



# **Education Labour Relations Council**

## **Annual Performance Plan for**

**2018/2019**

### Foreword by Chairperson



This Annual Performance Plan outlines the Council's strategy and focus areas, which is streamlined into two broad areas, namely the maintenance of labour peace in public education and the establishment of quality education in public schools.

The 2018/19 financial year marks a period of sustained delivery in terms of dispute resolution and collective bargaining processes. This includes improvement in the Council's efficiencies in dealing with ordinary disputes and matters of mutual interest. The Council aims to continue with its objective to reduce disputes relating to unfair labour practice on promotion and appointments, in line with the ELRC Dispute Resolution Procedures Guidelines.

The Council's plan for collective bargaining is to monitor the implementation of collective agreements.

The Council hosted a significant event for the public education sector in the 2017/18 financial year. The 2017 ELRC Education Indaba, which is an annual event, serves as a platform for stakeholders to engage on matters of national interest in public education. The outcome of the 2017 Indaba paved the way for ongoing efforts to transform the education system through continuous dialogue.

The Indaba objectives set for the 2018/19 year in relation to Post Provisioning Norms (PPN) and Early Childhood Development (ECD) are to ensure a standardised PPN Manual and the universalisation of Grade R in terms of ECD. The fulfilment of these objectives, steered by the Council, will ensure pronounced improvement in the basic education sector impacting learning and teaching in classrooms.

As the Chairperson of the ELRC, I am confident that the Council will realise the objectives set for the 2018/19 financial period.

A handwritten signature in black ink, consisting of stylized, overlapping loops and lines, positioned above a horizontal line.

**Adv L Bono**  
Chairperson, ELRC

## Message by the General Secretary of the ELRC



Successful implementation of our 2018/19 Annual Performance Plan is crucial as part of our commitment to ensuring quality education in public schools, through our support of key education initiatives.

As an entity responsible for the establishment and maintenance of labour peace, our strategic objectives and plans outlined in this document for the 2018/19 financial year, will allow us to deliver services as per the mandate vested upon us.

The Council will continue to employ proactive measures to resolve and circumvent disputes. These measures include the use of the dispute prevention committees at provincial level, where Parties identify and engage in discussion on areas that are considered potential disputes. The Council will maintain its resolution to provide facilitation, as and when required, to resolve impending disputes.

The Council will also persist in its endeavour to employ a proactive approach to resolve grievances, before they develop into disputes. To achieve this goal, Council provides ongoing training on grievance handling and disciplinary processes for Dispute Resolution Practitioners and Parties.

Another mechanism in place to administer the increased number of disputes referred to the ELRC, is the ongoing recruitment of Panellists, Intermediaries and Interpreters.

The protection of children's rights remains a fundamental commitment for Council and it will accordingly continue to make provision for intermediaries and interpreters during arbitration proceedings. The Council has furthermore secured special venues for disputes where learners are either victims or witnesses, such as the Magistrate Courts.

To ensure optimum representation in special cases, the Council continues to conduct capacity building workshops for Panellists to deal efficiently with cases where the child is a victim or witness.

In rendering effective collective bargaining services, Parties to Council will continue to monitor the implementation of collective agreements and applicable policies which include PPN and reduction in the pool of temporary educators.

The 2018 Education Indaba will receive working papers presented by the PPN and ECD Workstreams, which seeks to address the immediate challenges that directly impact the conditions of service of educators and offer longstanding recommendations to improve teaching and learning in public schools.

In realising the operational objectives contained in this document, the Council plans to implement policies to ensure a productive workforce. IT Governance and practices will also be strengthened during the 2018/19 period to ensure reliable and efficient ICT systems.

As the Accounting Officer, I am confident that the plans outlined in our Annual Performance Plan will allow us to make a significant contribution to education in public schools. We are also committed to fulfilling our mandate to maintain labour peace in public education.

A handwritten signature in black ink, appearing to read 'NO Foca', written over a horizontal line.

**Ms. NO Foca**  
General Secretary, ELRC

**Official Sign-off**

It is hereby certified that this Annual Performance Plan:

Was developed by the management of the Education Labour Relations Council (ELRC) under the guidance of the Accounting Authority;

Was prepared in line with the current Strategic Plan of the Education Labour Relations Council (ELRC);

Accurately reflects the performance targets which the Education Labour Relations Council (ELRC) will endeavour to achieve given the resources made available in the budget for 2018/19.

**Signature:**  
**Ms N.O. Foca**  
Accounting Officer



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**OFFICIAL APPROVAL BY THE ACCOUNTING AUTHORITY**

**Approved by:**

**Signature:**  
**Adv L. Bono**



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ELRC Chairperson (Accounting Authority)

### List of Acronyms

AC	Audit Committee
APP	Annual Performance Plan
BCEA	Basic Conditions of Employment Act
CA	Collective Agreement
CCMA	Commission for Conciliation, Mediation and Arbitration
DBE	Department of Basic Education
DIRCO	Department of International Relations and Cooperation
DRP	Dispute Resolution Practitioners
DSD	Department of Social Development
ECD	Early Childhood Development
EMS	Education Management Service
ERP	Enterprise Resource System
FAR	Fixed Assets Register
FSCA	Free State Collective Agreement
FSED	Free State Education Department
ICT	Information and Communications Technology
ILERA	International Labour and Employment Relations Association
IQMS	Integrated Quality Management System
MSTA	Maths, Science and Technology Academy
MTEF	Medium Term Expenditure Framework
NMMU	Nelson Mandela Metropolitan University
NECT	National Education Collaboration Trust
PAM	Personnel Administrative Measures
PED	Provincial Education Department
PILIR	Policy on Incapacity Leave and Ill-Health Retirement
PMDS	Performance Management and Development System
PPN	Post Provisioning Norms
PSLA	Provincial Strategy on Learner Attainment
QC	Quality Control
QLTC	Quality Learning and Teaching Campaign
QMS	Quality Management System
SACE	South African Council for Educators
SCM	Supply Chain Management
SGB	School Governing Body

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# **PART A: STRATEGIC OVERVIEW**

# 1. Situational Analysis

## 1.1 Factors that influence the plans and activities of Council

The following factors influence the core operations of the Council:

### 1.1.1. Dispute Management Services

Dispute Management Services commits to render expedited dispute resolution services to all Parties to the Council.

The use of legal representatives impact the dispute resolution process as cases are not finalised speedily and efficiently and drag on for more than a year. Legal representatives equate the ELRC arbitration processes to a court of law, instead of conducting processes with minimal legal formalities. Legal representation in the ELRC arbitration processes for alleged misconduct and incapacity hearings are not automatically allowed. Applicants have to apply and after considering the relevant factors associated with such applications, the Commissioners either grant or refuse the applications.

The ELRC aims to protect the rights of children by making provision for intermediaries and interpreters during arbitration proceedings. Furthermore, the Council has secured special venues for disputes where learners are either victims or witnesses, such as the Magistrate Courts.

### 1.1.2. Collective Bargaining Services

The nature of a bargaining council is such that the tension between Parties affects the performance of the organisation. The agenda and programme for bargaining is entirely dependent on Parties, therefore the achievement of Council's objective for Collective Bargaining is affected if the relationship amongst Parties is not sound.

## 1.2 Performance delivery environment

The ELRC is a bargaining council composed of the Department of Basic Education as the Employer and the admitted Teacher Unions.

It operates in the public education labour relations environment and over the years has managed to contribute towards labour peace in public education. In order to improve the delivery of services, the Council will take steps to improve the efficiencies in dealing with matters of mutual interest and individual rights disputes.

Identified factors that negatively affect the performance of the Council will be addressed with the objective of improving areas considered important in contributing to Outcome 1: *“Improved quality of basic education”*.

The following key areas will be addressed in the 2018-2019 financial period:



### 1.2.1 Dispute Management Services

#### 1.2.1.1. Dispute Prevention

The objective of Council in dispute prevention is to employ a proactive approach and intervene to resolve grievances, before they develop into disputes. Council provides training for practitioners, both panellists and Parties. Another mechanism put in place by the Council to prevent disputes is the establishment of Dispute Prevention Committees in all provincial chambers, which provides a forum for Parties to engage on all areas that are considered to be potential disputes.

##### ***1.2.1.1.1. Facilitation and Intervention***

The Council has detected an escalation of disputes referred by Provinces. In its quest to reduce the number of disputes referred, the Council plans to train Parties and Dispute Resolution Practitioners on grievance handling and disciplinary processes.

Council has set aside a budget for intervention and facilitation in the 2018/19 financial year.

#### 1.2.1.2. Dispute Resolution

##### ***1.2.1.2.1. Special Disputes where a child is a victim***

The Council has observed that there is a considerable number of disputes which are referred wherein learners are victims or involved as witnesses. The Council continues to conduct capacity building workshops for Panellists to efficiently and effectively deal with cases. A considerable number of Courts have also allowed our special disputes to continue on their premises. Although the Council struggles to recruit intermediaries, all cases where a child is involved as a victim or witness are scheduled with an intermediary for them to protect the interest of the children.

##### ***1.2.1.2.2. Appointments and Promotions***

The Council has a collective agreement on appointments and promotions to manage these type of disputes. This collective agreement serves as guideline for Departments, Commissioners and Practitioners alike when dealing with appointments and promotion issues in the education sector. The guidelines ensures consistent application of the law relating to appointment and promotions in the education sector and contributes to stability in the labour environment.

##### ***1.2.1.2.3. Monitoring of implementation of collective agreements and enforcement***

The Council, through its provincial chambers, continues to ensure that the implementation of collective agreements is monitored and in instances where such is not done, the provisions of the Council's constitution are invoked to ensure enforcement.

#### 1.2.1.3. Proactive measures in place to deal with disputes:

- The Council established dispute prevention committees in all provincial chambers with the aim to analyse statistics on disputes received monthly from head office, in a bid to address these issues and to identify training needs where necessary.

- The Council continues to provide training for Dispute Resolution Practitioners and Panellists to ensure that they operate effectively and are kept abreast of current labour developments.
- The Council's constitution is aligned it with the Commission for Conciliation, Mediation and Arbitration (CCMA) Rules and the LRA.
- The Council continuously recruits Panellists, Intermediaries and Interpreters in order to manage the increased number of referral of disputes.

### **1.2.2. Collective Bargaining Services**

#### **1.2.2.1. Challenges emanating from the implementation of the current PPN**

The consultation process on PPN at provincial Chambers often poses challenges, resulting in disputes as the model used by the Employer does not cater for material conditions. Parties to Council are committed to have the new model on PPN presented and adopted in the 2020/2021 financial year. Parties have agreed to have a round table discussion that would include national and provincial party principals to deliberate on the issue of PPN and budget allocation.

Parties agreed, during the 2017 Education Indaba deliberations, to establish a PPN Workstream to deal with the imperative issues relating to PPN, such as a standardised PPN Manual.

#### **1.2.2.2. Reduction in the pool of temporary educators**

Inconsistencies in the reduction of temporary educators results in impasse between the employer and employee Parties at provincial level.

To address the challenges in the appointment of temporary educators in education and as well to give effect to what is envisaged in the Act; the Council's Legal Sub-Committee has drafted a collective agreement on the appointment of temporary educators, which is aligned to the Act. The Council is on the verge of concluding and signing the draft collective agreement on appointment of temporary educators in 2018/19 financial year.

#### **1.2.2.5 Research**

In an effort to address issues of mutual interest, the Council conducted research in the 2016/17 financial year on the Conditions of Service for Grade R Practitioners. The Council's objective is to monitor the implementation of the research recommendations, with specific focus on the institutionalisation of Grade R Practitioners and conditions of service. Parties agreed in the ELRC Education Indaba held in the 2017/18 financial year to establish an ECD Workstream which will amongst others deal with the issue of Grade R practitioners and conditions of service in the 2018/19 financial year.

## **1.3 Organisational Environment**

### **1.3.1. Funding model**

The funding model of the Council poses a challenge in that income is generated through contributions by the Employer and deductions from the educators. Although the rate of contributions is determined through negotiations by the Parties to Council, there is no provision for annual increases. This result is a static and fixed flow of secured income in an environment of increasing costs due to inflation. The Council has however secured an increase in the levy income which is effective for a period of five years. This has ensured that the Council's

immediate cash requirements are met, without utilising the accumulated cash reserves which are in place to carry the Council until 2020. The Levy Agreement will be reviewed after five years.

### **1.3.2. Human Capital**

The Council plans to be an employer of choice by ensuring that it attracts professional and credible incumbents. By doing this the Council will inevitably attract and retain quality staff.

The performance of staff will be ensured by monitoring the implementation of all Human Resources Policies.

The retention of staff will be realised by ensuring that the remuneration and benefits are aligned with the job profiles and that salaries are market related.

