



CCMA

COMMISSION FOR CONCILIATION, MEDIATION & ARBITRATION



STRATEGIC PLAN | 2025/26-2029/30

THE MOMENTUM - *Empowering Progress, Embracing Change*

INSIDE FRONT COVER



STRATEGIC PLAN | 2025/26-2029/30

THE MOMENTUM - *Empowering Progress, Embracing Change*

EXECUTIVE AUTHORITY'S STATEMENT



MS. NOMAKHOSAZANA METH, MP
MINISTER OF EMPLOYMENT AND LABOUR



CCMA's mandate is to promote social justice, labour peace, economic development, and workplace democracy.

The Commission for Conciliation, Mediation and Arbitration (CCMA)'s legislative mandate is derived largely from the Labour Relations Act, 1995 (Act No. 66 of 1995) [as amended] (LRA) that gives effect to Section 23 of the Constitution of the Republic of South Africa, 1996 (the Constitution). CCMA's mandate is to promote social justice, labour peace, economic development, and workplace democracy, among other objectives.

The 2025–2030 strategic planning cycle represents the final five-year phase in South Africa's pursuit of the National Development Plan (NDP) 2030 objectives. The NDP 2030 continues to align the country's development agenda with regional and international frameworks, including the United Nations Sustainable Development Goals (SDGs), the African Union's Agenda 2063, and the Southern African Development Community's (SADC) Revised Regional Indicative Strategic Development Plan.

During the previous planning cycle, the CCMA implemented Imvuselelo – The Revival, the CCMA's 2020/21 - 2024/25 Strategy, which played a pivotal role in fostering labour market stability. This was achieved through effective dispute resolution, strengthening and expanding employment security measures, enhancing collective bargaining, advancing Dispute Management and Prevention (DMP) interventions, and improving governance frameworks.

The CCMA's 2025/26 – 2029/30 Strategy, titled “The Momentum – Empowering Progress, Embracing Change” is built on three core pillars:

- Resource Optimization,
- Adaptation and Resilience, and
- User Experience.

These strategic thrusts are designed to ensure the CCMA remains responsive to economic, technological, and labour market transformations, while also addressing the evolving needs of its stakeholders. Moreover, the strategic plan is aligned with the priorities of the Government of National Unity (GNU) as articulated in the 2024–2029 Medium-Term Development Plan (MTDP).

As the Executive Authority of the CCMA, I fully endorse “The Momentum – Empowering Progress, Embracing Change the 2025/26 - 2029/30 Strategy” and hereby commit to support its successful implementation.

MS. NOMAKHOSAZANA METH, MP
MINISTER OF EMPLOYMENT AND LABOUR



DR CORNELIA SEPTEMBER
CHAIRPERSON OF THE
CCMA GOVERNING BODY

THE ACCOUNTING AUTHORITY'S STATEMENT

The development of the strategy for the Commission for Conciliation, Mediation and Arbitration (CCMA) was guided by several key policy priorities, which are designed to address current economic, legal, and political challenges in the labour market.

This strategy builds upon the previous “Imvuselelo – The Revival, 2020/21 - 2024/25 Strategy”, ensuring that its strategic intent and programmes remain relevant in addressing labour market issues and fulfilling the CCMA’s mandate as outlined in the Constitution and the LRA.

Adjustments have been made to align the CCMA with significant changes in the economic and technological environments. This includes adapting budgeting and spending patterns in response to constant budget cuts. Emphasis is placed on job-saving initiatives that align with national strategic priorities for inclusive economic growth and job creation.

The CCMA will implement departmental strategies over the next five years to ensure the effective execution of its current strategy. This approach ensures that the CCMA’s efforts are coordinated and targeted towards achieving its objectives.



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DR CORNELIA SEPTEMBER
CHAIRPERSON OF THE CCMA GOVERNING BODY



ADVOCATE CAMERON SELLO MORAJANE
DIRECTOR OF THE CCMA

THE DIRECTOR'S STATEMENT

The CCMA is tasked with resolving labour disputes, including conciliating disputes referred to it and arbitrating unresolved disputes as per the legislation. The CCMA operates with a set of core values that emphasises respect for all individuals, valuing both those they serve and their colleagues. This commitment to

respect and value is central to the CCMA's operations and interactions. The previous strategy "Imvuselelo – The Revival, 2020/21 - 2024/25 Strategy" was centred on optimising the organisation, enhancing labour market stability, and supporting strategy implementation and good governance through a structured approach involving five key programmes aimed at achieving high performance, proactive labour market interventions, special support, efficient dispute resolution, and effective governance. It prioritised the development of human and organisational capacity to build a world-class institution, focusing on strategic human resource interventions for talent attraction, development, and retention, alongside leveraging information technology advancements for operational excellence.



The strategy aims to optimise the organisation, thereby enhancing its capacity to fulfil its mandate of advancing economic development, social justice, labour peace, and the democratisation of the workplace through effective dispute resolution and enforcement services.

Furthermore, Imvuselelo – The Revival, 2020/21 - 2024/25 Strategy emphasised leveraging technological advancements and automation to enhance CCMA's operational efficiency, thereby improving service delivery, and reducing costs for users. The plan details the CCMA's efforts in dispute resolution and prevention, including the development of a new dispute management model and service delivery model, which were designed to streamline processes. It also highlights the CCMA's initiatives in job saving and preservation. The strategy aims to optimise the organisation, thereby enhancing its capacity to fulfil its mandate of advancing economic development, social justice, labour peace, and the democratisation of the workplace through effective dispute resolution and enforcement services. Also, by focusing on proactive and relevant labour market interventions, the strategy contributes to the CCMA's mandate by addressing specific regional challenges and proposing solutions that support socio-economic growth and development in South Africa.

It should be noted that the CCMA faced challenges during the implementation of the outgone "Imvuselelo – The Revival, 2020/21 - 2024/25 Strategy" due to the COVID-19 pandemic, including financial constraints from budget reductions impacting its ability to handle

increasing caseloads. Despite these challenges, the CCMA successfully maintained its mandate of resolving disputes efficiently. The CCMA's Mid-Term Assessment Report indicates that for the first two and half years of its strategy implementation, the CCMA was on track to achieve its goals, with 80% of output indicators being met or exceeded. The interventions implemented by the CCMA have shown positive results in the South African labour market. The CCMA's implementation of Section 150 interventions has significantly contributed to the speedy resolution of disputes, reduction in the duration of industrial actions, and overall stability of the labour market, showcasing the effectiveness of these strategic interventions in maintaining labour peace. The ability of the Collective Bargaining team to responded quickly to requests and provide necessary assistance on standby has played a crucial role in achieving successful outcomes, demonstrating the importance of agility and resource readiness of the CCMA.

The CCMA's strategic interventions have significantly contributed to labour market stability by reducing the duration and number of industrial actions, demonstrating the effectiveness of its dispute resolution processes and training workshops in imparting knowledge to stakeholders, which helped in reducing strikes and disputes. Through its Bargaining Support Processes and Pre-Bargaining Conferences, the CCMA has successfully reduced the referral of mutual interest disputes, empowering parties to resolve disputes without reliance on CCMA assistance, which indicates a positive shift towards self-resolution within the labour market. The CCMA has achieved a notable increase in the demand for its services, reflecting the confidence of the labour market in its ability to deliver impactful interventions and support, despite facing challenges related to budget constraints and increasing service demands.

By achieving three consecutive clean audits during the 2021/22, 2022/23 and 2023/24 financial years, and maintaining a high level of compliance with legislative prescripts and policies, the CCMA has demonstrated transparency, accountability, and operational efficiency, contributing to its good reputation and public trust.

The commitment of the Essential Services Committee (ESC) members has been instrumental in the ESC's success, highlighting the impact of dedicated personnel on achieving organisational goals. Thus, the CCMA successfully managed to utilise its limited resources effectively and efficiently to deliver on its mandate and achieve the intended impact in the labour market. Achieving 100% target in conducting Section 73 and Section 75 of the LRA Act cases as and when referred, alongside a notable improvement in the quality of awards index, reflects the CCMA's commitment to upholding high standards in dispute resolution. The CCMA remained committed in overcoming obstacles, to ensure the successful realisation of its impact statement by the end of the current Strategic Plan period. This demonstrates the CCMA's dedication to promoting labour peace and equity in South Africa.

The CCMA's strategic intent for this Strategic Plan includes leveraging technological advancements to streamline processes, save costs, and improve efficiency. This focus on technology is part of their broader strategy to enhance service delivery and operational effectiveness. The CCMA aims to increase and improve access to its services, particularly in remote areas and among vulnerable groups. This vision involves collaborating with strategic partners and increasing access points to enhance workplace relations and service delivery.

During the strategy development, the CCMA has been benchmarked against international counterparts and is found to be on par in providing facilitation, mediation, and arbitration services. This benchmarking demonstrates the CCMA's commitment to maintaining high standards in its operations.



ADVOCATE CAMERON SELLO MORAJANE
DIRECTOR OF THE CCMA

OFFICIAL SIGN-OFF

It is hereby certified that the CCMA's 2025/26-2029/30 Strategic Plan:

- Was developed by the management of the CCMA under the guidance of the Governing Body.
- Considers all the relevant policies, legislation and other mandates for which the CCMA is responsible.
- Accurately reflect the outcomes and outputs that the CCMA will endeavour to achieve over the 2025/26-2029/30 financial years.



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NATIONAL SENIOR COMMISSIONER: DISPUTE PREVENTION & RESOLUTION (ACTING)



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LUVUYO BONO

CHAIRPERSON: ESSENTIAL SERVICES COMMITTEE



ADVOCATE CAMERON SELLO MORAJANE

CCMA DIRECTOR



DR CORNELIA SEPTEMBER

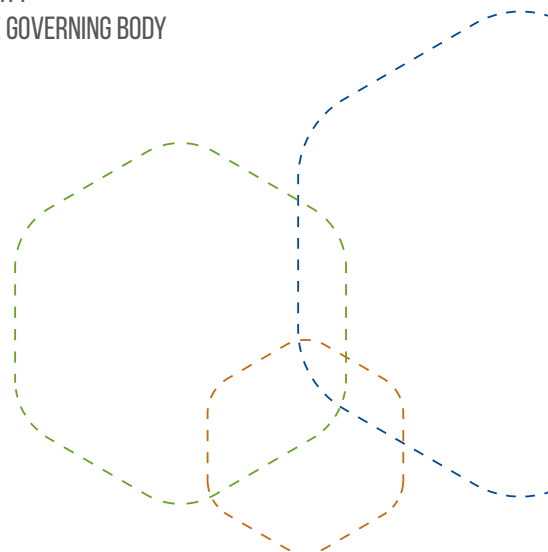
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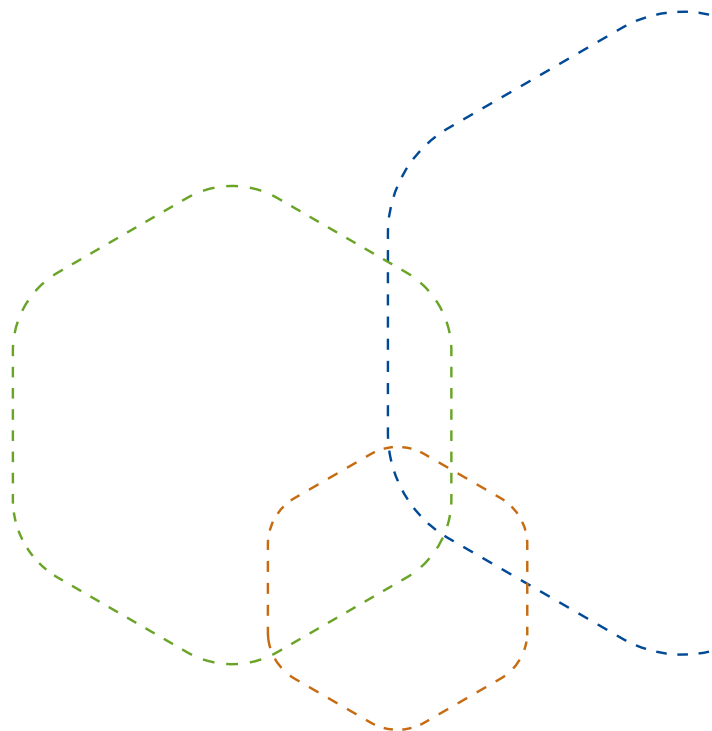
NOMAKHOSAZANA METH, MP,

EXECUTIVE AUTHORITY,
MINISTER OF EMPLOYMENT AND LABOUR





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LIST OF ABBREVIATIONS

Acronym	Description
AI	Artificial Intelligence
APP	Annual Performance Plan
BCEA	Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
BUSA	Business Unit South Africa
CCMA	Commission for Conciliations, Mediation and Arbitration
CMI	Case Management Information
CMS	Case Management System
CPI	Consumer Price Index
DEL	Department of Employment and Labour
EEA	Employment Equity Act, 1998 (Act 55 of 1998)
ESC	Essential Services Committee
EXCO	Executive Committee
GDP	Gross Domestic Product
GNU	Government of National Unity
ICT	Information and Communications Technology
ILO	International Labour Organisation
KPA'S	Key Performance Areas
LRA	Labour Relations Act, 1995 (Act No. 66 of 1995)
MHSA	Mine Health and Safety Act
MTDP	Medium-Term Development Plan
NDP	National Development Plan
NMWA	National Minimum Wage Act, 2018 (Act No. 9 of 2018)
NUMSA	National Union of Metalworkers of South Africa
ODR	Online Dispute Resolution
OECD	Economic Cooperation and Development
SAC	Single Adjudication Committee
SDA	Skills Development Act
SDGs	Sustainable Development Goals
SETA	Sector Education and Training Authority
SMMEs	Small, Medium and Micro Enterprises
TERS	Temporary Employer/Employee Relief Scheme
TID	Technical Indicator Description
UIF	Unemployment Insurance Fund
UK	United Kingdom



PART A **OUR MANDATE**



PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

Section 2 of the Constitution provides that the Constitution is the supreme law of the Republic, that law or conduct inconsistent with it is invalid, and that obligations it imposes must be fulfilled. Section 39 of the Constitution states as follows:

“Interpretation of Bill of Rights

- (1). When interpreting the Bill of Rights, a court, tribunal or forum—
 - a). must promote the values that underlie an open and democratic society based on human dignity, equality and freedom;
 - b). must consider international law; and
 - c). may consider foreign law.
- (2). When interpreting any legislation, and when developing the common law or customary law, every court, tribunal or forum must promote the spirit, purport and objects of the Bill of Rights”.

In line with the purpose of the Labour Relations Act, 1995 (Act No. 66 of 1995) (LRA), the Commission for Conciliations, Mediation and Arbitration (CCMA) must fulfil its functions in a manner that serves “to give effect to and regulate the fundamental rights conferred by Section 23 of the Constitution of the Republic of South Africa, 1996”.

