

Nedlac Stakeholder Satisfaction Survey

Final Report

March 2024



National Economic
Development and
Labour Council



TABLE OF CONTENTS

Table of Contents	2
Table of Figures	3
Executive Summary	5
Introduction	6
Research Design	7
Stakeholder Groups	9
Survey Findings	10
Overall Level of Satisfaction Comparison by Year	19
Year by Year Comparison of Satisfaction Levels by Year	20
Metrics Analysis	21
Overall Comments	32
Conclusion	33

TABLE OF FIGURES

Figure 1.1 : Overall Level of Satisfaction	5
Figure 1.2 : Satisfaction Levels: Stakeholder and Staff	5
Figure 2.1 : Business Metrics	6
Figure 3.1 : Research Population	7
Figure 3.2 : Data Collection Timeline	8
Figure 4.1 : Stakeholder Response Rate	9
Figure 4.2: Stakeholder Response Rate: Year by Year	9
Figure 5.1 : Overall Level of Satisfaction Analysis	10
Figure 5.2 : Overall Level of Satisfaction by Metrics	11
Figure 6.1 : Breakdown of Rating by Metrics	12
Figure 7 : Overall Rating by Stakeholder Groups	13
Figure 7.1 : Rating by Business Stakeholder	14
Figure 7.2 : Rating by Community Stakeholder	15
Figure 7.3 : Rating by Government Stakeholder	16

TABLE OF FIGURES

Figure 7.4 : Rating by Labour Stakeholder	17
Figure 7.5 : Rating by Staff	18
Figure 8: Overall Level of Satisfaction by Year	19
Figure 9: Year by Year Satisfaction Level Comparison	20
Figure 10.1 : Organisational Structures, Systems and Processes Satisfaction Level	21
Figure 10.2 : Governance Satisfaction Level	24
Figure 10.3 : Skills and Capacity Building Satisfaction Level	26
Figure 10.4 : Communication, Ethics and Transparency Satisfaction Level	28
Figure 10.5 : Performance and Culture Satisfaction Level	30

1. EXECUTIVE SUMMARY

Dazela Holdings was mandated by Nedlac to conduct the annual Stakeholder Satisfaction Survey for the 2023-2024 financial year. The objective was to establish the level of satisfaction of social partners and staff on the efficiency of Nedlac. This report outlines the findings with regards to the staff and social partners' satisfaction with Nedlac for this period.

1.1 Research Methodology

The purpose of the survey was to establish the level of satisfaction of the social partners with Nedlac for 2022-2023. The data was collected from the social partners of Nedlac. It was also collected from the Nedlac employees in order to compare how they perceive the satisfaction of the social partners to the actual satisfaction reported by those social partners. In the previous survey we had not disaggregated Nedlac staff and social partners and this year we have done so. The approach to collect data included online surveys and telephonic follow up, which was conducted to encourage participants to complete the survey. Two focus groups with staff and social partners was conducted. The focus groups provided in-depth qualitative information.

1.2 Key Findings

Social partners and staff expressed exceptional satisfaction with the efficiency of Nedlac. This is shown by their overall satisfaction level of **81%** which is broken down as shown in figure 1.2 below.

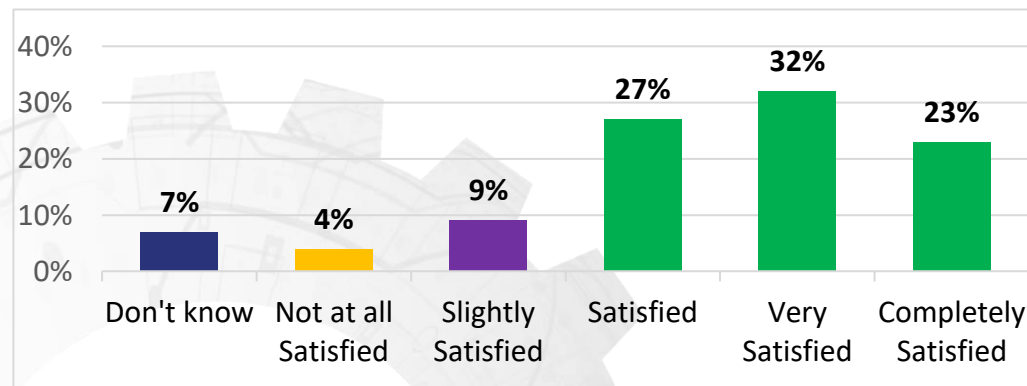


Figure 1.1 Overall Level of Stakeholder and Staff Satisfaction

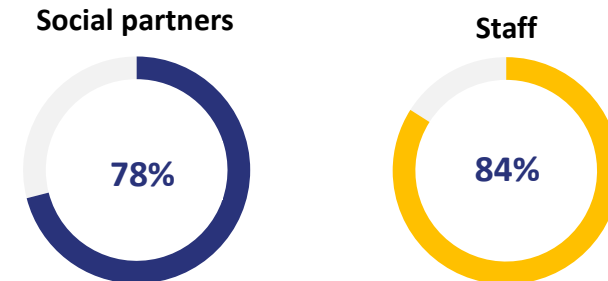


Figure 1.2 Satisfaction Levels: Stakeholders and Staff



2. INTRODUCTION

2.1 Project Methodology and Focus

Dazela Holdings was mandated by Nedlac to conduct the Stakeholder Satisfaction Survey for the 2023-2024 financial year. The objective of the study was to establish the level of satisfaction of social partners and staff on the efficiency of Nedlac. This report outlines the findings with regards to the staff and social partners' level of satisfaction for this period.

The information was gathered from the stakeholder groups of Nedlac. The approach to collect data was online surveys. This was followed by telephonic follow ups to encourage some participants to complete the online surveys. Moreover, two focus groups were held one with the social partners and another with staff.

2.2 Comparative Analysis

The results of the 2023-2024 survey were compared to the results of the 2021-2022 and 2022-2023 surveys. This would enable Nedlac management to identify areas that have improved and those that need attention.

2.3 Business Metrics

Figure 2.1 below depicts the key metrics which influence the efficiency of the institution, that the survey aimed to explore. All the survey questions were grouped around these metrics.



Figure 2.1: Business Metrics

3. RESEARCH DESIGN

The gathering of information from the social partners as well as the Nedlac staff enabled the researcher to compare the perceptions of staff on the efficiency of Nedlac and the actual satisfaction expressed by the social partners. For analysis purpose, participants were required to state their constituency group. Two focus groups were conducted to gain in depth qualitative information. The stakeholder focus group was composed of representatives from the **Business, Community, Government and Labour constituencies**. Whilst staff focus group was made up of representatives from different department of Nedlac.

3.1 Sample

Survey participants included Nedlac social partners from **Business, Community, Government, Labour and Nedlac Staff**. The participants were chosen based on them being stakeholders in the work carried out by Nedlac. A list with contact details was obtained from Nedlac management. The diagram below portrays the research population and the number of respondents who completed the survey and the percentage rate of completion. The target research population was 330 stakeholders.

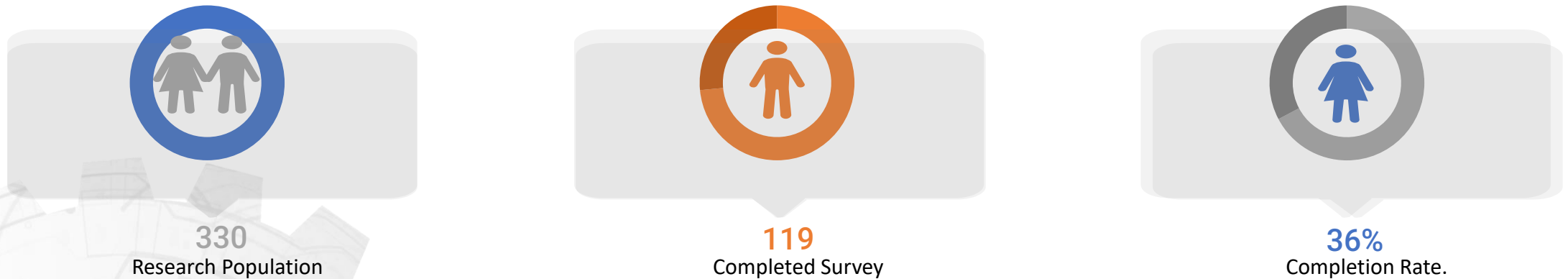


Figure 3.1: Research population

RESEARCH DESIGN, CONTINUED

3.2 Surveys

119 surveys were completed. Of the 119, 31 surveys were completed by Nedlac staff, representing 26% of the total responses. 74% of the survey was completed by external stakeholders. Two focus groups were conducted with external stakeholders and the Nedlac staff.

The survey contained a number of questions which were categorised under the 5 metrics/drivers explained above. The rating of the questions was based on a 5-point unipolar scale comprising a continuum ranking, with 5 indicating “completely satisfied” and 1 denoting “not at all satisfied”. Additionally, open – ended questions were included so as to dig deeper into stakeholders’ opinions and collect valuable insights.

3.3 Data Collection process

Prior to sending out the survey, a letter from the Nedlac executive management was sent to the social partners notifying them of the survey. The online survey was subsequently emailed to the social partners on the 19th January 2024, with the closing date for responses being the 28th February 2024. Reminder emails were sent to the stakeholders to encourage them to complete the survey. This was followed up by telephonic calls to some of the stakeholders. The challenge faced by the researchers was the slow response from the stakeholders. Several reminders had to be sent out in an attempt to increase the completion rate. Two focus groups were conducted on the 26th February 2024. The diagram below illustrates the entire data collection process.