### **1.3.3. Information Communication Technology**

IT Governance forms an integral part of the Council's business. Achievement of IT Governance objectives is monitored through quarterly risk review meetings attended by the Risk Management Committee. The monitoring and achievement of IT Governance objectives is facilitated through this forum where appropriate IT risks and related business objectives are attended to.

The Council plans to enhance technological obsolescence and lifecycle of equipment to meet current and future information technology needs. The aim is also to ensure that the Council systems are integrated and accessible through the mobile application technology in the 2018/19 financial year, to safeguard the continuous availability, reliability, effectiveness and efficiency of Information and Communications Technology (ICT) systems.

ICT's strategy is to become an enabler of change within the Council, by assisting business units to enhance productivity through the innovative use of existing and future technology by incorporating best IT practices in all operations.

### **1.3.4. Supply Chain Management**

The purpose of SCM in the ELRC is to support the core functions of the Council mainly being Collective Bargaining and Dispute Management. The Supply Chain Management Unit has implemented and ensured enforcement of the SCM Policies which contributed significantly to the Council adhering to the compliance requirements relating to procurement processes. These processes ensures that the Council has a sound, sustainable and accountable Supply Chain Management. The Council maintains effective and efficient internal control systems, which in turn ensures that we attain value for money in all procurement processes and transactions. In ensuring compliance to SCM Policies and procedures, the Council ensures that all our dealings are ethical, fair and encourages competition.

### **1.3.5. Internal Audit**

The Internal Audit function is responsible for providing support to the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency and develop recommendations for enhancement or improvement to strengthen good governance, control processes, compliance with regulations and business policies and procedures, and the risk management.

King IV effectively dispensed with the notion of compliance-based, cyclical auditing and embraced risk-based auditing. The imperative to appropriately position risk-based auditing is a central focus of King IV.

The repositioned risk-based approach directs internal audit to address strategic, operational and financial issues in its quest to deliver value to the organisation. Value is now seen to vest in the relevance of a function. As such, the internal audit needs to understand the organisation's strategy and to direct the function accordingly.

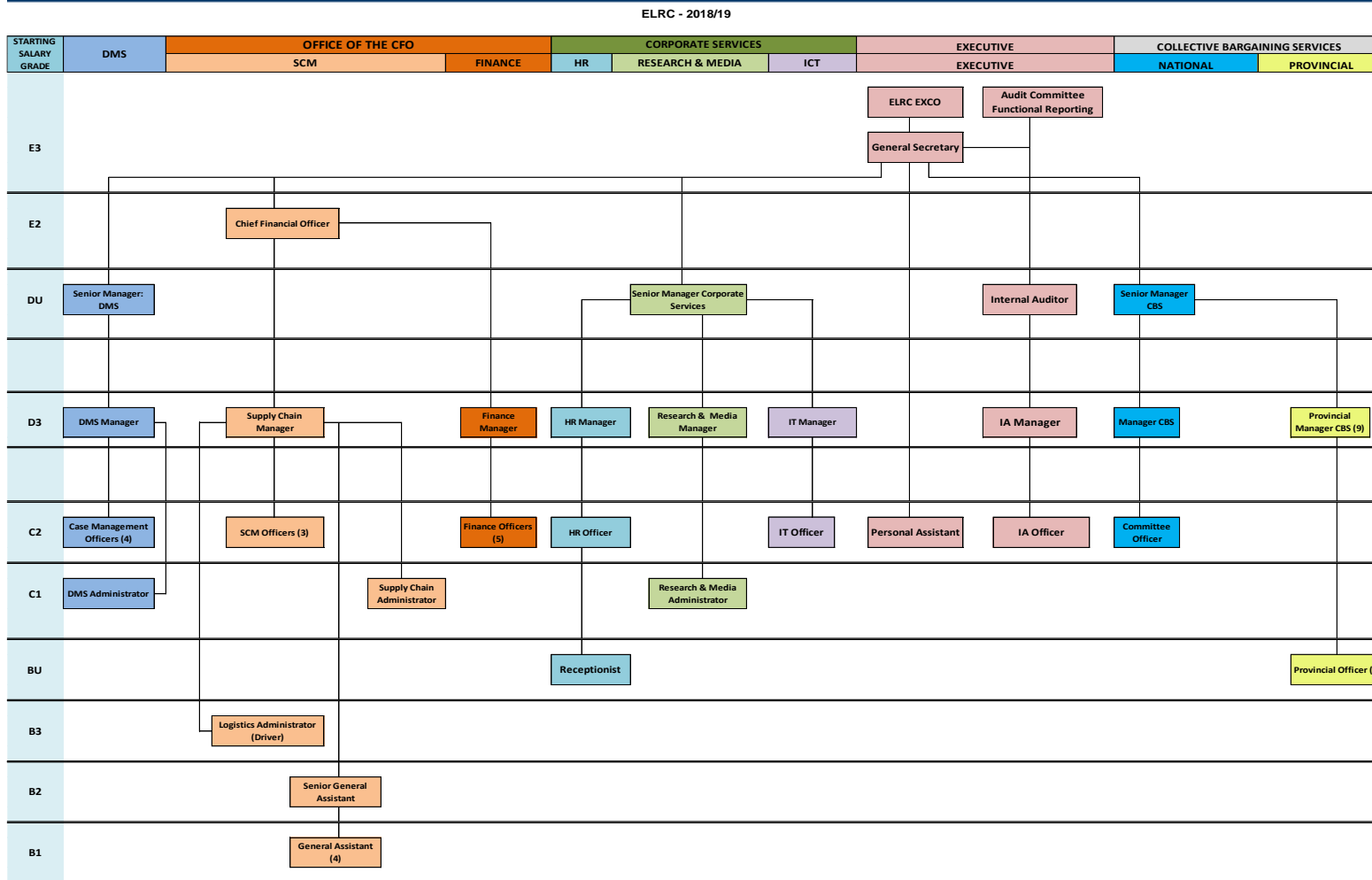
Governance is underpinned by an acceptance of accountability and responsibility for action. Accordingly, the Internal Auditor provides an assessment of an organisation's control environment.

## **2. Revisions to Legislation and Other Mandates**

There are no significant changes to the legislative and other mandates.

### 3. ELRC organogram 2018/19

ELRC Organogram



## 4. Overview of 2018/19 Budget and MTEF estimates

### 4.1 Expenditure estimates

Expenditure Description	Expenditure Outcome			Approved	Medium-term expenditure estimate		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
<b>REVENUE</b>							
Levies Received	49 212 798	48 790 093	48 837 490	72 000 000	72 000 000	72 000 000	72 000 000
Interest and other income received	7 275 662	14 439 505	14 780 539	6 584 431	8 831 464	9 317 195	9 829 640
Carried over from prior year					17 232 102		
Rent Received	-	-	-	-	270 432	164 876	-
Transfer from Reserves - Capital expenditure	-	10 000 000	-	-	-	-	-
Transfers (To) from Reserves - Operating expenditure	-	-	-	(2 539 440)	(5 369 710)	458 607	4 056 264
	<b>56 488 460</b>	<b>73 229 598</b>	<b>63 618 029</b>	<b>76 044 991</b>	<b>92 964 288</b>	<b>81 940 678</b>	<b>85 885 905</b>
<b>OPEX</b>							
<b>DISPUTE MANAGEMENT SERVICES</b>	<b>8 744 632</b>	<b>11 348 329</b>	<b>11 083 267</b>	<b>14 716 033</b>	<b>18 976 311</b>	<b>14 865 100</b>	<b>15 646 462</b>
Administration expenses	174 539	132 337	377 325	151 373	174 992	185 241	196 105
Arbitration Cost	5 084 639	6 775 620	6 150 753	6 623 304	8 178 000	8 627 790	9 102 318
Conciliation cost	924 122	1 129 891	1 506 637	1 681 380	2 033 000	2 144 815	2 262 780
Condonation Ruling	104 000	166 485	157 000	155 333	170 000	179 350	189 214
Cost of quality control	116 500	135 000	118 875	116 500	250 000	263 750	278 256
Dispute Prevention and Resolution	592 690	543 709	111 969	560 355	1 147 733	1 210 858	1 277 456
Training & Professional Development	1 748 143	1 847 361	852 073	4 601 736	5 522 586	670 795	670 795
Labour court matters	-	617 925	1 808 635	826 052	1 500 000	1 582 500	1 669 538
	<b>14 986 687</b>	<b>16 871 683</b>	<b>10 418 040</b>	<b>17 375 655</b>	<b>20 290 686</b>	<b>15 655 320</b>	<b>16 506 796</b>
<b>COLLECTIVE BARGAINING SERVICES</b>							
Administration expenses (National)	9 926 249	10 785 665	5 436 269	11 626 624	8 519 122	8 156 020	8 598 241
Research and Development	1 096 511	907 970	978 021	-	4 602 913	-	-
Governance support services	1 161 224	2 118 961	1 260 986	2 620 958	2 775 155	2 913 913	3 059 609
Chamber expenses (Provincial)	2 802 702	3 059 086	2 742 765	3 128 073	4 393 495	4 585 387	4 848 946
	<b>1 377 858</b>	<b>2 022 679</b>	<b>943 762</b>	<b>1 676 298</b>	<b>2 538 148</b>	<b>2 675 005</b>	<b>2 819 389</b>
<b>CORPORATE SERVICES</b>	<b>24 262 255</b>	<b>33 101 249</b>	<b>35 121 140</b>	<b>41 033 655</b>	<b>46 097 145</b>	<b>48 085 740</b>	<b>50 262 972</b>
Media & Communications	912 301	823 193	523 037	1 197 215	1 290 338	1 358 046	1 432 739
Mobilisation of employees	17 839 778	25 745 297	26 482 738	30 196 300	33 127 483	34 938 322	36 557 908
Information Communications Technology	36 180	928 253	989 427	2 233 359	2 570 223	2 711 586	2 860 723
Human Resources	1 457 446	1 223 642	1 000 095	1 030 236	1 541 311	1 462 537	1 538 699
Supply Chain Management	2 944 135	3 550 794	5 210 555	6 243 069	7 206 741	7 291 742	7 529 154
Financial Accounting Services	1 072 416	830 070	915 288	133 476	361 048	323 507	343 750
<b>Total OPEX</b>	<b>49 371 433</b>	<b>63 343 940</b>	<b>57 566 209</b>	<b>74 801 641</b>	<b>87 902 289</b>	<b>81 281 165</b>	<b>85 235 619</b>
<b>CAPEX</b>	<b>3 539 911</b>	<b>10 000 000</b>	<b>2 143 501</b>	<b>1 243 350</b>	<b>5 062 000</b>	<b>659 513</b>	<b>650 286</b>
<b>Total Annual Expenditure</b>	<b>52 911 344</b>	<b>73 343 940</b>	<b>59 709 710</b>	<b>76 044 991</b>	<b>92 964 289</b>	<b>81 940 678</b>	<b>85 885 905</b>
<b>Net Surplus/(deficit) for the year</b>	<b>3 577 115</b>	<b>(114 342)</b>	<b>3 908 319</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>

# **PART B: Programme Plans**

## 5. Programmes

### 5.1. Programme 1: Collective Bargaining Services

#### Purpose

The purpose of Programme 1 is to contribute to the Council’s vision of a strengthened social contract between government, teacher unions and civil society that helps to create a conducive environment for improved quality in teaching and learning. Such is done by promoting collective bargaining at national and provincial levels so as to ensure the development of effective policies for quality public education in a non-disruptive environment for teaching and learning.

