully acts as the facilitator of social dialogue, not the purveyor of such; and that it continues to provide the platform for debate and social dialogue and not become the protagonist in and by itself. Nedlac remains relevant and will do so for some time to come.

MESSAGE FROM THE OVERALL CONVENOR – LABOUR

Bheki Ntshalintshali

Faced with the prolonged global increase in unemployment and inequality, poverty and continuing collapse of enterprises, the International Labour Organisation (ILO) adopted a Global Jobs Pact designed to guide national and international policies aimed at stimulating economic recovery, generating jobs and providing protection to working people and their families.

The international community understood that the unprecedented increase in unemployment and the persistence of very high levels of poverty and inequality would take a long time to overcome. It has been estimated that even if an economic recovery was to begin to take hold within the next year or two, the global jobs crisis could take six to eight years to overcome.

Sir Roy Trotman, the worker Vice President of the ILO, stated appropriately that "we are sending a message of vision, change and realism to governments and to the woman and man in the street. Today, the Jobs Pact is only a piece of paper. We, governments and workers and employers have to make it a reality. This includes a commitment of governments to social dialogue and strong labour markets institutions. Recovery requires a wage-led increase in aggregate demand, social protection and social dialogue, collective bargaining. If we fail, societies lose. If we succeed, future historians would say ILO lived up to its mandate."

These words remind us of the processes that we as Nedlac social partners took in drafting and eventually adopting the South African Response to the Global Crisis. Many of the initiatives and steps we took in addressing our challenges proved to militate against some of the worst effects of the global crises upon our economy. We crafted Nedlac to be relevant and useful in addressing key challenges facing South Africa's economic and developmental challenges. The New Growth Path, IPAP and many such policies protected us, to an extent, from the crude and ruthless economic crisis but are not sufficient on their own.



We were sceptical when our Treasury was boasting that our economic fundamentals were in place and we should therefore not worry. Whilst the world was talking about economic recovery, we stated that economic recovery without jobs is not an economic recovery and we have sadly been proven correct.

Today, we are suffering from an unprecedented unemployment rate of about 36%. This is a crisis. It is both socially unsustainable and politically unstable, and needs urgent interventions. South Africa is in a position to tackle the crisis in our country because we understand the problems and how they need to be addressed.

Both in our Growth and Development Summit and the South African Response to the Global Crisis, we stated that the investment level by business has to increase to 25%, public infrastructure investment, special employment programmes, broadening of social protection, in-sourcing of services in the public sector, a national minimum wage and collective bargaining will reduce poverty, increase demand and contribute to economic stability.

We must acknowledge that Government has done an excellent job in implementing its 9 Point Plan, namely to resolve the energy issues; strengthen the agricultural value chain; increase beneficiation through the value adding to mineral resources; strengthen implementation of the industrial policy action plan; encourage private sector investment; moderate workplace conflict; unlock SMMEs, cooperatives, township and rural enterprises; reform state-owned enterprises, broadband rollout, water, sanitation and transport infrastructure; and Operation Phakisa to grow the ocean economy.

However, Government has not done enough to turn the situation around. The pace of delivering its outcome, quantity and the quality of jobs has not reached the desired outcome. Hence society is questioning the relevance of Nedlac. They are reminded that in 2009, the ILO's Jobs Pact Nedlac adopted its own Jobs Pact and managed to ward off the most gruesome economic crisis.

Society wants Nedlac to unite and convene a jobs summit or a similar forum to draft a new approach. They believe that the leadership of business, labour and Government have a duty to give life to the commitments that were made in the ILO Jobs Pact, as well as at the South African Response to the Global Crisis, that we all have the collective responsibility for the future. Together, we can make good on our common aspirations. We have a mandate to act now. And working together we will certainly succeed. Our economy is on the verge of recession and the rating agencies are considering downgrading us to junk status. At the beginning of the 2015/16 financial year we committed ourselves as social partners to make Nedlac work.

One of our key commitments was that we would delegate Nedlac work to senior people in our organisations. Organised labour has lived up to that undertaking and we have delegated our most senior people, being the Presidents and General Secretaries, to Nedlac, but we wonder whether others have done so as well.

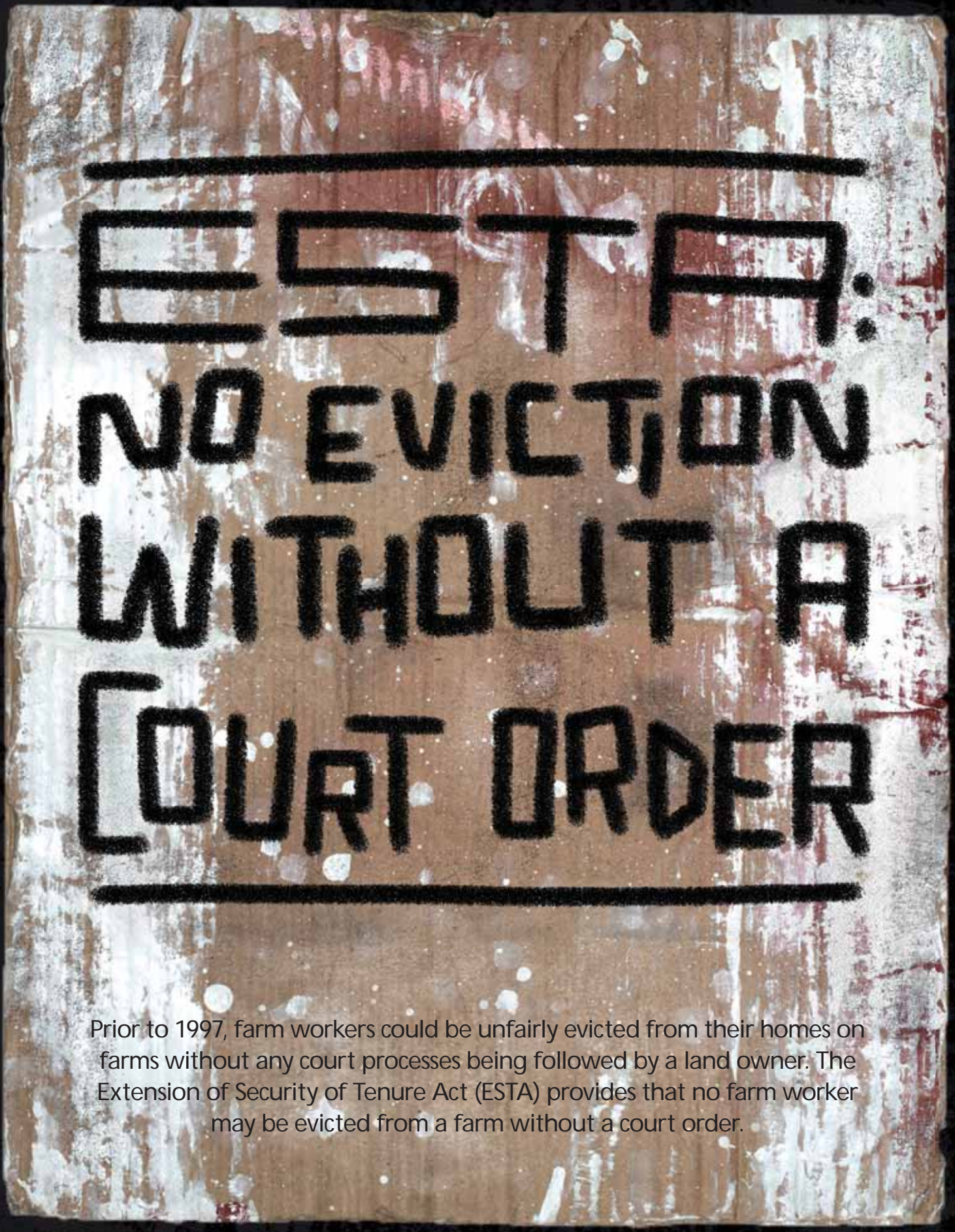
We welcome the new Executive Director of Nedlac Mr Madoda Vilakazi and wish him well as he joins Nedlac at a time of serious economic challenges. We hope by the time of this summit Nedlac would have a full staff complement, including the Head: Programme Operations.