Figure 3.2: Data collection timeline



4. STAKEHOLDER GROUPS

Figure 4.1 below indicates the breakdown of stakeholders that were targeted to participate in the survey and the actual rate of responses by each stakeholder group. As portrayed in the figure 4.1 below, 26% came from the Nedlac staff. A total of 74% came from the social partners. There has been a growing participation by stakeholders in the surveys over the past 3 years as depicted by figure 4.2 below.

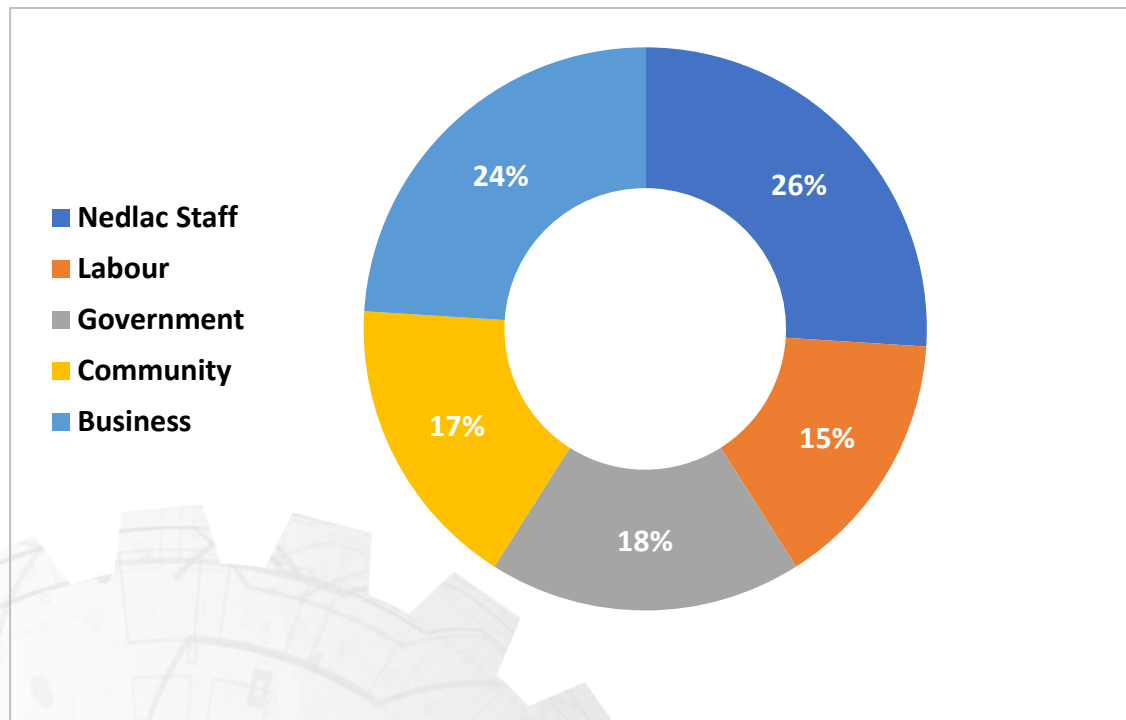


Figure 4.1: Stakeholder Response Rate

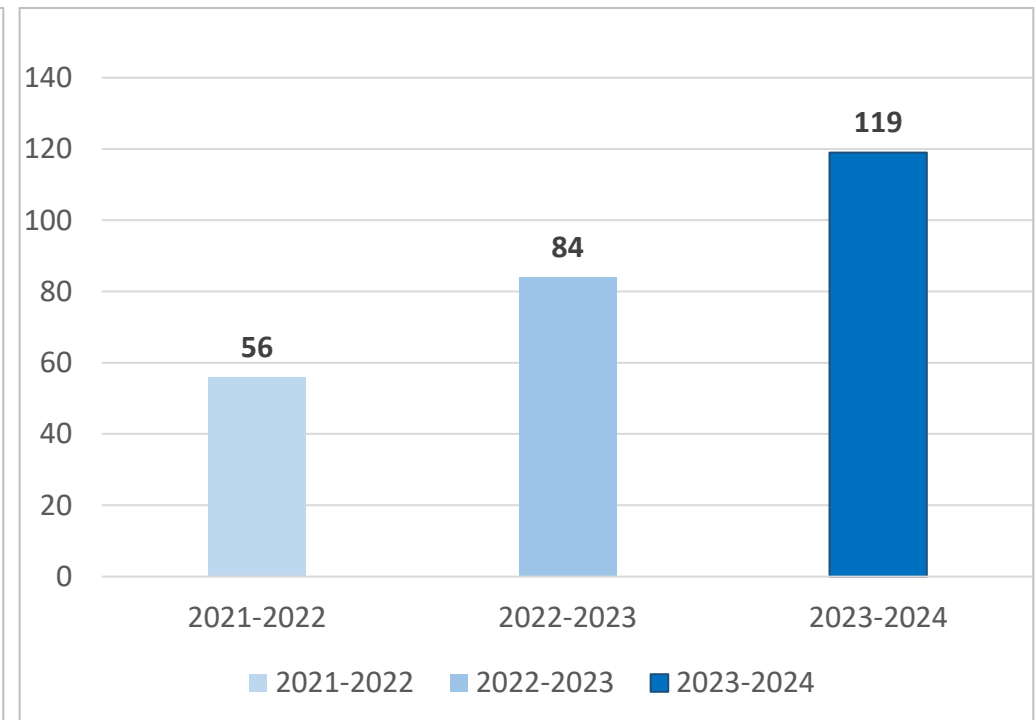


Figure 4.2: Stakeholder Response Rate Year by year

5. SURVEY FINDINGS

5.1 Overall Satisfaction

The **Overall Satisfaction Score** provided by the stakeholders over the 2023-2024 period is represented in figure 5.1 below. **The Overall Satisfaction** is important in the survey as it indicates the general satisfaction of stakeholders with Nedlac as a whole over the research period. This score is the total of the top 3 ratings that each respondent gave Nedlac. Stakeholders gave Nedlac an overall rating of **81%**. This is an overwhelmingly positive rating.

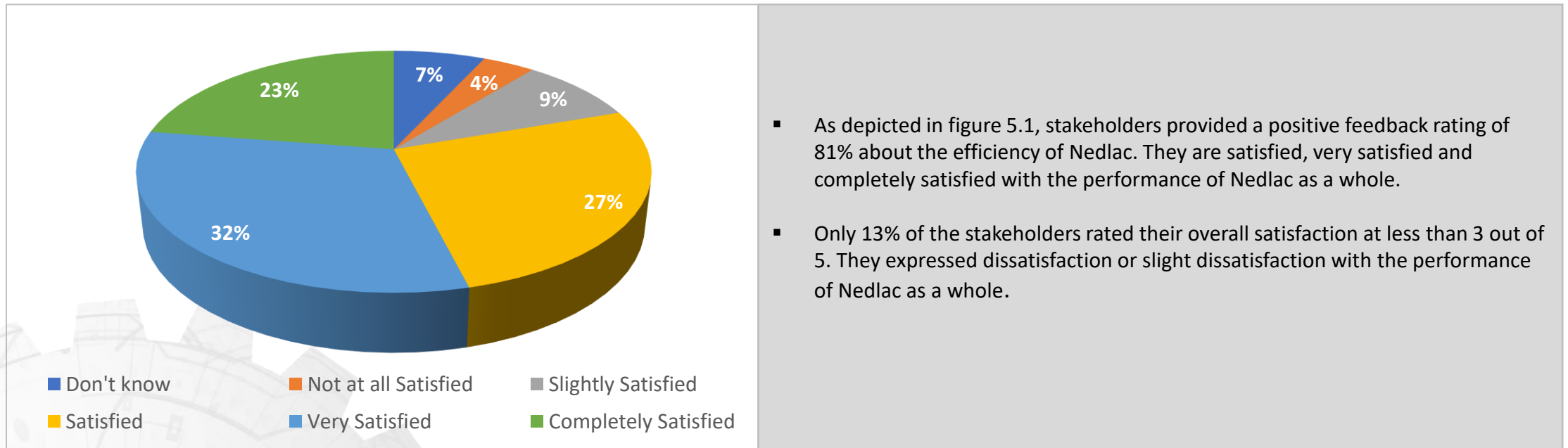


Figure 5.1: Overall Level of Satisfaction Analysis

SURVEY FINDINGS, CONTINUED

5.2 Overall Level of Satisfaction by Metrics

Figure 5.2 illustrates the stakeholders' overall satisfaction for each metric. The lowest rated was Skills and Capacity Building at 78%.