#### Sub-programmes:

- Collective Bargaining
- Research Services
- Dispute Prevention Support Services

#### 5.1.1. Strategic objective annual targets for 2018-19: Collective Bargaining Services

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
<b>5.1.1.1</b> <b>Collective bargaining</b> To facilitate bargaining on identified matters of mutual interest in public education	Schedule bargaining meetings where agreed matters of mutual interest, as identified on the management plan, would be tabled, including	Schedule bargaining and governance meetings within 14 days from date of agreement	Schedule bargaining and governance meetings within 14 days	Agreed matters of mutual interest in public education concluded successfully in bargaining meetings	Agreed matters of mutual interest in public education concluded successfully in bargaining meetings,	Agreed matters of mutual interest in public education concluded successfully in bargaining meetings, including the conclusion of Collective	Agreed matters of mutual interest in public education concluded successfully in bargaining meetings, including the conclusion of Collective	Agreed matters of mutual interest in public education concluded successfully in bargaining meetings, including the conclusion of Collective



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Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
	the conclusion of the vote weights collective agreement				including the conclusion of Collective Agreement on Vote Weights	Agreement on Vote Weights	Agreement on Vote Weights	Agreement on Vote Weights
<b>5.1.1.2</b> <b>Education Indaba</b> To facilitate consultation and information on matters of policy in line with National Education Act (NEPA)	To annually convene an Education Indaba	n/a	n/a	Budget workshop for provincial DoE's and national (DBE and 9 provinces)	Education Indaba for provincial DoE's and National (DBE and 9 provinces)	Education Indaba for 9 provincial DoE's and National (DBE)	Education Indaba for 9 provincial DoE's and National (DBE)	Education Indaba for 9 provincial DoE's and National (DBE)
<b>5.1.1.3</b> <b>Management Plan</b> Annually table the management plan for approval for the next bargaining cycle	Schedule meetings whereby the management plan will be tabled for the identification of matters of mutual interest	n/a	n/a	Annually table the management plan for approval for the next bargaining cycle	Annually table the management plan for approval for the next bargaining cycle	Schedule meetings whereby the management plan will be tabled for the identification of matters of mutual interest	Schedule meetings whereby the management plan will be tabled for the identification of matters of mutual interest	Schedule meetings whereby the management plan will be tabled for the identification of matters of mutual interest
<b>5.1.1.4</b> <b>Appointment of Temporary Educators</b> To conclude a collective agreement on the Appointment of Temporary Educators	Council to finalise draft Collective Agreement on Appointment of Temporary Educators	n/a	n/a	To conclude a collective Agreement on temporary educators	To conclude a collective Agreement on temporary Educators	Training and advocacy on the signed Collective Agreement on Temporary Educators	Monitor the implementation of Collective Agreement on Temporary Educators	n/a

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Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
<b>5.1.1.5</b> <b>Post Provisioning Model</b> To revise the Post Provisioning Model	A report on the work of PPN Workstream presented at Education Indaba	n/a	n/a	To facilitate and convene a workshop to receive PPN report	Report on PPN Workstream presented at the Education Indaba	To make recommendation to the Minister on Revised Post Provisioning Model	To monitor the implementation of the Revised Post Provisioning Model	n/a
<b>5.1.1.6</b> <b>ECD Practitioners: Conditions of Service</b> To conclude a collective agreement or recommendations submitted to Minister on standardised conditions of service for ECD practitioners.	A report on ECD Workstream presented to Education Indaba		Conduct Research on the conditions of service for Grade R Practitioners	To draft a collective agreement on the ECD conditions of Service for ECD practitioners	Report on ECD Workstream presented at the Education Indaba	Recommendations from the Education Indaba will give direction	Recommendations from the Education Indaba will give direction	Recommendations from the Education Indaba will give direction
<b>5.1.1.7</b> <b>Dispute Prevention</b> To facilitate dispute prevention support services through providing effective administrative functions to shop stewards	To monitor dispute prevention task team meetings convened at provincial level	n/a	n/a	Convening dispute prevention task team meetings at Provincial level on a quarterly basis	Reports on dispute prevention task team received from provincial chambers on a quarterly basis	Reports on dispute prevention task team reports from provincial chambers on a quarterly basis	Reports on dispute prevention task team reports from provincial chambers on a quarterly basis	Reports on dispute prevention task team reports from provincial chambers on a quarterly basis
<b>5.1.1.8</b> <b>Implementation of Collective Agreements/ Policies</b>	Training and advocacy on the implementation of collective agreements and policies	n/a	n/a	Conducting training and advocacy on the recently revised policies and signed collective agreements	Conducting training and advocacy on the recently revised policies and signed collective agreements	Conducting training and advocacy on the recently revised policies and signed collective agreements to parties to Council	Conducting training and advocacy on the recently revised policies and signed collective agreements to parties to Council	Conducting training and advocacy on the recently revised policies and signed collective agreements to parties to Council

## Annual Performance Plan 2018/19

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
					to parties to Council			
<b>5.1.1.9</b> <b>Research Programmes</b> Council to attend relevant education programmes (International Study visits/Conferences/research) to gain best practices to improve the public education system	Administer resources allocated to approved programmes	n/a	n/a	n/a	n/a	Approved annual budgets/resources for identified programmes by the Executive Committee	Approved annual budgets/resources for identified programmes by the Executive Committee	Approved annual budgets/resources for identified programmes by the Executive Committee

### Quarterly targets for 2018/19: Collective Bargaining Services (National)

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.1.1</b> Schedule bargaining meetings where agreed matters of mutual interest, as identified on the management plan, would be tabled, including the conclusion of the Vote Weights Collective Agreement	Quarterly	Agreed matters of mutual interest in public education are concluded successfully in bargaining meetings, including the conclusion of Collective Agreement on Vote Weights	Bargaining meeting scheduled to attend to matters of mutual interest identified for the first quarter.	Bargaining meeting scheduled to attend to matters of mutual interest identified for the second quarter	Bargaining meeting scheduled to attend to matters of mutual interest identified for the third quarter.	Bargaining meeting scheduled to attend to matters of mutual interest identified for the fourth quarter.
	Annually		To table a Collective Agreement on Vote Weights at Council for approval	n/a	n/a	n/a
<b>5.1.2.1.2</b> To annually convene an Education Indaba	Annually	Education Indaba for 9 provincial DoE's and National (DBE)	Convene Annual Education Indaba for 9 provincial DoE's and National (DBE)	n/a	n/a	n/a

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.1.3</b> Schedule meetings whereby the management plan will be tabled for the identification of matters of mutual interest	Annually	Annually table the management plan for approval for the next bargaining cycle	n/a	n/a	n/a	Management plan drafted and adopted by Council.
<b>5.1.2.1.4</b> Council to finalise draft Collective Agreement on Appointment of Temporary Educators	Annually	To conclude a Collective Agreement on Temporary Educators	Council to conclude Collective Agreement on the Appointment of Temporary Educators in Bargaining meeting	n/a	n/a	n/a
<b>5.1.2.1.5</b> A report on the PPN Workstream presented at Education Indaba	Annually	Report on PPN Workstream presented at the Education Indaba	PPN Workstream report presented by service provider at the Education Indaba	n/a	n/a	n/a
<b>5.1.2.1.6</b> A report on the ECD work stream presented at Education Indaba	Annually	Report on ECD Workstream presented at the Education Indaba	ECD Workstream report presented by service provider at the Education Indaba	n/a	n/a	n/a
<b>5.1.2.1.7</b> To monitor dispute prevention task team meetings convened at provincial level	Quarterly	Reports on dispute prevention task team received from provincial chambers on a quarterly basis	To receive (9) provincial dispute prevention reports from provincial chambers	To receive (9) provincial dispute prevention reports from provincial chambers	To receive (9) provincial dispute prevention reports from provincial chambers	To receive (9) provincial dispute prevention reports from provincial chambers
<b>5.1.2.1.8</b> Training and advocacy on the implementation of Collective Agreements and policies	Tri-annually	Conducting training and advocacy on the recently revised policies and signed collective agreements to parties to Council	n/a	To conduct training and advocacy on collective agreement on the appointment of temporary educators in 3 provinces	To conduct training and advocacy on collective agreement on the appointment of temporary educators in 3 provinces	To conduct training and advocacy on collective agreement on the appointment of temporary educators in 3 provinces
<b>5.1.2.1.9</b> Administer resources allocated to approved programmes	Bi-annually	Approved annual budgets/resources for identified programmes by the Executive	Council delegates to attend the International Labour and Employment Relations Association (ILERA) 8 <sup>th</sup>	Council delegates to attend the 18 <sup>th</sup> ILERA World Congress	Council Delegates to attend the Nelson Mandela Metropolitan University (NMMU) / ELRC International	n/a

**Annual Performance Plan 2018/19**



Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
		Committee	African Regional Congress		Dispute Resolution Conference	

## Annual Performance Plan 2018/19

### 5.1.2. Quarterly targets for 2018/19: Collective Bargaining (Provincial)

#### *Eastern Cape*

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.1 Consultation, Implementation and Monitoring of Collective Agreements and Policies</b>						
<b>Post Provisioning</b> A report on the consultation process for post provisioning is available and presented in Chamber meeting	Quarterly	Reports (3)  Workshop (1)	Workshop on the indicative budget for post provisioning (First consultation)	Meaningful consultations on post provisioning are finalised and concluded and reports tabled at Chamber meeting	Staff establishment and distribution of posts issued to all schools, report received and tabled at Chamber meeting.	Consolidated report on the distribution of post provisioning for 2019 received and analysed at Chamber meeting.
<b>Employee Health and Wellness (EHW)</b> Monitor the introduction and implementation of Employee wellness activities and report presented in Chamber meeting	Quarterly	Reports (4)	Presentation and analysing of reports on the introduced and implemented programmes in Chamber meeting	Presentation and analysing of reports on the introduced and implemented wellness programmes in Chamber meeting	Presentation and analysing of reports on the introduced and implemented programmes in Chamber meeting	Wellness programmes are introduced and adopted by Chamber for the year 2019
<b>Teacher Development</b> Monitoring reports on provision of teacher development programs presented in Chamber meeting.	Quarterly	Reports (4)	A comprehensive report on the implementation of programmes received and presented to the Chamber	A comprehensive report on the implementation of teacher development programmes received and presented to the Chamber	A comprehensive report on the implementation of programmes received and presented to the Chamber	Teacher Development programmes are introduced and adopted by Chamber for the year 2019
<b>Dispute Prevention</b> Monitoring reports on the categories and status of the Grievances, Misconduct and disputes lodged presented in Chamber meeting.	Quarterly	Reports (3)  Workshop (1)	A workshop on appointments and promotions and dispute prevention conducted.	Formulation and development of strategy based on the reports on the nature and trends and patterns of disputes lodged presented to Chamber meeting.	A report emanating from the dispute prevention task team meeting presented to Chamber.	A report emanating from the dispute prevention task team meeting presented to Chamber.

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Rural Incentives for Educators</b> Monitoring reports on the implementation of incentives for educators are available and presented to Chamber meeting.	Quarterly	Reports (4)	Report emanating from the rural incentives task team presented to the Chamber.	Report emanating from the rural incentives task team presented to the chamber.	Criteria used to pay for incentives to be looked into and adopted by Chamber.	Analytic report presented and adopted by the Chamber.
<b>Recruitment and Filling of Posts</b> Monitoring reports on the recruitment and filling of posts presented to Chamber meeting.	Quarterly	Reports (4)	A report on recruitment and filling of posts presented in Chamber.	A report on recruitment and filling of posts presented in Chamber	A report on recruitment and filling of posts presented in Chamber	A report on recruitment and filling of posts presented in Chamber

## Annual Performance Plan 2018/19

### Free State

Programme Performance Indicator	Reporting Period	Annual Target 2018/19	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.2 Consultation, Implementation and Monitoring of Collective Agreements and Policies</b>						
<b>Monitor implementation of Free State Collective Agreement (FSCA) 1 of 2018</b> Report on recruitment and filling of posts in terms of FSCA 1 of 2018	Quarterly	Reports (4)	Parties Conclude the process of signing FSCA 1/2018  Free State Education Department (FSED) Present Management Plan on training of Departmental Official/School Governing Bodies (SGB's)/ Teachers on FSCA 1/2018	FSED Present report on trained Departmental Officials/SGB's/ Teachers on FSCA 1/2018  FSED Present progress report on advertised and filled posts	FSED Present report on trained Departmental Officials/SGB's/ Teachers on FSCA 1/2018  FSED Present progress report on advertised and filled posts	FSED Present report on trained Departmental Officials/SGB's/ Teachers on FSCA 1/2018  FSED Present progress report on advertised and filled posts
<b>Training on Amended Personnel Administrative Measures (PAM)</b> Training of educators on the amended PAM	Quarterly	Reports (4)	FSED Present the Management Plan for training on amended PAM in Chamber meeting	Progress report on training conducted on the amended PAM is presented by FSED to Chamber	Progress report on training conducted on the amended PAM is presented by FSED to Chamber	Progress report on training conducted on the amended PAM is presented by FSED to Chamber
<b>Conclude Free State Collective Agreement on Post Provisioning.</b> (Framework of ELRC CA 4/2016)	Quarterly	Reports (4)	Draft FSCA on the Procedure for Identifying educators in addition to staff establishments is drafted by the Task Team, presented for consultation and signing in the Chamber meeting	Post Provisioning Consultation on the budget allocation and distribution of posts for 2019 is concluded in Chamber	Report on the issuing of posts/staff establishments to schools is presented by FSED to the Chamber	FSED present report on implementation of FSCA in relation to Post Provisioning to the Chamber
<b>Monitor Implementation of 37% in lieu of benefits</b> Report on 37% in lieu of benefits for educators employed for less than six months is presented to Chamber.	Quarterly	Reports (4)	FSED present report on educators accessing 37% in lieu of benefits to Chamber	Report on educators accessing 37% in lieu of benefits is presented by FSED to Chamber	Report on educators accessing 37% in lieu of benefits is presented by FSED to Chamber	Report on educators accessing 37% in lieu of benefits is presented by FSED to Chamber