Section 23 of the Constitution provides that–

- Everyone has the right to fair labour practices;
- Every worker has the right
 - To form and join a trade union;
 - To participate in the activities and programmes of a trade union; and
 - To strike.
- Every employer has the right
 - To form and join an employers' organisation; and
 - To participate in the activities and programmes of an employers' organisation.
- Every trade union and every employer's organisation have the right
 - To determine its own administration, programmes and activities;
 - To organise; and
 - To form and join a federation.
- Every trade union, employers' organisation and employer have the right to engage in collective bargaining. National legislation may be enacted to regulate collective bargaining. To the extent that the legislation may limit a right in this Chapter, the limitation must comply with Section 36(1);
- National legislation may recognise union security arrangements contained in collective agreements. To the extent that the legislation may limit a right in this Chapter, the limitation must comply with Section 36(1);
- Section 36(1) of the Constitution provides that rights may be limited only in terms of law of general application to the extent that the limitation is reasonable and justifiable in an open and democratic society based on human dignity, equality and freedom, considering all relevant factors, including;
 - The nature of the right;
 - The importance of the purpose of the limitation;
 - The nature and extent of the limitation;
 - The relation between the limitation and its purpose; and
 - Less restrictive means to achieve the purpose.¹

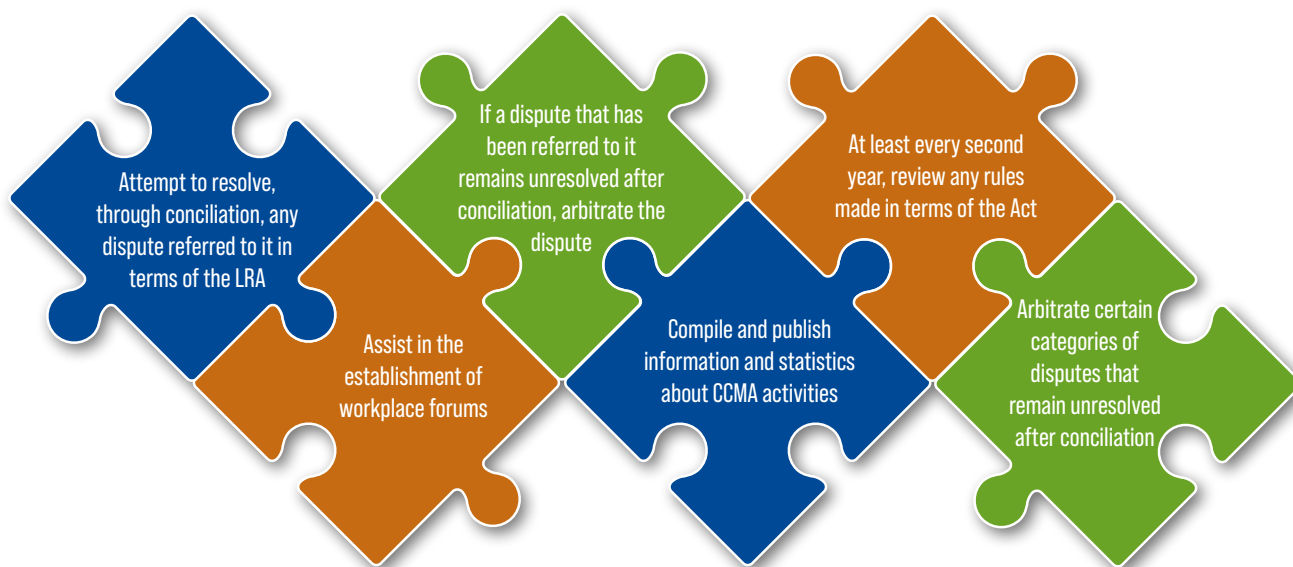
¹ Section 23 of the Constitution

2. LEGISLATIVE AND POLICY MANDATES

2.1. LEGISLATIVE MANDATE

The CCMA's legislative mandate is derived principally from the LRA, which gives effect to and regulates the fundamental rights conferred by Section 23 of the Constitution, as outlined above. The CCMA's legislative mandate is drawn from the purpose of the LRA itself, which is "to advance economic development, social justice, labour peace and the democratisation of the workplace". Section 115(1) of the LRA identifies the mandatory functions of the CCMA as follows:

FIGURE 1: THE CCMA'S MANDATORY FUNCTIONS



Section 115 (2) and (3) of the LRA set out the discretionary functions that enhance the delivery of the CCMA mandate while not replacing the delivery of the mandatory functions. The discretionary functions are as follows:

FIGURE 2: THE CCMA'S DISCRETIONARY FUNCTIONS



The CCMA additionally derives its mandate from specific provisions of the Employment Equity Act, 1998 (Act No. 55 of 1998, as amended) (EEA). Chapter 2 prohibits unfair discrimination and, in particular, Section 10, subsection (5) and (6) (a) and (b) of the EEA identifies the functions that the CCMA is required to perform as follows:

- Conciliate any dispute referred to it in terms of this Act; and
- Arbitrate disputes that remain unresolved after conciliation according to the stipulations of this Act.

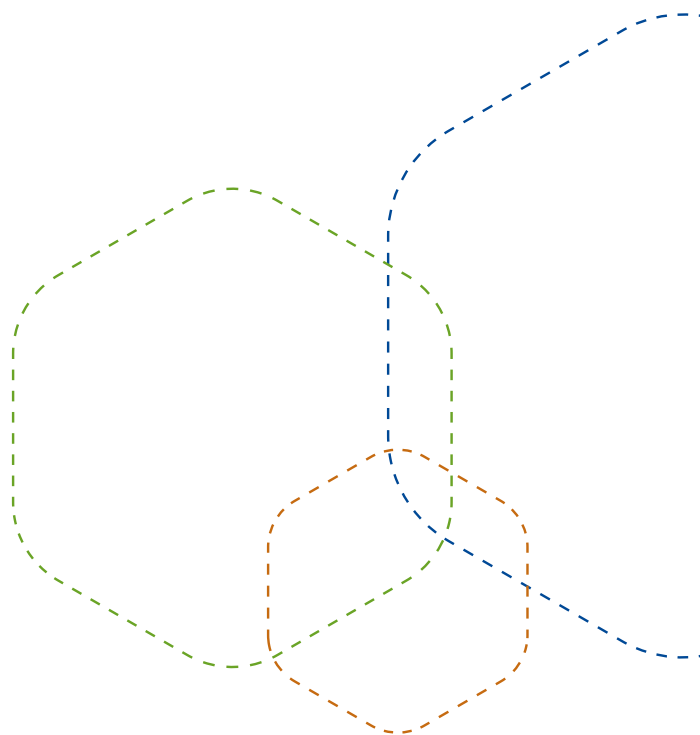
Chapter 5, Part C of the EEA provides for protection of employee rights. Section 52 of the EEA provides that the CCMA may conciliate and arbitrate (where the parties consent to CCMA jurisdiction) matters relating to the interpretation and application of Part C.

Sections 73, 73A, 74, and 80 of the Basic Conditions of Employment Act, 1997 (Act No.75 of 1997) (BCEA) requires the CCMA to among other, make compliance orders issued in terms of that Act arbitration awards (s73); determine disputes regarding claims to pay any amounts owing (s73A); consolidate claims arising from the BCEA with severance pay and unfair dismissal claims (s74); and to determine matters relating to the interpretation and application of section 79 of that Act – “Protection of rights”.

Section 19 of the Skills Development Act, 1998 (Act No.97 of 1998) (SDA) requires the CCMA to conciliate and arbitrate various disputes concerning learnerships.

Section 26(9) – (11) of the Mine Health and Safety Act, 1996 (Act No. 29 of 1996) (MHSA) requires the CCMA to conciliate and arbitrate disputes arising from the failure to reach agreement or conclude a collective agreement regarding the number of full-time health and safety representatives at a mine.

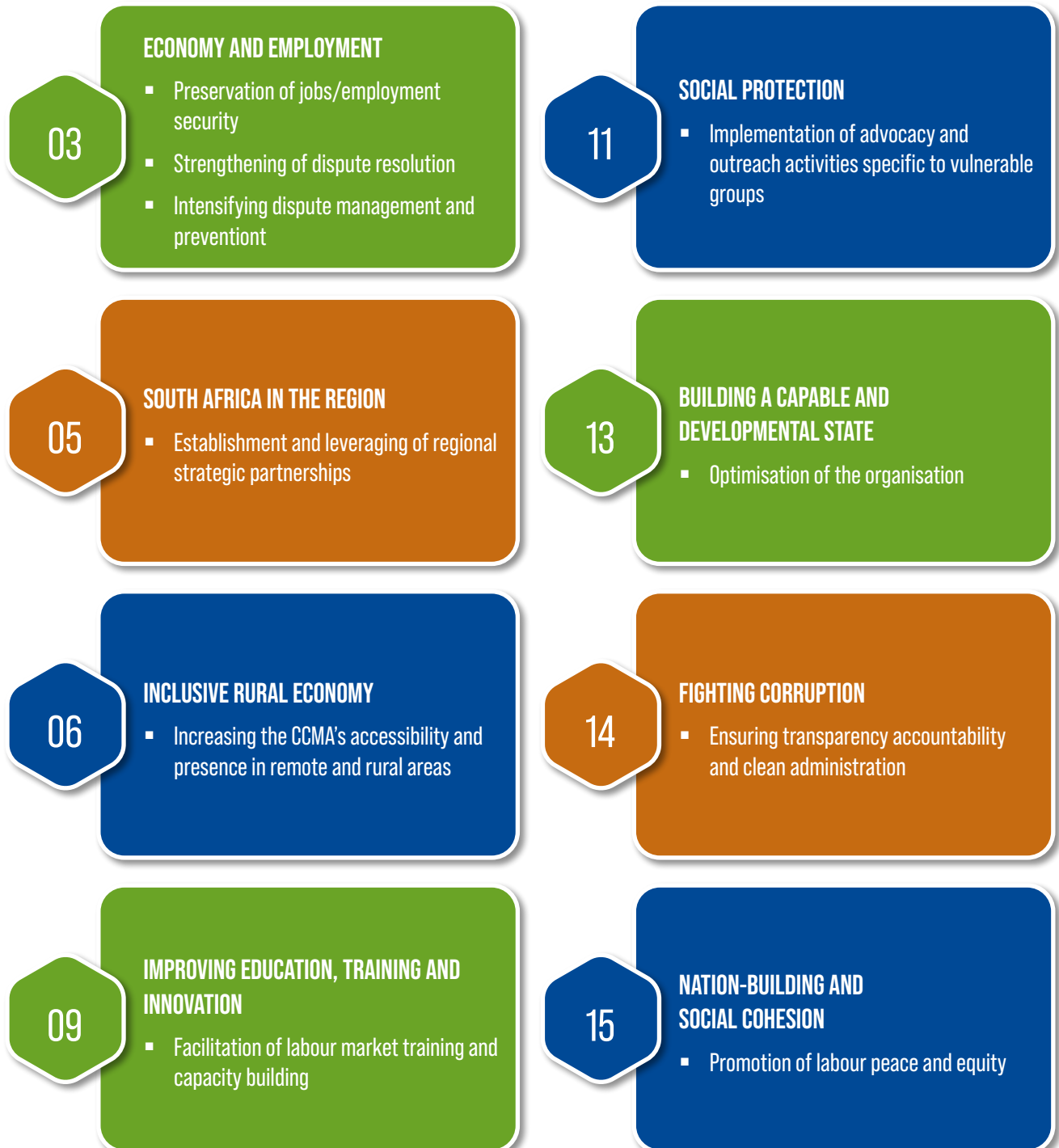
The CCMA has jurisdiction over unfair labour practice claims arising from section 8 of the National Minimum Wage Act, 2018 (Act No. 9 of 2018) (NMWA).



2.2. POLICY MANDATE

2.2.1. NDP 2030

FIGURE 3: THE CCMA'S CONTRIBUTION TOWARDS THE NDP 2030 OUTCOMES



2.2.2. 2025-2030 MEDIUM-TERM DEVELOPMENT PLAN (MTDP) PRIORITIES

The MTDP will serve as the 5-year medium-term plan for the 7th Administration of the Government. It also serves as the implementation framework for the National Development Plan (NDP): Vision 2030, the existing long-term plan for South Africa towards 2030. The three strategic priorities are the key driving forces and the dynamic factors that help determine the nation's trajectory towards its desired or planned-for future. In the medium-term, the CCMA will contribute to the following three MTDP priorities:

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

Figure 4 demonstrates how the CCMA initiatives are linked to these MTDP priorities

FIGURE 4: LINKING CCMA INITIATIVES TO THE 2025-2030 MTDP



3. INSTITUTIONAL STRATEGIES OVER THE NEXT FIVE-YEARS

The Department of Employment and Labour (DEL) has identified Seven Strategic Priorities that guide its interventions in line with the MTDP 2025-2030 Priorities namely,

- Strategic Priority 1: Strengthen regulatory capabilities of the department
- Strategic Priority 2: Coordination of employment interventions within government through collaborations, partnerships and co operations
- Strategic Priority 3: Good Corporate Governance
- Strategic Priority 4: Improved service delivery
- Strategic Priority 5: Strengthen the institutional capacity of the Department
- Strategic Priority 6: Massify the marketing of the departmental services and Programmes
- Strategic Priority 7: Advance the new employment mandate of the Department

Figure 5 highlights that the three MTDP strategic priorities, the Minister's Priorities, the DEL Integrated Strategic Plans and Annual Performance Plans are the key driving forces and the dynamic factors that help determine the DEL's trajectory towards its desired or planned-for future.

FIGURE 5: LINKING MINISTER'S PRIORITIES TO MTDP STRATEGIC PRIORITIES

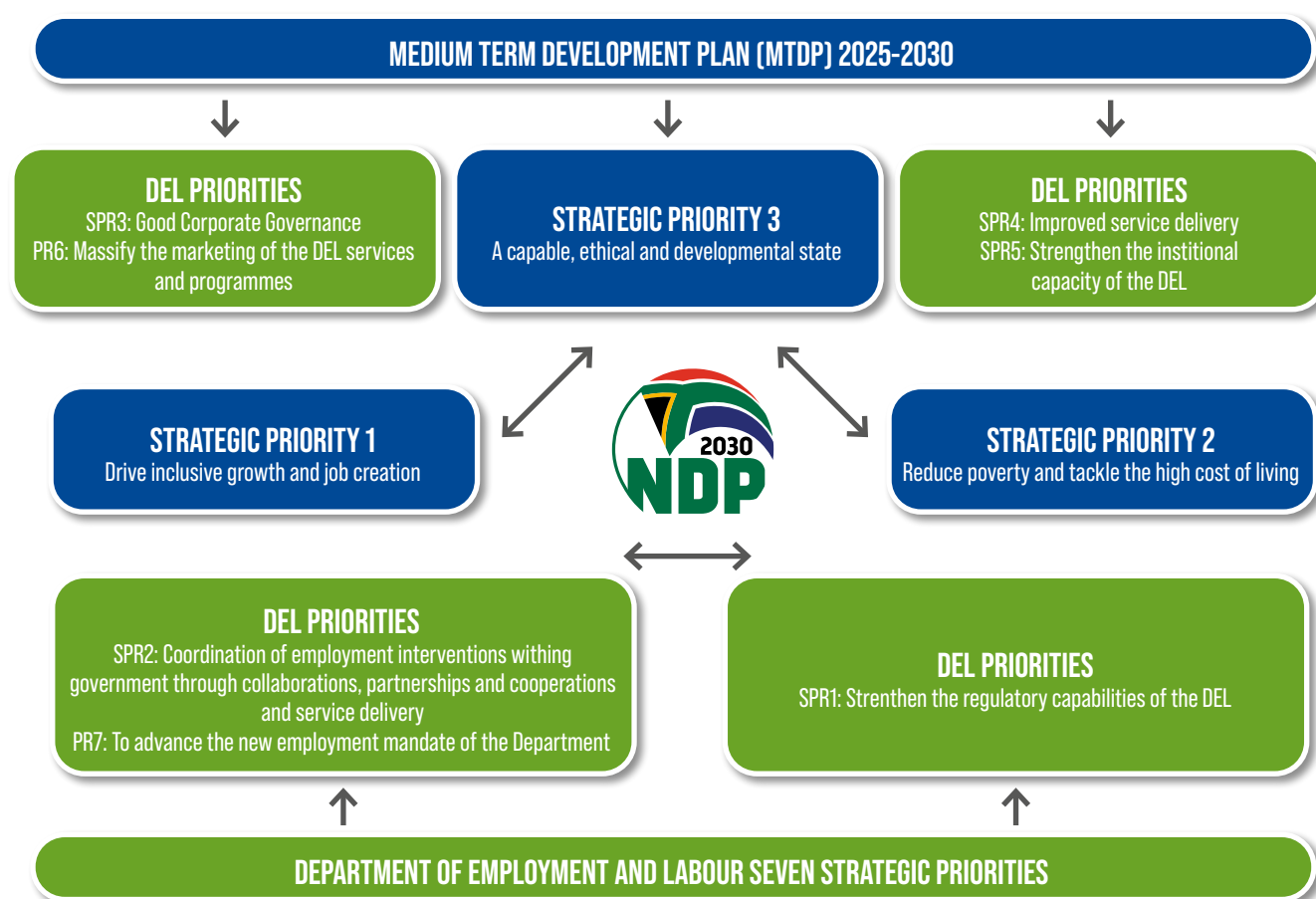


Table 1 shows how the CCMA strategic initiatives are linked to the MTDP outcomes and DEL strategic priorities.