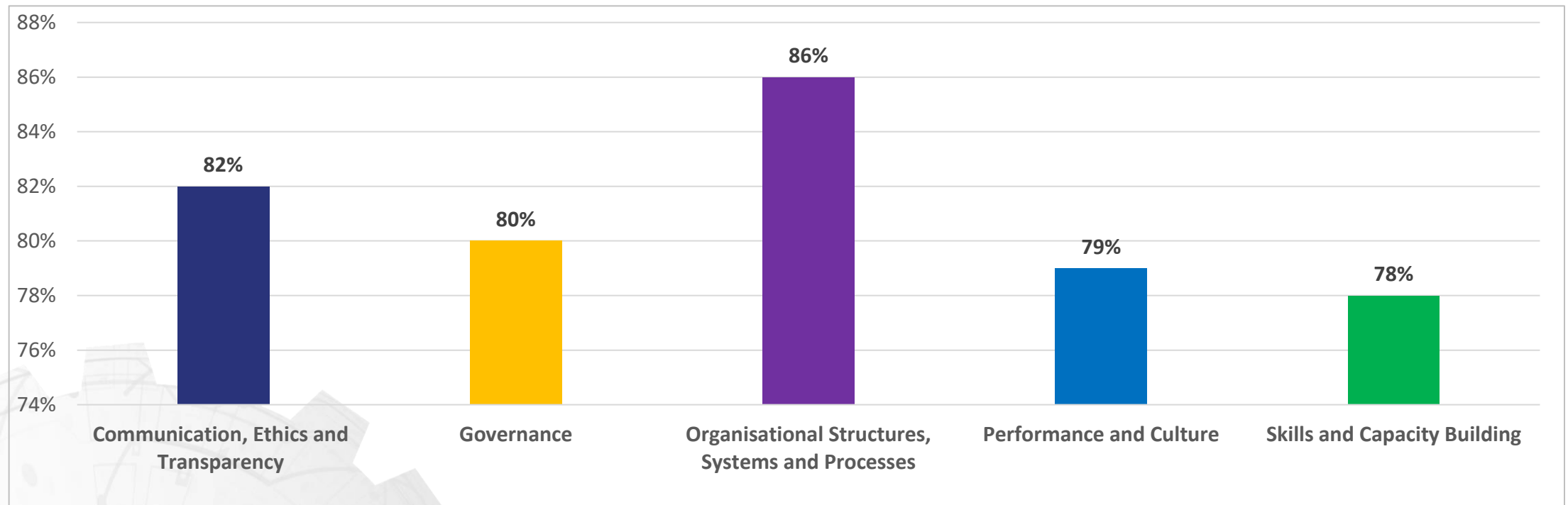


Figure 5.2: Overall Level of Satisfaction by Metrics

6. SURVEY FINDINGS: BREAKDOWN BY METRICS

Figure 6 represents the overall rating of stakeholders for each metrics. As portrayed in the figure, the majority of stakeholders are satisfied, very satisfied or completely satisfied with the efficiency of Nedlac as a whole.

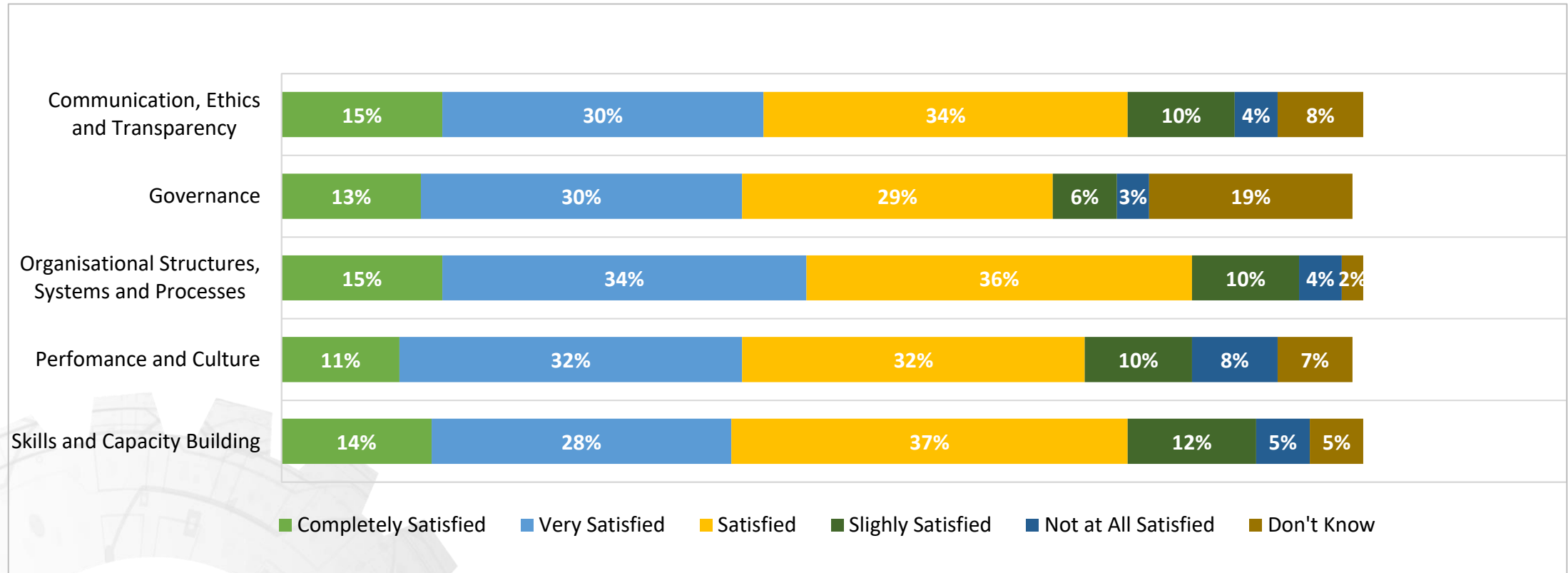


Figure 6 Breakdown of Rating by metrics

7. SURVEY FINDINGS, BREAKDOWN BY STAKEHOLDER GROUPS

Overall Satisfaction by Stakeholder Group

The following diagram depicts what each stakeholder group rated Nedlac for **Overall Satisfaction**. Whilst the majority of stakeholders provided an **Overall Satisfaction** rating of 84% and above for efficiency, the Business stakeholder group rated Nedlac lower at 64%. A detailed rating by each stakeholder group is presented from sections 7.1 to 7.5 below.