## Annual Performance Plan 2018/19

Programme Performance Indicator	Reporting Period	Annual Target 2018/19	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>FSCA 1 of 2009</b> Monitor implementation of FSCA 1 of 2009 on the permanent appointment of temporary educators and reports presented to Chamber.	Quarterly	Reports (4)	FSED present report on temporary educators who have been converted into permanent appointment (as a result of completing six months in substantive vacant posts) in Chamber meeting	Reports on temporary educators who have been converted into permanent appointment (as a result of completing six months in substantive vacant posts) presented by FSED to the Chamber meeting	FSED present report on temporary educators who have been converted into permanent appointment (as a result of completing six months in substantive vacant posts) in Chamber meeting	Reports on temporary educators who have been converted into permanent appointment (as a result of completing six months in substantive vacant posts) presented by FSED to the Chamber meeting
<b>IQMS and PMDS</b> Monitor implementation of Integrated Quality Management System (IQMS) and Performance Management Development System (PMDS)	Quarterly	Reports (4)	FSED present report on IQMS and PMDS performance results to Chamber	Report on payment of educators who qualified is presented by FSED to Chamber	Report on evaluation of educators is presented by FSED to Chamber	Quality assurance on performance results is conducted by the FSED and report presented to the Chamber
<b>Incentives for Educators</b> Monitor implementation of Incentives Policy for Educators and reports presented to Chamber meeting	Quarterly	Reports (4)	FSED present the Management plan (based on educators qualifying in terms of the policy) to Chamber meeting	FSED present report on implementation of incentives for educators to Chamber meeting	FSED present report on implementation of incentives for educators to Chamber meeting	FSED present report on implementation of incentives for educators to Chamber meeting
<b>5.1.2.2.1 Information Sharing</b>						
<b>Skills Development</b> Monitor reports on skills development programme to strengthen professional development of educators and reports presented to Chamber meeting	Quarterly	Reports (4)	Progress report on professional development of educators is presented by FSED to Chamber	Progress report on professional development of educators is presented by FSED to Chamber	Progress report on professional development of educators is presented by FSED to Chamber	Progress report on professional development of educators is presented by FSED to Chamber
<b>Equity Targets</b> Monitor implementation of equity targets on the filling of posts and reports presented to	Quarterly	Reports (4)	The Employer present Equity Targets in terms of the policy to the Chamber	The Employer present report on meeting of targets in filled posts to the Chamber	The Employer present report on meeting of targets in filled posts to the Chamber	The Employer present report on meeting of targets in filled posts to the Chamber

## Annual Performance Plan 2018/19

Programme Performance Indicator	Reporting Period	Annual Target 2018/19	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Chamber.						
<b>Policy on Incapacity Leave and Ill-Health Retirement (PILIR)</b> Monitoring the implementation of Policy on Incapacity Leave and Ill-Health Retirement and reports presented to Chamber	Quarterly	Reports (4)	FSED present the Management Plan (based on the number of PILIR cases in the system) to the Chamber meeting	FSED present report on the number of teachers on more than six months incapacity leave to the Chamber meeting	FSED present report on the number of teachers on more than six months incapacity leave to Chamber meeting	FSED present report on the number of teachers on more than six months incapacity leave to the Chamber meeting
<b>Employee Health and Wellness</b> Monitor the implementation of EHW Activities and reports presented to Chamber	Quarterly	Reports (4)	FSED present the Management Plan on Employee Health and Wellness activities for 2018/19 to Chamber	Report on Employee Health and Wellness activities is tabled by FSED for discussion at Chamber meeting	Report on Employee Health and Wellness activities is tabled by FSED for discussion at Chamber meeting	Report on Employee Health and Wellness activities is tabled by FSED for discussion at Chamber meeting
<b>Dispute Prevention</b> Monitoring reports on the categories and status of Grievances and Disputes lodged.	Quarterly	Reports (4)	Convene task team meeting to discuss reports on grievances and disputes. Reports presented to Chamber	Convene task team meeting to discuss reports on grievances and disputes. Reports presented to Chamber	Convene task team meeting to discuss reports on grievances and disputes. Reports presented to Chamber	Convene task team meeting to discuss reports on grievances and disputes. Reports presented to Chamber
<b>Provincial Strategy on Learner Attainment (PSLA)</b> Report on PSLA from the Curriculum Committee presented to Chamber.	Quarterly	Reports (4)	PSLA Progress report from Curriculum committee is presented to Chamber	Progress report on PSLA is presented from the Curriculum committee presented to Chamber	Progress report on PSLA is presented from curriculum committee presented to Chamber	PSLA Progress report from curriculum committee is presented to Chamber

## Annual Performance Plan 2018/19

### Gauteng

Programme performance indicator	Reporting period	Annual Target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.3 Information Sharing</b>						
<b>Strategic Planning Workshop</b> Develop an Annual Performance Plan (APP) and Budget for the next financial year (2019/20) and a report is received by Chamber	Annually	Workshop (1)	n/a	n/a	n/a	Convene a Strategic Planning Workshop for parties to chamber for the development of an Annual Performance Plan (APP) and Budget for the next financial year, 2019/2020 and a report is received by chamber by the 31 <sup>st</sup> December 2018
<b>Educator Development</b> Monitor reports on provision and implementation of teacher development programs and a report is received by Chamber	Bi-annually	Reports (2)	To facilitate and convene a meeting in line with the ELRC constitution for tabling of reports by the employer focusing on Teacher Development Programs and a report is received chamber by the 30 <sup>th</sup> June 2018	n/a	n/a	Facilitate and convene a meeting in line with the ELRC constitution for tabling of a report by the employer on the implementation of Teacher Development Programs inclusive of the impact assessment of the effectiveness of the training initiatives and a report is received by Chamber by 31 <sup>st</sup> March 2019
<b>Dispute Prevention</b> Monitor reports from the employer on categories of misconducts, types, nature, status of grievances and disputes lodged; also, report is received by Chamber	Quarterly	Reports (4)	Convene a meeting to receive reports from the employer on categories of misconducts, types, nature, status of grievances and disputes lodged; also, a report is received by	Convene a meeting to receive reports from the employer on categories of misconducts, types, nature, status of grievances and disputes lodged; also, a report is received by Chamber by 30 <sup>th</sup>	Convene a meeting to receive reports from the employer on categories of misconducts, types, nature, status of grievances and disputes lodged; also, a report is received by chamber by 31 <sup>st</sup> December 2018	Convene a meeting to receive reports from the employer on categories of misconducts, types, nature, status of grievances and disputes lodged; also, a report is received by chamber by 31 <sup>st</sup> March 2019

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual Target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
			chamber by the 30 <sup>th</sup> June 2018	September 2018		
<b>5.1.2.4 Consultation, Implementation and Monitoring of Collective Agreements</b>						
<b>Post Provisioning.</b> Consolidate report on the consultation process for post provisioning for the following financial year and a report is received by chamber	Tri-annually	Reports (3)	Facilitate and convene a workshop for parties to chamber in line with the ELRC constitution for tabling of reports by the employer on Medium Term Expenditure Framework (MTEF) in respect of post provisioning for 2019 and a report is received by chamber by the 30 <sup>th</sup> June 2018.	Facilitate and convene a meeting for finalization of post provisioning consultation process and a report from the employer is received by chamber by the 30 <sup>th</sup> September 2018	n/a	Facilitate and convene a meeting to receive progress from the employer on the Implementation report on post provisioning 2019/2020 and a report is received by chamber by the 31 <sup>st</sup> March 2019.

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual Target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<p><b>Implementation of Collective Agreements</b> Monitor the implementation of Collective Agreement Number 8 of 2003 on Integrated Quality Management System (IQMS) for School Based Educators and Collective Agreement Number 3 of 2017 on Education Management Service (EMS): Performance Management and Development System (PMDS) For Office Based Educators; and reports are received by chamber.</p>	Quarterly	Reports (4)	Facilitate and convene a meeting to receive a progress report from the employer on the implementation of collective agreements on performance management and a report is received by chamber by 30 <sup>th</sup> June 2018.	Facilitate and convene a meeting to receive a progress report from the employer on the implementation of collective agreements on performance management and a report is received by chamber by 30 <sup>th</sup> September 2018	Facilitate and convene a meeting to receive a progress report from the employer on the implementation of collective agreements on performance management and a report is received by chamber by 31 <sup>st</sup> December 2018.	Facilitate and convene a meeting to receive a progress report from the employer on the implementation of collective agreements on performance management and a report is received by chamber by 31 <sup>st</sup> March 2019.
<p><b>Educator Resourcing</b> Monitor the Implementation of Collective Agreement 1/2014 and Circular 10 of 2014 on the extent of the utilization of temporary educators and conversions into permanent appointments. A report is received by chamber.</p>	Quarterly	Reports (4)	Convene a meeting to present a statistical report from the employer on the extent of the utilization of temporary teachers and conversions into permanent appointments and a report is received by chamber by the 30 <sup>th</sup> June 2018	Convene a meeting to present a statistical report from the employer on the extent of the utilization of temporary teachers and conversions into permanent appointments and a report is received by chamber by the 30 <sup>th</sup> September 2018	Convene a meeting to present a statistical report from the employer on the extent of the utilization of temporary teachers and conversions into permanent appointments and a report is received by chamber by the 31 <sup>st</sup> December 2018	Convene a meeting to present a statistical report from the employer on the extent of the utilization of temporary educators and conversions into permanent appointments and a report is received by chamber by the 31 <sup>st</sup> March 2019.

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual Target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<p><b>Employee Health and Wellness</b></p> <p>Monitor the introduction and implementation of Employee Health &amp; Wellness Programs and a report is received by Chamber</p>	Quarterly	Reports (4)	Facilitate and convene a meeting in line with the ELRC constitution for tabling of the Employee Health and Wellness Program by the employer and a report is received by chamber by 30 <sup>th</sup> June 2018	Facilitate and convene a meeting in line with the ELRC constitution for tabling by the employer of implementation report on the Employee Wellness Health & Wellness Program against set targets and report is received by chamber by 30 <sup>th</sup> September 2018	Facilitate and convene a meeting in line with the ELRC constitution for tabling by the employer of implementation report on the Employee Wellness Health & Wellness Program against set targets and report is received by chamber by 31 <sup>st</sup> December 2018	Facilitate and convene a meeting in line with the ELRC constitution for tabling by the employer of implementation report on the Employee Wellness Health & Wellness Program against set targets. Further, an impact assessment report is also received by chamber on the effectiveness of these programs and a report is received by chamber by 31 <sup>st</sup> March 2019.

## Annual Performance Plan 2018/19

### KwaZulu-Natal

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.6 Consultation, Implementation and Monitoring of Collective Agreements and Policies</b>						
<b>Post Provisioning</b> Facilitate the consultation process for Post Provisioning and reports presented to Chamber	Bi-annually	Workshop (1)  Reports (2)	Convene an Indicative Budget Workshop for Parties to Chamber	Facilitate and convene consultation meetings: (i) Post Creation: between office of MEC and Organised Labour. (ii) Post Distribution: between office of HOD and Organised Labour. Reports presented to Chamber	n/a	n/a
<b>Incentives for Educators</b> Monitoring reports on the implementation of incentives for educators are available and presented to Chamber.	Tri-annually	Workshop (1)  Reports (3)	Convene workshop on Policy and Provincial Collective Agreement in preparation for Payment of Incentive for 2018	Reports received by Chamber on the following: (i) Identification of educators for payments. (ii) Adoption of Management Plan for payment	Progress Reports received by Chamber: (i) Payment to recipients. (ii) Schools which have appealed the process	Progress Reports received by Chamber on the following: (i) Payment to recipients. (ii) Schools which have appealed process
<b>Employee Health and Wellness</b> Monitoring reports on the introduction and implementation of Employee Health and Wellness Programmes are available and presented to Chamber	Quarterly	Reports (4)	Report received by Chamber on the implementation of Employee Health and Wellness Programmes	Report received by Chamber on the implementation of Employee Health and Wellness Programmes	Report received by Chamber on the implementation of Employee Health and Wellness Programmes	Report received by Chamber on the implementation of Employee Health and Wellness Programmes