TABLE 1: ALIGNING THE CCMA STRATEGIC INTERVENTIONS TO DEL PRIORITIES

DEL Strategic Priority	MTDP Outcomes	CCMA Initiatives
Strategic Priority 1: Strengthen regulatory capabilities of the department	<ul style="list-style-type: none"> Increased employment and work opportunities Reduced poverty and improved livelihoods 	<ul style="list-style-type: none"> Strong adherence to legislative and policy frameworks.
Strategic Priority 2: Coordination of employment interventions within government through collaborations, partnerships and co operations	<ul style="list-style-type: none"> Increased employment and work opportunities 	<ul style="list-style-type: none"> Strategic partnerships and stakeholder engagements. Partnerships with bargaining councils enhance dispute prevention and resolution. Coordinated interventions extend reach in rural and underserved areas
Strategic Priority 3: Good Corporate Governance	<ul style="list-style-type: none"> An ethical, capable and professional public service 	<ul style="list-style-type: none"> Strong adherence to legislative and policy frameworks. Explicit commitment to ethical practices and public accountability.
Strategic Priority 4: Improved service delivery	<ul style="list-style-type: none"> Digital transformation across the state 	<ul style="list-style-type: none"> Digital transformation and automation to streamline operations. Expansion of CCMA services into remote communities. User-centric approach aimed at service responsiveness and quality improvements.
Strategic Priority 5: Strengthen the institutional capacity of the Department	<ul style="list-style-type: none"> Improved governance and performance of public entities 	<ul style="list-style-type: none"> Targeted talent attraction, training, and retention interventions Improved internal processes and resource utilization enhance capacity ICT advancements facilitate effective service provision and case management.
Strategic Priority 6: Massify the marketing of the departmental services and Programmes	<ul style="list-style-type: none"> An ethical, capable and professional public service 	<ul style="list-style-type: none"> Increased efforts to improve service awareness and accessibility. Enhanced public communication strategies to inform users and stakeholders. Expansion of access points and visibility in remote and rural areas
Strategic Priority 7: To advance the new employment mandate of the Department	<ul style="list-style-type: none"> Increased employment and work opportunities 	<ul style="list-style-type: none"> Proactive interventions aligned with national employment priorities. Emphasis on dispute prevention, collective bargaining, and sustainable employment solutions.

The CCMA will implement the current strategy driven by the Departmental strategies over the next five (5) years.

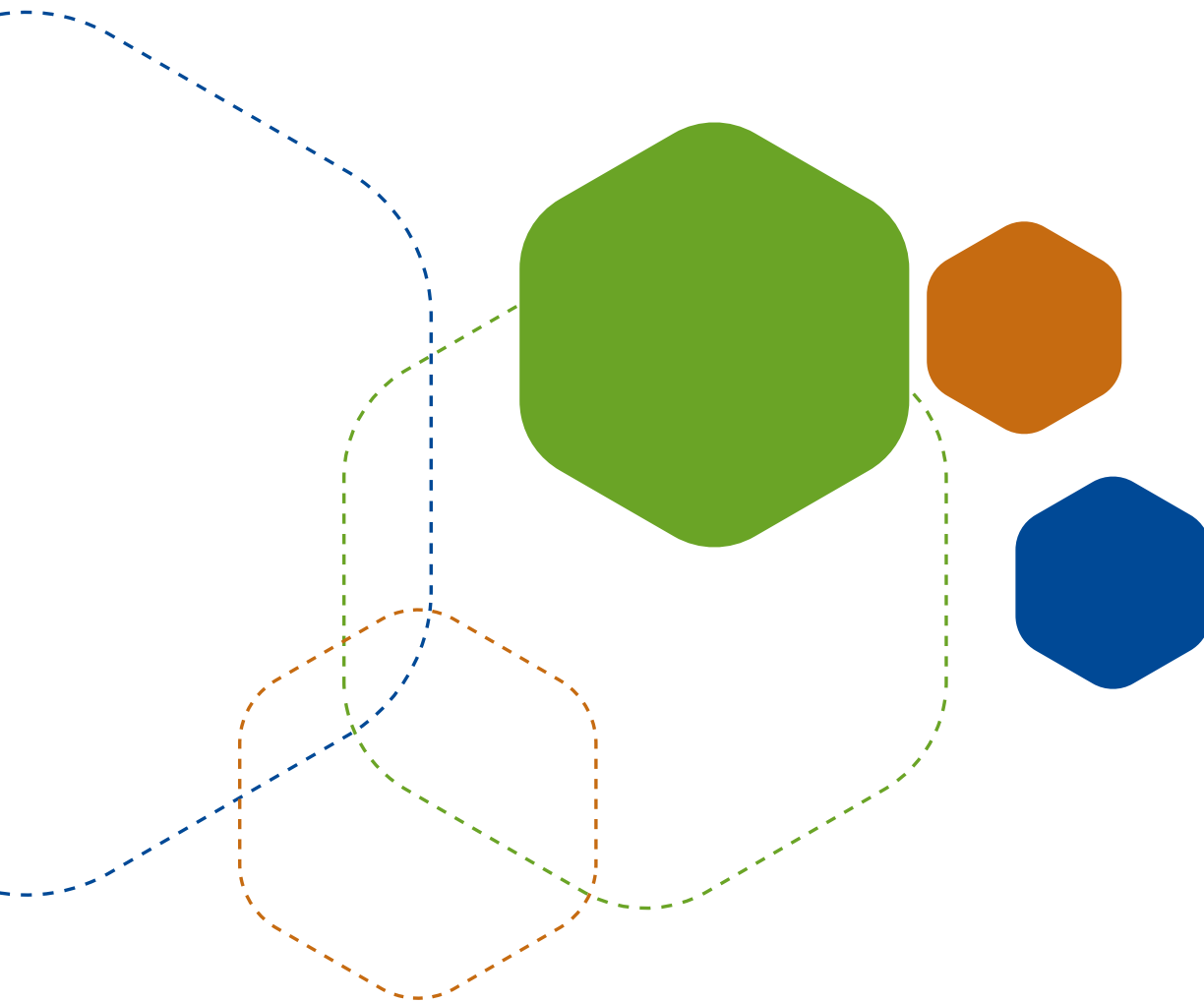
4. RELEVANT COURT RULINGS

Several landmark judgements have also influenced CCMA processes and approaches. Key to note is the following court judgements:

- ***Eskom Holdings Ltd v Solidarity obo Govender and Others (JR 265/20) [2023] ZALCJHB 302 (2 November 2023)*** clarified that recruitment, and appointments are the exclusive preserves of the employer. When an employer appoints one of its employees to act in a vacant position or another employee's stead, there is no automatic obligation for permanent appointment.
- In ***Gunn v Hoogengyk and Another (J 1031/15) [2023] ZALCJHB 130; [2023] 8 BLLR 787 (LC) (6 May 2023)***, an arbitration award was made an order of the court in terms of Section 158(1)(c), but there was only partial compliance as the employer had failed to reinstate Gunn. The court held that its non-compliance with its orders would not be tolerated. As SA Timber, as a legal entity, was incapable of complying with the order, it was up to the company's directors to ensure compliance. In failing to do so, the directors were in contempt of court and fined R100 000 each, suspended on condition that they comply with the order within 14 days. This sends out a strong message to employers to comply with awards and court orders.
- In ***Seokwane v Bidvest Prestige Cleaning Services (Pty) Ltd (JS 1040/20) [2023] ZALCJHB 313; [2024] 2 BLLR 194 (LC); (2024) 45 ILJ 333 (LC) (8 November 2023)*** the court noted that a fair retirement process envisaged that an employee and employer would be aware of the retirement date, and this knowledge gave employees sufficient time to prepare for their retirement. This judgement warns employers, including the CCMA employer, that the ramifications of a post-retirement age contract should be fully explained to the employee concerned.
- In ***O'Connor v LexisNexis (Pty) Ltd (P18/24) [2024] ZALCPE 11; (2024) 45 ILJ 1287 (LC) (11 April 2024)***, it was held that an employee's past criminal record can only be taken into account in determining their suitability for a job if it is relevant to the inherent requirements for the job. The CCMA, as an employer, needs to note that exclusion from employment on the arbitrary grounds of a criminal conviction, where the exclusion is not based on the inherent requirements of the job, constitutes unfair discrimination.
- ***Aminto Precast and Civil Engineering CC v CCMA and Others (JR 790/22) [2023] ZALCJHB 55; [2023] 6 BLLR 521 (LC); (2023) 44 ILJ 1491 (LC) (17 March 2023)*** clarified that an unfair labour practice is limited to conduct outlined and defined in Section 186 (2) of the LRA. A lay-off is not an unfair labour practice, and the CCMA does not have jurisdiction to arbitrate such disputes.
- ***Sanlam Life Insurance Limited v Mogomatsi and Others (CA12/2022) [2023] ZALAC 15; [2023] 11 BLLR 1166 (LAC); (2023) 44 ILJ 2516 (LAC) (17 August 2023)***: Where the employer is aware of the employee's ill health and is indifferent or insensitive to it, thereby making continued employment intolerable, a case for constructive dismissal may be established.
- ***Van Wyk and Others v Minister of Employment and Labour (2022-017842) [2023] ZAGPJHC 1213; [2024] 1 BLLR 93 (GJ); (2024) 45 ILJ 194 (GJ); 2024 (1) SA 545 (GJ) (25 October 2023)***: The High Court found Sections of the BCEA that relate to maternity and paternity leave to be discriminatory and unconstitutional. As a result, once the Constitutional Court has confirmed the finding, the BCEA will need to be amended. The court held that all parents, regardless of gender or birthing status, have the right to share in the four months of parental leave. The judgment recognises that both parents may play an integral part in nurturing. Both parents qualify for UIF payments concerning the period of leave each take.

- ***AFGRI Animal Feeds (A Division of PhilAfrica Foods (Pty) Limited) v National Union of Metalworkers South Africa and Others (CCT 188/22) [2024] ZACC 13 (21 June 2024)***: The Constitutional Court held that the National Union of Metalworkers of South Africa (NUMSA) lacked legal standing to represent the dismissed employees in the Labour Court because their employment in the animal feeds industry placed them outside NUMSA's registered scope. For this reason, NUMSA had no authority to act for the employees.
- ***Taguzu v Commission for Conciliation, Mediation and Arbitration and Others (JR1785/18) [2023] ZALCJHB 197; (2023) 44 ILJ 2792 (LC) (27 June 2023)***: Our courts take acts of dishonesty by employees seriously and will more readily find that a dismissal is substantively fair in circumstances of dishonesty. The fact that an employee has not signed acceptance of a policy does not mean they are not bound by it. An employee may demonstrate acceptance of the policy by acting under it or by failing to challenge it.
- ***South African Revenue Services v Commission for Conciliation, Mediation and Arbitration and Others (JR 2023] (21/2243] ZALCJHB 21) 222 July 2023)***: The employee was dismissed after participating in protest action on days he claimed to be sick. The Labour Court set the commissioner's award aside, holding that honesty is at the heart of the employment relationship and any misrepresentation to an employer regarding one's health when applying for sick leave may be sufficient to cause a breakdown in the trust relationship and warrant dismissal.
- ***Samancor Chrome Limited (Western Chrome Mines) v Willemse and Others (JR2023] (2020/312] ZALCJHB 29) 150 May 2023)***: While breathalyser tests are a convenient way for employers to test compliance with their alcohol and drugs policies, they are not always reliable. If contested by employees, employers should corroborate the results through other evidence (such as observation of behaviour and appearance, or the results of more accurate tests) before taking disciplinary action. This case also highlights the difficulty employers may face when enforcing a zero-tolerance policy in circumstances where an employee has only a small amount of alcohol in the system.
- ***Marasi v Petroleum Oil and Gas Corporation of South Africa (C2023] (2020/219] ZALCCT 27) 34 June 2023)***: Despite the Constitutional Court decision in *Minister of Justice and Constitutional Development and others v Prince and others* 6) 2018) SA 393 (CC), employers may still enforce policies that prohibit or limit the consumption of cannabis by employees to ensure a safe working environment. Such policies will not amount to unfair discrimination where the employer can show that compliance with the policy is an inherent job requirement (a complete defence to a claim of unfair discrimination).
- ***MEC for Education, KwaZulu-Natal v Singh (2023] (2021/1188] ZASCA 9) 92 June 2023)***: In a claim in delict against one's employer, the employee must show that the employer's act or omission was wrongful. An employer's conduct will be wrongful where there is a legal duty on the employer to prevent the damage claimed by the employee and the employer fails to comply with such duty.
- ***Valla v South African Broadcasting Corporation SOC Ltd and Another (JR 2644/18) [2023] ZALCJHB 232; (2024) 45 ILJ 350 (LC) (19 July 2023)***: Where an employer seeks to rely on the 'normal' or 'agreed' retirement age to justify a dismissal based on age, agreed retirement age will trump the retirement age specified in the retirement fund rules or a policy that does not form part of the employment contract. Where employers set different retirement ages for various categories of employees, it is crucial to ensure a fair and rational justification for the distinction in retirement ages.

- In ***Mohube v Commission for Conciliation Mediation And Arbitration and Others (JA18/2022) [2023] ZALAC 9; [2023] 8 BLLR 733 (LAC); (2023) 44 ILJ 1683 (LAC) (18 May 2023)*** the LAC corrected the approach in *Solomons v CCMA and others unreported judgment JR99/2021 delivered on 4 August 2021*, and held that commissioners may dismiss matters in terms of Section 138 of the LRA where the referring party has failed to attend arbitration. The court made the point that this is a discretionary function and the discretion to dismiss a matter must be exercised judiciously.





PART B

OUR STRATEGIC FOCUS



PART B: OUR STRATEGIC FOCUS

1. VISION

A WORLD-CLASS INSTITUTION THAT PROMOTES LABOUR MARKET STABILITY, SOCIAL JUSTICE AND JOB SECURITY.

2. MISSION

TO GIVE EFFECT TO EVERYONE'S CONSTITUTIONAL RIGHTS AND FREEDOM IN PURSUANCE OF SOCIAL JUSTICE.

3. VALUES

The core values and operating principles of the CCMA are outlined in the table below:

FIGURE 6: CORE VALUES AND OPERATING PRINCIPLES OF THE CCMA

01	RESPECT	<ul style="list-style-type: none"> In the execution of our duties, to act with respect for all, valuing those whom we serve and those whom we work with.
02	EXCELLENCE	<ul style="list-style-type: none"> We continuously do our best in delivering on our mandate and in service to our people, executing our duties with a sense of urgency, professionalism and world-class quality.
03	ACCOUNTABILITY	<ul style="list-style-type: none"> We hold ourselves responsible for our actions and the outcomes of our work. In being accountable, we are committed to each other and all we do, and we take responsibility for our actions and our performance.
04	DIVERSITY	<ul style="list-style-type: none"> By embracing diversity and inclusivity, we learn from each other daily, while sharing and celebrating who we are and what we do. We embrace inclusivity and celebrate the differences of our people.
05	INTEGRITY	<ul style="list-style-type: none"> We act impartially without fear, favour or prejudice, objectively balancing the diverse needs of social partners, being honest and ethical in all we do, and doing the right thing, even when no one is looking.
06	TRANSPARENCY	<ul style="list-style-type: none"> We work in a manner that is open, fair and transparent. Guided by our statutory obligations and commitment, we are open in our dealings with everyone we serve.

4. STRATEGY DEVELOPMENT PROCESS

Figure 7 highlights the processes that were taken in developing the CCMA strategy.

FIGURE 7: THE CCMA STRATEGY DEVELOPMENT PROCESS



5. SITUATIONAL ANALYSIS

The CCMA operates within a complex and evolving labour market environment, influenced by internal operational challenges and external socio-economic, political, and technological factors. As a statutory body responsible for dispute resolution in South Africa, the CCMA must continuously adapt to ensure efficient service delivery, financial sustainability, and strategic alignment with national economic and employment priorities. The CCMA's internal environment is shaped by financial, operational, and structural factors that influence its ability to fulfil its mandate effectively. Key challenges include budgetary constraints, increasing caseloads, workforce capacity issues, and the need for digital transformation.

For instance, the 2025/26 budget allocation reflects a 4.2% increase in government grants; however, this falls short of the 6% projected annual increase in case referrals, leading to a funding gap. A decrease in Temporary Employer/Employee Relief Scheme (TERS) funding and administrative budget reductions further strain financial resources. Due to budget cuts, the CCMA has gradually reduced its workforce, impacting service delivery. Unfunded positions remain vacant, leading to overworked employees and case backlogs. Employee costs have decreased by 0.4% (R2.6 million) due to the exclusion of unfunded positions, which may lead to staff shortages. The CCMA expects case referrals to increase from 194,648 in 2024/25 to 224,000 in 2025/26, further straining resources. Case Disbursement costs have risen by 5.7% (R9 million), reflecting the increasing demand for dispute resolution services. At the same time, full-time interpreters have been moved to part-time contracts, creating operational inefficiencies and service delivery delays.

The increasing caseload with limited staffing may affect dispute resolution timelines, reducing labour market confidence in the CCMA and this contradicts the CCMA strategy's focus on maintaining service efficiency amid growing case volumes. For instance, due to limited resources, arbitration cases are expected to slow by 44%, which may hinder the CCMA's ability to maintain labour market stability. The delayed dispute resolution could increase industrial action and labour unrest.

There is a notable increasing demand for bargaining council support, which have seen an increase in the budget allocation of bargaining council subsidies and recognition of their role in reducing CCMA caseloads. However, this may not be sufficient to support the 10 additional councils seeking subsidies.