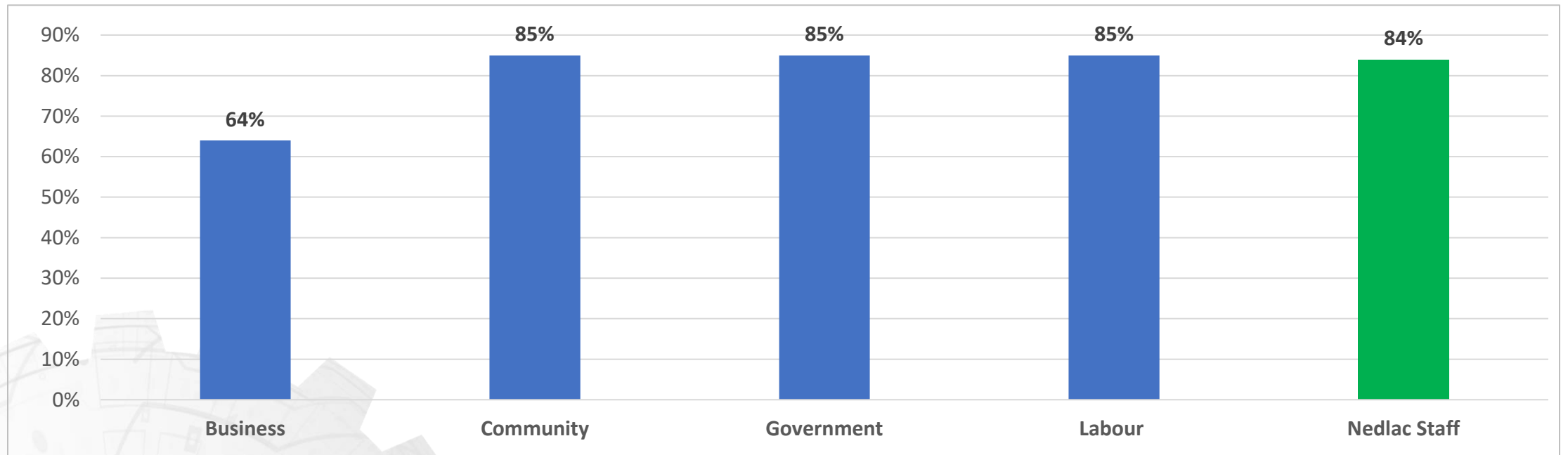


Figure 7: Overall Satisfaction by Stakeholder Groups

7.1 BUSINESS

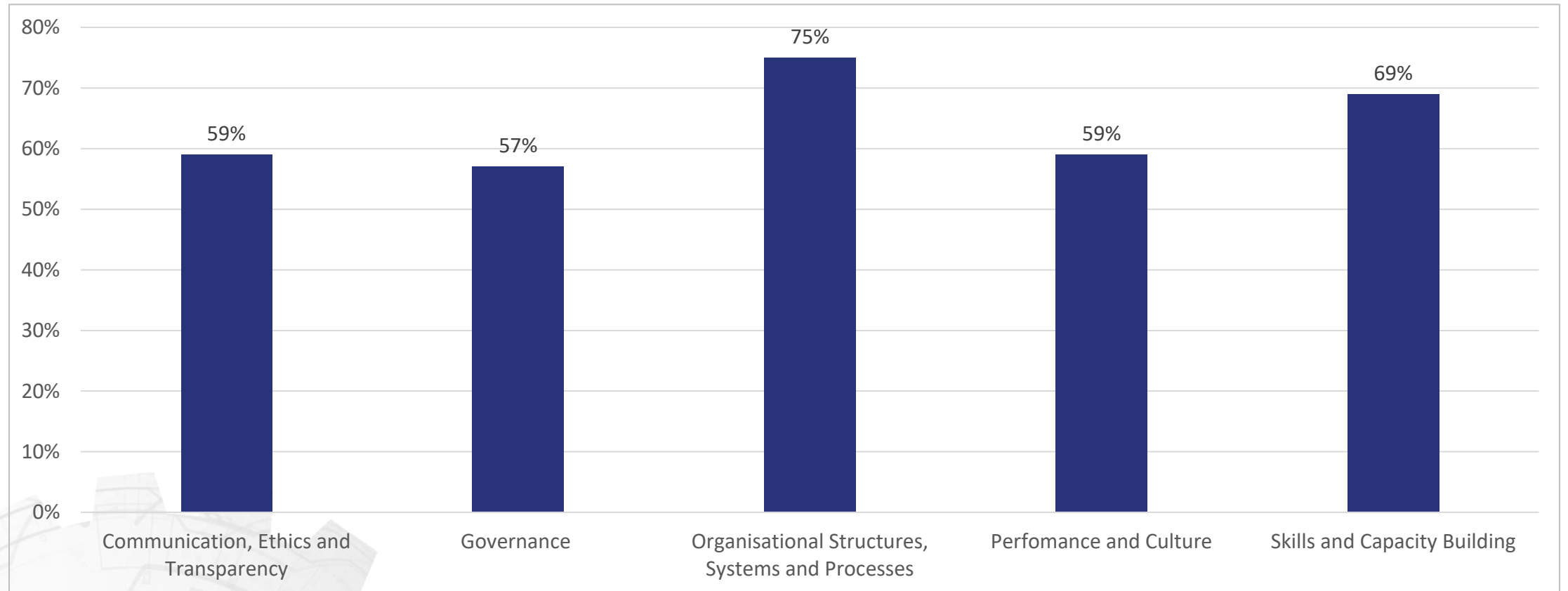


Figure 7.1: Rating by Business

7.2 COMMUNITY

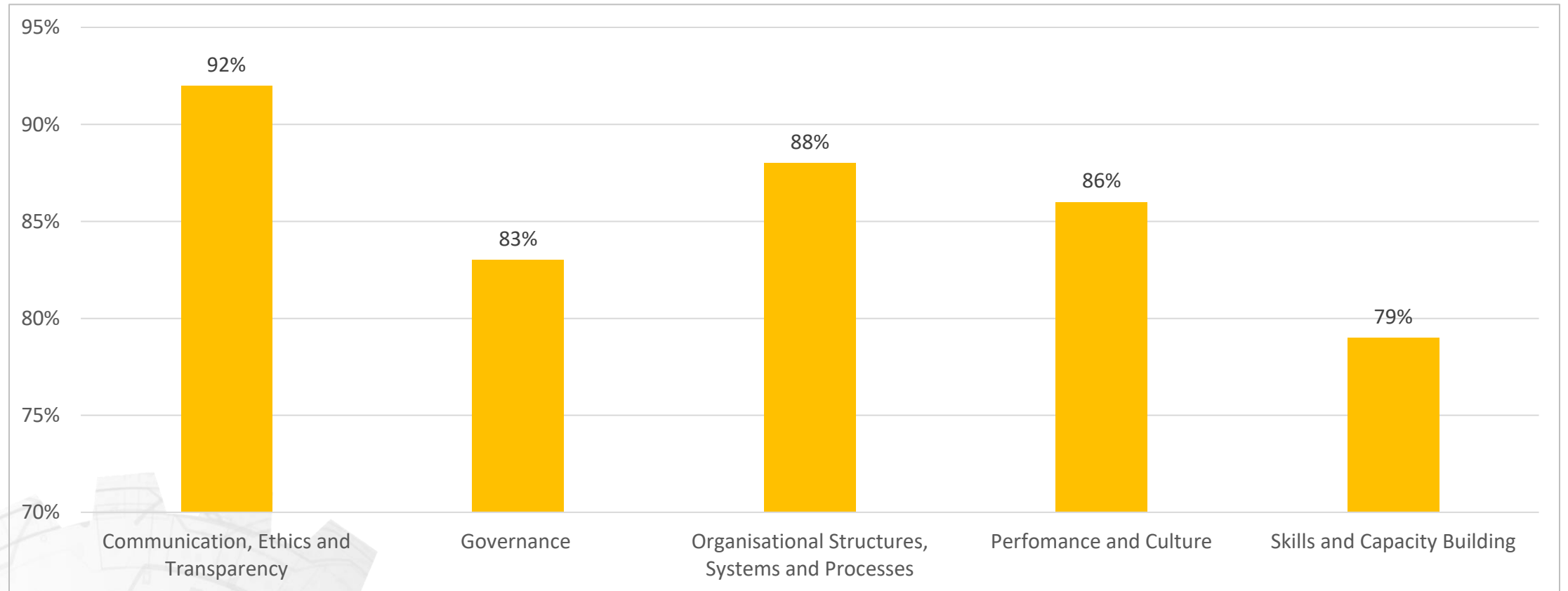


Figure 7.2: Rating by Community

7.3 GOVERNMENT

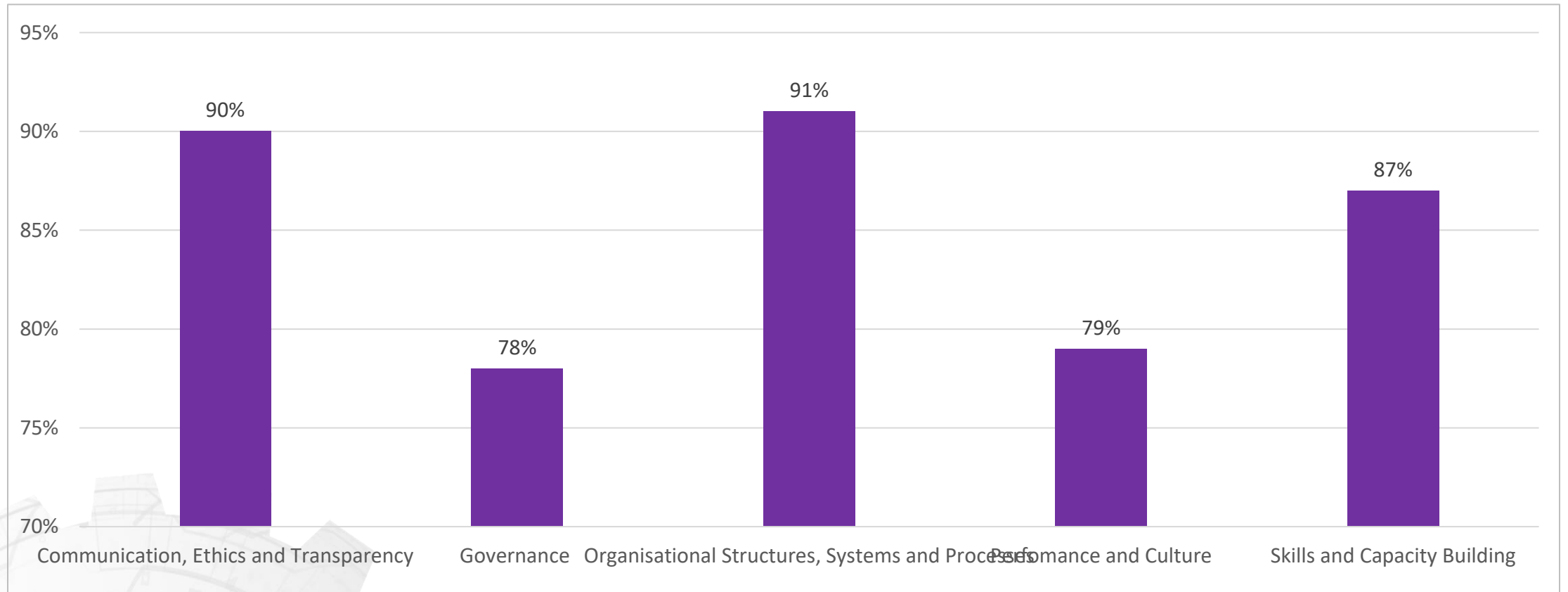


Figure 7.3: Rating by Government

7.4 LABOUR

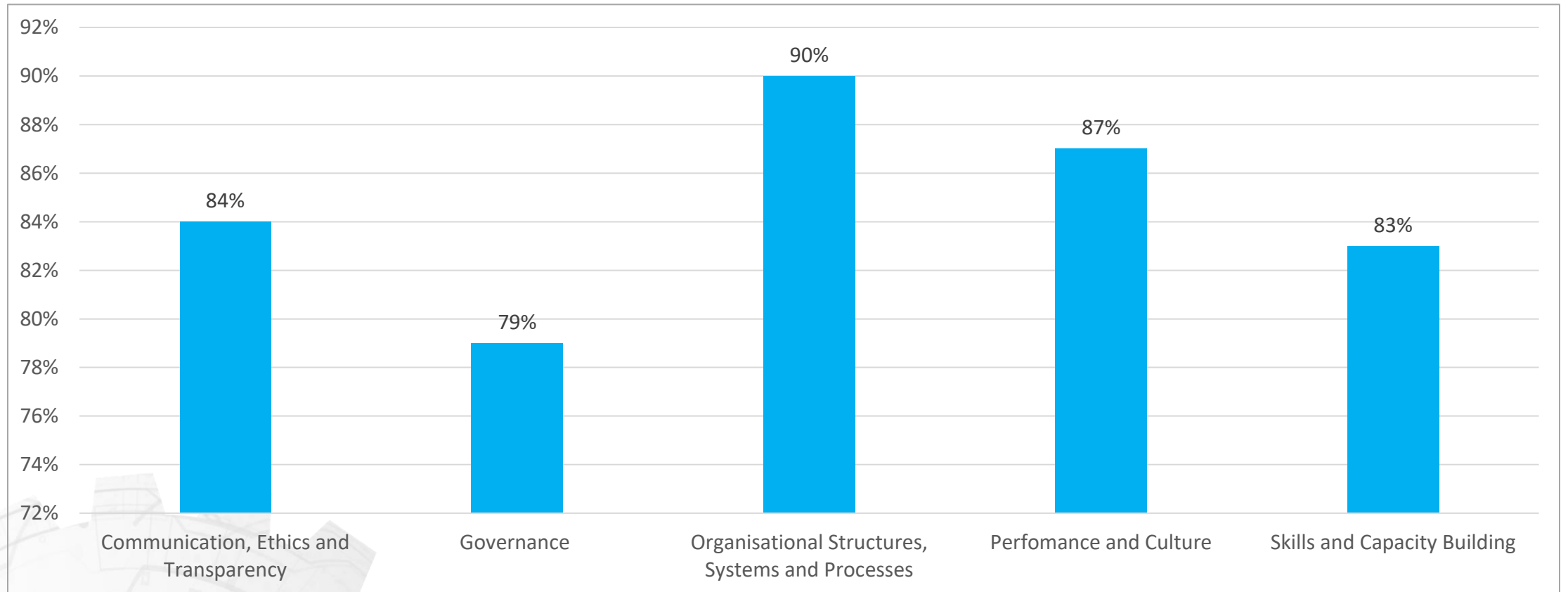