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Teacher Development</b> Monitoring reports on implementation of new and/or existing Teacher Development programmes and reports presented to Chamber	Quarterly	Reports (4)	Report received by Chamber on the following: (i) Identification of new Teacher Development programmes (ii) Implementation of Teacher Development programmes	Progress report received by Chamber on the implementation of Teacher Development programmes	Progress report received by Chamber on the implementation of Teacher Development programmes	Progress report received by Chamber on the implementation of Teacher Development programmes
<b>Dispute Prevention</b> Monitoring reports on the categories and status of Grievances, Misconduct and disputes lodged, reports presented to Chamber.	Quarterly	Reports (4)	Report received by Chamber on: (i) Monitoring and analysis of Grievance, Misconduct and Dispute statistical information received (ii) Consider whenever applicable, recommendations on other dispute prevention strategies made by the Task Team	Report received by Chamber on: (i) Monitoring and analysis of Grievance, Misconduct and Dispute statistical information. (ii) Consider whenever applicable, recommendations on other dispute prevention strategies made by the Task Team	Report received by Chamber on: (i) Monitoring and analysis of Grievance, Misconduct and Dispute statistical information. (ii) Consider whenever applicable, recommendations on other dispute prevention strategies made by the Task Team	Report received by Chamber on: (i) Monitoring and analysis of Grievance, Misconduct and Dispute statistical information. (ii) Consider whenever applicable, recommendations on other dispute prevention strategies made by the Task Team



## Annual Performance Plan 2018/19

### Limpopo

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.7 Consultation, Implementation and Monitoring of Collective Agreements and Policies</b>						
<b>Post Provisioning</b> Monitoring reports on the process for schools' post provisioning and report presented to Chamber.	Quarterly	Reports (4)	1. Convene a meeting on the indicative budget for the 2018 PPN  2. Discuss progress made on the draft Collective Agreement on the replacement of Shop Stewards in Education	1. Consultations on post provisioning are finalised and a report is tabled in Chamber  2. Discuss progress reports on the draft Collective Agreement on the replacement of Shop Stewards in Education	A report on the issuing of finalised post establishments and staffing of schools is tabled	Report on the implementation of the post establishment is tabled and discussed
<b>Incentivised posts</b> Monitoring reports on the payment of incentives for educators are available and presented to Chamber	Quarterly	Reports (4)	1. A report on the payment of incentives to qualifying schools is tabled in chamber by the Employer party and discussed by Parties  2. A report on the criteria to determine schools/ educators qualifying for incentives is tabled and discussed	A report on the payment of incentives to qualifying schools is tabled in chamber by the Employer party and discussed by Parties	A report on the payment of incentives to qualifying schools and erroneously excluded educators is tabled in chamber by the Employer party and discussed by Parties	A report on the payment of incentives to qualifying schools is tabled in chamber by the Employer party and discussed by Parties

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Employee Health and Wellness</b> Monitor the implementation of the introduced Employee Health and wellness programmes and report presented to Chamber	Quarterly	Reports (4)	Monitoring of the implementation of Employee wellness programs	Monitoring of the implementation of Employee wellness programs	Monitoring of the implementation of Employee wellness programs	Monitoring of the implementation of Employee wellness programs
<b>Dispute Prevention</b> Monitor reports on the categories and status of the Grievances and disputes lodged and reports presented to Chamber	Quarterly	Reports (4)	Monitor the implementation of the developed intervention strategy and present report to Chamber	Receive and analyse reports on misconduct cases and categories of grievances and disputes at Chamber meeting	Receive and analyse reports on misconduct cases and categories of grievances and disputes at Chamber meeting	Receive and analyse reports on misconduct cases and categories of grievances and disputes at Chamber meeting
<b>Educators' performance management</b> Monitor the implementation of performance management instruments and policies and present to Chamber	Quarterly	Reports (4)	Monitor and analyse reports on the implementation of performance management instruments and policies at Chamber meeting	Monitor and analyse reports on the implementation of performance management instruments and policies at Chamber meeting	Monitor and analyse reports on the implementation of performance management instruments and policies at Chamber meeting	Monitor and analyse reports on the implementation of performance management instruments and policies at Chamber meeting
<b>Curriculum and Examinations</b> Monitor the implementation of the curriculum policy and the management of	Quarterly	Reports (4)	Monitor and analyse reports on the management of the examinations and the curriculum policies and present report to Chamber	Monitor and analyse reports on the management of the examinations and the curriculum policies and present report to Chamber	Monitor and analyse reports on the management of the examinations and the curriculum policies and present report to Chamber	Monitor and analyse reports on the management of the examinations and the curriculum policies and present report to Chamber

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
examinations, reports presented to Chamber.						
<b>School Safety</b> Monitor the implementation of schools' safety programs and present reports to Chamber	Quarterly	Reports (4)	Monitor and analyse reports on the implementation of school's safety programmes and present report to Chamber	Monitor and analyse reports on the implementation of schools' safety programmes and present report to Chamber	Monitor and analyse reports on the implementation of schools' safety programmes and present report to Chamber	Monitor and analyse reports on the implementation of schools' safety programmes and present reports to Chamber
<b>Merging of schools</b> Monitor the process of merging of small and non-viable schools and reports presented to Chamber	Tri-annually	Reports (3)	Receive and analyse reports on the process of rationalisation of schools in Chamber meeting	Receive and analyse reports on the process of rationalisation of schools in Chamber meeting	Receive and analyse reports on the process of rationalisation of schools in Chamber meeting	n/a
<b>PILIR</b> Monitoring reports on progress made in the processing of PILIR referrals and present to Chamber	Quarterly	Reports (4)	Reports on the processing of PILIR referrals tabled and discussed in Chamber	Reports on the processing of PILIR referrals tabled and discussed in Chamber	Reports on the processing of PILIR referrals tabled and discussed in Chamber	Reports on the processing of PILIR referrals tabled and discussed in Chamber

## Annual Performance Plan 2018/19

### Mpumalanga

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.8 Consultation, Implementation and Monitoring of Collective Agreements and Policies</b>						
<b>Post Provisioning</b> A report on the consultation process for post provisioning is available and tabled in Chamber	Quarterly	Workshop (1)  Reports (3)	Workshop on the Indicative Budget for post provisioning conducted.	Meaningful consultations on post provisioning are conducted, finalised and staff establishments issued to all schools and reports presented to Chamber	A consolidated report on the distribution of posts provisioning for 2018 received and analysed by Chamber	Reports on posts provisioning norms are received from the Employer and analysed by chamber
<b>Employee Health and Wellness</b> Monitor the introduction and implementation of Employee Health and Wellness activities and present reports to Chamber	Quarterly	Reports (4)	Presentation on introduced and implemented Employee Health and Wellness programs in Chamber meeting	Presentation on introduced and implemented Employee Health and Wellness programs in Chamber meeting	Presentation on introduced and implemented Employee Health and Wellness programs in Chamber meeting	Presentation on introduced and implemented activities on wellness programs are received and analysed
<b>Teacher Development</b> Monitoring reports on provisioning of Teacher development programs and reports presented to Chamber	Bi-Annually	Reports (2)	Relevant identified teacher development programs reports are presented in Chamber	n/a	n/a	A comprehensive report on implementation of educator developmental programs presented to chamber.
<b>Incentives for Educators</b> Monitoring reports on the implementation of incentives for educators are available and presented to Chamber	Quarterly	Workshop (1)  Reports (3)	Workshop on incentive for Educator's policy/criterion convened	Management plans presented to Chamber on implementation of the Incentives policy	Report on schools that have appealed the process presented to Chamber	Analytic Report on Incentives presented and presented to chamber.

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Dispute Prevention</b> Monitoring the implementation of a strategy to minimize the level of Grievances, Misconduct and disputes lodged presented to Chamber	Quarterly	Reports (4)	Convene a task team meeting on quarterly basis and report presented to Chamber	Convene a task team meeting on a quarterly basis and reports presented to Chamber	Convene a task team meeting on a quarterly basis and reports presented to Chamber	Convene a task team meeting on a quarterly basis and reports presented to Chamber.
<b>Collective Agreements</b> To monitor the implementation of collective agreements and reports presented to Chamber	Quarterly	Reports (4)	Progress Reports on the implementation of collective agreements received and analysed by Chamber	Progress Reports on the implementation of collective agreements received and analysed by Chamber	Progress Reports on the implementation of collective agreements received and analysed by Chamber	Progress Reports on the implementation of collective agreements received and analysed by Chamber
<b>Inclusive Education/Learners with Special Education Needs (LSEN)</b> To monitor the implementation of Inclusive Education Policy and reports presented to Chamber	Quarterly	Reports (4)	Reports on Inclusive Education received and endorsed by Chamber	Reports on Inclusive Education received and endorsed by Chamber	Reports on Inclusive Education received and endorsed by Chamber	Reports on Inclusive Education received and endorsed by Chamber
<b>Early Childhood Development</b> To monitor progress in the provisioning of Practitioners in ECD and progress on the training conducted on ECD in the Province, reports presented to Chamber	Quarterly	Reports (4)	Progress Report on the provisioning of training of practitioners  ECD band received and analysed	Progress Report on the provisioning of training of practitioners  ECD band received and analysed	Progress Report on the provisioning of training of practitioners  ECD band received and analysed	Progress Report on the provisioning of training of practitioners  ECD band received and analysed

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Employment Equity</b> To monitor the implementation of the employment equity plan	Quarterly	Reports (4)	Progress reports on equity targets received and analysed	Progress reports on equity targets received and analysed	Progress reports on equity targets received and analysed	Progress reports on equity targets received and analysed
<b>Examinations</b> Monitoring reports on the implementation of examinations and assessment programs	Quarterly	Reports (4)	Reports on the implementation of exams programs received and analysed	Reports on the implementation of exams programs received and analysed	Reports on the implementation of exams programs received and analysed	Reports on the implementation of exams programs received and analysed
<b>Maths, Science and Technology Academy (MSTA)</b> To monitor the implementation of MSTA programs	Quarterly	Reports (4)	Reports on the implementation of MSTA programs received and analysed	Reports on the implementation of MSTA programs received and analysed	Reports on the implementation of MSTA programs received and analysed	Reports on the implementation of MSTA programs received and analysed
<b>Policy and Procedure on Incapacity and Ill Health Retirement (PILIR)</b> To monitor the implementation of the Policy on PILIR	Quarterly	Reports (4)	Progress reports on the finalisation of PILIR cases/applications received and analysed	Progress reports on the finalisation of PILIR cases/applications received and analysed	Progress reports on the finalisation of PILIR cases/applications received and analysed	Progress reports on the finalisation of PILIR cases/applications received and analysed

## Annual Performance Plan 2018/19

### North West

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.9 Consultation, Implementation and Monitoring of Collective Agreements and Policies</b>						
<b>Post Provisioning</b> A consolidated report on the consultation process and distribution of post provisioning for the following financial year received and analysed by Chamber	Tri-annually	Reports (3)	Report on the indicative budget for post provisioning tabled at Chamber	Meaningful consultations on post provisioning are finalised and reports tabled at Chamber meeting	n/a	Consolidated report on distribution of post provisioning for 2019 received and analysed by Chamber
<b>Employee Health and Wellness</b> The report on the nature and number of Employee Health and Wellness activities introduced and implemented presented in Chamber	Bi-annually	Reports (2)	A report on programmes that the Employer have implemented presented in Chamber	n/a	A report on programmes that the Employer have implemented presented in Chamber	n/a
<b>Teacher Development</b> Monitoring progress reports on provisioning of teacher development programs are presented in Chamber	Quarterly	Reports (4)	Management Plan for Teacher Development programmes received by Chamber	Teacher development programmes report presented and received by Chamber	Teacher development programmes report presented and received by Chamber	Teacher development programmes report presented and received by Chamber
<b>Dispute Prevention</b> Monitoring reports on the categories and status of the Disputes lodged presented in Chamber	Quarterly	Reports (4)	Statistical report (national) discussed at quarterly meetings of Task Team and presented to Chamber	Statistical report (national) discussed at quarterly meetings of Task Team and presented to Chamber	Statistical report (national) discussed at quarterly meetings of Task Team and presented to Chamber	Statistical report (national) discussed at quarterly meetings of Task Team and presented to Chamber

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Terminations (contract expiry; resignations; retirements; deceased and dismissals)</b> Consolidated reports on the category of terminations is available and presented to Chamber	Tri-annually	Reports (3)	Analytical reports on the category of terminations presented and received by Chamber	Analytical reports on the category of terminations presented and received by Chamber	n/a	Consolidated reports on the category of terminations presented and received by Chamber
<b>QLTC</b> The report on progress made in relation to QLTC activities is received by Chamber	Bi-annually	Reports (2)	n/a	Information received and analysed by Chamber	n/a	Information received and analysed by Chamber
<b>Rationalisation of Schools</b> Consolidated report on merging of schools and phasing out of middle schools is available and presented in Chamber	Annually	Reports (1)	n/a	n/a	Statistical report on personnel and schools affected by rationalisation received and analysed in Chamber	n/a
<b>Safety in Schools</b> Implementation of programmes on safety in schools are presented in Chamber	Bi-annually	Reports (2)	Statistical report on safety in schools received and analysed in Chamber	n/a	Statistical report on safety in schools received and analysed in Chamber	n/a
<b>Advertisement and Filling of Posts</b> Sharing information on the advertisement and filling of posts, information shared in Chamber meeting	Bi-annually	Reports (2)	Statistical report on advertisement and filling of posts presented and analysed by Chamber	n/a	Statistical report on advertisement and filling of posts presented and analysed by Chamber	n/a



## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>IQMS/PMDS</b> Consolidated report on assessed and paid employees is available and presented in Chamber	Bi-annually	Reports (2)	n/a	Statistical report on assessment presented and received by Chamber	n/a	Statistical report on payments presented and received by Chamber
<b>Temporary Educators</b> Monitoring the implementation of Collective Agreement on Temporary Educators	Bi-annually	Reports (2)	Statistical report of temporary educators received and analysed by Chamber	n/a	Statistical report on converted temporary educators received and analysed by Chamber	n/a
<b>Incentives for Educators</b> Monitoring reports on the implementation of incentives for educators are available and presented to Chamber	Bi-annually	Reports (2)	n/a	Management Plans received for the implementation of the policy in Chamber Meeting	Reports on Payments and Appeals by the Schools received by Chamber	n/a

## Annual Performance Plan 2018/19

### Northern Cape

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.10 Consultation, Implementation and Monitoring of Collective Agreements and Policies</b>						
<b>Post Provisioning</b> A consolidated report on the consultation process for post provisioning is made available and tabled at Chamber meeting	Quarterly	Reports (4)	The Employer is to present the indicative budget for post provisioning	Meaningful consultations on post provisioning are finalised and reports tabled in Chamber meeting	Consultation concluded and staff establishment issued to all schools  Report tabled in Chamber meeting	Consolidated report on distribution of post provisioning for 2018 received and analysed by Chamber
<b>Incentives for Educators</b> Monitoring reports on the implementation of incentives for educators are available and presented at Chamber meeting.	Quarterly	Reports (4)	A report on the implementation of incentives for educators for 2018/2019 is presented by the employer.	The Employer is to present a report on the payment of incentives for teachers at qualifying schools and teachers excluded erroneously	The Employer is to present a report on the payment of incentives for teachers at qualifying schools and teachers excluded erroneously	The Employer is to present and report on the verification of qualifying schools for the payment of incentives to teachers
<b>Employee Health and Wellness</b> Planning and Monitoring reports on implementation of Employee Health and Wellness activities presented to Chamber	Quarterly	Reports (4)	The Employer is to report on programs that they have implemented on Employee Health and Wellness	The Employer is to report on programmes that they have implemented on Employee Health and Wellness	The Employer is to report on the programmes that they have implemented on Employee Health and Wellness	The Employer is to report on the management plan for Employee Health and Wellness activities
<b>Teacher Development</b> Monitoring reports on provision of teacher development programs and present to Chamber	Bi-annually	Reports (2)	The Employer is to present and report on the implementation of teacher development programmes	n/a	n/a	The Employer is to report on the management plan on teacher development programmes
<b>Dispute Prevention</b> Monitoring reports on the categories and status of the Grievances, Misconduct and disputes lodged tabled to Chamber	Quarterly	Reports (4)	The Employer is to convene a meeting to discuss and update Chamber on the types of disputes and grievances handled	The Employer is to present a statistical report (National and Provincial) discussed at quarterly meetings and presented to Chamber	Statistical report by the Employer on dispute prevention (national and provincial) discussed at quarterly meetings and presented to Chamber	Statistical report by the Employer (national and provincial) discussed at quarterly meetings and presented to Chamber

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>IQMS/PMDS</b> Consolidated report on assessed and paid employees is made available and presented to Chamber	Bi-annually	Reports (2)	n/a	Comprehensive report on assessment received and payments presented to Chamber by the Employer	n/a	Comprehensive report on assessment received and payments presented to Chamber by the Employer
<b>Temporary Educators &amp; Conversion</b> Consolidated report on the appointment of temporary educators & conversions of temporary educators presented to Chamber	Tri-annually	Reports (3)	A report on the monitoring of the appointment of temporary teachers and conversion of temporary educators presented to Chamber by the Employer	n/a	A report on the monitoring of the appointment of temporary teachers and conversion of temporary educators presented to Chamber by the Employer	A statistical report on the appointment and payment of temporary educators and conversion of temporary educators is presented to Chamber by the Employer
<b>Advertisement and Filling of Posts</b> Sharing information on the advertisement and filling of posts tabled at Chamber meeting	Bi-annually	Reports (2)	Statistical report on filling of posts presented by the Employer and analysed in Chamber	n/a	Statistical report on filling of posts presented by the Employer and analysed in Chamber	n/a
<b>Curriculum and examinations</b> Monitor the implementation of the curriculum policy and the examinations. Reports presented to Chamber	Quarterly	Reports (4)	The Employer is to report on the implementation of the curriculum and exams programmes	The Employer is to report on the implementation of the curriculum and exams programmes	The Employer is to report on the implementation of the curriculum and exams programmes	The Employer is to report on the implementation of the curriculum and exams programmes

## Annual Performance Plan 2018/19

### Western Cape

Programme performance indicator	Reporting period	Annual target 2018	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.1.2.11 Consultation, Implementation and Monitoring of Collective Agreements and Policies</b>						
<b>Post Provisioning</b> A consolidated report on the consultation process for post provisioning is available and presented to Chamber	Quarterly	Reports (4)	Preparatory meeting on post provisioning for 2019 is done by 30 <sup>th</sup> June 2018 and report presented to Chamber by Provincial Manager (PM)	Meaningful consultations, creation and distribution of post provisioning are finalised by 30 <sup>th</sup> September 2018 and report presented to Chamber by PM	Report on anomalies on staff establishments is available by 31 <sup>st</sup> December 2018 and presented to Chamber by PM	Implementation report is tabled by the employer at the Chamber meeting by the 31 <sup>st</sup> March 2019
<b>Safety at School</b> Advocacy towards the improvement of the level of safety at schools and report presented to Chamber	Quarterly	Reports (4)	Meeting to develop an advocacy plan by 30 <sup>th</sup> June 2018 and report presented to Chamber by the PM	Adopt and implement the advocacy program and submit reports on the implementation thereof by 30 <sup>th</sup> September 2018 to Chamber by the PM	Monitor the implementation of the advocacy program and submit reports on the implementation thereof by 31 <sup>st</sup> December 2018 to Chamber by the PM	Monitor the implementation of the advocacy program and submit reports on the implementation thereof by 31 <sup>st</sup> March 2019 to Chamber by the PM
<b>Dispute Prevention</b> Monitoring reports on the categories and status of the Grievances, Misconduct and disputes lodged	Quarterly	Reports (4)	Report on the progress implementation of the Dispute Prevention (DP) Strategy  Reports received and analysed by Dispute Prevention task team and report tabled in Chamber meeting by the PM by 30 <sup>th</sup> June 2018	Report on the progress implementation of the DP Strategy  Reports received and analysed by Dispute Prevention task team and report tabled in Chamber meeting by the PM by 30 <sup>th</sup> September 2018	Report on the progress implementation of the DP Strategy  Reports received and analysed by Dispute Prevention task team and report tabled in Chamber meeting by the PM by 31 <sup>st</sup> December 2018	Report on the progress implementation of the DP Strategy  Reports received and analysed by Dispute Prevention task team and report tabled in Chamber meeting by the PM by 31 <sup>st</sup> March 2019.

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Programme performance indicator	Reporting period	Annual target 2018	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Sexual Molestation or harassment</b> Advocacy towards the reduction of sexual molestation.  Develop a circular - reports presented to Chamber	Quarterly	Reports (4)	Meeting to develop an advocacy plan and circular to be presented to Chamber by the PM by 30 <sup>th</sup> June 2018	Meeting and developing of a circular by 30 <sup>th</sup> September 2018 and report to Chamber by the PM	Finalising circular by Parties and submit reports to Chamber by the PM by 31 <sup>st</sup> December 2018	Employer issues circular and Parties launch campaign; Parties submit reports on the campaign to Chamber by 31 <sup>st</sup> March 2019

## 5.2. Programme 2: Dispute Management Services

### Purpose:

The purpose of Programme 2 is to manage disputes proactively. This includes prevention of disputes by defusing conflicts that can disrupt teaching and learning and it also includes dispute resolution. Professional development and training is included in Programme 2 to ensure that Dispute Resolution Practitioners and Panellists operate effectively. Particular emphasis is placed on training that helps to protect the rights of children involved in special disputes.

### Sub-programmes

- Conciliation and pre-arbitration services
- Arbitration services
- Training of Dispute Resolution Practitioners and/or Negotiators
- Professional Training and Development of Panellists
- Quality control of awards and rulings

### 5.2.1 Strategic objective annual targets for 2018/19: Dispute Management Services

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
<b>5.2.1.1 Provide efficient dispute resolution services</b> To provide a platform for parties to engage and settle their disputes	80% of cases in jurisdiction scheduled for conciliation within 30 days after receipt of dispute referral	100%	100%	80%	To schedule 80% of cases in jurisdiction for conciliation within 30 days of receipt of dispute referral	To schedule 80% of cases in jurisdiction for conciliation within 30 days of receipt of dispute referral	To schedule 80% of cases in jurisdiction for conciliation within 30 days of receipt of dispute referral	To schedule 80% of cases in jurisdiction for conciliation within 30 days of receipt of dispute referral
	80% of cases scheduled for arbitration within 45 days after receipt of arbitration referral	n/a	n/a	80%	80% of cases scheduled for arbitration within 45 days after receipt of	80% of cases scheduled for arbitration within 45 days after receipt of	80% of cases scheduled for arbitration within 45 days after receipt of	80% of cases scheduled for arbitration within 45 days after receipt of

## Annual Performance Plan 2018/19

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
					arbitration	arbitration referral	arbitration referral	arbitration referral
<b>5.2.1.2 Quality Control</b> All awards are quality controlled and pursued prior to the awards being made available to parties	100% Quality Control (QC) of all arbitration awards concluded	n/a	100%	100%	100% Quality Control (QC) of all arbitration awards concluded	100% Quality Control (QC) of all arbitration awards concluded	100% Quality Control (QC) of all arbitration awards concluded	100% Quality Control (QC) of all arbitration awards concluded
<b>5.2.1.3 Professional Development Services</b> To provide Professional Development of Dispute Resolution Practitioners	Facilitate six training sessions for Dispute Resolution Practitioners	n/a	n/a	Six training sessions	Facilitate six training sessions for Dispute Resolution Practitioners	n/a	Facilitate six training sessions for Dispute Resolution Practitioners	Facilitate six training sessions for Dispute Resolution Practitioners
<b>5.2.1.4 Professional Development Services</b> To provide Professional Development to Panellists	Facilitate four training sessions for professional development of Panellists	80	94	4 training sessions	Facilitate four training sessions for professional development of Panellists	Facilitate four training sessions for professional development of Panellists	Facilitate four training sessions for professional development of Panellists	Facilitate four training sessions for professional development of Panellists
<b>5.2.1.5 Professional Development Services</b> To provide Training and Development for Parties to Council (DBE officials and Trade Unions)	Facilitate training sessions as per the Training Plan for the development of DBE officials and Trade Unions	n/a	n/a	n/a	n/a	Facilitate training sessions as per the identified needs in the Training Plan for the development of Parties to Council	Facilitate training sessions as per the identified needs in the Training Plan for the development of Parties to Council	Facilitate training sessions as per the identified needs in the Training Plan for the development of Parties to Council

## Annual Performance Plan 2018/19

### 5.2.2 Quarterly targets for 2018/19: Dispute Management Services

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>5.2.2.1 Provision of dispute resolution services</b>						
80% of cases in jurisdiction scheduled for conciliation within 30 days after receipt of referral	Quarterly	80% of cases in jurisdiction scheduled for conciliation within 30 days after receipt of referral	80% of cases in jurisdiction scheduled for conciliation within 30 days after receipt of referral	80% of cases in jurisdiction scheduled for conciliation within 30 days after receipt of referral	80% of cases in jurisdiction scheduled for conciliation within 30 days after receipt of referral	80% of cases in jurisdiction scheduled for conciliation within 30 days after receipt of referral
80% of cases scheduled for arbitration within 45 days after receipt of referral.	Quarterly	80% of cases scheduled for arbitration within 45 days after receipt of referral.	80% of cases scheduled for arbitration within 45 days after receipt of referral.	80% of cases scheduled for arbitration within 45 days after receipt of referral.	80% of cases scheduled for arbitration within 45 days after receipt of referral.	80% of cases scheduled for arbitration within 45 days after receipt of referral.
100% Quality Control (QC) of all arbitration awards concluded	Quarterly	Quality Control (QC) done of all arbitration awards concluded during the financial year	100% of all awards, except awards received in the last week of the quarter which are to be quality controlled in the next quarter	100% of all awards, except awards received in the last week of the quarter which are to be quality controlled in the next quarter	100% of all awards, except awards received in the last week of the quarter which are to be quality controlled in the next quarter	100% of all awards, except awards received in the last week of the quarter which are to be quality controlled in the next financial year
Facilitate four training sessions for professional development of Panellists	Quarterly	Facilitate four training sessions for professional development of Panellists	n/a	Facilitate one training session for professional development of Panellists	Facilitate two training sessions for professional development of Panellists	Facilitate one training session for professional development of Panellists
Facilitate training sessions as per the Training Plan for the development of Parties to Council (DBE officials and Trade Unions)	Quarterly	Facilitate training sessions as per the identified needs in the Training Plan for the development of Parties to Council	Report on training session available as and when training is conducted	Report on training session available as and when training is conducted	Report on training session available as and when training is conducted	Report on training session available as and when training is conducted



## 5.3. Programme 3: Corporate Services

### Purpose

The purpose of Programme 3 is to provide support services to the core operational functions of the Council, to ensure that it delivers an efficient and effective service on its mandates.