Furthermore, the CCMA operates within an external environment shaped by economic, legal, political, and social factors that directly impact dispute resolution trends and service demand. South Africa faces economic stagnation, with GDP growth slowing to 0.6% in 2023, affecting job creation and business sustainability. The unemployment rate remains high at 32.1% (narrow definition) and 41.1% (expanded definition), increasing demand for CCMA dispute resolution services. The rise in informal and non-standard employment (casual labour, gig work, and contract employment) has resulted in more labour disputes related to unfair dismissals, wage issues, and job security. Sector-specific job losses in manufacturing, trade, and energy have driven an increase in retrenchment-related disputes.

The formation of a Government of National Unity (GNU) following the 2024 elections has introduced policy uncertainty that may impact labour laws, dispute resolution policies, and CCMA funding allocations. Legislative developments, including amendments to the Basic Conditions of Employment Act (BCEA) and Employment Equity Act (EEA), may expand the CCMA's dispute resolution mandate, increasing caseloads. Court rulings on fair labour practices, wage disputes, and employment discrimination influence the CCMA's case management and legal interpretations.

Youth unemployment remains a critical issue, with many graduates struggling to enter the job market due to skills mismatches and lack of experience. High poverty levels among historically disadvantaged groups have led to greater vulnerability in the workplace, resulting in increased wage disputes, unfair labour practice claims, and job insecurity. Workplace diversity and inclusion challenges, including gender equality and disability rights, are leading to rising numbers of employment discrimination cases referred to the CCMA.

The digital economy and automation are changing traditional employment structures, with more workers moving into remote and gig work, which presents new types of employment disputes. The CCMA must adapt to new case types involving digital platforms, remote work contracts, and artificial intelligence-driven workplace decisions. In response to this, the ICT and digital transformation initiatives have been allocated funds to enhance automation and improve case management. This aligns with the CCMA's strategic objective of leveraging technology for operational efficiency. However, cybersecurity risks and data protection laws are becoming increasingly relevant in managing CCMA's case records and information security.

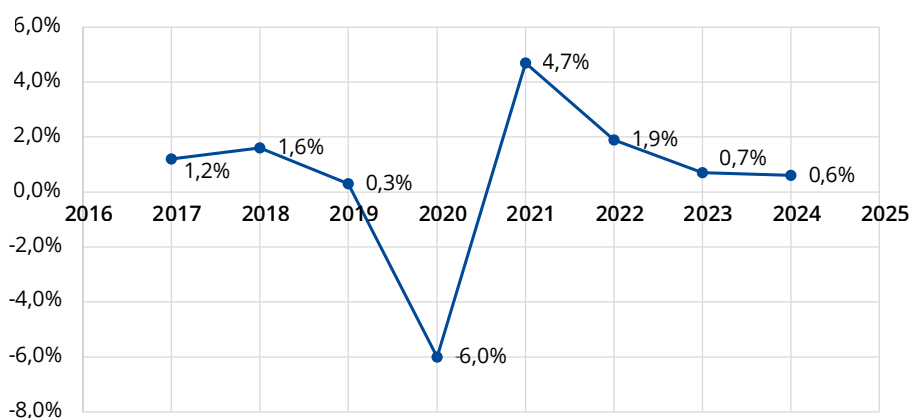
The CCMA operating environment presents both challenges and opportunities for the 2025-2030 CCMA Strategy. Externally, economic instability, high unemployment, legislative changes, and shifts in employment trends will increase demand for CCMA services, requiring adaptive strategies to manage caseload growth and ensure labour market stability. Internally, budget constraints, workforce shortages, and increasing caseloads require the CCMA to prioritise digital transformation and process efficiencies to maintain service delivery. The success of the strategy will depend on effective financial management, leveraging ICT innovations, and increasing partnerships with bargaining councils.

5.1. EXTERNAL ENVIRONMENT ANALYSIS

5.1.1. THE SOUTH AFRICAN ECONOMIC ENVIRONMENT

The current state of the South African economy is characterised by a complex interplay of recovery efforts post-COVID-19, challenges in the energy sector, and the significant role of the informal economy and international trade. Figure 8 shows that after a robust economic recovery in 2021 with a growth rate of 4.7%, South Africa's growth moderated to 0.7% and 0.6% in 2023 and 2024, respectively, influenced by global and domestic challenges, including the invasion of Ukraine by Russia, international monetary policy tightening, severe floods, and an unprecedented domestic energy crisis.

FIGURE 8: GROWTH IN GDP (%): 2017-2024



Source: Statistics South Africa [1].

Table 1 illustrates the growth trends of the major economic sectors in South Africa between 2017 and 2024. The agriculture, forestry, and fishing sectors show a strong growth of 17.3% in 2020, followed by a steady decline until 2022 and a further sharp decline of 8% in 2024. The mining sector shows a negative growth of 0.5% in 2023 despite the strong growth of 12.9% in 2021. All other economic sectors show weak growth and fluctuations over the period under investigation. The electricity, gas and water sector face sustainability challenges. While the sector accounts for 58% of the country's total energy supply and 89% of its electricity generation needs, it remains heavily reliant on coal. The Organization for Economic Co-operation and Development (OECD) notes that renewable energy sources in South Africa currently generate approximately 4% of the country's electricity [2]. This smaller proportion represents potential areas for growth and investment. The trade, catering and accommodation sector experienced a sharp decline of 12.2% in 2020, followed by growth for two consecutive years and a drop of 1.8% and 1.4% in 2023 and 2024, respectively. A study by Matiwane and Townes [3] highlights that the sector has been deeply impacted by the pandemic and perceptions of high crime rates despite reduced crime over time and increased perceived safety. Thus, while South Africa navigates through post-pandemic recovery, it faces challenges in agriculture, mining, and energy sustainability, which are crucial to its economic stability and growth prospects.

TABLE 2: ECONOMIC SECTOR GROWTH TRENDS (%): 2017-2024

Year	Agriculture, forestry and fishing	Mining	Manufacturing	Electricity, gas and water	Construction	Trade, catering and accommodation	Transport, storage and communication	Finance, real estate and business services	General government services	Personal services
2017	19.1	2.4	-0.2	0.3	-5.7	-1.3	1.0	2.5	1.4	1.3
2018	0.5	-0.8	1.5	0.9	-1.5	1.0	2.9	3.5	1.9	0.6
2019	-6.5	-0.7	-0.7	-3.3	-3.4	-0.4	-0.6	2.2	1.3	1.3
2020	17.8	-12.3	-12.1	-5.7	-17.6	-12.2	-15.5	0.6	1.0	-2.1
2021	5.6	12.9	6.9	2.3	-2.2	6.8	5.9	2.8	-0.9	5.8
2022	2.0	-7.3	-0.4	-2.9	-3.2	3.4	8.6	3.3	0.4	2.5
2023	-4.8	-0.5	0.3	-4.0	-0.1	-1.8	4.1	1.6	0.5	1.8
2024	-8.0	0.3	-0.5	3.5	-5.1	-1.4	-1.3	3.5	-0.1	1.7

Source: Statistics South Africa[1]

The January 2025 Consumer Price Index (CPI) report by StatSA [4] shows that the annual inflation rate rose above the target band to 6.9% in 2022 and fell to the upper band of 6% and 4% in 2023 and 2024, respectively. The statistics further demonstrate that food inflation in South Africa is a significant driver of overall inflation. According to a study by Mulamba [5], this disproportionately affects poorer households who spend a larger share of their income on food. The situation is exacerbated by various economic and environmental factors, leading to increased food insecurity and malnutrition among vulnerable populations. From the CCMA perspective, the fact that almost half of the adult population is experiencing poverty demonstrates that the operating environment remains characterised by a large population burdened by the high cost of living. Therefore, the CCMA should consider designing interventions that assist the poorer segments of the population in accessing its services at a low cost.

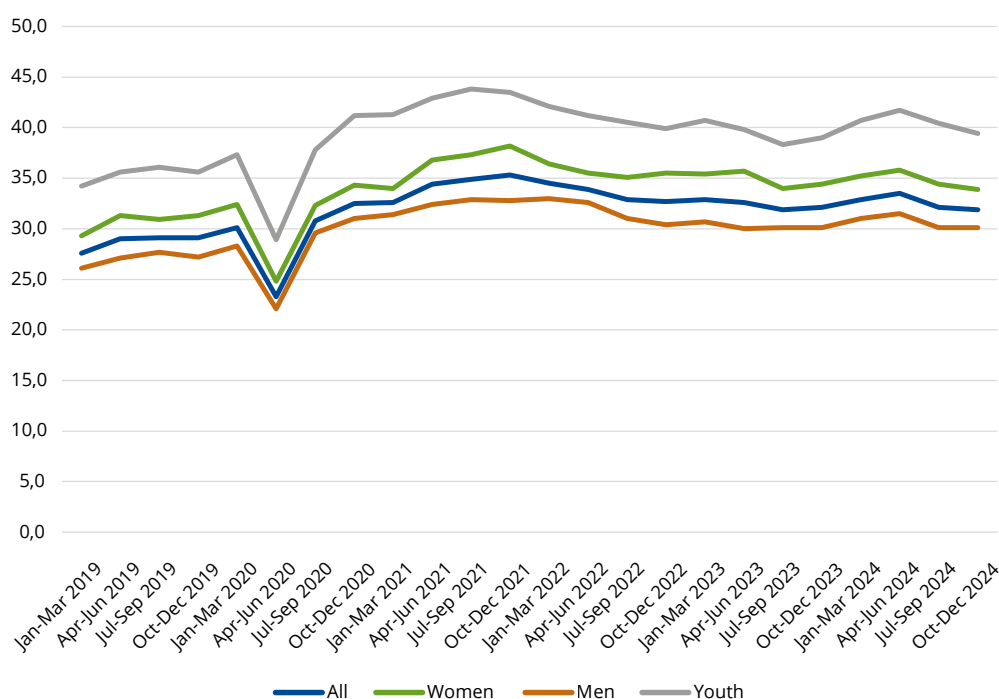
According to a study by David [6], exchange rate trends in South Africa have been characterised by significant fluctuations influenced by various macroeconomic variables and external shocks. The rand has experienced periods of both appreciation and depreciation, driven by factors such as interest rates, GDP growth, foreign trade, and global uncertainties such as the COVID-19 pandemic. Research suggests that this volatility in the rand threatens inflation, economic growth and trade balance [6,7]. Poor economic growth indicates that job security remains compromised and may likely affect CCMA operations through high referrals.

The informal economy plays a pivotal role in South Africa's economy, offering employment and entrepreneurial opportunities, especially during economic downturns, and acts as a buffer by absorbing labour that might otherwise face unemployment or precarious employment conditions. However, the informal economy is marked by low job security, irregular working hours, and increasing confrontations over scarce resources, which the global COVID-19 pandemic has worsened. Thus, the informal economy in South Africa is characterised by precarious labour relations and violations of employee rights. This suggests the need for the CCMA to develop interventions to improve labour relations in this sector of the economy.

5.1.2. THE SOUTH AFRICAN LABOUR MARKET

South Africa is grappling with significant challenges, including a high unemployment rate, which is a significant concern. This high unemployment rate has particularly impacted youth and young graduates. The Quarterly Labour Force Survey conducted from October to February 2024 (Q4) highlights that the unemployment rate reached a record high of 35.3% in the fourth quarter of 2021 and subsided to 31.9% in the fourth quarter of 2024, based on the narrow definition of unemployment, as illustrated in Table 2. Unemployment was even much higher at 41.9% in the fourth quarter of 2024, when considering discouraged work seekers, i.e., based on the expanded definition of unemployment, exacerbating the country's socio-economic issues.

FIGURE 9: UNEMPLOYMENT TRENDS IN SA-NARROW DEFINITION: 2019-2024



Source: Quarterly Labour Force Survey[8]

The survey further highlights a distinctive picture of employment trends, with significant job losses totalling 178 000 positions across all sectors during the fourth quarter of 2024. Employment data reveals a slight increase in the workforce across both genders, with the total number of employed individuals rising from 29 177 to 29 369, indicating a modest growth rate of 0.9% for men and 0.4% for women over the quarter. The analysis of employment types among men shows a diverse impact, where limited duration employment saw a 1.4% increase, permanent nature employment decreasing by 0.2%, and unspecified duration employment experienced a 1.6% rise, reflecting the dynamic nature of job contracts in the current economic landscape [8].

Graduate unemployment among the youth continues to rise alarmingly, with a significant 'work experience-job mismatch' contributing to the difficulty graduates face in transitioning to full-time employment despite various government initiatives to reduce unemployment. High young graduate unemployment leads to an increase in non-standard forms of employment, such as casual and part-time work, as graduates struggle to find secure and stable jobs, highlighting the need for the CCMA to introduce measures or interventions to deal with the increasing non-standard and casual employment where labour rights are likely violated. The future trends of youth unemployment in South Africa are shaped by a complex interplay of factors, including economic policies, demographic shifts, and global economic conditions. Maximilian Matschke's scenario analysis presents four potential future states of youth employment by 2040, ranging from social unrest due to perceived inequalities in job access to a technology-driven job market favouring merit-based access for youth [9]. This spectrum of possibilities showcases the volatility and uncertainty surrounding the future of youth employment in the country.

The unemployment situation is further complicated by a severe vertical skills mismatch and a high demand for skilled labour, which hampers employability despite various government upskilling programmes. Unemployment not only results in the loss of income but also affects workers psychologically, leading to a willingness to accept lower wages and inferior working conditions, thereby weakening unions' bargaining power and diminishing the effectiveness of strikes as a tool for collective action. Diminishing collectability suggests that there will likely be an increase in individual cases referred to the CCMA, increasing its caseload and signifying the need for process efficiency. Similarly, people experiencing poverty are more likely to be underemployed and work in informal sectors, especially in agriculture, increasing their vulnerability. In this regard, the high poverty levels suggest a high vulnerability in the labour market, calling for the CCMA to implement interventions targeting the vulnerable.

5.1.3. THE SOUTH AFRICAN SOCIAL ENVIRONMENT

High poverty remains a troublesome thorn in South Africa. According to the *Living Conditions Survey 2014/15* results published by Statistics South Africa in 2018, approximately 49.2% of adults in the country lived below the upper-bound poverty line. When broken down according to gender, adult males and females experienced poverty at 46.1% and 52.0%, respectively. Regarding the population groups, the poverty headcount tends to be higher for females than males, observable across all age cohorts. Thus, those aged 18–24 had the highest poverty headcount, accounting for 57.7% and 62.5% for males and females, respectively. According to the survey, the poverty headcount tends to decrease as the age increases. Thus, high poverty levels tend to be concentrated among young adults, with women affected more. The poverty incident suggests that Black Africans remain improvised, with a record of 46.6%, followed by Coloureds, Indians/Asians and Whites at 32.3%, 4.6% and 0.8%, respectively. People experiencing poverty are more likely to be underemployed and work in informal sectors, especially in agriculture, increasing their vulnerability. In this regard, the high poverty levels suggest a high vulnerability in the labour market, calling for the CCMA to implement interventions targeting the vulnerable. For example, technological innovations must be accessible and affordable for impoverished people.

5.1.4. THE SOUTH AFRICAN POLITICAL ENVIRONMENT

The formation of the GNU following the 2024 elections resulted in a seismic shift in the domestic political landscape, which introduced potential challenges and opportunities from possible policy shifts.

5.1.5. TECHNOLOGICAL TRENDS

A study by Petrová [13] suggests that technological advancements, particularly in digital technologies, automation, and Artificial Intelligence AI, reshape the labour market by substituting low-skilled workers with machine-learning robots, eliminating certain job positions. This technological change has led to a squeeze in the demand for middle-skill jobs, pushing medium-educated workers into low-skill employment or involuntary part-time work due to the decline of middle-skill jobs. In Latin America and the Caribbean, for example, there's a growing demand for workers in occupations that are intensive in cognitive abilities, highlighting the importance of cognitive skills for participation in current and future labour markets [14]. Global trends, including technological innovations and socio-behavioural shifts, influence labour market conditions and opportunities for human development, with significant implications for all state and social systems. Thus, the total digitalisation of economies is a global trend, impacting structural changes in international and national labour markets.

According to Ignacio and Gonzalo [14], new technologies have led to new professions and vacancies, challenging the traditional balance between the needs of the modern economy and the specialists trained by the education system. Research shows that recent technological changes have led to significant restructuring of jobs without affecting the aggregate number of jobs, but they have induced shifts in skill requirements and led to more alternative work arrangements [15]. Digital transformation and technological changes necessitate a redefinition of the labour market and labour law, emphasising the need for workers to be trained and qualified. For instance, in the United States, new technologies are transforming employment structures and expanding atypical forms of employment, necessitating lifelong learning and adaptation to technological changes. The 4IR is causing technological and structural unemployment, demanding effective labour market adaptation to maintain competitiveness. These trends demonstrate the need for the CCMA to play a critical role in policy responses in education, training, and labour market policies to support workers through these transitions.