Figure 7.4: Rating by Labour

7.5 NEDLAC STAFF

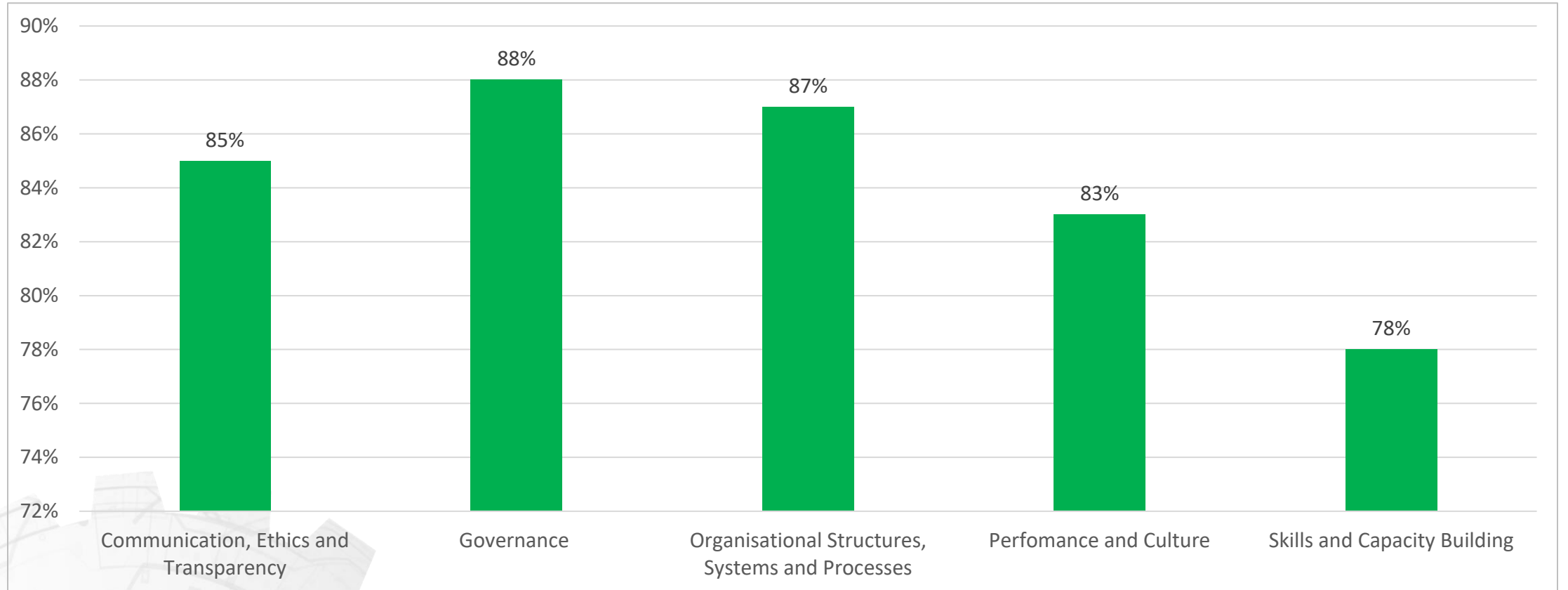


Figure 7.5: Rating by Staff

8. OVERALL LEVEL OF SATISFACTION COMPARISON BY YEAR

Figure 6 below presents a comparison of the overall satisfaction levels of stakeholders between the 2021-2022, 2022-2023 and 2023-2024 periods. It is evident that there is improvement in the level of efficiency in Nedlac.