### Sub-programmes:

- Mobilising Employee Services (Human Resources)
- Communication Services (Research & Media)
- Information Communication Technology (ICT)

### 5.3.1 Strategic objective annual targets for 2018/19: Corporate Services

#### Human Resources

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
<b>5.3.1.1 Professionalise the ELRC by investing in human capital</b> Attracting and retaining highly skilled and performing individuals. Implement and enforce the approved HR Policies as well as ensuring compliance with all the applicable	Building capacity by ensuring that employees are trained and developed	30 employees trained	30 employees trained	38 employees to participate in Human development	8 employees to participate in skills development.	8 employees to participate in skills development.	8 employees to participate in skills development.	8 employees to participate in skills development.

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Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
legislation								
<b>5.3.1.2. Performance Management</b> To monitor the performance management cycle (continuous process of planning, monitoring and reviewing employee performance)	Monitor and manage the Performance Management Process.	n/a	n/a	Maintain formal processes and systems for collection, collation, verification and storing of performance Agreements and Performance Assessment of all employees as per the specified time frames	Maintain formal process for collection, collation, verification and storing of performance agreements and assessment for all employees as per the specified time frames	Maintain formal process for collection, collation, verification and storing of performance agreements and assessment for all employees as per the specified time frames	Maintain formal process for collection, collation, verification and storing of performance agreements and assessment for all employees as per the specified time frames	Maintain formal process for collection, collation, verification and storing of performance agreements and assessment for all employees as per the specified time frames
<b>5.3.1.3. Compensation and benefits for staff</b> To manage compensation and benefits for all staff, by ensuring that employees' remuneration is in accordance with their job profiles and continuous benchmarking with other organisations	Management of Compensation and benefits for all staff	n/a	n/a	Maintain accurate and completed payroll Masterfile and database	Maintain accurate and completed payroll Masterfile and database	Maintain accurate and completed payroll Masterfile and database	Maintain accurate and completed payroll Masterfile and database	Maintain accurate and completed payroll Masterfile and database
<b>5.3.1.4</b> To provide Wellness programmes for	Provide Wellness programmes for employees	n/a	n/a	6 wellness programmes to be conducted	4 wellness programmes to be conducted during the	4 wellness programmes to be conducted during the	4 wellness programmes to be conducted during the	4 wellness programmes to be conducted during the

## Annual Performance Plan 2018/19

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
employees				during the financial year	financial year	financial year	financial year	financial year

### Research and Media

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
<b>5.3.1.5</b> To promote the corporate image of the ELRC	Advertising and marketing to improve the image of the council	Conduct survey research to measure how the Council is perceived by educators (Sample: 4 000 educators)	Conduct four advertising campaigns to market the Council in different medias (e.g. magazines, radios, social media, newspapers, exhibitions, distribution of material, etc.)	Conduct advertising campaign comprising of five activities to market the Council in different medias (e.g. magazines, radios, social media, newspapers, etc.)	Conduct advertising campaign comprising of 10 activities to market the Council in different medias	Conduct advertising campaign comprising of 10 activities to market the Council in different medias	Conduct survey research to measure how the Council is perceived by educators (Sample of ≤20%)	Implement recommendations for survey research. Formulate media plan for financial year that addresses recommendations.
<b>5.3.1.6</b> To implement an efficient records management system to preserve the vital records of the Council and ensure business continuity	Implementation of a digitised records management solution to preserve Council records	n/a	n/a	n/a	n/a	Development of a records management solution for Council's physical and electronic records	Monitoring and management of records management system	Monitoring and management of records management system

**Information Communication Technology**

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
<p><b>5.3.1.7</b>  <b>To provide secure IT infrastructure which delivers appropriate levels of data confidentiality, integrity and availability</b></p> <p>To enhance technological obsolescence &amp; lifecycle of equipment to meet current and futures information technology needs</p>	<p>Conducting technology market research &amp; assessment for new technology and ICT equipment on a quarterly basis and issue the report.</p>	n/a	n/a	n/a	<p>Introduction of new technology and meeting feature technology &amp; products</p>	<p>Operating in the current and advanced technology to meet council needs</p>	<p>Operating in the current and advanced technology to meet Council needs</p>	<p>Operating in the current and advanced technology to meet Council needs</p>
<p><b>5.3.1.8</b>  <b>To provide secure IT infrastructure which delivers appropriate levels of data confidentiality, integrity and availability</b></p> <p>To optimise network infrastructure performance</p>	<p>Enhancing the network infrastructure by installing and cabling of network switch to the router on quarterly basis</p>	n/a	n/a	n/a	n/a	<p>Improved network performance and maintenance and support of the infrastructure</p>	<p>Monitoring the effectiveness of the network infrastructure</p>	<p>Evaluation of the infrastructure if is still compatible to new technology.</p>

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Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
5.3.1.9 Implementation of the ICT Integrated application (APP) systems for the Council	Implementing the integrated system application in phases on the annual basis and issue the report	n/a	n/a	n/a	n/a	Phase 1: Conducting a research on integrated system against the existing ELRC system; which is feasible to ELRC budget	Phase: 2 Procurement, user testing and implementation of the system	Phase 3: Maintenance and support of an integrated system

### 5.3.2 Quarterly targets for 2018/19: Corporate Services

#### Human Resources

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Building capacity by ensuring that employees are trained and developed	Quarterly	8 employees to participate in skills development.	2 employees to participate in skills development.	2 employees to participate in skills development.	2 employees to participate in skills development.	2 employees to participate in skills development.
Monitor and manage the Performance Management System	Quarterly	Monitor and manage the Performance Management System	Maintain formal processes and systems for collection, collation, verification and storing of performance Agreements and Assessment of all employees as per the specified time	Maintain formal processes and systems for collection, collation, verification and storing of	Maintain formal processes and systems for collection, collation, verification and storing of	Maintain formal processes and systems for collection, collation, verification and storing of

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
			frames	performance Assessments of all employees as per the specified time frames	performance Assessments of all employees as per the specified	performance Assessments of all employees as per the specified
Management of Compensation and benefits for all staff	Quarterly	Maintain accurate and complete payroll Masterfile and database	Maintain accurate and complete payroll Masterfile and database	Maintain accurate and complete payroll Masterfile and database	Maintain accurate and complete payroll Masterfile and database	Maintain accurate and complete payroll Masterfile and database
Provide Wellness programmes for employees	Quarterly	4 wellness programmes to be conducted during the financial year	1 wellness programmes to be conducted during the quarter	1 wellness programmes to be conducted during the quarter	1 wellness programmes to be conducted during the quarter	1 wellness programmes to be conducted during the quarter

## Research and Media

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Advertising and marketing to improve the image of the council	Quarterly	Conduct advertising campaign comprising of 10 activities to market the Council in different medias	Corporate video linked to ELRC website and social media platforms (annual activity)  Marketing on social media platforms (quarterly activity)  Exhibition at national and provincial events (tri-annual activity)  Distribution of ELRC branded material at stakeholder events (quarterly activity)	Print advertising in 5 community newspapers (bi-annual activity)  Marketing on social media platforms (quarterly activity)  Exhibition at national and provincial events (tri-annual activity)  Advertising in publications of Parties to Council (bi-annual activity)  Marketing of Council	Marketing on social media platforms (quarterly activity)  Exhibition at national and provincial events (tri-annual activity)  Advertising in publications of Parties to Council (bi-annual activity)  Expand ELRC	Print advertising in 4 community newspapers (bi-annual activity)  Marketing on social media platforms (quarterly activity)  Expand ELRC distribution database comprised of teachers and schools in all nine provinces (quarterly activity)  Distribution of ELRC branded material at stakeholder events

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
			(4 activities)	<p>services and developments in <i>Labour Bulletin &amp; New Negotiator</i> (bi-annual activity)</p> <p>Expand ELRC distribution database comprised of teachers and schools in all nine provinces (quarterly activity)</p> <p>Distribution of ELRC branded material at stakeholder events (quarterly activity)</p> <p>Taxi Branding in nine provinces (annual activity)</p> <p><b>(7 activities)</b></p>	<p>distribution database comprised of teachers and schools in all nine provinces (quarterly activity)</p> <p>Marketing of Council services and developments in <i>Labour Bulletin &amp; New Negotiator</i> (bi-annual activity)</p> <p>Distribution of ELRC branded material at stakeholder events (quarterly activity)</p> <p><b>(6 activities)</b></p>	<p>(quarterly activity)</p> <p>Ad-light advertising (annual activity)</p> <p><b>(5 activities)</b></p>
Implementation of a digitised records management solution to preserve Council records	Quarterly	Development of a records management solution for Council's physical and electronic records	n/a	To identify a service provider for a suitable records management system, in line with the Records Management Policy	To start the process of digitising Council records	Training of ELRC users on e-records management system

**Information Communication Technology**

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Conducting technology market research & assessment for new technology and ICT equipment on a quarterly basis and issue the report.	Quarterly	Operating in the current and advanced technology to meet Council needs	Implementing IT life cycle policy procedure and perform computer technical assessments.	Developing the specification for replacement of technological obsolescence computers and IT equipment	Procurement or replacement of technological obsolescence computers and IT equipment	Conduct consistent preventative maintenance measures for ICT equipment
Enhancing the network infrastructure by installation and cabling of network switch to the router on quarterly basis	Quarterly	Improved network performance and maintenance and support of the infrastructure	Develop specification and appoint the service provider for Network Switch and 9U cabinet	Installation and cabling of Network Switch and 9U cabinet for four provinces	Installation and cabling of Network Switch and 9U cabinet for remaining five provinces	Support and maintenance of network switch and issue the report.
Implementing the integrated system application in phases on the annual basis and issue the report	Annually	Conducting a research on integrated system against the existing ELRC system; which is feasible to ELRC budget	Conduct research on Integrated Management System for the ELRC.	Development of procurement specifications and approval granted by delegated committee/authority  Evaluation and adjudication of the process	Installation, configuration and user acceptance testing of Integrated Management System  Training of staff on the system	Maintenance, customisation and support of Integrated Management System



## 5.4. Programme 4: Finance and Supply Chain Management Services

### Purpose

The purpose of Finance is to provide reliable, comparable financial information that assist users of financial statements to make appropriate decisions.

The purpose of Supply Chain Management services is to ensure that contracts for goods and services, are done in accordance with a system which is fair, equitable, transparent, competitive and cost effective as per section 217 of RSA Constitution.