The future effect of technological trends on the labour market is characterised by digitalisation, automation, and AI, significantly reshaping employment landscapes. A study by Csugány [16] demonstrates that technological advancements are leading to a paradigm shift where digital proficiency and Internet usage are crucial determinants of salary levels and job opportunities, highlighting the importance of enhancing digital skills to foster a more effective and flexible labour market. Despite fears of technology-induced unemployment, evidence suggests that technological change has not reduced the aggregate number of jobs but has led to significant job restructuring. This restructuring emphasises the need for workers to adapt to changing skill requirements and organisational changes and to navigate the rise of alternative work arrangements such as freelancing and remote work.

Technological readiness among informal businesses is impacted by self-efficacy and social influence, affecting their willingness to adopt web technology portals to support their businesses, indicating a gap in digital literacy and access. This demonstrates a severe consideration of the CCMA in its programme design for interventions targeting the informal economy wherein the use of technology to improve access may likely not be effective.

Integrating AI and Online Dispute Resolution (ODR) mechanisms into labour dispute resolution processes promises to revolutionise the labour relations space by providing faster, more efficient, and cost-effective solutions, which could significantly impact the resolution of labour disputes by offering Smart Dispute Resolution alternatives. However, implementing these technologies faces legal uncertainty, security, confidentiality issues, and the need for a regulatory environment that promotes trustworthiness, transparency, fairness, diversity, and explainability, which are crucial for their successful integration into dispute resolution processes. These are vital considerations that the CCMA must consider in its journey toward the digitalisation of its processes.

The outlook for ODR in Africa is positive, depending on governmental support for technology adoption, while countries like China and the United Kingdom (UK) are actively exploring and implementing digital dispute resolution mechanisms, indicating a trend towards digitalising justice systems. This global variation in readiness and acceptance of ODR and AI in labour dispute resolution demonstrates the importance of addressing legal frameworks, technological infrastructure, and ethical considerations to ensure that technological advancements contribute positively to the future of labour dispute resolution. Therefore, these trends towards digital dispute resolution mechanisms justify moving the CCMA towards this direction. In terms of challenges and opportunities, there are concerns about the opacity of ODR technology and its potential due to process defects and systemic biases, highlighting the need for the CCMA to be careful when considering the role of technology in labour dispute resolution, with the need to balance the benefits of technology with concerns about accountability, transparency, and the protection of rights.

5.1.6. THE GLOBAL ECONOMY

The early 21st century's rapid economic expansion was halted by the 2008 financial crisis, leading to a period marked by sluggish growth, higher unemployment, and increased poverty. A study by Saribekyan [16] estimates that approximately 70 countries, representing over 80% of the global Gross Domestic Product (GDP), face the risk of recession, with projections indicating a near possibility of a worldwide slowdown in the coming years. The COVID-19 pandemic and global political conflicts have significantly disrupted global economic trends, weakening international economic ties, supply chain ruptures, and decreased global economic growth rates. These events demonstrate the importance of transitioning towards a sustainable economy, highlighting the role of technological revolutions and forming a post-industrial mode of production that shapes long-term economic development vectors.

The global economy is expected to face a recession, with European activity contracting, the US economy teetering close to recession, and a significant slowdown in China's growth [17]. Rising global inflation, high interest rates, and debt distress in emerging and developing economies contribute to this outlook. Bulanikyan [18] projects the global GDP growth to halve, influenced by weak growth in major economies and potential recessions in European economies and emerging markets due to geopolitical tensions and the pandemic's aftermath. However, significant trends could shape the future positively, such as economic convergence, the rise of Asian economies, and the growth of cryptocurrency markets. These trends suggest a shift in the global economic power balance and the importance of technological and demographic changes.

Developing a sustainable economy is crucial, with megatrends like digitalisation, AI, and renewable energy technologies playing a pivotal role. These innovations are essential for overcoming political instability, energy imbalances, and environmental problems. The erosion of global economic management systems poses risks and opportunities for new economic growth models in developed and developing markets. Future global trends also include the implications of the 4IR and the transition to sustainable development, with globalisation playing a critical role in shaping these trends. The European Union, among others, is analysing these trends to prepare for potential policy implications, highlighting the need for strategic planning and cooperation to navigate the future economic landscape effectively. Lastly, the post-pandemic world will likely see low economic growth, restrictive policies, and challenges in the labour market, emphasising the need for international cooperation and innovative solutions to stabilise the global economy.

As indicated above, the global economy in 2030 is poised to be shaped by various factors, including the challenges and opportunities presented by globalisation, demographic shifts, technological advancements, and the imperative of sustainable development. The 2030 Agenda for Sustainable Development serves as a collective roadmap to address these challenges, emphasising the need for a new social contract, tackling inequalities, promoting decent work, and strengthening global institutions to manage the effects of globalisation on economies and societies. A critical economic challenge is the creation of an estimated 734 million jobs to accommodate demographic shifts and achieve targeted unemployment rates amidst the risks of automation and the prevalence of less “decent” jobs in many countries. This job creation is essential to maintain social security systems and support national social protection floors as outlined in the Sustainable Development Goals (SDGs).

5.1.7. BENCHMARKING OF THE CCMA

A benchmark exercise assessed how the CCMA processes are aligned with the best practice. The benchmark study identifies the key learnings from leading international dispute resolution bodies for consideration in developing the new 5-year strategic plan for the CCMA. The process of conducting the exercise involved carefully selecting countries based on the availability and quality of data, considering the country's status as a member state of the International Labour Organisation (ILO), a renowned institution in the realm of labour standards. An extensive review of pertinent literature and guidelines emanating from the ILO was meticulously undertaken. Special attention was paid to the contextual intricacies inherent in each selected country, recognising the profound implications of such contextual factors on the efficacy and functionality of dispute resolution frameworks. Furthermore, thorough consideration was given to the specific contextual elements of the labour market landscape in South Africa, a crucial component of this report's analytical framework.

The following details the key findings based on the selected criteria.

Mandate: The findings presented in the benchmark study indicate that the mandate of the CCMA is closely aligned with the principles and practices upheld by prominent international dispute resolution bodies. This alignment stresses the commitment of the CCMA to upholding globally recognised standards of conflict resolution. Furthermore, the mandate of the CCMA is distinguished by its emphasis on delivering social justice, a critical component that sets it apart from other similar institutions. This emphasis on social justice is particularly significant in South Africa, where the unique socio-economic and political challenges necessitate a dynamic approach to dispute resolution. By prioritising social justice in its mandate, the CCMA demonstrates a deep understanding of the country-specific issues that shape the dispute resolution landscape in South Africa.

Structure: The findings revealed that leading international organisations dedicated to resolving disputes demonstrated a notable degree of independence and autonomy that effectively shielded them from political interference. This phenomenon can be attributed, at least partially, to variations in their funding mechanisms, organisational frameworks, and precise legal stipulations purposely designed to uphold and protect their autonomy and independence. To gain some degree of financial autonomy, the CCMA should explore novel strategies to broaden its financial resources. These strategies may encompass the acceptance of donations as envisaged in Section 122(d) of the LRA, establishing mutually beneficial financial partnerships, and engaging in collaborations that fall within the mandated guidelines for public entities.

Functions: The benchmark study demonstrates that the CCMA is at par with its international counterparts in providing facilitation, mediation, and arbitration services.

Processes: Despite certain facets within service delivery that necessitated manual operations, a distinct trend towards adopting digital processes over manual ones was observed among the counterparts of the CCMA. These entities were beginning to experience the advantages brought about by this transition. In contrast, the CCMA continued to rely heavily on manual procedures, thereby causing a detrimental impact on the efficiency and efficacy of the organisation. The advantages associated with transitioning from traditional manual procedures to modern digital processes were discernible to the counterparts of the CCMA. These advantages encompass notable decreases in waiting periods, enhanced efficiency in administrative processes, and heightened facilitation of entry to dispute resolution mechanisms. Consequently, it is strongly advised that the CCMA intensify its endeavours to strengthen the incorporation of digital technologies in its processes.

Impact: The CCMA and similar institutions exerted a considerable and noteworthy beneficial influence on the labour markets they serve. This influence encompassed a variety of effects, including those of a financial nature and those that cannot be quantified in monetary terms. Moreover, reinstating employees following a decision or ruling in their favour was identified as an integral component of the impacts.

The mandate of the CCMA was found to be firmly established with the primary objective of promoting equitable labour practices and safeguarding the rights of both employers and employees by providing efficient and effective dispute resolution services. When juxtaposed against its international equivalents in the UK, Northern Ireland, Ireland, Australia, and Canada, the distinctive feature of the CCMA's mandate emerges as it endeavours to champion social equity within the South African labour landscape by endorsing reforms aimed at rectifying the pervasive detrimental impact of discrimination against the predominant portion of the South African workforce, thus fostering a fair and just working environment.

Nevertheless, the CCMA's operational independence is considerably constrained by governmental directives owing to the absence of a dedicated and segregated funding mechanism. This contrasts with its overseas counterparts, who benefit from a financial allocation exclusively designated for their operations, supported by robust governance frameworks that safeguard absolute autonomy and eliminate potential political interference. The governance frameworks of the CCMA's international counterparts are characterised by the presence of autonomous experts in the field with substantial experience in industrial relations and dispute resolution.

To fortify its autonomy, the CCMA may need to advocate for a similar governance model while bolstering its capacity to secure additional financial resources from alternative channels, given the constrained fiscal environment prevailing in the South African economy. While there may still be instances where traditional manual procedures persist in certain facets of dispute resolution, a discernible shift towards automation and digitalisation is evident within the operations of the CCMA and its global equivalents. Integrating online processes presents notable advantages regarding operational efficiency, accessibility, and transparency.

Further initiatives aimed at digitising and streamlining processes have the potential to augment the efficacy of mechanisms employed in resolving labour disputes. However, it is imperative to ensure that the online mechanisms are user-friendly, secure, and inclusive to maximise their utility for all stakeholders involved in labour disputes.

5.1.8. PESTEL ANALYSIS

TABLE 3: PESTEL ANALYSIS

POLITICAL FACTORS	
Political Factors	Impact on CCMA strategic positioning
Political instability in major economies	<ul style="list-style-type: none"> Political instability in major economies, such as trade wars and geopolitical tensions, could lead to economic slowdowns or recessions. This instability can increase retrenchments and employment insecurity, resulting in more cases for the CCMA to handle, thus straining its resources.
Formation of the GNU	<ul style="list-style-type: none"> The formation of a GNU marks a significant shift in South Africa's political structure. These changes require the CCMA to adapt to a new political landscape and collaborate across diverse ideological lines.
Threats to collective bargaining	<ul style="list-style-type: none"> The collective bargaining system in South Africa faces numerous threats from economic, social, political, and regulatory challenges. These threats could undermine its effectiveness and sustainability, destabilise the labour market and weaken the role of trade unions. The following factors pose threats to collective bargaining in South Africa. <ul style="list-style-type: none"> Trade union membership has been declining in South Africa, particularly in the private sector. The growing informal economy is where workers are typically excluded from formal labour protections, including collective bargaining. The rise of temporary, part-time, and gig economy jobs. Outsourcing of labour to contractors or the use of casual workers. In response to the above, the CCMA will need to strategically reposition itself by evolving its approach to labour dispute resolution and collective bargaining support through: <ul style="list-style-type: none"> Emphasise strengthening mediation and arbitration services to manage complex, large-scale labour disputes. Develop targeted workplace programmes to educate workers in vulnerable sectors and those in precarious jobs about their labour rights. Expanding expertise in resolving multi-party disputes, complex wage negotiations, and issues related to outsourcing and subcontracting.
External interference	<ul style="list-style-type: none"> External influence in CCMA operations could undermine its independence, credibility, efficiency, and ability to be a neutral arbitrator in labour disputes.
Global political instability	<ul style="list-style-type: none"> Political instability in major economies (e.g., trade wars, sanctions, geopolitical tensions) could trigger economic slowdowns or recessions. An increase in retrenchments and employment insecurity due to global economic instability can increase the number of cases the CCMA has to handle, leading to resource constraints. Given the above, the CCMA may need to respond to changing global labour standards by ensuring that South Africa remains aligned with international labour norms.

ECONOMIC FACTORS	
Economic factors	Impact on CCMA strategic positioning
Sluggish economic growth	<ul style="list-style-type: none"> ▪ This implies an increase in the cases referred to the CCMA, as businesses facing financial difficulties may resort to layoffs or engage in unfair labour practices, leading to disputes. ▪ This surge in cases can strain the CCMA's administrative capacity and resources, potentially causing delays in dispute resolution and increasing operational costs.
High unemployment levels	<ul style="list-style-type: none"> ▪ Unemployment is weakening unions' bargaining power and diminishing the effectiveness of strikes as a tool for collective action. This suggests there will likely be an increase in individual cases referred to the CCMA, increasing its caseload and signifying the need for process efficiency.
The dominance of the informal economy	<ul style="list-style-type: none"> ▪ The informal economy, characterised by its lack of formal recognition and regulation, significantly impacts the CCMA's ability to enforce labour laws and protect workers' rights. ▪ Workers in the informal economy, including many migrants, often operate outside the legal frameworks that govern labour relations, making it difficult for the CCMA to provide mediation, conciliation, and arbitration services. ▪ The informal economy's diversity and the precarious nature of employment means that workers may not have access to or be aware of their rights to redress through the CCMA. ▪ The informal economy's dynamics, including the strategic informal practices workers employ to navigate economic and social challenges, often evade conventional regulatory and mediation frameworks.
Challenges in the energy sector	<ul style="list-style-type: none"> ▪ The challenges within the energy sector directly affect the CCMA's operations by contributing to a more contentious and unstable industrial relations environment. ▪ The challenges in the energy sector threaten the immediate economic stability of South Africa, adversely affect employment security and lead to job losses and more referrals to the CCMA.
SOCIAL FACTORS	
Social factors	Impact on CCMA strategic positioning
High poverty levels	<ul style="list-style-type: none"> ▪ People experiencing poverty are more likely to be underemployed and work in informal sectors, especially in agriculture, increasing their vulnerability. In this regard, the high poverty levels suggest a high vulnerability in the labour market, calling for the CCMA to implement interventions targeting the vulnerable.

SOCIAL FACTORS	
Social factors	Impact on CCMA strategic positioning
High levels of inequality	<ul style="list-style-type: none"> Due to the prevalence of debt among households with lower relative incomes, the economic pressures can exacerbate workplace tensions and disputes brought before the CCMA. The issue of unequal pay, especially the gender wage gap in the private sector, directly impacts the types of cases the CCMA deals with, reflecting broader societal inequalities. The widening earnings distribution, driven by increased returns to experience and tertiary qualifications, will likely increase the complexity of cases related to employment equity and fair remuneration that the CCMA must address. The broader societal issues of income inequality, as exacerbated by factors such as bank concentration and regulatory, pose significant challenges which are also deeply rooted in the socio-political fabric of South Africa, affecting the efficacy of labour law enforcement and the transformative potential of the CCMA.
Demographic shifts	<ul style="list-style-type: none"> The increasing diversity within the workforce, including a generation of "born-free" South Africans, challenges the CCMA to address persisting structural inequalities and workplace tensions among employees of different generations. The demographic shifts are associated with the transition towards more technologically driven sectors, which will likely influence the nature of disputes brought before the CCMA, requiring it to adapt its processes and expertise to mediate and arbitrate in new and emerging sectors effectively.
TECHNOLOGICAL FACTORS	
Technological factors	Impact on CCMA strategic positioning
Advances in AI and autonomous technologies such as Blockchain Technology, Robotics	<ul style="list-style-type: none"> Adapting to the globalised context requires the CCMA to refine its procedural mechanisms and ensure that its arbitrators and mediators are equipped with the skills to navigate disputes increasingly influenced by global economic dynamics and technological innovations. Technological advancements threaten to polarise the labour market further. The digitalisation of economies is a global trend, necessitating re-evaluating skill sets and employment strategies to ensure workforce adaptability and resilience.
Online dispute resolution (ODR)	<ul style="list-style-type: none"> Adopting digital technologies could streamline CCMA operations and improve the quality of its dispute resolution. The CCMA can consider the integration of AI into ODR to present a promising avenue for addressing some of these challenges by offering faster, more efficient, and cost-effective solutions for dispute resolution. However, this integration also necessitates careful consideration of accountability and transparency to ensure that the benefits of AI do not come at the expense of justice and fairness. Moreover, the implementation of online mediation, a key component of ODR, faces challenges such as legal uncertainty, security concerns, and difficulties in building interpersonal relationships, which are crucial in mediation processes.