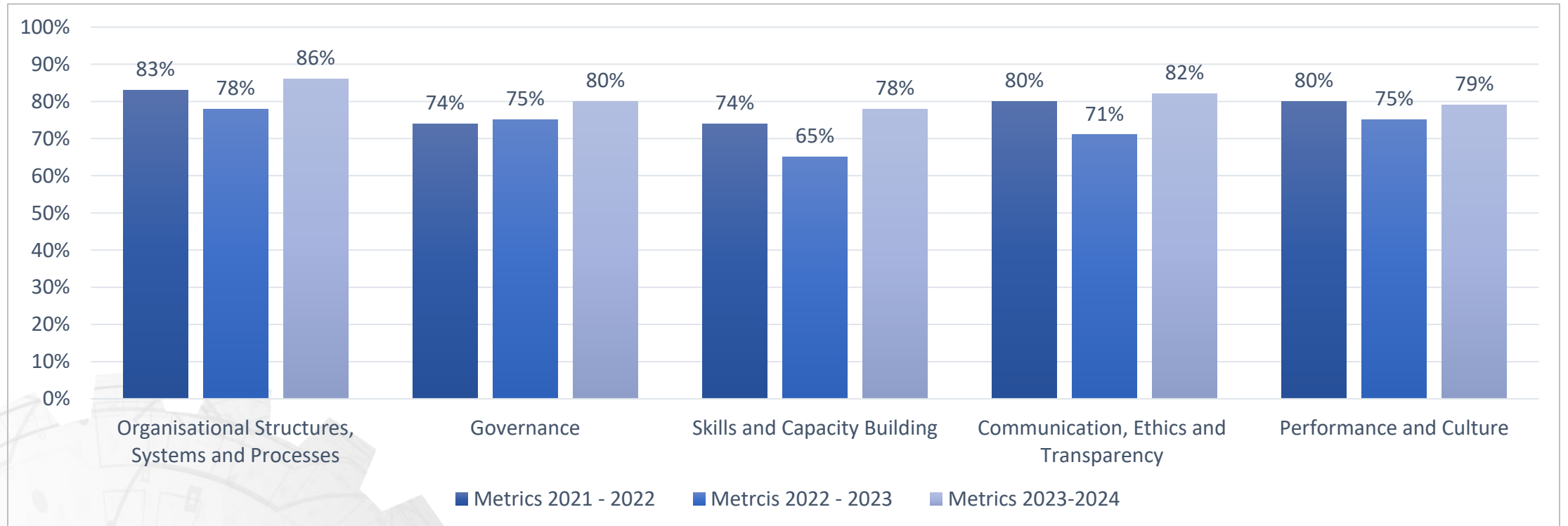


Figure 8 : Overall Level of Satisfaction Comparison by Year

9. YEAR BY YEAR COMPARISONS OF SATISFACTION LEVELS

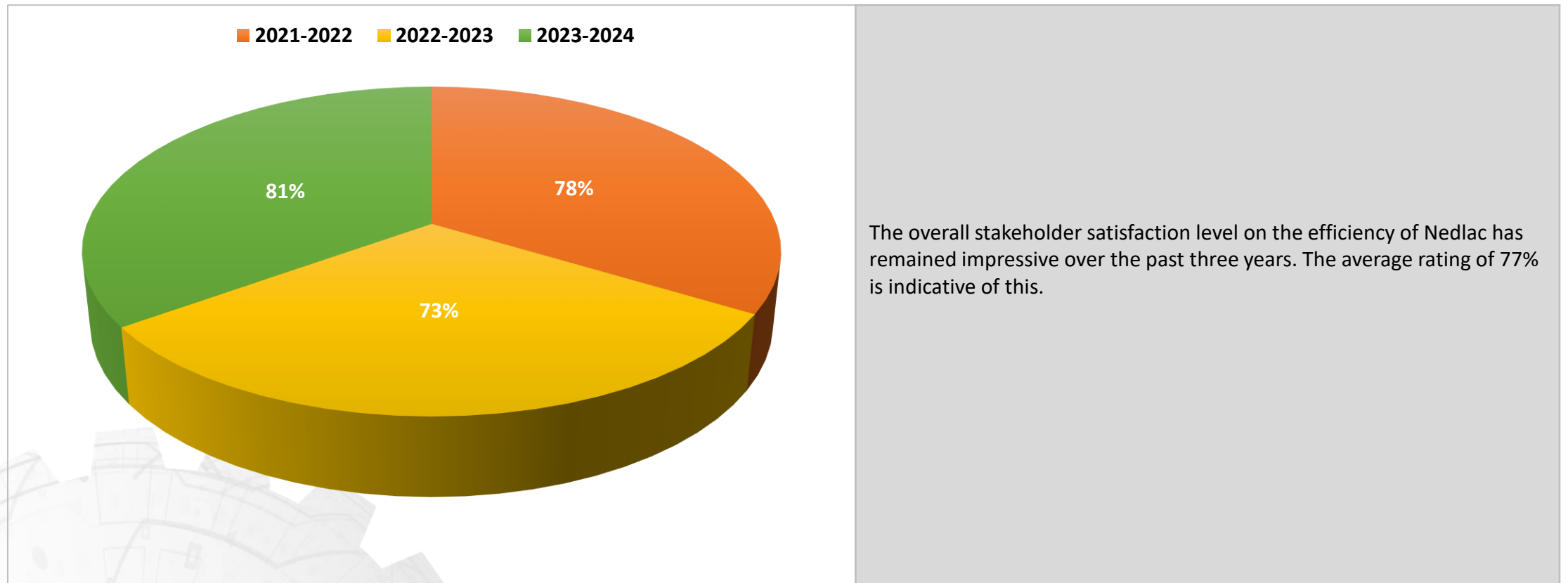
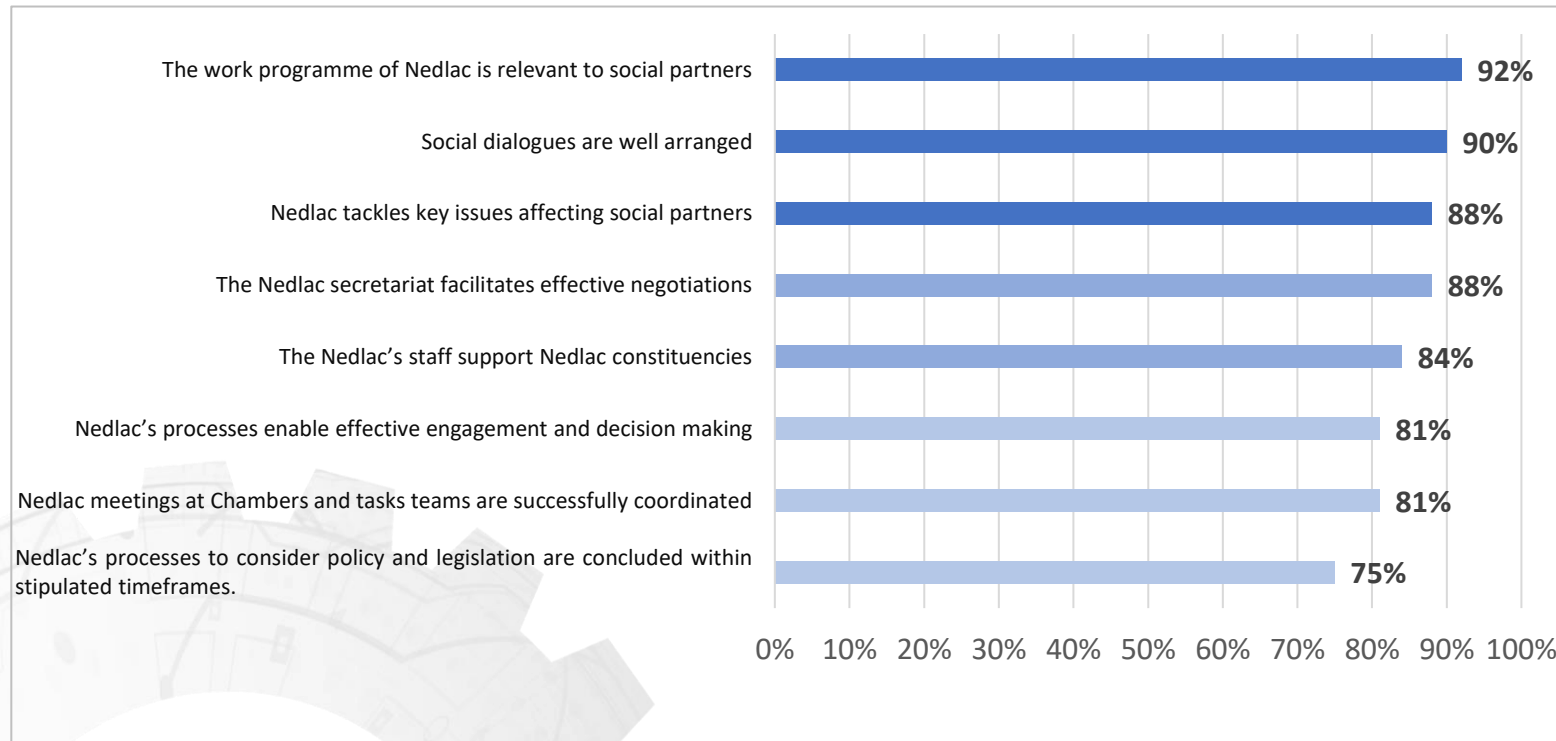


Figure 9: Year by Year Satisfaction Levels Comparison

10. METRICS ANALYSIS

This part of the report presents the satisfaction level provided by stakeholders for each question relating to the five metrics or drivers. The satisfaction level represent a sum of **Satisfied**, **Very Satisfied** and **Completely Satisfied** ratings.

10.1 Organisational Structures, Systems and Processes



Stakeholders expressed their satisfaction with the Organisational Structures, Systems and Processes of Nedlac. The work programme of Nedlac was given a highest satisfaction rating of 92%.

Figure 10.1: Organisational Structures, Systems and Processes Satisfaction Level

10.1.1 Summary of stakeholder comments: Organisational Structures, Systems and Processes

Comments: Satisfied

- Nedlac has committed and professional staff. Very considerate and consultative in approach.
- Nedlac is doing well in handling social dialogues.
- The standard in Nedlac has increased with issues being tackled within a reasonable timeframe.
- The levels of efficiency at Manco are okay and should lay the foundation for other improvements.
- The Nedlac staff and leadership are doing very well in managing a challenging multi-stakeholder environment.
- There is effective communication between the secretariat and the social partners.

Comments: Dissatisfied

- The Community Constituency participants expressed frustration about their lack of participation in all Nedlac structures.
- Timeframes to complete proper analysis of issues is completely unrealistic given limited resources and time availability.
- The time taken to address policy matters is at times lengthy.
- It is often difficult to secure proper mandates given the lack of warning on discussions.
- Loadshedding leads to loss of connectivity and lack of participation.
- The capping of data limits participation towards the end of the month leading to social partners subsidising Nedlac for their participation.
- Dialogues replace engagements and derails draft policies.

Suggestions:

- Social partners to improve their Communication strategies.
- Nedlac should go back to face-to-face meetings or have hybrid meetings to address the problems of connectivity due to load-shedding .
- Effectiveness at the Chamber level needs to be improved.
- There should be standardization of documents across Nedlac.

10.1.1 Summary of stakeholder comments: Organisational Structures, Systems and Processes

Comments: Satisfied

- The current Executive Director has done a sterling job in handling and managing COVID- 19 and turning around systems in a difficult time.
- Things have slightly improved over the past 24 months and that can be attributed to the revamp of chambers through coordinators.

Comments: Dissatisfied

- The level of attendance by key decision-makers from all constituencies remains a concern.
- It is more effective to have face-to-face meetings due to network or loadshedding challenges.
- With remote work and online meetings, the staff of Nedlac, rely on emails and doesn't follow up with phone calls to remind social partners of work and meetings.
- Staff are rather junior and not skilled to facilitate some processes, especially negotiations and dynamic processes become bureaucratised, with critical advances being lost.

Suggestions:

- While deliberations and engagement is great at Nedlac, there needs to be a greater level of accountability from social partners regarding deliverables, especially government.
- Streamline communication between higher structures and those immediately below to remove ambiguity and misinterpretation which causes a significant impact on timeframes.
- Minutes of the meetings to be distributed in time.
- Coordination at Nedlac should bear in mind that there should be consultation prior to the engagement itself

10.2 Governance (including the performance of Manco, Exco, Audit and Risk Committee, Human Resources and Ethics Committee, Annual Summit, Governance Task Team)

This section analyses the stakeholders' satisfaction level with the Governance metric.

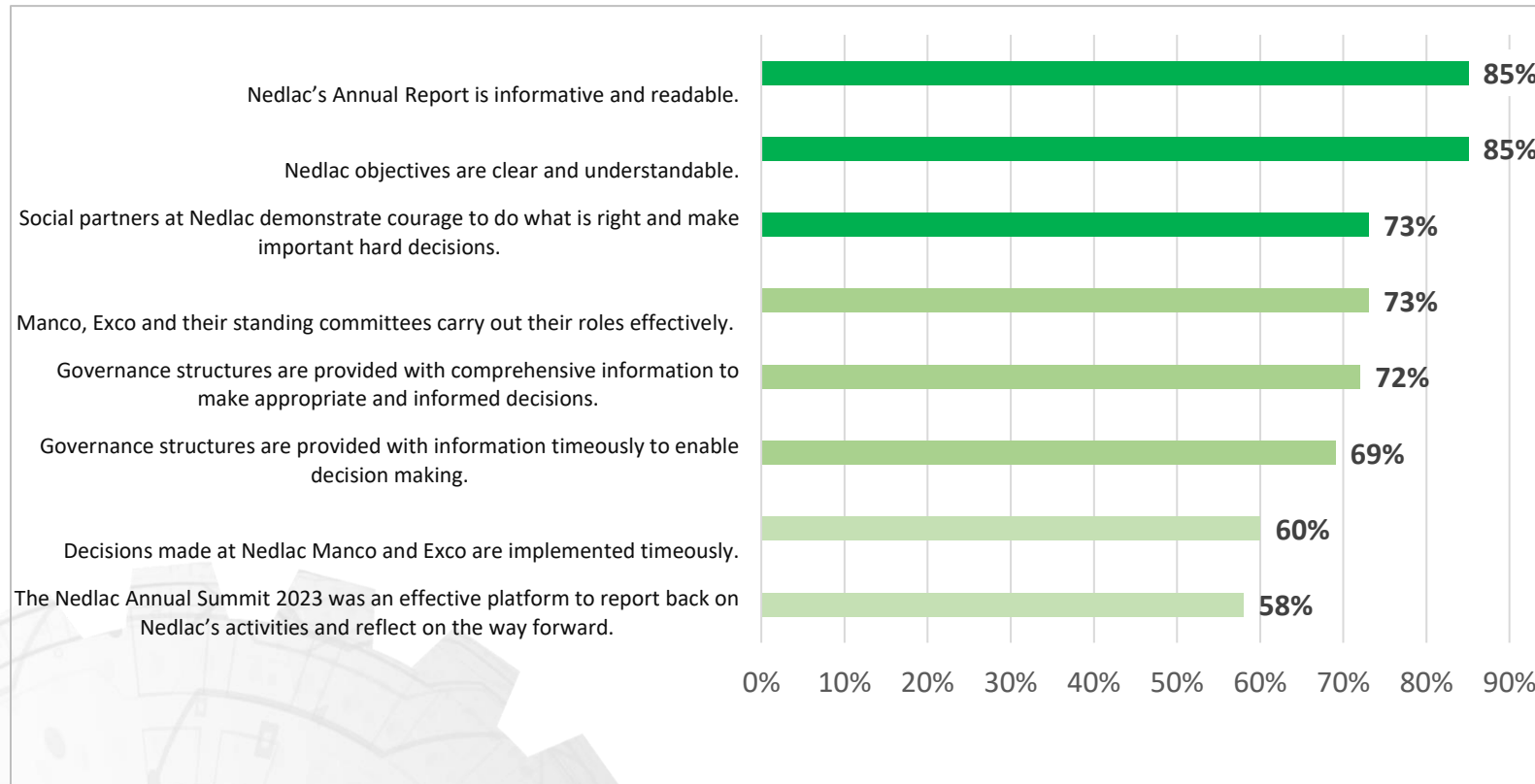


Figure 10.2: Governance Satisfaction Level

The average satisfaction of stakeholders with the Governance metric is 72%

While the Annual Report was regarded high at 85%, the Annual Summit was rated low at 58%.