We are sending a message of vision, change and realism to governments and to the woman and man in the street. Today, the Jobs Pact is only a piece of paper. We, governments, workers and employers have to make it a reality. This includes a commitment of governments to social dialogue and strong labour markets institutions. Recovery requires a wage-led increase in aggregate demand, social protection and social dialogue, collective bargaining. If we fail, societies lose. If we succeed, future historians would say ILO lived up to its mandate.

PUBLIC ENTITY'S GENERAL INFORMATION

There have been no changes in the legislative mandate of:

Registered name of the public entity:	National Economic, Development and Labour Council (Nedlac)
Registered office address:	14A Jellicoe Avenue, Rosebank, 2196
Postal address:	PO Box 1775, Saxonwold, 2132
Contact telephone numbers:	011 328 4200
Email address:	info@nedlac.org.za
Website address:	www.nedlac.org.za
External auditors information (name and address):	Auditor-General of South Africa Contact telephone number: 012 426 8000
Bankers information (name and address):	First National Bank, Rosebank Branch Liz Makgalemele 087 311 7350 Email matshere.makgalemele@fnb.co.za
Company secretary:	Mr Ian Macun, Acting Executive Director 14 December 2015 – 31 March 2016 Mr Mahandra Naidoo, Acting Executive Director Resigned 31 October 2015



ESTA: NO EVICTION WITHOUT A COURT ORDER

Prior to 1997, farm workers could be unfairly evicted from their homes on farms without any court processes being followed by a land owner. The Extension of Security of Tenure Act (ESTA) provides that no farm worker may be evicted from a farm without a court order.

SECTION B

PERFORMANCE INFORMATION

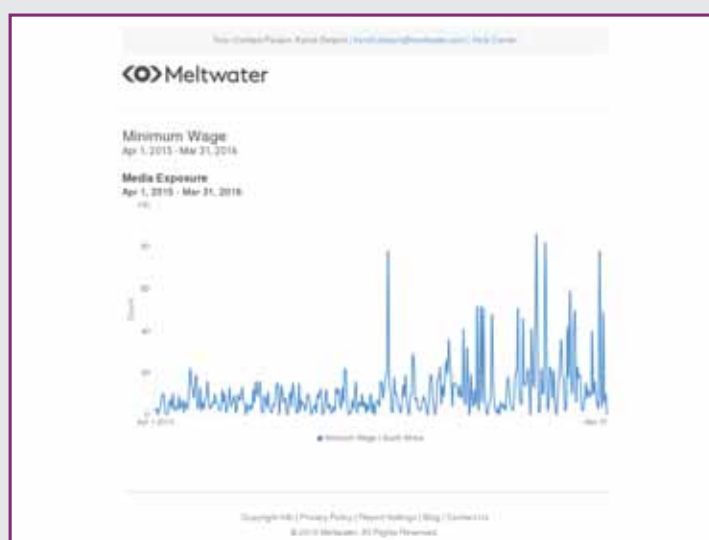
LABOUR RELATIONS

In November 2014 Nedlac held a conference in Ekurhuleni which resulted in the Ekurhuleni Declaration. The purpose of the conference was to look at measures to stabilise the labour market and to deal with wage inequality in the country. As a result, a Committee of Principals – chaired by Deputy President Cyril Ramaphosa – comprising leadership from all of the Nedlac social partners, was established. The CoP set up two task teams to take forward the work of the conference: the Labour Relations Technical Task Team and the Wage Technical Inequality Task Team.

The Labour Relations Technical Task Team has looked at various measures to stabilise the labour market, focusing on violence in strikes and measures to strengthen collective bargaining. The task team met 17 times over the past financial year.

The Wage Inequality Technical Task Team has been focusing on the introduction of a national minimum wage in the country. The task team met 13 times over the past financial year.

BUSINESS	COMMUNITY	GOVERNMENT	LABOUR
Sipho Pityana Bobby Godsell Sim Tshabalala Koko Khumalo Tshepo Matlala Khanyisile Kweyama Tanya Cohen	Diteko Moreotsenye Thulani Tshefuta Isobel Frye Thandiwe Mfulo Skhumbuzo Mpanza Laura Kganyago Dumisani Mthlane	Minister E Patel Minister N Nene Minister R Davies Minister Pravin Gordhan Minister L Zulu Minister G Nkwinti Thobile Lamati (DG) Raymond Masoga Thembinkosi Mkalipi Faried Adams Virgil Seafeld Mr Vries (DG) Dr Thami Mazwai Mr Mkhumane Ian Macun	Sidumo Dlamini Tyotyo James Zingiswa Losi Narius Moloto Dennis George Bheki Ntshalintshali Thulani Khumalo Joseph Maqhekeni Godfrey Selematsela Johan Van Niekerk Neil Coleman Edward Thobejane Solly Pheto



OVERVIEW OF PUBLIC ENTITY'S PERFORMANCE

The Nedlac secretariat continues to deliver high-level service to the social partners. The organisation delivered on over 90% of its annual performance targets. Consensus on policy and legislation continues to be high and compliance with the Nedlac Protocol (on finalising engagements within six months) is around 75%.

There was an increasing number of Section 77 applications over the past financial year, with a total of 14 applications lodged. Applications around the Taxation Laws Amendment Act were lodged by the Congress of South African Trade Unions (Cosatu), the National Union of Metalworkers of South Africa (NUMSA), the Association of Mineworkers and Construction Union (AMCU) and the National Union of Public Service and Allied Workers (NUPSAW). Cosatu also lodged Section 77 applications on transport, health, energy and jobs. Of the 14 applications, one was deemed a mutual interest issue, and the rest were managed at Nedlac.

The Nedlac Chambers have done exciting work both with research projects and with information-sharing sessions. The Labour Market Chamber held a series of discussions with institutions that fall within the labour ambit, including the Department of Justice (looking at capacity of the Labour Courts) and a briefing on the Commission for Employment Equity. The Public Finance and Monetary Policy Chamber held sessions on household savings, the Davis Tax Committee and tax harmonisation.

Nedlac has been without a Head: Programme Operations since October 2014. In October 2015, the Acting Executive Director Mahandra Naidoo resigned and the organisation was without both an Executive Director and a Head: Programme Operations for about six weeks. An acting Executive Director managed the institution for three months until the new Executive Director, Madoda Vilakazi, started on 1 April 2016.

The focus for the next financial year is to ensure senior management positions are all filled, and that the finance department is suitably staffed. This will assist in our commitment to provide strong and continued oversight on the financial and procurement side of the institution's work.

Media coverage of Nedlac's activities continues to be positive, and a growing number of journalists and analysts have a more in-depth understanding of the work that we do.

There has been a focus over the past 18 months, on the National Minimum Wage (which falls under the Wage Inequality Technical Task Team of the Labour Relations process established by the Deputy President in 2014).

The engagements on both the minimum wage and issues relating to labour market stability have been intense and vigorous. We hope to conclude the bulk of the work on both these processes in the next financial year.

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

Programme 1: Administration

The purpose of this programme is to enhance organisational efficiency and effectiveness.

Sub-Programme 1.1: Entity Management

The purpose of this sub-programme is to enhance strategic oversight and governance of the entity.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
1.1.1	Nedlac Summit held as per the Nedlac Act.	Annual Nedlac Summit convened.	Annual.	Annual Summit held in September 2015.	The Summit was convened on 11 September 2015.
1.1.2	Exco meetings held as per the Nedlac Constitution.	Number of Exco meetings held.	Annual.	4 Exco meetings held.	Four Exco meetings were convened on 24 July, 28 September, 23 October 2015 and 26 February 2016 respectively. No Exco meeting was held in the first quarter because the key participants were not available for this meeting.
1.1.3	Stakeholder satisfaction survey conducted on quality of meeting preparations and logistical arrangements.	Number of stakeholder satisfaction surveys conducted for Manco.	Annual.	2 x stakeholder satisfaction surveys conducted.	The two surveys have been undertaken.