TECHNOLOGICAL FACTORS	
Technological factors	Impact on CCMA strategic positioning
The expansion of the gig economy	<ul style="list-style-type: none"> ▪ New technologies have led to new professions and vacancies marked by precarious working conditions and instability. ▪ Recent technological changes have induced shifts in skill requirements and led to more alternative work arrangements. ▪ The accelerated pace of technology adoption is leading to changes in employment types, with a growing need for big data analytics, cloud computing, and AI skills. ▪ While promising increased productivity and growth, technological advancements also carry the risk of income polarization.
ENVIRONMENTAL FACTORS	
Environmental factors	Impact on CCMA strategic positioning
Emphasis on environmental sustainability	<ul style="list-style-type: none"> ▪ The increasing significance of environmental issues marks the current global political environment, the rise of emerging economies, and the need for innovative approaches to integrate environmental sustainability into the international political and economic systems.
Climate change	<ul style="list-style-type: none"> ▪ Climate change is leading to increased temperatures, deadly heatwaves, varying rainfall patterns, flooding, and droughts, significantly impacting agricultural production and water insecurity. ▪ The tourism sector, a vital component of the national economy, is at risk due to climate change, yet policy development in this area has been slow, overshadowed by other priorities such as inclusivity and transformation. ▪ The agricultural sector is severely affected by climate variability, impacting food security and exacerbating poverty in the country. ▪ The expected rise in temperatures poses challenges for architecture and housing, with low-cost housing structures being thermally inefficient.
Environmental issues not on the policy agenda	<ul style="list-style-type: none"> ▪ The environmental issues, while critical, rank low among the county's priorities compared to socio-economic challenges, although there is a recognition of the interconnectedness between environmental degradation and socio-economic problems.
LEGAL FACTORS	
Legal factors	Impact on CCMA strategic positioning
Restrictive labour laws	<ul style="list-style-type: none"> ▪ Small-enterprise owners find labour laws cumbersome, suggesting a need for differentiated legal requirements to promote compliance and governance. ▪ The relationship between the government and trade unions, crucial for economic growth and job creation, is strained, with calls for the relaxation of labour laws to attract foreign investment. ▪ The South African labour market's inflexibility, skill shortages and high unemployment rates call for re-evaluating labour laws to enhance job mobility and economic growth. ▪ The debate on the influence of labour legislation on job creation and sustainability is pivotal, with arguments suggesting that current laws may hinder economic growth and job sustainability, prompting calls for deregulation to foster a more flexible labour market.

LEGAL FACTORS	
Legal factors	Impact on CCMA strategic positioning
Parties lacking decision mandate	<ul style="list-style-type: none"> Obtaining mandates for decision-making has been identified as contributing to low dispute settlement rates in specific sectors.
High incidence of strikes	<ul style="list-style-type: none"> The high incidence of strikes and adversarial industrial relations, reflecting limitations in existing dispute resolution mechanisms, necessitates the CCMA to adapt to manage increased caseloads and complex disputes efficiently.
Limited enforcement	<ul style="list-style-type: none"> Legal factors are evident in the challenges faced by the enforcement of labour rights by the CCMA and the effectiveness of regulatory instruments like Sectoral Determination 7 in protecting domestic workers, indicating a need for more robust legal frameworks to address labour market inequalities.

In the long term, economic reforms and modernization are expected to increase automation in certain sectors, which could reduce the demand for low-skilled labour. At the same time, this shift will create new opportunities in technology development, maintenance, and innovation. To prepare for these changes, digital literacy must be prioritized to equip workers with the necessary skills, supported by research and labour market data to guide policy development and training programs that address workforce transitions.

5.2. INTERNAL ENVIRONMENT ANALYSIS

5.2.1. CHALLENGES EXPERIENCED BY THE CCMA

FIGURE 10: CCMA CHALLENGES



5.2.2. SWOT ANALYSIS

TABLE 4: SWOT ANALYSIS

STRENGTHS
<ul style="list-style-type: none"> ▪ Robust internal control and governance processes, such as well-functioning and effective Internal Audit, Risk and Compliance functions that enhance the organisation's credibility. ▪ The CCMA employees have a diverse skill set, and CCMA maintains a fair retention of skills and a culture of high performance, excellence, and high-quality service delivery, which is progressively embedded in the organisation. ▪ The CCMA is a leader in dispute management and resolution domestically, regionally and internationally. ▪ There is a high level of trust and confidence in the services provided by the CCMA. ▪ The CCMA has solid and effective communication channels with stakeholders, which enhances collaboration and service delivery. ▪ There are robust partnerships with the Department of Employment and Labour (DEL) for awareness campaigns and resource sharing, as well as with training institutions for training new Commissioners. ▪ Enhancing financial management and budgeting practices supported by robust policies and procedures helps the organisation to employ a methodology that promotes fairness, equity and effective financial decision-making. ▪ The CCMA is aware of its budget constraints and their impact on its mandate. This awareness is critical for strategic planning and risk management, ensuring the organisation can navigate financial limitations while striving to meet its goals. ▪ Information and Communications Technology (ICT) is critical in the strategy development process, ensuring alignment with organisational goals and providing necessary support to other departments. Thus, ICT initiatives have led to significant cost reductions, demonstrating the department's ability to deliver value for money. ▪ The emphasis on leveraging new technology trends, such as artificial intelligence, and ensuring robust cybersecurity measures demonstrates CCMA's commitment to staying ahead in the digital landscape.
WEAKNESSES
<ul style="list-style-type: none"> ▪ Persistent budget constraints since 2019 have hindered the CCMA's ability to introduce innovative solutions such as automated organisational performance monitoring systems. The constrained organisational resources due to budget cuts significantly impact the CCMA's ability to function effectively. This will also have a direct negative impact on the ability of the CCMA to attract, develop and retain skills. Financial and capacity constraints have also adversely impacted the continuous development of leaders at all levels. ▪ Using outdated and incompatible equipment, such as laptops with low specifications and delays in licence renewals, hampers productivity and efficiency. ▪ There is significant resistance to new technologies among the CCMA staff, possibly due to a lack of necessary skills and appreciation for ICT issues. The training for new technologies is often insufficient, leading to under-utilising ICT tools and systems. ▪ The absence of integrated systems limits the benefits derived from technology, affecting overall efficiency. This is coupled with a noted lack of adequate ICT support from the national office to various provincial offices, which impacts the effectiveness of ICT services.

WEAKNESSES

- Implementing strategies is complicated by financial constraints, lack of confidence from various provincial offices, and management's failure to communicate strategic imperatives effectively to staff.
- The CCMA research unit is limited to desktop information, often unreliable or insufficient for making critical decisions. This limitation affects the quality of data available for decision-making.
- Delays in approvals and the lack of a dedicated spokesperson affect timely and accurate media responses.
- Issues in procurement processes, despite having policies in place, can sometimes compromise quality and affect Supply Chain Management.
- There are significant limitations to retaining the generated income, which affects the financial flexibility and sustainability of the CCMA. Similarly, compliance with stringent legislative and regulatory requirements, such as banking restrictions, limits the CCMA's financial flexibility.
- There are issues with unstable networks, which affect the efficiency of operations.
- There is a high dependence on stakeholders to provide access to users for services, which is not always conducive to the CCMA team.
- Lack of automation in balloting and verification processes
- There is an over-reliance on part-time commissioners for specific skills necessary to execute the CCMA's mandate. The gaps in specialised skills that may impede the thorough assessment of complex processes, emerging risks and specialised processes
- The increasing rate of case referrals to the CCMA is challenging, leading to a higher workload and potential delays.
- Load shedding impacts technological infrastructure, causing delays and inefficiencies.
- CCMA employees face abuse and disrespect from external users, with limited internal mechanisms for reporting and addressing such misconduct effectively.
- Inadequate Performance Management implementation is more operationally focused than strategically oriented, with KPAs mainly process-driven and not impact-driven. Moreover, some performance indicators are more quantitative without impact measurement elements.

OPPORTUNITIES

- Given the prevalence of cybersecurity incidents, there is a significant opportunity to enhance cybersecurity measures, which can protect the organisation and build stakeholder trust.
- Training end users to optimise new technology and create an enabling environment for ICT tools can significantly improve business operations.
- The ongoing digital transformation journey offers opportunities to streamline processes, reduce the need for physical resources, and improve overall efficiency.
 - Leveraging technology to automate and enhance certain functions can improve efficiency and reduce manual processes.
 - Leveraging technological tools like virtual meeting platforms to overcome resource challenges and facilitate more efficient discussions and workshops.
 - Using technology to close gaps in unfunded positions improves operational efficiency and reduces the need for human intervention in specific processes.
 - There is a significant opportunity to develop and implement online referral platforms and online hearings, which can streamline processes and improve accessibility.

OPPORTUNITIES

- The potential for complete digitisation of processes, including tele-reconciliation and automation of verification and balloting processes, is subject to funding availability.
 - Initiatives such as web-based case management systems, chatbots, tele-conciliations and artificial intelligence for interpretation services can enhance operational efficiency and service delivery.
 - Measuring user satisfaction and operational efficiency through indices can help continuously improve ICT services and align them with user needs.
 - Conducting needs analyses for different provinces and tailoring ICT interventions accordingly can address specific provincial requirements more effectively.
 - Developments in ICT allow for enhanced service delivery and improvement of business efficiency through integration and internal and external communication.
 - Advancements in data analytics, automation tools, and technology solutions present opportunities to enhance audit efficiency, effectiveness, and coverage.
- There is potential to form partnerships with media houses and telecom companies to enhance visibility and reduce costs for users, particularly those from underserved areas.
 - The CCMA can explore income generation initiatives, which can be marketed effectively by the communications team to create new revenue streams.
 - Implementing a new compliance tool and improving risk management processes can create a more robust compliance environment and better handle the risks associated with new strategies and technological advancements.
 - Realigning the organisational structure to meet the demands of the industry better and develop a new strategy can improve efficiency and effectiveness.
 - Providing awareness and training to internal stakeholders to enhance their understanding and capabilities can lead to better financial management and operational efficiency.
 - Implementing innovative ideas and approaches can result in cost savings and better resource utilisation.
 - Exploring ways to retain and reinvest generated revenue within the CCMA to benefit its initiatives and enhance its financial stability.
 - Reassessing office space needs due to remote work, leading to reduced rent and service.
 - Engaging trade unions and employers' organisations in CCMA events can strengthen relationships and improve service delivery.
 - Partnering with Sector Education and Training Authority (SETA) to provide education and training can significantly impact knowledge distribution and support structures for labour peace.
 - There is an opportunity to develop effective ways of measuring user satisfaction and increasing awareness of the benefits of technology among users.
 - Expanded regulatory requirements, new business initiatives, or organisational changes create opportunities for internal audit to align its focus with emerging risks and strategic objectives.
 - Collaboration with other assurance functions, such as compliance or risk management, enables internal audit to leverage synergies and provide integrated assurance services.

THREATS

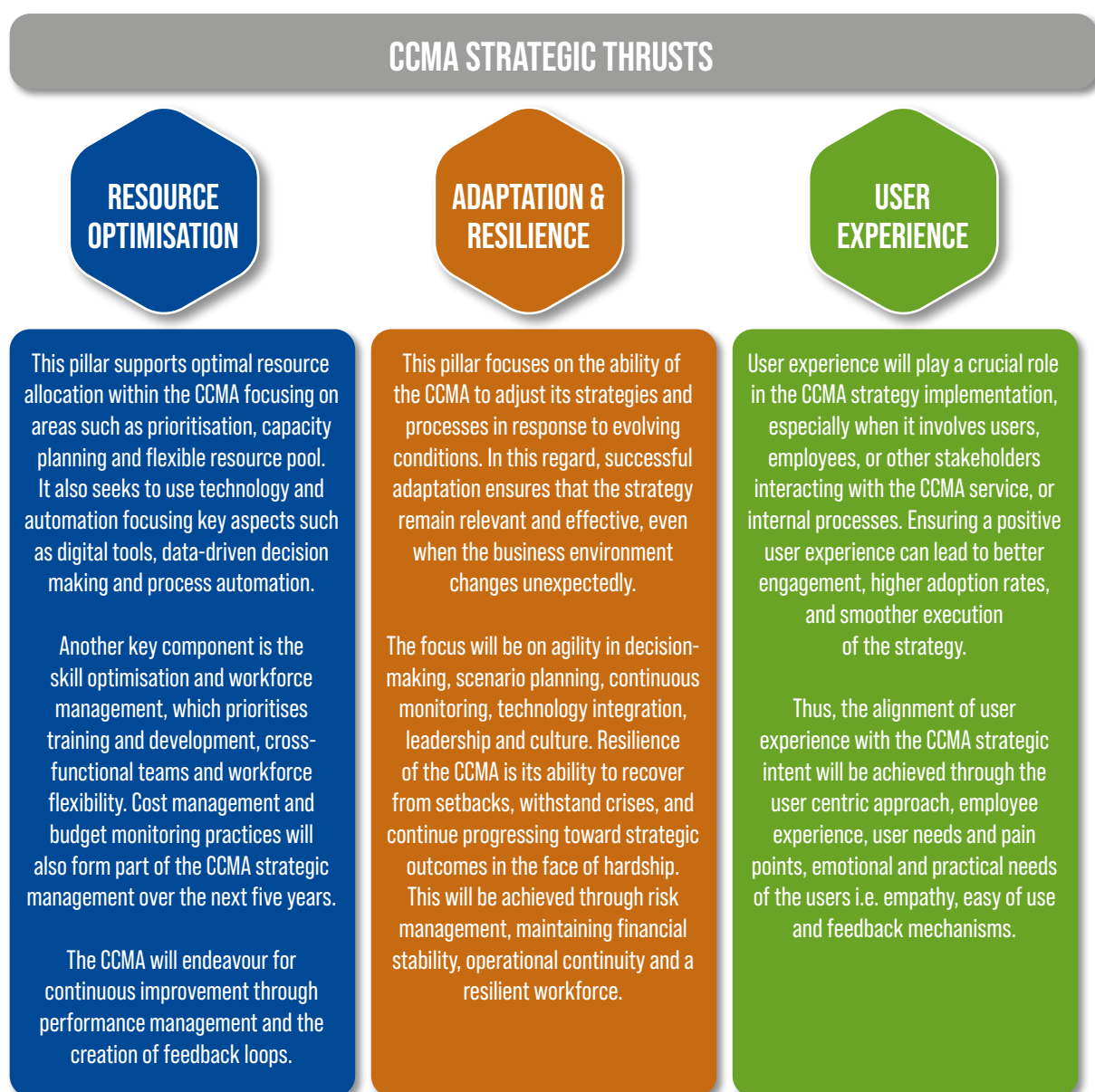
- Continuous budget reductions pose a significant risk to executing the CCMA's mandate.
- Rising interest rates and inflation can negatively impact financial stability and operational costs.
- New acts and regulations, such as the upcoming Procurement Bill, could impose additional constraints and affect budget allocations.
- Insufficient budget allocation in line with the organisational structure and mandate can hinder the effective delivery of services.
- Budget cuts have hampered replacing outdated technology, such as laptops, which affects the organisation's operational efficiency.
- Cybersecurity threats and disruptive events threaten the reliability and integrity of organisational data and information systems, impacting the effectiveness of internal audit activities.
- Communication problems, power outages, and limited technological infrastructure hinder effective participation in CCMA digital platforms, especially among vulnerable sectors.
- Increased digitisation has brought about heightened cybersecurity risks, including the potential for cyber-attacks and the misuse of telephony signatures, which could lead to fraudulent activities.
- Unstable networks and poor service delivery regarding IT devices are ongoing weaknesses that could threaten the CCMA's ability to function effectively.
- Vulnerable parties lacking the ability to print and send documents due to limited resources may hamper the effectiveness of CCMA ICT solutions.
- Integrating new technologies to improve processes may face significant resistance among the CCMA staff.
- Delays in approvals or lack of approvals for necessary actions can impede progress and responsiveness, particularly in time-sensitive situations.
- The deteriorating economic environment and instability in collective bargaining pose significant threats to job security.
- There is a threat of losing experienced part-time commissioners due to budgetary constraints, which could impact the quality and efficiency of services provided.
- Sectors such as farming, private security, and the informal sector face significant challenges, including jurisdictional issues, language barriers, and difficulties complying with existing labour laws and regulations, which may result in increased referrals to the CCMA.
- Complaints about service delivery from political parties and the abuse and disrespect towards CCMA staff are threats that could undermine the organisation's credibility and effectiveness.
- Burn out of staff due to capacity challenges and forfeiture of annual leaves by staff as this affects operational planning and threatens staff morale and wellness.
- Increasing referral rates pressure CCMA business processes and risks the organisation's efficiency and effectiveness.
- The possible replacement of labour by technology can impact the unemployment rate and increase referrals to the CCMA. Evolving regulatory landscapes, compliance complexities, and standards changes threaten the internal audit function's ability to keep pace with evolving requirements.