10.2.1 Summary of Stakeholder Comments: Governance

Comments: Satisfied

- Nedlac governance is done with a high level of professionalism and co-ordination
- Nedlac's Annual Summit provided a great opportunity to learn
- Effective and timeous communication has been realised
- Nedlac to determine and communicate its mandate and powers.

Comments: Dissatisfied

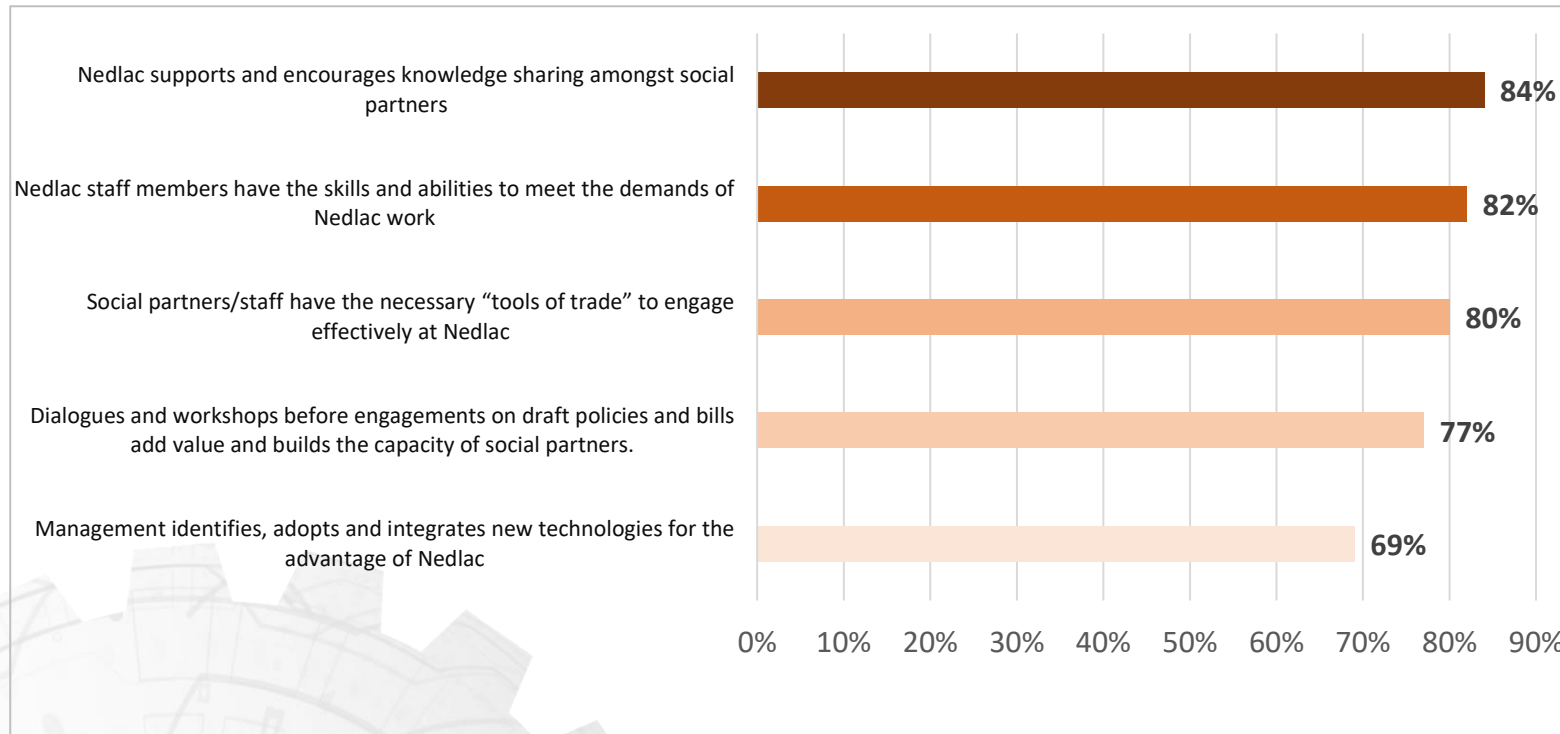
- The Nedlac Summit could do with proper allocation of time, to enable effective presentations and discussions.
- The summit must address issues that social partners are grappling with at Nedlac.
- Governance structure needs to be supported - it takes long when deliberating internal issues

Suggestions:

- Nedlac should review the reason for its existence to re-affirm the robustness and integrity of the processes for which it was probably created.
- Governance structures must be constantly developed with the evolving needs of the organisation.

10.3 Skills and Capacity Building

This section analyses the stakeholders' satisfaction level with the Skills and Capacity Building metric. This metric was the lowest rating of the survey as depicted in figure 8.3. However, it has improved extensively from the previous survey rating of 65%.



The 78% rating for this metric is indicative of an improvement from the previous year's rating of 65%.

Knowledge sharing was rated highest at 84% while using new technologies was rated lowest.

Figure 10.3: Skills and Capacity Building Satisfaction Level

10.3.1 Summary of Stakeholder Comments: Skills and Capacity Building

Comments: Satisfied

- The staff and social partners' capacity development programmes have been successful.
- Nedlac secretariat support to social partners has improved tremendously due to the training and capacity-building initiatives
- The staff do their level best to ensure all social partners have a voice. They are patient with those who lag behind.
- The staff is highly skilled, at times some social partners feel they derail them.
- Staff assistance enhances the capacity for discussions taking place in Nedlac.
- Social partners have grown personally in various ways and learnt so much in a short space of time by participating at Nedlac as a representative from their constituency.

Comments: Dissatisfied

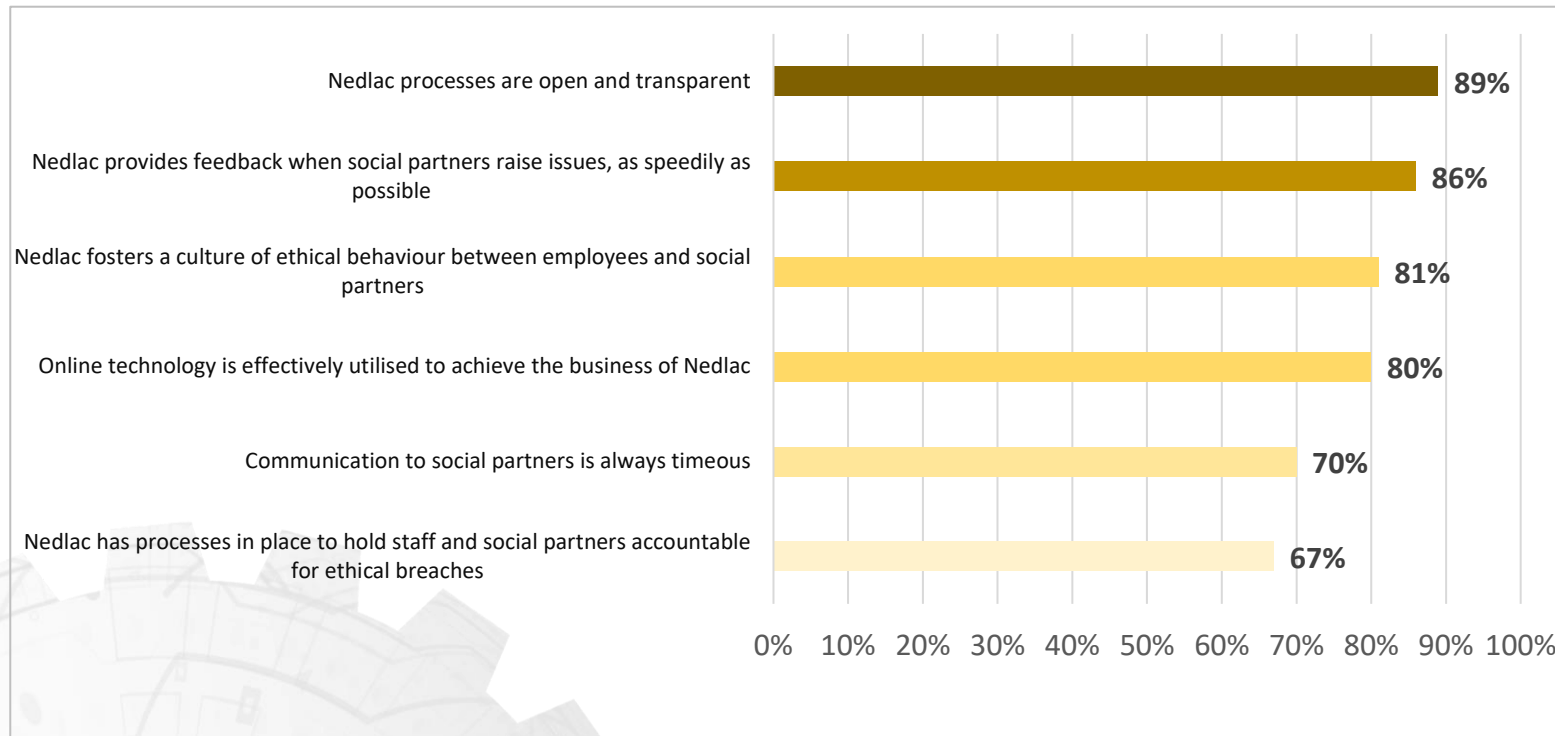
- Capacity-building is a bit irregular and unfocused
- Onboarding sessions for constituencies to understand role, responsibilities and mandate of Nedlac need to be improved.