Sub-Programme 1.2: Corporate Services

The purpose of this sub-programme is to ensure the provision of reliable back-office support services.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
1.2.1	Efficient voice and data services.	Bi-monthly meetings with voice and data service provider.	Annual.	6 x meetings with voice and data service provider.	4 x meetings have been held with the voice and data service provider. The IT division held 4 meetings in line with the revised APP which was submitted to the Executive Authority and implemented by Nedlac.
1.2.2	Secure back-up of data.	Server upgraded.	Annual.	Server upgraded by March 2016.	Server was upgraded to Mimecast.
		Virtual back-up system implemented.	Annual.	Virtual back-up system in place by March 2016.	The Mimecast programme virtual continuity has been concluded. The second component of the virtual back-up is being finalised and is expected to be concluded in the first quarter of the next financial year. The delays in the implementation of the system resulting from the adoption of new operational procedures by Government, which required SITA's involvement.

Sub-Programme 1.3: Finance Administration

The purpose of this sub-programme is to ensure strong and compliant financial management of the Nedlac budget allocations.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
1.3.1	Unqualified audit opinion obtained.	Unqualified audit opinion by the Auditor-General.	Annual.	Unqualified audit opinion obtained.	Nedlac has obtained a qualified audit opinion for the 2014/15 financial year. The findings resulted from issues such as old un-cleared creditors' balances, account receivables from exchange transactions not raised, and old fully depreciated assets not re-valued.

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
1.3.2	Review of Risk Register.	Risk Register reviewed quarterly.	Annual.	4 x Risk Register reviews.	Risk register reviewed quarterly.
1.3.3	Financial reports.	Quarterly financial reports submitted to governance structures.	Annual.	4 x financial reports submitted.	The financial reports were submitted to governance structures quarterly.

Sub-Programme 1.4: Office Accommodation

The purpose of this sub-programme is to ensure the management and maintenance of Nedlac House.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
1.4.1	Maintenance of Nedlac House.	Quarterly maintenance inspections.	Annual.	4 x maintenance inspections.	Quarterly maintenance inspections have been undertaken.
		Issues identified in quarterly maintenance inspections resolved.	Annual.	90% of identified issues resolved.	Repairs were timeously undertaken in respect of the defects that were identified.

Sub-Programme 1.5: General Office Administration

The purpose of this sub-programme is to ensure the adequate, effective and efficient administration of the general office.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
1.5.1	Staff satisfaction surveys on office administration services.	Staff satisfaction rate on office administration services.	Annual.	Staff satisfaction surveys were undertaken.	Two surveys have been undertaken.
1.5.2	Document management system maintained.	Monthly Secretariat documentation uploads into i-Cabinet.	Annual.	12 x Secretariat documentation uploads.	Documentation uploads have been completed for each quarter.

Sub-Programme 1.6: Human Resource Management

The purpose of this sub-programme is to build a strong and performing Secretariat.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
1.6.1	Staff performance assessments conducted.	Quarterly appraisals conducted.	Annual.	4 x appraisals conducted.	Performance assessments have been undertaken.
1.6.2	Performance improvement plans.	Annual performance improvement plans developed.	Annual.	Performance improvement plans developed annually.	Performance improvement plans have been developed.
1.6.3	Staff Retention Plan.	Date by which the Staff Retention Plan has been developed.	Annual.	Staff Retention Plan developed by March 2016.	Staff retention plan was developed by 31 March 2016.

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

Programme 2: Core Operations

The purpose of this programme is to consider and engage on policy and legislation.

Sub-Programme 2.1: Development Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to urban and rural development, youth, gender and people with disabilities and the associated institutions of delivery.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
2.1.1	Research reports developed.	Number of research reports developed.	Annual.	1 x research report developed.	A research report on the Expanded Public Works Programme has been developed. On commencement of the research, the Development Chamber agreed to finalise the research in June 2016.
2.1.2	Strategic session of the Chamber.	Number of Chamber strategic sessions.	Annual.	1 x Chamber strategic session.	A Chamber strategic session took place on 15 September 2015.
2.1.3	Finalised Nedlac Reports on draft legislation.	Time taken to conclude a Nedlac Report.	Annual.	Finalise Nedlac Reports within 6 months of being tabled at Nedlac.	<p>Two pieces of legislation were tabled at the meeting held on 7 July 2015, by the Department of Agriculture, Forestry and Fisheries as follows:</p> <ul style="list-style-type: none"> • National Veld Fire Amendment Bill; and • National Forestry Amendment Bill. <p>Nedlac Reports have been approved.</p> <p>Manco approved the Nedlac Report on the above mentioned legislation on 20 August 2015. The Nedlac Report was concluded within two months.</p> <p>At a meeting held on 15 July 2015, the Department of Transport tabled the Road Accident Amendment Bill. The Nedlac Report on the Road Accident Fund Amendment and Benefit Schemes Bill was signed off by the Overall Convenors on 25 September 2015. The Nedlac Report was concluded within three months.</p> <p>On 17 November 2015, the Department of Transport tabled the Green Paper on National Rail Policy. The Nedlac Report was signed-off on 26 January 2016. The Nedlac Report was concluded within three months.</p> <p>The report on Public Holidays vs Religious Cultural Holidays was tabled for engagement to the Development Chamber on 9 September 2015. Task team engagements have not been finalised by 31 March 2016. The CRL Rights Commission is yet to provide the report on the socio-economic impact assessment in respect of the proposed amendments to Public Holidays.</p>
2.1.4	Chamber satisfaction survey on quality of meeting preparations and logistical arrangements conducted.	Number of satisfaction surveys conducted.	Annual.	2 x Chamber satisfaction surveys conducted.	Two Chamber satisfaction surveys have been undertaken.

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

Sub-Programme 2.2: Public Finance and Monetary Policy Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to financial, fiscal, monetary and exchange rate policies, the coordination of fiscal and monetary policy, the related elements of macroeconomic policy and the associated institutions of delivery.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
2.2.1	Reports to Chamber on the National Budget and the Medium-Term Budget Policy Statement (MTBPS).	Number of special sessions on the National Budget and the Medium-Term Budget Policy Statement.	Annual.	1 x special session.	A session on the MTBPS took place on 2 September 2015. Also, a special Exco session on the MTBPS was held on 23 October 2015.
		Number of briefing reports to Chamber arising from the special session.	Annual.	2 x reports to Chamber arising from the special sessions.	The report on MTBPS was submitted to the Chamber on 16 October 2015. The report on National Budget was submitted to Chamber on 31 March 2016.
2.2.2	Briefing Report to Chamber on measures to encourage household savings.	Number of special sessions on household savings.	Annual.	1 x special session.	A session on household savings was convened on 14 May 2015. A session on VAT with the Davis Tax Committee was held on 16 October 2015.
		Number of briefing reports to Chamber arising from the special sessions.	Annual	1 x report to Chamber arising from the special session.	The report from the session on household saving was approved by the Chamber on 24 June 2015. The Report on the Davis Tax Committee Report and Strategic Session Report was submitted to the Chamber on 21 January 2016.
2.2.3	Capacity building of chamber constituency representatives.	Number of training sessions.	Annual.	2 x training sessions.	Two training sessions were held. A session was convened on 13 May 2015 on the twin peaks legislation. The second session, focusing on tax harmonisation, was convened on 7 August 2015. The second session was convened earlier, given the Chambers engagement on retirement policy.
2.2.4	Report to Chamber on the Financial Sector Charter and Scorecard.	Number of special sessions on the Financial Sector Charter and Scorecard.	Annual.	1 x special session.	A session on the Financial Sector Charter Council was held on 2 September 2015.
		Number of briefing reports to Chamber arising from the special session.	Annual.	1 x report to Chamber arising from the special session.	The report was submitted to Chamber on 23 October 2015.
2.2.5	Briefing report to Chamber on the impact of the Tax Incentive Act.	Number of special sessions on the Employment Tax Incentive.	Annual.	1 x special session.	A session on the Tax Incentive Act was convened on 24 June 2015.
		Number of briefing reports to Chamber arising from the special session.	Annual.	1 x report to Chamber arising from the special session.	The report on the Tax Incentive Act was approved by the Chamber in July 2015.
2.2.6	Strategic session of the Chamber.	Number of Chamber strategic sessions.	Annual.	1 x Chamber strategic session.	The session took place on 2 September 2015.
2.2.7	Research reports developed.	Number of Research reports developed.	Annual.	2 x research reports developed.	The task team approved the terms of reference in quarter 2. The procurement process of the researcher was subsequently finalised in November 2015. The research report was developed and submitted to the Chamber on 23 March 2016, but the Chamber needed additional work to be included in the research. The Chamber conducted 1 research report in line with the revised APP that was submitted to the Executive Authority.