### Sub-programmes:

- Finance and Administration
- Demand management
- Database (suppliers) management
- Contract management
- Procurements and acquisitions
- Assets management

### 5.4.1 Strategic objective annual targets for 2018/19: Finance and Supply Chain Management Services

#### Finance

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
5.4.1.1 To provide a compliant internal control and sound financial management service	Achieve an unqualified audit opinion from external auditor at year end	<b>Achieved</b> An unqualified audit opinion from external audit at year-end	<b>Achieved</b> An unqualified audit opinion from external audit at year-end	<b>Achieved</b> An unqualified audit opinion from external audit at year-end	Achieve unqualified audit opinion from external audit at year end	Achieve an unqualified audit opinion from external audit at year end	Achieve an unqualified audit opinion from external audit at year end	Achieve an unqualified audit opinion from external audit at year end

## Annual Performance Plan 2018/19

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
<b>5.4.1.2</b> To produce an accurate and comprehensive consolidated Medium-Term Expenditure Framework (MTEF) Budget aligned with the Annual Performance Plan (APP) and the Mid-Year Budget review	An approved accurate and comprehensive 2019/20 MTEF Budget and 2018/19 Mid-Year Budget	<b>Achieved</b> An approved accurate and comprehensive 2016/17 MTEF Budget and 2015/16 Mid-Year Budget	<b>Achieved</b> An approved accurate and comprehensive 2017/18 MTEF Budget and 2016/17 Mid-Year Budget	n/a	An approved accurate and comprehensive MTEF Budget FY2018/19 and Mid-Year review of the budget FY2017/18	An approved accurate and comprehensive MTEF Budget FY2019/20 and Mid-Year review of the budget FY2018/19	An approved accurate and comprehensive FY2020/21 MTEF Budget and Mid-Year review of the budget FY2019/20	An approved accurate and comprehensive FY2021/22 MTEF Budget and Mid-Year review of the budget FY2020/21

## Supply Chain Management Services

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
<b>5.4.1.3 Asset Management</b> To provide a sound Asset Management System which includes safeguarding and maintenance of ELRC Assets	Complete and accurate Fixed Assets register (FAR) at the end of the year	n/a	Achieved	Complete and accurate Fixed Assets register at the end of the year	Complete and accurate Fixed Assets register at the end of the year	Maintain a complete and accurate FAR at the end of the year	Maintain a complete and accurate FAR at all times	Maintain a complete and accurate FAR at all times
<b>5.4.1.4 Unauthorised and irregular expenditure</b> To monitor the I,U,F&W framework to reduce unauthorised and irregular expenditure and to minimise fruitless and wasteful expenditure to below 0.5% of the budgeted expenditure	Register for Unauthorised and Irregular expenditure and Fruitless and Wasteful expenditure below 0.5% of the budgeted expenditure	n/a	n/a	Achieved	0% unauthorised and irregular expenditure and 80% reduction of fruitless and wasteful expenditure year on year	Maintaining zero tolerance with regards to unauthorised irregular expenditure by strictly adhering to the SCM Policy	Maintaining zero tolerance with regards to unauthorised irregular expenditure by strictly adhering to the SCM Policy	Maintaining zero tolerance with regards to unauthorised irregular expenditure by strictly adhering to the SCM Policy

## Annual Performance Plan 2018/19

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
<b>5.4.1.5 Contract management</b> Monitoring of the contract management system to ensure compliance to procurement policy and procedures	Updated and Compliant Contract Register.	n/a	n/a	n/a	Development, implementation and monitoring of action plans to address audit findings (80% reduction) through implementation of SAGE Evolution.	Monitoring of the contract management system to ensure compliance to procurement policy	Monitoring of the contract management system to ensure compliance to procurement policy	Monitoring of the contract management system to ensure compliance to procurement policy

### Quarterly targets for 2018/19: Finance and Supply Chain Management Services

#### Finance

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Achieve unqualified audit opinion from external audit at year end	Annually Quarterly Monthly	Achieve unqualified audit opinion from external audit at year end	Produce 2 accurate monthly financial statements by the 10 <sup>th</sup> of the month after the end of the reporting month  Produce 1 accurate and timeous quarterly financial statements by the 10 <sup>th</sup> of the month after the end of the reporting quarter	Produce 2 accurate monthly financial statements by the 10 <sup>th</sup> of the month after the end of the reporting month  Produce 1 accurate and timeous semi-annual financial statements by the 10 <sup>th</sup> of the month after the end of the reporting quarter	Produce 2 accurate monthly financial statements by the 10 <sup>th</sup> of the month after the end of the reporting month  Produce 1 accurate and timeous quarterly financial statements by the 10 <sup>th</sup> of the month after the end of the reporting quarter	Produce 2 accurate monthly financial statements by the 10 <sup>th</sup> of the month after the end of the reporting month  Produce 1 accurate and timeous quarterly financial statements by the 10 <sup>th</sup> of the month after the end of the reporting quarter  Prepare accurate Annual Financial Statements for the

## Annual Performance Plan 2018/19

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
						FY2018/19 within two months after year end
An approved accurate and comprehensive 2018/19 MTEF Budget and 2017/18 Mid-Year Budget	Monthly Quarterly Bi-annually	Produce 2 accurate monthly budget variance reports by the 10 <sup>th</sup> of the month after the end of the reporting month  Produce accurate quarterly budget variance report by the 10 <sup>th</sup> of the month after the end of the reporting quarter	Produce 2 accurate monthly budget variance reports by the 10 <sup>th</sup> of the month after the end of the reporting month  Produce accurate semi-annual budget variance report by the 10 <sup>th</sup> of the month after the end of the reporting quarter	Produce 2 accurate monthly budget variance reports by the 10 <sup>th</sup> of the month after the end of the reporting month  Produce accurate quarterly budget variance report by the 10 <sup>th</sup> of the month after the end of the reporting quarter  Approved FY2018/19 Mid-Year budget	Produce 2 accurate monthly budget variance reports by the 10 <sup>th</sup> of the month after the end of the reporting month  Produce accurate quarterly budget variance report by the 10 <sup>th</sup> of the month after the end of the reporting quarter  Approved FY2019/20 MTEF budget	Produce 2 accurate monthly budget variance reports by the 10 <sup>th</sup> of the month after the end of the reporting month  Produce accurate quarterly budget variance report by the 10 <sup>th</sup> of the month after the end of the reporting quarter

## Annual Performance Plan 2018/19

### Supply Chain Management Services

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Complete and accurate Fixed Assets register (FAR) at the end of the year	Bi-annually	Maintain a complete and accurate FAR at the end of the year	Update the Fixed Assets Register in Evolution Produce accurate FAR monthly reconciliations  Produce accurate FAR monthly reconciliations	Perform Bi-annual fixed assets verification/count (September/-)  Produce accurate FAR monthly reconciliations	Monitor progress on the implementation of action plans.  Produce accurate FAR monthly reconciliations	Annual fixed assets verification (April). Annual/year end procedures, useful life assessment, impairment assessment and reconciliations.  Annual asset verification report
Register for Unauthorised and Irregular expenditure and Fruitless and Wasteful expenditure below 0.5% of the budgeted expenditure	Quarterly	Maintaining zero tolerance with regards to unauthorised irregular expenditure by strictly adhering to the SCM Policy	Conduct a workshop on SCM Policies  Quarterly report on fruitless wasteful, unauthorised and irregular expenditure	-Conduct a workshop on SCM Policies  Quarterly report on fruitless wasteful, unauthorised and irregular expenditure	Conduct a workshop on SCM Policies  Quarterly report on fruitless wasteful, unauthorised and irregular expenditure	Conduct a workshop on SCM Policies  Annual report on fruitless wasteful, unauthorised and irregular expenditure
Updated and Compliant Contract Register.	Quarterly	Monitoring of the contract management system to ensure compliance to procurement policy	Produce Consolidated Monthly reconciliations for the quarter.	Produce Consolidated Monthly reconciliations for the quarter.	Produce Consolidated Monthly reconciliations for the quarter.	Produce Consolidated Monthly reconciliations for the quarter.

## 5.5. Programme 5: Executive Services

### Purpose

The purpose of Executive services is to ensure the Council meets its strategic vision which rests on the pillars of its mandate to maintain labour peace in public education and extends to the attainment of quality education in public schools, through stakeholder collaboration and support of initiatives to restore the image of the teaching profession.

### Sub-programmes:

- Strategic and corporate governance
- Internal audit and compliance
- Risk management

### 5.5.1 Strategic objective annual targets for 2018/19: Executive Services

Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated Performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
5.5.1.1 To add value through assessing the tone and risk management culture of the organisation, as well as evaluating and reporting on the effectiveness and efficiency of internal controls, corporate governance and compliance with regulatory framework	Approved FY2018/19 Internal Audit Coverage Plan	n/a	Internal Audit Coverage Plan approved	Internal Audit Coverage Plan approved	Audit Committee approval of the Three-Year Strategic Rolling and Annual risk based Internal Audit plans	Produce the Internal Audit 3-year rolling strategic and annual plan submitted to Audit Committee for approval by 31 March of each year	Produce the Internal Audit 3-year rolling strategic and annual plan submitted to Audit Committee for approval by 31 March of each year	Produce the Internal Audit 3-year rolling strategic and annual plan submitted to Audit Committee for approval by 31 March of each year
	Quarterly audit monitoring reports submitted to management and audit committee	n/a	n/a	Annual audit plan 100% executed	Performance and finalising of 90% of risk-based audit projects	Execution of 100% quarterly audits engagements	Execution of 100% quarterly audits engagements	Execution of 100% quarterly audits engagements
	Provide objective assurance on the adequacy and	n/a	n/a	Annual risk assessment report	Produce a risk management report	Quarterly reporting on the adequacy and effectiveness of	Quarterly reporting on the adequacy and effectiveness of	Quarterly reporting on the adequacy and effectiveness of

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Strategic objective	Programme Performance Indicator	Audited/actual performance			Estimated Performance 2018	Medium-term targets		
		2015	2016	2017		2019	2020	2021
	effectiveness of risk management processes			produced, and quarterly risk monitoring reports tabled at audit committee meetings		risk management processes and activities	risk management processes and activities	risk management processes and activities
<b>5.5.1.2</b> <b>To ensure business continuity in the event of disaster</b> To ensure that the Council has a contingency plan for business continuity	Develop an Organisational Business Continuity Plan and perform annual disaster recovery testing	n/a	n/a	n/a	n/a	Develop an Organisational Business Continuity Plan to ensure business continuity	Monitoring implementation of the Organisational Business Continuity Plan	Monitoring implementation of the Organisational Business Continuity Plan

### 5.5.2 Quarterly targets for 2018/19: Executive Services

Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Approved FY2018/19 Internal Audit Coverage Plan	Annually	Produce the Internal Audit 3-year rolling strategic and annual plan submitted to Audit Committee for approval by 31 March of each year	n/a	n/a	n/a	Develop a 3-year strategic and annual plan; and submit to Audit committee for approval by the 31 <sup>st</sup> March 2019
Quarterly audit monitoring reports submitted to management and audit committee	Quarterly	Execution of 100% quarterly audits engagements	Execution of 100% of 1 <sup>st</sup> quarter planned audits and ad-hoc engagements, and submit audit outcome reports to the audit committee for discussion at the quarterly meeting	Execution of 100% of 2 <sup>nd</sup> quarter planned audits and ad-hoc engagements, and submit audit outcome reports to the audit committee at the quarterly meeting	Execution of 100% of 3 <sup>rd</sup> quarter planned audits and ad-hoc engagements, and submit audit outcome reports to the audit committee at the quarterly meeting	Execution of 100% of 4 <sup>th</sup> quarter planned audits and ad-hoc engagements, and submit audit outcome reports to the audit committee at the quarterly meeting

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Programme performance indicator	Reporting period	Annual target 2018/19	Quarterly targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
			Produce 1 <sup>st</sup> quarterly compliance management report, and submit to the audit Committee for discussion at the quarterly meeting	Produce 2 <sup>nd</sup> quarterly compliance management report, and submit to the audit Committee for discussion at the quarterly meeting	Produce 3 <sup>rd</sup> quarterly compliance management report, and submit to the Audit Committee for discussion at the quarterly meeting	Produce 4 <sup>th</sup> quarterly compliance management report, and submit to the Audit Committee for discussion at the quarterly meeting
			Quarterly internal audit progress report submitted to Audit Committee, showcasing 1 <sup>st</sup> quarterly performance against approved audit plan	Quarterly internal audit progress report submitted to Audit Committee, showcasing 2 <sup>nd</sup> quarterly performance against approved audit plan	Quarterly internal audit progress report submitted to Audit Committee, showcasing 3 <sup>rd</sup> quarterly performance against approved audit plan	Quarterly internal audit progress report submitted to Audit Committee, showcasing 4 <sup>th</sup> quarterly performance against approved audit plan
Provide objective assurance on the adequacy and effectiveness of risk management processes	Quarterly	Quarterly reporting on the adequacy and effectiveness of risk management processes and activities	1 <sup>st</sup> Quarterly risk monitoring report submitted to the Audit Committee for discussion at the quarterly meeting	2 <sup>nd</sup> Quarterly risk monitoring report submitted to the Audit Committee for discussion at the quarterly meeting	3 <sup>rd</sup> Quarterly risk monitoring report submitted to the Audit Committee for discussion at the quarterly meeting	4 <sup>th</sup> Quarterly risk monitoring report submitted to the Audit Committee for discussion at the quarterly meeting
Develop an Organisational Business Continuity Plan and perform annual disaster recovery testing	Quarterly	Develop an Organisational Business Continuity Plan to ensure business continuity	Develop and approval of Organisational Business Continuity Plan	Disaster recovery testing	Training and Workshop on Organisational Business Continuity Plan	Implementation of Organisational Business Continuity Plan

## 5.6. Links to Long-term Infrastructure and Other Capital Plans

Not Applicable