Suggestions:

- There is still a need to improve capacity development opportunities of social partners.
- New staff should be provided with the necessary training and support to manage and co-ordinate their areas of responsibility
- There should be workshops for both staff and constituencies to orientate them to the operation of Nedlac.
- Community Constituency members who have a lot of meetings and classes to be supported with the necessary tools of trade.

10.4 Communication, Ethics and Transparency

This section looks at the the stakeholders' satisfaction level with the Communication, Ethics ad Transparency metric. Stakeholders' satisfaction level for this metric is 79%.



More attention needs to be placed on the impact of new technologies and AI on Nedlac's processes.

Figure 10.4: Communication, Ethics and Transparency Satisfaction Level

10.4.1 Summary of Stakeholder Comments: Communication, Ethics and Transparency

Comments: Satisfied

- Nedlac excels in communication
- Nedlac is doing good on ethics and transparency

Comments: Dissatisfied

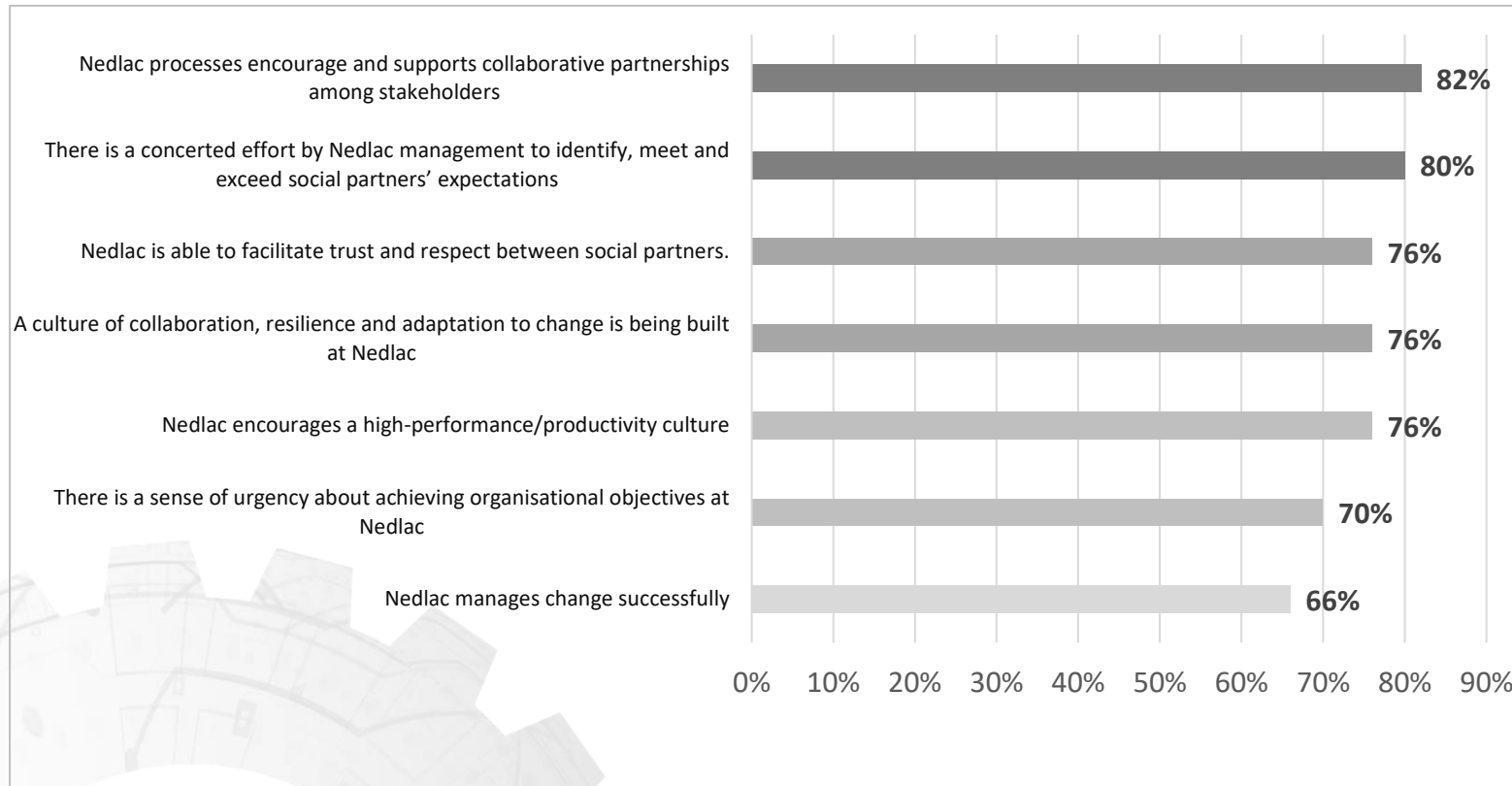
- There is room for improvement in the utilization of technology to achieve the business objectives of Nedlac
- Discussions at Nedlac are confidential, however new technologies such as Otter, etc. have been introduced without clear clarity on the security protocols implemented to protect information discussed
- The Secretariat should note that transcription is a tool which does not replace active listening and understanding of issues.

Suggestions

- There is a need to convene in-person sessions as online is not always conducive to building relationships.
- There is a need to hold social partners more accountable around issues of ethical breaches
- There is a need for greater Nedlac communication in the public domain.
- To achieve efficiency, communication must go to the leads from constituencies who will then inform their members.

10.5 Performance and Culture

This section analyses the stakeholders' satisfaction level with the Performance and Culture metric. The Performance and Culture metric was rated positively by stakeholders at 75%.



While social partners were satisfied with the culture at Nedlac, there is room for improvement

Figure 10.5: Performance and Culture Satisfaction Level

10.5.1 Summary of Stakeholder Comments: Performance and Culture

Comments: Satisfied

- Nedlac displays positive culture.
- Work has been done in bringing partners together, although trust still needs to be improved especially between some constituencies
- Business and government, have more bilateral engagements than other social partners.
- Nedlac manages change very well
- Nedlac ensures that parties are not biased to the constituencies' interest, but to the interest of the country.

Comments: Dissatisfied

- Constituencies should peruse policy documents before meetings to enable effective engagement.
- There is room for improvement in the onboarding of new staff.
- Outside of Nedlac chambers, task teams and Governance Structures, there are hardly any bilateral engagements between social partners.
- The Secretariat of Nedlac must not be seen to be supporting positions by certain social partners but must ensure neutrality, which at this point remains a challenge.
- Whilst Nedlac has a sense of urgency, there are long delays partly due to some of the social partners, and partly due to Secretariat inefficiencies.

Suggestions

- The secretariat should be strong enough to assist in directing processes and discussions.
- There should be annual team-building sessions with social partners to maximize trust and build a collaborative spirit
- Encourage social partners to build relationships amongst each other
- Develop a culture of holding each other accountable as social partners whilst promoting a culture of service delivery in our communities.
- Staff members to ensure that Nedlac overall remains relevant.
- Developing culture of implementing resolutions.

11. ADDITIONAL COMMENTS

- Nedlac secretariat does a great job, often under challenging and frustrating conditions.
- The Executive Director continues to raise the bar to ensure the effective functioning of the institution.
- The Executive Director has taken a lot of liberties, without interference, to ensure that social partners work more efficiently. That has enhanced effective engagement in issues of national importance.

Recommendations

- Constructive engagement should be encouraged at all times.
- There needs to be capable research support staff for constituencies, especially the Community Constituency, but with an internal Nedlac management and quality assurance process.
- Nedlac to take the issues of disability seriously across its operations.

12. CONCLUSION

- It is evident that as a whole Nedlac has been successful in dealing with its stakeholders and managing a strong level of stakeholder satisfaction. This is demonstrated by the overall score of 81% Nedlac received from its stakeholders. This is further evident in the high satisfaction ratings in **Organisational Structures, Systems and Processes, Governance, and Communication Ethics and Transparency**, with Nedlac receiving above 80% satisfaction ratings in all three areas.
- Notable progress in Nedlac's efficiency is clear from the stakeholders' higher degree of satisfaction in the majority of areas.
- The 92% rating given by stakeholders to the work programme of Nedlac affirms the institution's efficiency in its structures, systems and processes.
- The participation rate by stakeholders has improved tremendously by 47% from the previous 2 annual surveys. It has moved from 56 in 2021 -2023 to 119 in 2023-2024.
- Whilst this rating shows a positive success towards its drive for efficiency, the remaining two big issues facing Nedlac in terms of stakeholder satisfaction are the issue of the Community constituency not being in all structures and dissatisfaction around online meetings.

Thank you



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