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

Sub-Programme 2.2: Public Finance and Monetary Policy Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to financial, fiscal, monetary and exchange rate policies, the coordination of fiscal and monetary policy, the related elements of macroeconomic policy and the associated institutions of delivery.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
2.2.8	Finalised Nedlac report's on draft legislation.	Time taken to conclude a Nedlac report.	Annual.	Finalise Nedlac report on the Financial Sector Regulations Bill within 6 months of being tabled at Nedlac.	The Financial Sector Regulations Bill was tabled on 13 May 2015. A Chamber task team is engaging on this matter. Government at the task team meeting requested to engage internally on the draft Bill and to then re-submit a revised version. Government has however tabled the Bill at Parliament and did not report to Nedlac timeously. The Chamber will finalise the Nedlac report in the next financial year.
2.2.9	Chamber satisfaction survey on quality of meeting preparations and logistical arrangements conducted.	Number of satisfaction surveys conducted.	Annual.	2 x Chamber satisfaction surveys conducted.	Two Chamber satisfaction surveys have been conducted.

Sub-Programme 2.3: Trade and Industry Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to the economic and social dimensions of trade, industrial, mining, agricultural and services policies, and the associated institutions of delivery.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
2.3.1	Report to Chamber arising from the engagement session with the Minister of Trade and Industry.	Number of briefing engagement sessions with the Minister of Trade and Industry.	Annual.	1 x strategic session held.	One strategic session was held with the Minister of Trade and Industry on 2 November 2015.
		Number of briefing reports to Chamber.	Annual.	1 x report to Chamber.	The report was submitted to the Chamber on 17 February 2016.
2.3.2	Research reports developed.	Number of research reports developed.	Annual.	1 x research report developed.	The research report was developed and submitted to the Chamber on 2 December 2015.
2.3.3	Progress report to Trade and Industry Chamber on Teselico activities.	Quarterly progress reports to Chamber.	Annual.	4 x progress reports to Chamber.	The progress reports were submitted to Chamber quarterly.
2.3.4	Finalised Nedlac report on draft legislation.	Time taken to conclude a Nedlac report.	Annual.	Finalise Nedlac report within 6 months of being tabled at Nedlac.	At a Chamber meeting held on 18 November 2015, the Department of Transport tabled the White Paper on National Aviation Policy. A Nedlac report was signed off by Manco on 24 March 2016. The Nedlac report was finalised within 5 months.
2.3.5	Strategic session of the Chamber Convenors.	Number of Chamber Convenors' strategic sessions.	Annual.	1 x Chamber Convenors' strategic session.	The session took place on 7 September 2015.
2.3.6	Chamber satisfaction survey on quality of meeting preparations and logistical arrangements conducted.	Number of satisfaction surveys conducted.	Annual.	2 x Chamber satisfaction surveys conducted.	Two surveys have been conducted.

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

Sub-Programme 2.4: Labour Market Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to the world of work and the associated institutions of delivery.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
2.4.1	Progress reports to Manco on the Decent Work Country Programme.	Number of progress reports to Manco.	Annual.	4 x progress reports to Manco.	3 x progress reports submitted to Manco for the first 3 quarters of the year. The quarter 4 progress report has not been submitted to Manco because the Decent Work Steering Committee was unable to meet in that quarter.
2.4.2	Resolution of bargaining council demarcation disputes and applications referred by the CCMA.	Time taken to resolve demarcation disputes.	Annual.	Bargaining Council demarcation disputes are resolved within 21 days of being referred by the CCMA.	42 disputes have been resolved within 21 days.
		Time taken to conclude consideration of demarcation applications.	Annual.	Consideration of demarcation applications are concluded within 90 days of receipt.	One application received and considered within 90 days of receipt.
2.4.3	Briefing reports to Chamber on engagements with institutions that fall within the labour market ambit.	Number of briefing reports to Chamber.	Annual.	2 x briefing reports to Chamber.	The Chamber has convened a session with the Department of Justice on capacity of the labour courts. The session took place on 25 June 2015. A report on this session was submitted to the Chamber on 27 August 2015. In quarter 4, the briefing report on Commission for Employment Equity was submitted to Chamber on 11 February 2016.
2.4.4	Research reports on labour market trends developed.	Number of research reports on labour market issues developed.	Annual.	1 x research report on labour market trends developed.	A Code of Good Practice on collective bargaining has been developed and discussed by the LR task team. The task team had agreed that the terms of reference may be expanded upon during the task team negotiation process on the code should new elements that require further exploration emerge.

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

Sub-Programme 2.4: Labour Market Chamber

The purpose of this sub-programme is to consider and engage on policy and legislation pertaining to the world of work and the associated institutions of delivery.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
2.4.5	Finalised Nedlac reports on draft legislation.	Time taken to conclude a Nedlac Report.	Annual.	Finalise Nedlac report within 6 months of being tabled at Nedlac.	The Private Member's Bill matter was tabled on 9 April 2015. The Nedlac report was signed off by Manco on 24 March 2016. It could not be finalised in quarter 3 as it was tabled by a private member of Parliament. There were challenges in addressing this matter as it was tabled by a private member of Parliament. In this regard there was no provision for this nature of engagement in the Nedlac protocol. Consequently the task team took a longer period to agree on the process to address the matter and finalise the Nedlac report. The Nedlac report was therefore finalised in the fourth quarter of 2015/16.
				Finalise Nedlac report on the Occupational Health and Safety Bill within 6 months of being tabled at Nedlac.	Government formally tabled the Occupational Health and Safety Amendment Bill (without public comment) on 2 July 2014. The task team sought legal opinion on some sections of the Bill. Additional work needed to be undertaken on some sections of the Bill. A revised draft amendment Bill was received from Government and was accepted for engagements by the task team in August 2015. The Nedlac report is being finalised and is expected to be concluded in the next financial year.
				Finalise Nedlac report on the Mine Health and Safety Amendment Bill within 6 months of being tabled at Nedlac.	The Mine Health and Safety Amendment Bill was tabled on 24 November 2014. The Nedlac report was submitted to Manco on 24 March 2016. In the consideration of this Bill, social partners agreed to hold bilateral engagements in order to maximise areas of agreement. The bilateral engagements took a longer period. As a result the Nedlac report was finalised in the last quarter of 2015/16. It could not be finalised within the six months of being tabled at Nedlac. The Nedlac report was finalised in quarter 4.
				Finalise Nedlac report on the Code of Good Practice on Equal Pay for Work of Equal Value within 6 months of being tabled at Nedlac.	The Code of Good Practice on Equal Pay for Work of Equal Value was tabled in October 2014. A Nedlac report was approved by Manco on 20 August 2015. The Nedlac report could not be finalised within six months as it took longer than expected for social partners to agree on their positions regarding this matter.
2.4.6	Chamber satisfaction survey on quality of meeting preparations and logistical arrangements conducted.	Number of satisfaction surveys conducted.	Annual.	2 x Chamber satisfaction surveys conducted.	Two surveys have been conducted.