5.2.3. THE CCMA'S STRATEGIC INTENT

This strategy is a continuation of the previous strategy, Imvuselelo – The Revival, 2020/21 - 2024/25 Strategy, whose strategic intent and programmes are still relevant in addressing the labour market issues and meeting the CCMA mandate as stipulated in the Constitution and the LRA. However, a few adjustments are made to align the CCMA with notable changes within the economic and technological environments. For example, given the constant budget cuts, it has become essential that the CCMA aligns by adjusting its budgeting and spending patterns. Similarly, technological advancement presents opportunities for the CCMA to streamline its processes to save costs and improve efficiency.

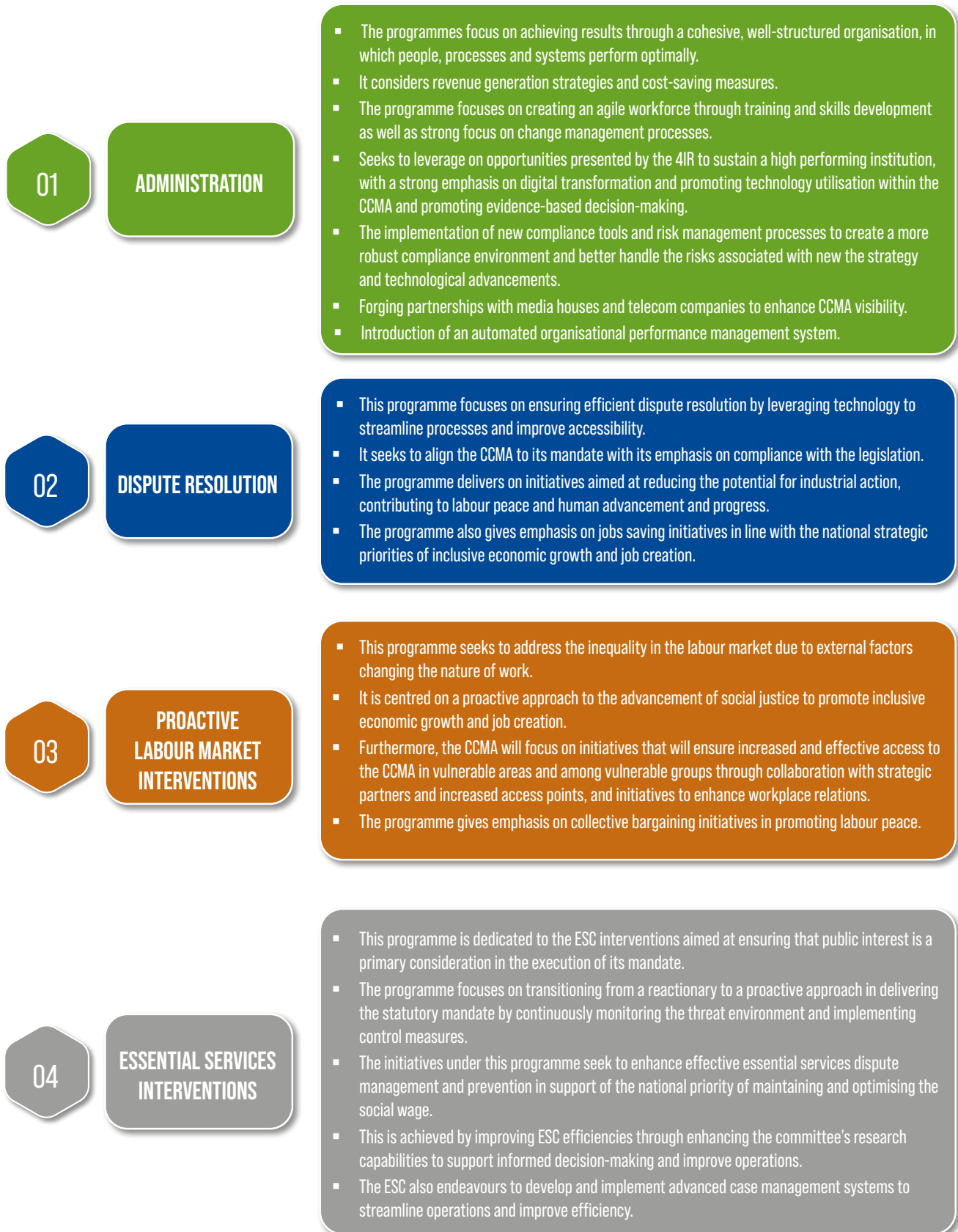
The CCMA strategic focus will be grounded on three (3) strategic thrusts, which comprise resource optimisation, adaptation and resilience, and user experience, as depicted in Figure 10.

FIGURE 11: CCMA STRATEGIC THRUSTS



The above strategy thrusts will be operationalised by implementing the following four (4) programmes.

FIGURE 12: CCMA PROGRAMMES



5.2.4. ORGANISATIONAL STRUCTURE

The below illustration is the reviewed CCMA's macro-structure designed to purpose-fit the strategy for successful execution:

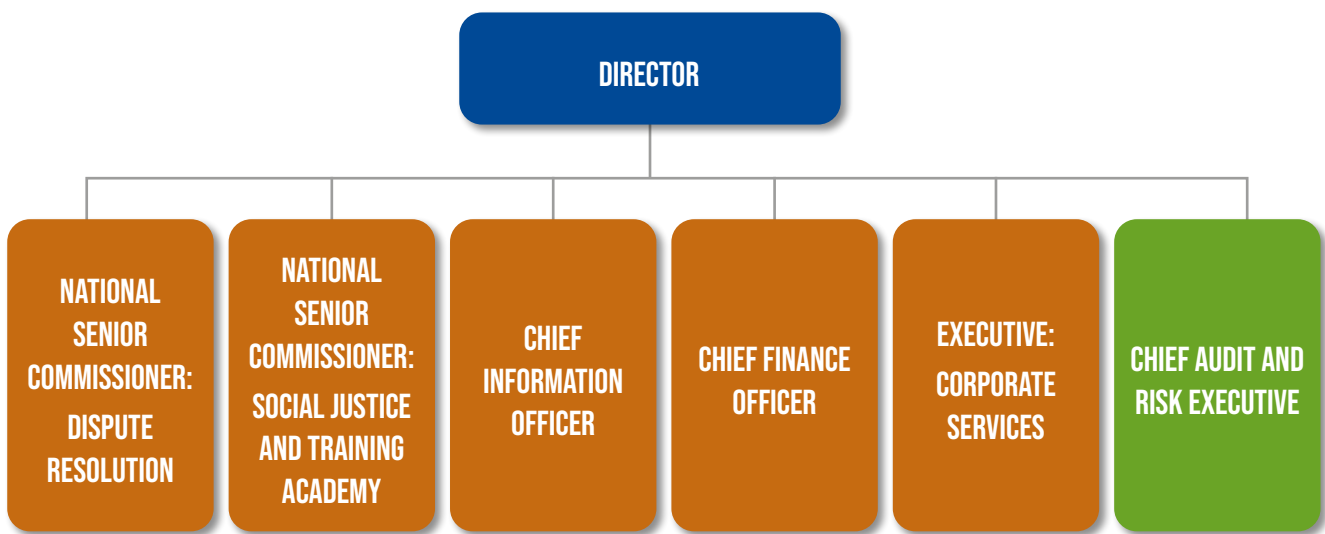
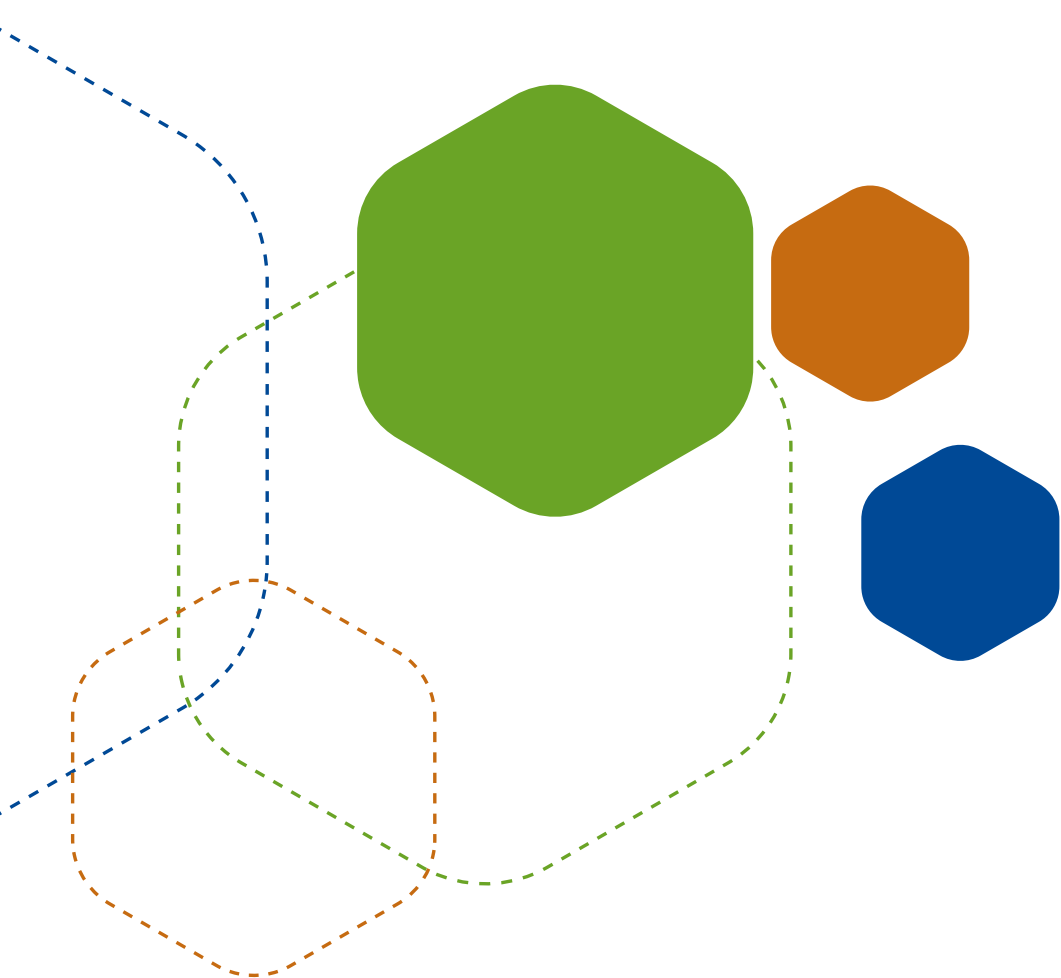


FIGURE 13: CCMA ORGANISATIONAL STRUCTURE





PART C

MEASURING OUR PERFORMANCE



PART C: OUR MANDATE

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Table 5 demonstrates how the CCMA outcomes are aligned to the DEL strategic priorities.

TABLE 5: ALIGNING THE CCMA OUTCOMES TO DEL STRATEGIC PRIORITIES

DEL Strategic Priority	MTDP Outcomes	CCMA Outcomes
Strategic Priority 1: Strengthen regulatory capabilities of the department	<ul style="list-style-type: none"> Increased employment and work opportunities Reduced poverty and improved livelihoods 	2.1: Improved compliance with legislation
Strategic Priority 2: Coordination of employment interventions within government through collaborations, partnerships and co operations	<ul style="list-style-type: none"> Increased employment and work opportunities 	3.1: Improved workplace relations 3.2: Effective collective bargaining support
Strategic Priority 3: Good Corporate Governance	<ul style="list-style-type: none"> An ethical, capable and professional public service 	1.1: Maintained financial viability for organisational sustainability 1.4: Stabilised ICT environment 1.5: Optimised governance level
Strategic Priority 4: Improved service delivery	<ul style="list-style-type: none"> Digital transformation across the state 	1.3: Transformed CCMA business operations

DEL Strategic Priority	MTDP Outcomes	CCMA Outcomes
Strategic Priority 5: Strengthen the institutional capacity of the Department	<ul style="list-style-type: none"> Improved governance and performance of public entities 	1.2: Maintain a stable voluntary turnover rate 1.3: Transformed CCMA business operations 1.4: Stabilised ICT environment
Strategic Priority 6: Massify the marketing of the departmental services and Programmes	<ul style="list-style-type: none"> An ethical, capable and professional public service 	3.1: Improved workplace relations
Strategic Priority 7: To advance the new employment mandate of the Department	<ul style="list-style-type: none"> Increased employment and work opportunities 	2.3: Jobs saved 3.1: Improved workplace relations 4.3: Effective essential service dispute resolution

1.1. MEASURING OUTCOMES

1.1.1. PROGRAMME 1: ADMINISTRATION

TABLE 6: PROGRAMME 1: ADMINISTRATION

Medium-Term Development Plan Priority		Strategic Priority 3: A capable, ethical and developmental state		
Outcomes		Outcome Indicators	Baseline	Five-year targets
1.1.	Maintained financial viability for organisational sustainability	1.1.2. Ratio of safety to cash margins achieved per annum	1:1	1:1
1.2.	Maintain a stable voluntary turnover rate	1.2.1. Average employee turn-over rate achieved by 31 March 2030	4.22%	4.00%
1.3.	Transformed CCMA business operations	1.1.3. Average digital adoption rate on implemented systems achieved by 31 March 2030	New indicator	90%
1.4.	Stabilised ICT environment	1.1.4. Average uptime of critical systems achieved by 31 March 2030	90%	90%
1.5.	Optimised governance level	1.5.1. Optimised governance level maintained up to 31 March 2030	100%	100%

1.1.2. PROGRAMME 2: DISPUTE RESOLUTION

TABLE 7: PROGRAMME 2: DISPUTE RESOLUTION

Medium-Term Development Plan Priority		Strategic Priority 1: Drive inclusive growth and job creation	
Outcomes	Outcome Indicators	Baseline	Five-year targets
2.1. Improved compliance with legislation	2.1.1. Average percentage of conciliable cases heard within 30 days at first event (excludes agreed extensions, where certificates were issued, out of jurisdiction cases/ withdrawn/ settled by parties' cases prior to the matter being scheduled, no process cases and cases which are not conciliable or where conciliation is not the first process) achieved by 31 March 2030	90%	99%
	2.1.2. Average percentage of arbitration awards rendered sent to parties within 14 days of the conclusion of the arbitration proceedings (excludes extensions granted and heads of arguments filed) achieved by 31 March 2030	90%	99%
2.2. Reduced potential for industrial action	2.2.1. Average percentage of public interest disputes resolved or withdrawn achieved by 31 March 2030	90%	90%
	2.2.2. Average percentage of mutual interest matters settled or withdrawn achieved by 31 March 2030	54%	54%
2.3. Jobs saved	2.3.1. Average percentage of jobs saved compared to employees likely to be retrenched (as per cases sent to the CCMA) achieved by 31 March 2030	38%	38%
	2.3.2. Average percentage of Return-to-Work Index achieved by 31 March 2030	6%	6%

1.1.3. PROGRAMME 3: PROACTIVE LABOUR MARKET INTERVENTIONS

TABLE 8: PROGRAMME 3: PROACTIVE LABOUR MARKET INTERVENTIONS

Medium Term Development Plan Priority		Strategic Priority 1: Drive inclusive economic growth and job creation	
Outcomes	Outcome Indicators	Baseline	Five-year targets
3.1. Improved workplace relations	3.1.1. Number of vulnerable sector projects delivered to targeted users achieved by 31 March 2030	41	40
	3.1.2. Average percentage of the Advocacy Campaign Plans implemented by 31 March 2030	100%	100%
	3.1.3. Number of Collective Bargaining Support Processes conducted for identified Users achieved by 31 March 2030	31	25
	3.1.4. Number of Collective Bargaining Pre-Bargaining Conferences conducted for identified Users achieved by 31 March 2030	15	10

1.1.4. PROGRAMME 4: ESSENTIAL SERVICES INTERVENTIONS

TABLE 9: PROGRAMME 4: ESSENTIAL SERVICES INTERVENTIONS

Medium Term Development Plan Priority		Strategic Priority 2: Reduce poverty and tackle the high cost of living	
Outcomes	Outcome Indicators	Baseline	Five-year targets
4.1. Effective essential services dispute management and prevention	4.1.1. Average positive rating on the post intervention surveys on essential services dispute management and prevention initiatives achieved by 31 March 2030	70%	70%
4.2. Continued provision of essential services	4.2.1. Average percentage of Section 71 of the LRA cases conducted achieved by 31 March 2030	100%	100%
4.3. Effective essential service dispute resolution	4.3.1. Average percentage of Section 73 of the LRA cases conducted (as and when referred) achieved by 31 March 2030	100%	100%

1.2. EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

1.2.1. EXPLANATION OF PROGRAMME 1 OUTCOMES

TABLE 10: EXPLANATION OF PROGRAMME 1 OUTCOMES

Outcome	Outcomes contribution to the achievement of MTDP: Strategic Priority 3: Build a capable, ethical and developmental state	Enablers	Contribution to the achievement of the impact
1.1 Maintained financial viability for organisational sustainability	This outcome allows the CCMA to sustain the provision of its functions, which then translates into a sustained contribution towards the national government priorities as stipulated in the MTDP.	<ul style="list-style-type: none"> Strong compliance to standard operational procedures. Strong recognition of the legislative prescripts. 	It is envisaged that the ability of the CCMA to offer its services in a cost-effective manner will have ripple effects on the labour market through effective service delivery.
1.2 Maintain a stable voluntary turnover rate	This outcome will ensure that the CCMA contributes to lessening unemployment and has a skills development approach that ensures that staff have the authority, experience and capabilities to do the job.	<ul style="list-style-type: none"> Effective change management process. Strong leadership support. Positive attitude and corporation amongst the CCMA staff members. 	A lower employee turnover is seen as a mechanism to preserve institutional memory, retain skilled employees and develop future leaders. Furthermore, employee retention enables the CCMA to maintain consistence in its service provision and cost saving in terms of recruitment and training of new employees.
1.3 Transformed CCMA business operations	Digital transformation within the CCMA enables the streamlining of process, which is crucial for service delivery and cost cutting measures. Aligning the CCMA to the technological trends contributes towards the organisation being a developmental state.	<ul style="list-style-type: none"> Adequate budget allocation Effective supply chain processes. Technological acceptance within the CCMA. 	The strategic implementation of ICT infrastructure and services should respond to the business requirements of the organisation. It is envisaged that proper systems will result in the streamlining of processes, allowing the CCMA to timeously and effectively respond to the needs of users.