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

Sub-Programme 2.5: Manco Task Teams

The purpose of this sub-programme is to consider and engage on policy and legislation that cuts across all of the Chambers.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
2.5.1	Finalised Nedlac reports on draft legislation.	Time taken to conclude a Nedlac report.	Annual.	Finalise Nedlac reports within 6 months of being tabled at Nedlac.	<p>The Road Accident Benefit Scheme Bill was tabled on 2 September 2015. The Nedlac report was signed off by Manco on 28 January 2016. The Nedlac report was concluded within four months.</p> <p>Government tabled the Market Conduct Policy on 27 January 2016. The task team engagements are underway. The 6-month engagement period will only elapse in the next financial year.</p> <p>Government tabled the Border Management Agency Bill, 2015 on 13 October 2015. However, Government had also tabled the same at Parliament for a concurrent process of consideration to take place, which was contrary to the Nedlac protocol. Government thus reported, on 30 October 2015, that it would request for the parliamentary process to be delayed in order to enable Nedlac to first engage on the draft Bill. The formal engagements therefore only commenced on 30 November 2015, where Government tabled the BMA Bill at the task team meeting. The Nedlac report is expected to be finalised in the next financial year.</p>

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

Sub-Programme 2.6: Communications and Outreach

The purpose of this sub-programme is to promote social dialogue and capacity building and awareness of Nedlac activities and to enhance the perception of Nedlac among stakeholders.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
2.6.1	Press briefings, interviews, opinion pieces and news articles.	Number of media interactions.	Annual.	At least 1 press briefing/interview/opinion piece/news article per quarter.	<p>Press releases for 2015:</p> <ul style="list-style-type: none"> • 18 April on xenophobia. • 18 April, COP meeting. • 18 June, notice of Minimum Wages workshop. • 21 June, post Minimum Wages workshop. • 14 August, statement on the meeting of the Committee of Principals. <p>Interviews with:</p> <ul style="list-style-type: none"> • 22 June, Power FM (Jeremy Maggs – Power Lunch). • 23 June, SABC Bloemfontein (Breakfast Show). • 14 August, Power FM. • 31 August, Mail & Guardian. • 11 September, SAfm. • 29 September, DoL media managers meeting. • 9 October, NMW query from journalist Amu Chauke. • 12 October, Xolani Gwala. • 14 October, follow-up interview with Xolani Gwala. • 15 October, query from BD journalist Karl Gernetsky on collective bargaining. • 22 October, press statement on what is Section 77. • 17 November, presentation to the SA Heads of Mission: Designate (Dirco). • 11 November, INL, Thetho Mahlakoana. • 16 November, Power FM Tehillah Niselow. • 7 December, meeting at Swedish embassy. • 21 January 2016, DoL media managers meeting. • 1 March 2016, press statement on meeting with the Minister of Finance. • 8 March 2016, presentation to SAHRC on discrimination in the workplace. • 30 March 2016, Proudly SA Buy Local Summit.
2.6.2	Website updated and monitored.	Number of website updates.	Annual.	12 updates.	3 updates have been completed for each quarter.
		Number of reports on website visits.	Annual.	12 reports.	3 reports have been received for each quarter.
2.6.3	Nedlac 20-year anniversary celebrated.	20-year publication developed.	Annual.	20-year publication developed.	A service provider has been appointed and the project has started. Logistical difficulties were experienced in securing appointments with some of the former Nedlac leaders to be interviewed for the publication.

PERFORMANCE REPORT

PROGRAMMES AND SUB-PROGRAMMES

Programme 3: Capacity Building Funds

The purpose of this programme is to consider and engage on policy and legislation.

Sub-Programme 3.1: Business Constituency

The purpose of this sub-programme is to ensure that the Business Constituency capacity funds are spent in compliance with the Nedlac Policy on Constituency Capacity Building Budgeting and Expense.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
3.1.1	Financial reports.	Number of financial reports prepared for FINCOM.	Annual.	4 x financial reports.	4 x financial reports submitted to FINCOM.

Sub-Programme 3.2: Community Constituency

The purpose of this sub-programme is to ensure that the Community Constituency Capacity Funds are spent in compliance with the Nedlac Policy on Constituency Capacity Building Budgeting and Expense.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
3.2.1	Financial reports.	Number of financial reports prepared for FINCOM.	Annual.	4 x financial reports.	4 x financial reports submitted to FINCOM.

Sub-Programme 3.3: Labour Constituency

The purpose of this sub-programme is to ensure that the Labour Constituency Capacity Funds are spent in compliance with the Nedlac Policy on Constituency Capacity Building Budgeting and Expense.

STRATEGIC OBJECTIVE		EFFECTIVE GOVERNANCE AND STRATEGIC LEADERSHIP			
NO	OUTPUT	PERFORMANCE INDICATOR	REPORTING PERIOD	ANNUAL TARGET	ANNUAL STATUS
3.3.1	Quarterly financial reports submitted to FINCOM.	Number of financial reports prepared for FINCOM.	Annual.	4 x financial reports.	4 x financial reports submitted to FINCOM.

PERFORMANCE INFORMATION BY PROGRAMME

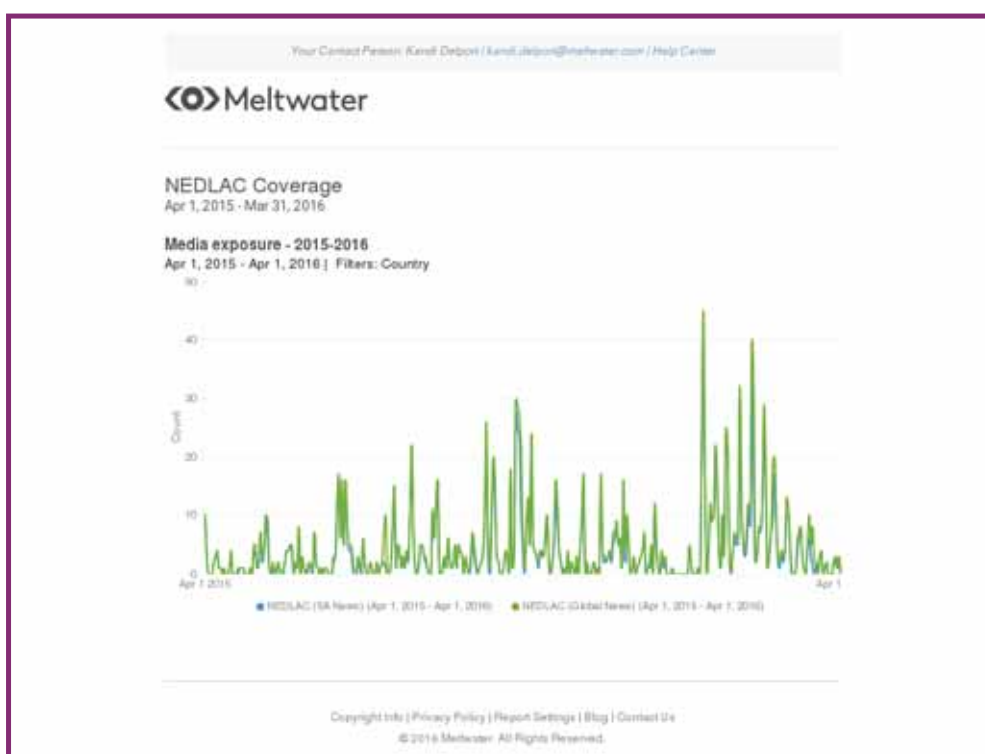
Summary of performance

	Total Number of Annual Targets	Achieved	Not Achieved	Overall Performance
Administration	16	14	2	88%
Core operations	36	29	7	81%
Constituency capacity building funds	3	3	0	100%
Summary of performance	55	46	9	90%

Nedlac continues to receive wide coverage in both local and international media.

Some of the big issues that received coverage in the last financial year include:

- Proposed changes to Unemployment Insurance Fund contribution levels
- The Nedlac Annual Summit
- National Minimum Wage
- Section 77 notice on corruption
- Tax legislation



JOINT DECISION- MAKING —THROUGH— WORKPLACE FORUMS

The Labour Relations Act (guided by Section 27 of the Constitution), established by the Nedlac social partners, encourages joint decision-making through workplace forums, strengthening collective bargaining and rules of strikes and picketing and rights of both workers and employers.



SECTION C

GOVERNANCE

LEGISLATIVE AND OTHER MANDATES

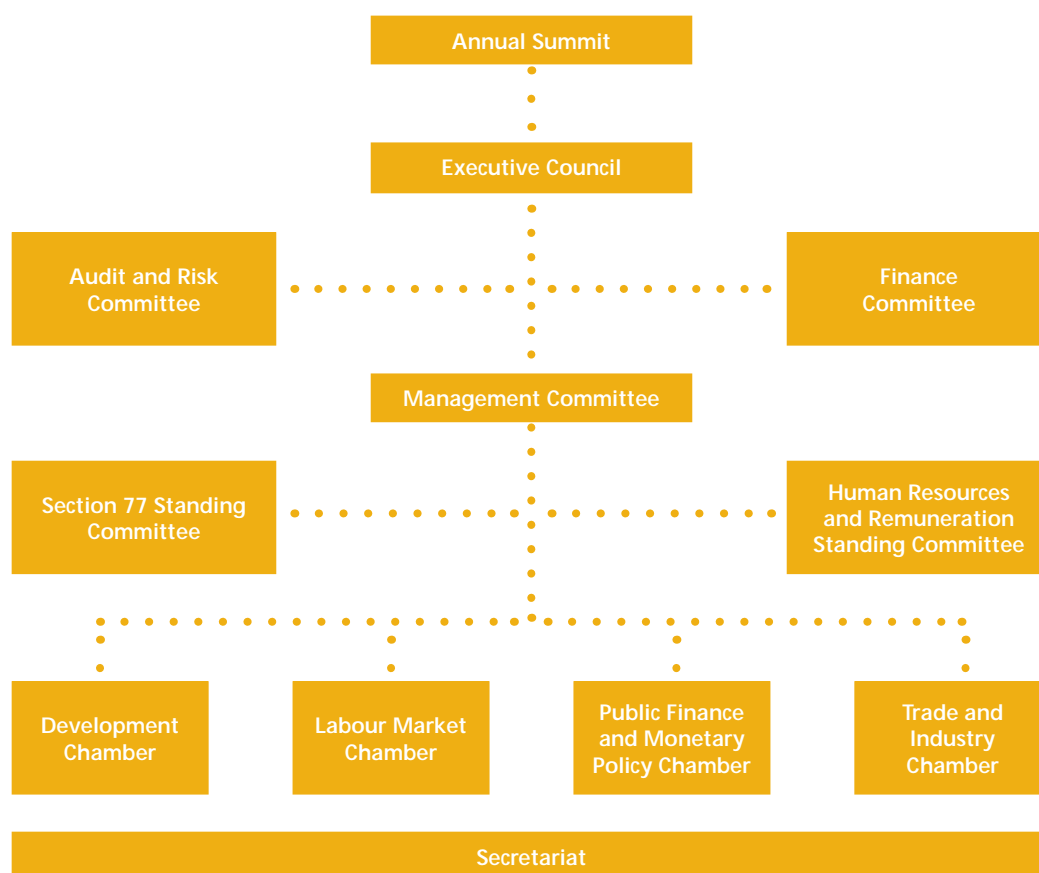
Nedlac is a statutory body which is governed and mandated by The National Economic Development and Labour Council Act, No.35 of 1994.

Nedlac's work programme is largely determined by the legislative and policy programme of Government, as well as issues tabled by constituencies. These issues can be tabled at a Chamber, Management Committee (Manco) or the Executive Council (Exco).

Issues that are tabled at Manco or Exco are referred to the appropriate Chamber for negotiation or consultation: Trade and Industry; Public Finance and Monetary Policy; Labour Market; and Development. Issues of a cross-cutting nature are dealt with by Manco and/or Exco, usually through special task teams.

There have been no changes in the legislative mandate of Nedlac.

GOVERNANCE ORGANISATIONAL STRUCTURE



EXECUTIVE COUNCIL

BUSINESS CONSTITUENCY	COMMUNITY CONSTITUENCY	GOVERNMENT CONSTITUENCY	LABOUR CONSTITUENCY
J Mabuza J Maree L Lotter C Van Der Rheede C Mancini V Mabena T Cohen M Mfuleni S Subramoney T Setiloane K Kweyama M Kingston C Coovadia G Mangozhe N Ntsele S Zungu K Khumalo T Matlala X Khubeka S Goundmen A Dick G Mofokeng D Baloyi G Mosena K Kwinana B Mabizela A Ngutshane E Monage P Mokoena T Oliphant S Rasthaba T Skenjane B Klingenberg R Baxter Q Khubeka B Maja E van der Westhuizen G Mofokeng T Matlala	D Mthlangane L Kganyago C Matlakala T Mabuza D Moreotsenye T Tshetuta L Bale I Frye H Tseb R Mdakane S Mpanza T Josopu T Mfulu T Radebe S Mapaila Z Ndaba	M Oliphant N Nene T Nxesi R Davies SP Holomisa T Lamati W Barnard K Naidoo L October L Fuzile T Ramontja M Dlabantu C Pakade T Mkalipi V Seafeld R Masoga C Mavi A Mthombeni F Adams N Madula L Ndelu J Magoro D Msiza B Sibeko O Serrao* T Ngubeni	B Ntshahintshali F Oosthuysen J Mosia M Parks M Mbongwe M Maphila S Dlamini T Khumalo J Kokela T Mathosa Z Losi T Ehrenreich D George G Selematsela K Bezuidenhout J Maqhekeni N Moloto J Mahlangu

* Moved from Government to Business in the financial year

MANAGEMENT COMMITTEE

Structure – Management Committee

MEETINGS HELD	BUSINESS	COMMUNITY	GOVERNMENT	LABOUR
Border Management Agency - Authority Task Team – 5 x meetings	F Xaba K Moyane L Lotter P Bondi V Phala	D Mthalane L Kganyago T Mabuza T Tshefuta T Radebe	A Mthombeni F Adams R Masoga T Mkalipi V Seafeld	B Ntshalintshali M Parks M Mbongwe A Ehrenreich J Mahlangu
Comprehensive Social Security and Retirement Reforms Task Team – 2 x meetings	J Purchase O Serrao* D Baloyi E Monage P Mokoena T Oliphant	C Matlakala D Moreotsenye S Mpanza	N Mamashela I Macun J Magoro C Mavi S Rathai N Nkateko I Goodspeed	J Maghekeni D George
Road Accident Benefit Scheme Task Team – 4 x meetings				
SMME Task Team – 4 x meetings				
Market Conduct Task Team – 3 x meetings				

* Moved from Government to Business in the financial year

DEVELOPMENT CHAMBER

Development Chamber Convenors



LAWRANCE BALE

Community Convenor



FANI XABA

Business Convenor



ADAM MTHOMBENI

Government Convenor



MATTHEW PARKS

Labour Convenor

MEETINGS HELD	MEMBERS			
	COMMUNITY	BUSINESS	GOVERNMENT	LABOUR
7 x Chamber Meetings	H Tsebe L Qakaza L Bale	F Xaba M Myataza T Skenjana	A Mthombeni C Mavi N Thokwana	M Parks G Selematsela T Bacote
6 x Expanded Public Works Programme (EPWP) task team meetings	L Kganyago Z Ndaba M Ramashala	K Cowley T Maseko N Kula M Ncute	N Mgibe CJ Abrahams D Pillay	B Mnisi M Kutumela L Brukwe
5 x Road Accident Fund (RAF) task team meetings				
1 x strategic session				

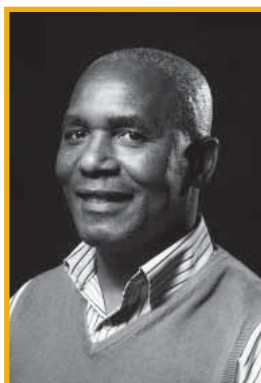
LABOUR MARKET CHAMBER

Labour Market Chamber Convenors



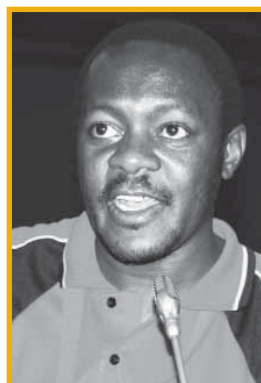
KAIZER MOYANE

Business Convenor



THEMBINKOSI MKALIPI

Government Convenor



MDUDUZI MBONGWE

Labour Convenor

MEETINGS HELD	MEMBERS			
	COMMUNITY	BUSINESS	GOVERNMENT	LABOUR
3 x Chamber meetings	N/A	K Moyane V Phala T Cohen J Goldberg E van der Westhuizen L Trentini G Bezuidenhout M Motlhamme E Monage T Oliphant	T Mkalipi N Mamashela I Macun S Rathai M Magula D Khumalo J Crouse U Ramabulana O Serrao*	M Mbongwe P Phelane L Grobler Z Mpendu J van Niekerk J Wiliemic B ka Maphikela Nhlapo M Parks G Conradie

* Moved from Government to Business in the financial year

PUBLIC FINANCE AND MONETARY POLICY CHAMBER

Public Finance and Monetary Policy Chamber Convenors



PAUL BONDI

PFMPC – Business Convenor



RAYMOND MASOGA

PFMPC – Government
Convenor



JAN MAHLANGU

PFMPC – Labour Convenor

MEETINGS HELD	MEMBERS			
	COMMUNITY	BUSINESS	GOVERNMENT	LABOUR
8 x Chamber meetings 2 x Capacity building sessions 1 x Strategic session	N/A	P Bondi T Skenjana D Dykes C Barnes P Maseko B van der Merwe P Fakude C Botes O Serrao*	R Masoga I Goodspeed J van der Heever V Mamba O Makhubela B Maseko N Nkwashu I Momoniat	J Mahlangu S Kgara G Strauss G Macatha E Hlongwane M Parks S Pochana L Nett

* Moved from Government to Business in the financial year

TRADE AND INDUSTRY CHAMBER

Trade and Industry Chamber Convenors



JOHN PURCHASE

Trade and Industry
Chamber Business
Convenor



FARIED ADAMS

Trade and Industry
Chamber Government
Convenor



TONY EHRENREICH

Trade and Industry
Chamber Labour Convenor

MEETINGS HELD	MEMBERS			
	COMMUNITY	BUSINESS	GOVERNMENT	LABOUR
9 x Chamber meetings	N/A	M Lawrence	F Adams	T Ehrenreich
1 x strategic session		J Pienaar	J Magoro	A Benjamin
No task teams meetings		N Vermeulen	N Kruger	T Franks
		D Jordaan	T Ramulongu	T Khumalo
		T Skenjana	N Ngozwana	T Zulu
		P Maseko	O Serrao*	
		H Langehoven		
		L Shipalana		
		J Vymetal		
		P Theron		

* Moved from Government to Business in the financial year

Structure – NAMA Task Team and NTBs Task Team

MEETINGS HELD	MEMBERS			
	COMMUNITY	BUSINESS	GOVERNMENT	LABOUR
10 x meetings 1 x workshop	N/A	B Brink D Jordaan P Theron N Lamprecht J Vymetal M Lawrence T Maseko T Skenjana G Malherbe O Serrao* D Penfold R Roytowski	P Mahosi J Sibuyi F Muremi N Kutta E Mphahlele K Nkuna R Brits N Mabasa S Mazibuko L Rontho D Mpyana	A Benjamin S Eppel A Daniels T Franks

* Moved from Government to Business in the financial year

Structure – Teselico

MEETINGS HELD	MEMBERS			
	COMMUNITY	BUSINESS	GOVERNMENT	LABOUR
10 x meetings 1 x workshop	N/A	B Brink D Jordaan P Theron N Lamprecht L Lotter P Corbin J Pienaar M Lawrence L Botha T Kapuya H Langenhoven J Vymetal N Vermeulen T Maseko T Skenjana T Nkosi O Serrao*	N Kruger F Adams P Mahosi J Sibuyi F Muremi N Kutta E Mphahlele J Magoro K Nkuna M Letsoalo	J Mosia M Lepaku A Benjamin S Eppel A Daniels T Franks

* Moved from Government to Business in the financial year



COMMITTEES OF EXCO AND MANCO

Structure – Occupational, Health and Safety Task Team

MEETINGS HELD	MEMBERS			
	COMMUNITY	BUSINESS	GOVERNMENT	LABOUR
4 x meetings	N/A	L Lotter T Boshoff J Schoeman N Taylor N Mphofu	T Sizana T Mkalipi V Singh J Malatse M Ruiters M Magula	A Benjamin S Eppel A Daniels T Franks

Structure – Mine, Health and Safety Task Team

MEETINGS HELD	MEMBERS			
	COMMUNITY	BUSINESS	GOVERNMENT	LABOUR
8 x meetings	N/A	A van Achterbergh T Balfour-Kaipa V Phala S Carthy P Coetzee C Badenhorst L Legong	T Sizana T Mkalipi V Singh J Malatse M Ruiters M Magula	A Andreas N Dube O Masekoa X Mbonambi N Mokhonoana

Structure – Decent Work Country Programme Steering Committee

MEETINGS HELD	MEMBERS			
	COMMUNITY	BUSINESS	GOVERNMENT	LABOUR
2 x meetings	P Horn C Matlakala D Moreotsenye	T Cohen V Phala B Jack E van der Westhuizen	I Macun S Ndebele G Sibetta K Letoaba M Magula	L Grobler M Samela P Phelane Z Mpendu F Stehring G Nkosi M Parks J Wiliemic M Llale

WORKERS PROTECTED — AGAINST — ADVERSE CONDITIONS

The Basic Conditions of Employment Act agreed to at Nedlac ensured that no worker could be forced to work overtime without compensation, and that hours and conditions of work are regulated by law to protect workers.



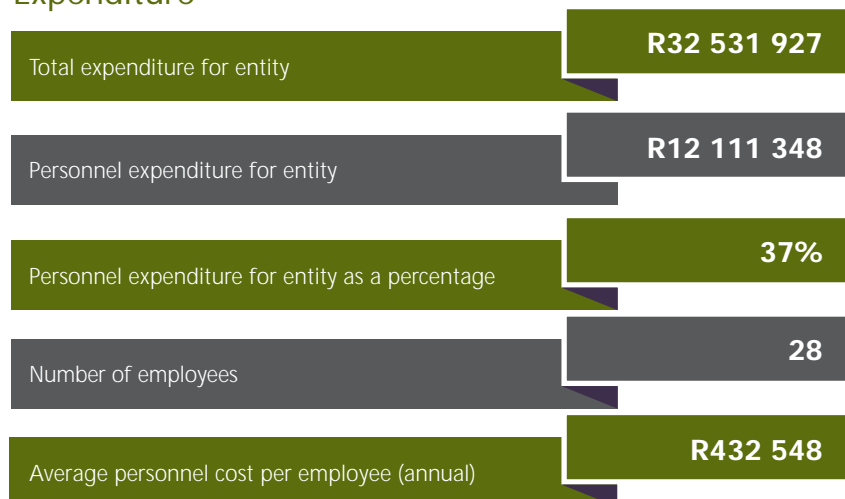
SECTION D

HUMAN RESOURCE MANAGEMENT

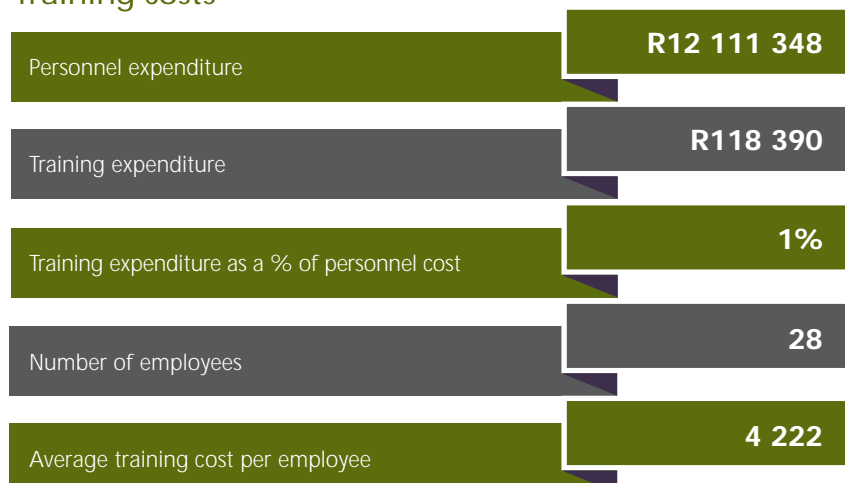
HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCES OVERSIGHT STATISTICS

Expenditure



Training costs



Employment and vacancies



Reasons for staff leaving



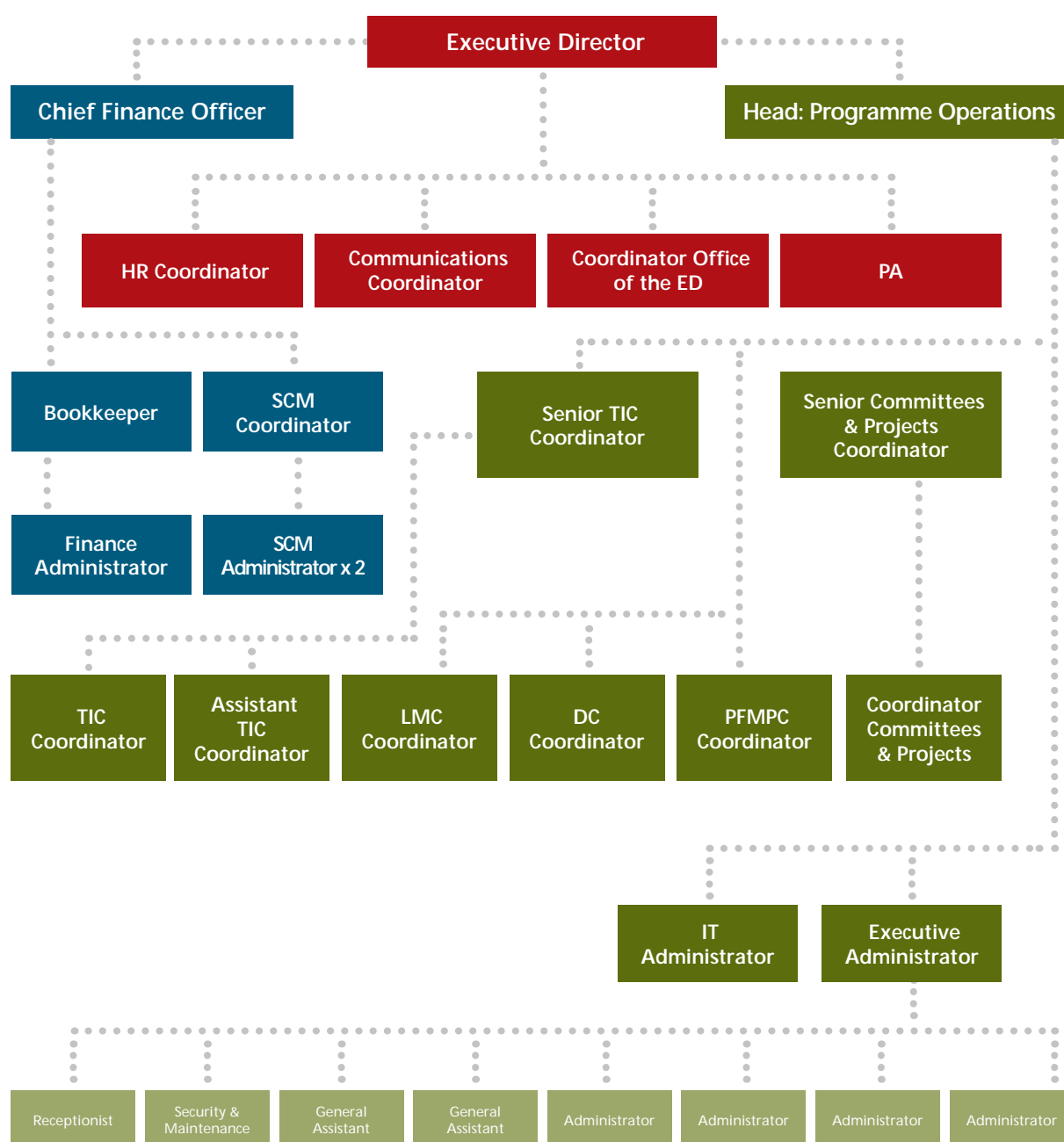
Equity target and employment equity status

	AFRICAN		COLOURED		INDIAN		WHITE	
	Female	Male	Female	Male	Female	Male	Female	Male
Top management		1				1		
Professional	9	2	1				1	
Semi-skilled	9						1	
Unskilled	2	1						
Total	20	4	1			1	2	

SECRETARIAT STRUCTURE

The Secretariat comprises 30 positions

HEAD COUNT 30



SECRETARIAT



Anna Monare
Administrator



Basetsana Mokgoare
Receptionist



Benedict Mokgothu
IT Administrator



Busisiwe Milisi
Coordinator – Special Projects & Committees



Dorris Tshabalala
General Worker



Fiona Nchabeleng
Administrator



Frieda Garvie
Personal Administrator



Joyce Segoa
Administrator



Kgomotso Mokone
Bookkeeper



Khanyisile Mthembu
Coordinator – Supply Chain Management



Kim Jurgensen
Coordinator – Communications



Mahandra Naidoo
Acting Executive Director



Mfanufikile Daza
CFO



Nobuntu Ndwandwa
Senior Coordinator – Special Projects and Committees



Nolwazi Mthembu
TIC coordinator

SECRETARIAT



Nonhlanhla Ngubane
Administrator



Nozipho Ngema
Coordinator –
Trade and Industry
Chamber



Nthabiseng Koopedi
Coordinator – Human
Resources



Priscilla Mashabane
Coordinator –
Development Chamber



Ruth Mofokeng
Administrator



Sam Mulwela
Security and
Maintenance



Charlotte van Rooyen
Executive
Administrator



Sharna Johardien
Senior Coordinator
– Trade and Industry
Chamber



Sharon Lerumo
Administrator



Sibongile Pheeha
Administrator



Tsholofelo Lelaka
Coordinator – Labour
Market Chamber



Tshidi Tshablala
General Worker



Vuyisa Tafa
Coordinator – Public
Finance and Monetary
Policy Chamber

CONSTITUENCY SUPPORT STAFF



Rejoyce Mudzanani
Community
Constituency



Shannon Stanbul
Labour Constituency



Takwana Makaya
Community
Constituency



Tiaan Rosslee
Temporary
Accountant

FUND PROVIDES SHORT-TERM RELIEF TO WORKERS

Before 2001 workers had no support from the state if they were unable to work due to maternity or adoption leave, illness or dismissal. The Unemployment Insurance Fund Act agreed to at Nedlac set up a fund to provide short-term relief to workers facing these conditions, or to dependents of a deceased contributor.



SECTION E

FINANCIAL INFORMATION

AUDITED ANNUAL FINANCIAL STATEMENTS
FOR THE YEAR-ENDED 31 MARCH 2016

General

Country of incorporation and domicile	South Africa
Nature of business and principal activities	<p>Nedlac is a statutory body which is governed and mandated as per The National Economic Development and Labour Council Act, No. 35 of 1994.</p> <p>Nedlac's work programme is largely determined by the legislative and policy programme of Government, as well as issues tabled by constituencies. These issues can be tabled at a Chamber, Management Committee or the Executive Council. Issues that are tabled at the Management Committee or Executive Council are referred to the appropriate Chamber for negotiation or consultation: Trade and Industry Chamber; Public Finance and Monetary Policy Chamber; Labour Market Chamber; and Development Chamber. Issues of a cross-cutting nature are dealt with by the Manco and or Exco, usually through special task teams.</p> <p>There have been no changes in the legislative mandate of Nedlac.</p>
Overall Convenors	<p>Mrs L Lotter (Business)</p> <p>Mr B Ntshalintshali (Labour)</p> <p>Mr D Mthlane (Community)</p> <p>Mr T Mkalipi (resigned 30 June 2015)</p> <p>Mr V Seafeld (Government) (Started 1 July 2015)</p>
Registered office	<p>Nedlac House</p> <p>14A Jellicoe Avenue</p> <p>Rosebank</p> <p>2196</p>
Business address	<p>14A Jellicoe Avenue</p> <p>Rosebank</p> <p>Johannesburg</p> <p>South Africa</p> <p>2196</p>
Postal address	<p>PO Box 1775</p> <p>Saxonwold</p> <p>2132</p>
Executive Director	Mr P M Vilakazi