Outcome	Outcomes contribution to the achievement of MTDP: Strategic Priority 3: Build a capable, ethical and developmental state	Enablers	Contribution to the achievement of the impact
1.4 Stabilised ICT environment	A stabilised ICT environment for the CCMA enables it to effectively and efficiently fulfil its mandated and discretionary functions and its ability to contribute towards all the national priorities within its ambit.	<ul style="list-style-type: none"> ▪ Availability of quality and relevant digital infrastructure 	Focusing on improving service quality will mean that the CCMA's process design is User oriented, aiming to enhance a better experience for Users while they are interacting with the CCMA.
1.5 Optimised governance level	The achievement of good governance enables the CCMA to effectively achieve its mandate in an ethical manner following a values-based approach. The CCMA will be one of those organisations that contribute to South Africa being a capable, ethical and developmental state.	<ul style="list-style-type: none"> ▪ Better interpretation of the strategy ▪ High level of awareness of the existing and emerging strategic risks and ability to mitigate them. 	The achievement of this outcome suggests that priority will be given to ensuring full compliance with the legislation, enhance risk management, improved strategic management, and stronger internal controls.

1.2.2. EXPLANATION OF PROGRAMME 2 OUTCOMES

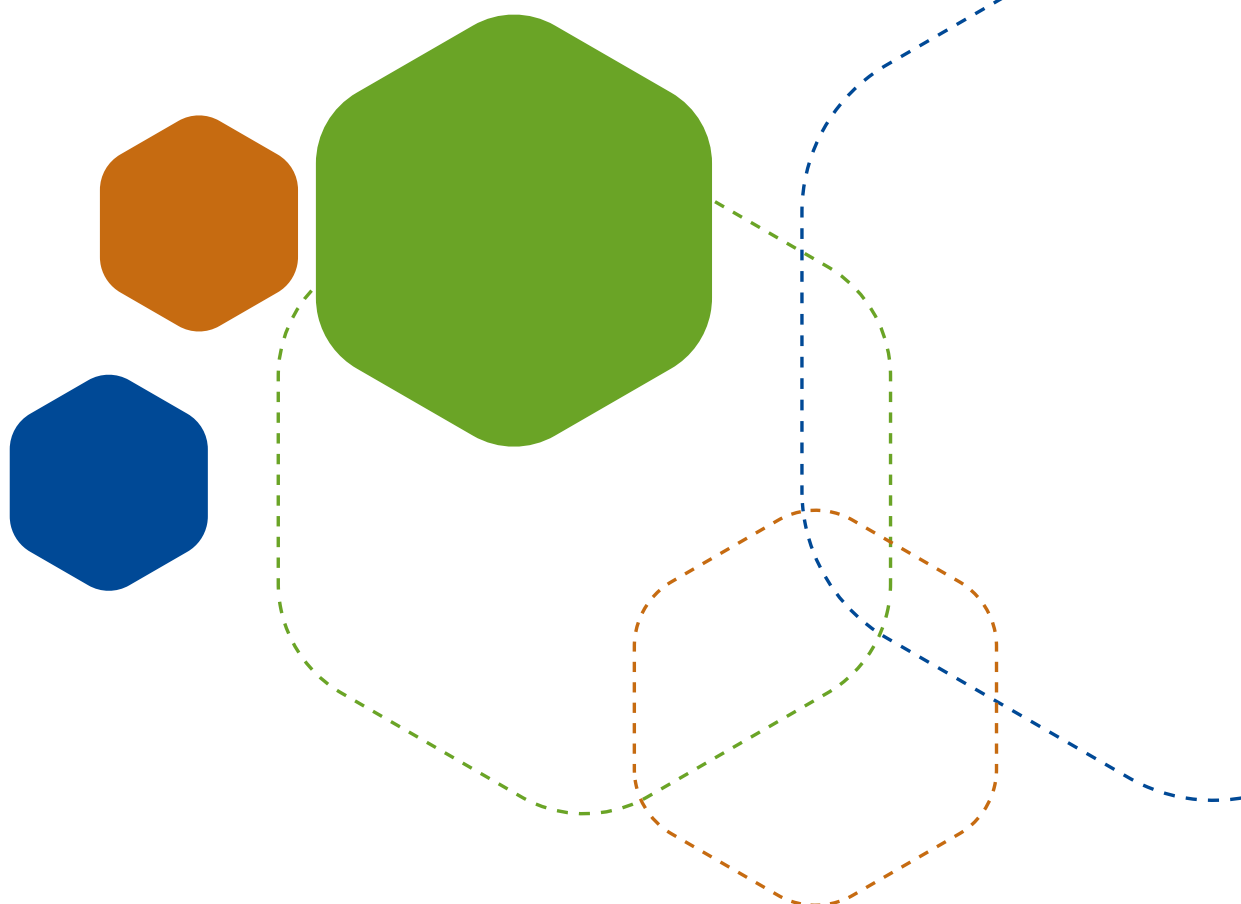
TABLE 11: EXPLANATION OF PROGRAMME 2 OUTCOMES

Outcome	Outcomes contribution to the achievement of MTDP Strategic Priority 1: Drive inclusive economic growth and job creation	Enablers	Contribution to the achievement of the impact
2.1. Improved compliance with legislation	An effective and efficient dispute resolution in line with the legislative framework creates a harmonious workplace, especially for vulnerable groups and their inclusion into the mainstream economy.	<ul style="list-style-type: none"> Strong dispute resolution processes. Effective digitalisation of dispute resolution processes. Availability of a committed and skilled workforce. 	The achievement of high compliance with the legislation is an indication that social justice is delivered to the vulnerable groups in the labour market.
2.2. Reduced potential for industrial action	The achievement of this outcome by the CCMA contributes to the MTDP outcome of inclusive growth and job creation. Reduced potential for industrial action could result in higher productivity and create an enabling environment for investment, which is essential for economic growth and job creation.	<ul style="list-style-type: none"> Effective resolution of mutual interest and public interest matters. Availability of a committed and skilled workforce. 	<p>This outcome seeks to protect vulnerable groups from being prejudiced and seeks to ensure that their right to social justice is met through the assistance that they receive from the CCMA. This then creates an enabling environment for business to thrive.</p> <p>Furthermore, the achievement of this outcome by the CCMA contributes towards increased investment. Reduced potential for industrial action could result in higher productivity and create an enabling environment for investment.</p>

1.2.3. EXPLANATION OF PROGRAMME 3 OUTCOMES

TABLE 12: EXPLANATION OF PROGRAMME 3 OUTCOMES

Outcome	Outcomes contribution to the achievement of MTDP Strategic Priority 1: Drive inclusive economic growth and job creation	Enablers	Contribution to the achievement of the impact
3.1. Improved workplace relations	The achievement of this outcome will contribute towards the promotion of orderly and healthy labour relations, thereby promoting labour market stability and advance economic development.	<ul style="list-style-type: none"> ▪ A strong focus on dispute management and prevention. ▪ User acceptance of labour market training and capacity building. ▪ The effectiveness of advocacy and outreach activities specific to vulnerable sectors. 	An improved workplace relations is an indication the CCMA interventions are effective in changing behaviour and attitude towards amicable dispute resolution in the workplace.



1.2.4. EXPLANATION OF PROGRAMME 4 OUTCOMES

TABLE 13: EXPLANATION OF PROGRAMME 4 OUTCOMES

Outcome	Outcomes contribution to the achievement of MTDP Strategic Priority 1: Drive inclusive economic growth and job creation Strategic Priority 2: Reduce poverty and tackle the high cost of living	Enablers	Contribution to the achievement of the impact
4.1. Effective essential services dispute management and prevention	The ESC has a mandate to look at the public interest during strikes in essential services. This has proved to be a challenge by itself given that when employees in essential services go on strike, they potentially endanger the life, health and safety of the population. Interventions by ESC are required to change the minds and behaviour of employees in sectors providing essential services so that there is greater consideration of the public interest to mitigate potential danger to people's lives and thereby maintain and optimise the social wage.	<ul style="list-style-type: none"> Ability to continuously monitoring the threat environment and implementing control measures. Availability of research capabilities to support informed decision-making and improve operations. 	Over the next five (5) years, this outcome ensures the continuity of essential services such as healthcare, transportation, healthcare and utilities. This reduces economic disruptions and enhances productivity and ultimately economic stability
4.2. Continued provision of essential services	The ESC's focus on promoting effective dispute resolution, particularly in ensuring that the dispute resolution systems of sectors that render essential services, are effective in the enforcement of collective agreements will minimise the number of unnecessary strikes in essential services. Ultimately, this will contribute towards inclusive economic growth and job creation.	<ul style="list-style-type: none"> Making public interest a primary consideration in the execution of the ESC mandate. Availability of an advanced case management systems to streamline operations and improve efficiency. 	The achievement of these outcomes will have impact designated sectors continue to operate without interruption, thereby minimising economic disruption.
4.3. Effective essential service dispute resolution			

1.3. KEY RISKS AND MITIGATIONS

TABLE 14: KEY RISKS AND MITIGATIONS

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALISE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK ¹	DEPARTMENT
1.	Maintain financial viability for organisational sustainability	Insufficient financial resources to sustain organisational needs	Revised	<ul style="list-style-type: none"> Government-wide continuous fiscal constraints. Continuous reduction of the CCMA government grant allocation from the National Treasury due to fiscal constraints. 	<ul style="list-style-type: none"> The inability of the CCMA to fully deliver on its legislative mandate. Systematic delays in the hearings of processes due to inadequate resources 	20	13	<ul style="list-style-type: none"> Monitor implementation of the various activities of the Revenue Generation Task Team as and when they become due 2025/26 FY. Continuous review and monitoring of expenditures in line with the budget allocation. Enhancement of the expenditure management process to prevent budget deficit through roadshows through monthly monitoring. 	Finance (Management Accounting)

¹ Action to improve is subject to change to mitigate against the changing risk landscape of the CCMA. This is monitored and will be reported on a quarterly basis within the Strategic Risk Management Report.

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALISE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK1	DEPARTMENT
2	Maintain a stable voluntary turnover rate.	Potential inability to develop and retain skills and competencies due to budget constraints	Revised	<ul style="list-style-type: none"> Budgetary constraints and competing financial priorities result in reduced investment in training, development, and retention programmes for CCMA employees. 	<ul style="list-style-type: none"> Loss of scarce and critical skill sets, costly recruitment, and loss of institutional knowledge. Low staff morale impacts daily operations, resulting in service delivery disruptions. Inability to discharge CCMA business operations effectively due to reduced staff complement. Diminished organisational performance. 	20	13	<ul style="list-style-type: none"> End-to-end talent management (within budgetary confinements), e.g., recruitment, performance management, annual salary reviews, continuous training, and awareness of talent management tools. CCMA and Union (CSA) shared commitment to a negotiated wage and substantive agreement from the 2025/2026 financial year. Executing the CCMA Annual Training Plan and ad-hoc training requests. 	Corporate Services (Human Resources)

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALISE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK ¹	DEPARTMENT
3.	Transformed CCMA business operations	Increased exposure to cyber attacks	Revised	<ul style="list-style-type: none"> Automation of the current manual business processes in line with the CCMA's digitalisation journey Non-adherence with the Policy on Information Security Management. The evolving threat landscape is due to the sophistication of the technology and hackers' skills. Unauthorised transmission of data from within the organisation to an external destination or recipient 	<ul style="list-style-type: none"> Business disruptions. Leakage of confidential information. Financial losses. Theft of intellectual property and CCMA's sensitive data. Hardware and software vulnerabilities. Cyber-attacks, e.g., phishing and ransomware. Data fraud and theft. Reputational damage. 	16	10.4	<ul style="list-style-type: none"> To proactively monitor the CCMA ICT environment for cyber-attacks through the existing cyber security tools 	Information Communication Technology

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALISE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK1	DEPARTMENT
4.	Stabilised ICT environment	ICT may fail to meet and enable strategic business objectives.	Revised	<ul style="list-style-type: none"> Budget constraints due to budget cuts being experienced by the organisation limit how quickly the ICT systems can be replaced. <ul style="list-style-type: none"> Legacy ICT systems 	<ul style="list-style-type: none"> Poor service delivery Loss of productivity due to insufficient business resilience and inefficient ways of optimising business imperatives Failure to capitalise on opportunities arising from the Fourth Industrial Revolution 	16	10.4	<ul style="list-style-type: none"> To request an additional budget to support ICT technology refresh initiatives such as the Case Management System enhancements (Change the interface) To conduct technology refresh initiatives as guided by the ICT Strategy, such as but not limited to: <ul style="list-style-type: none"> Enterprise Resource Planning Cloud Computing 	Information Communication Technology

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALISE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK1	DEPARTMENT
5.	Optimised Governance level	Negative Organisational Reputation	Existing	<ul style="list-style-type: none"> Inability to pre-empt the context within which the CCMA's information/data will be used or interpreted by 3rd parties (media houses). Inability to timeously secure the Director for media interviews due to competing priorities. 	<ul style="list-style-type: none"> The misrepresentation of CCMA information may perpetuate negative perceptions about the CCMA. Limited opportunities to enhance the CCMA's brand 	16	10.4	<ul style="list-style-type: none"> To request the Director's monthly schedule of engagements from the Office of the Director to attempt to secure strategic media interviews. The Communications Function is to proactively draft media advisories that communicate its stance on prominent matters arising in the labour market in a bid to avert any misinterpretation. Secure professional body membership for the Communications Function to leverage from the professional networks given access to-minimising the operational costs of procuring some design software. 	Governance and Strategy (BRICS)
6.	Optimised Governance level	Damage to CCMA assets and disruption of operations due to the increased frequency and severity of extreme weather events (storms, floods, heatwaves, snow, etc.).	New	<ul style="list-style-type: none"> Increased frequency and intensity of extreme weather events due to climate change. 	<ul style="list-style-type: none"> Disruption and Interruption of CCMA operations, Safety risks to employees conducting cases at external venues 	16	10.4	<ul style="list-style-type: none"> To ensure Business Continuity Management Plans are updated to climate-related changes. Provincial Climate Change Impact Analysis incorporated within the Business Impact Analysis 	Governance and Strategy (R&C)

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALISE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK1	DEPARTMENT
7.	Effective essential services dispute management prevention and resolution	Limited compliance with Essential Services laws by employees rendering the essential services, resulting in unprotected strikes.	Revised	<ul style="list-style-type: none"> Lack of buy-in by some Labour Unions to limit the right to strike in essential services. Employers' failure to comply with obligations (e.g., non-compliance with collective agreements, etc.) 	<ul style="list-style-type: none"> Unprotected strikes Potential endangerment to lives, personal safety, and health of the whole or part of the population. 	20	13	<ul style="list-style-type: none"> ESC communications plan (re-introducing ESC into the social media platforms, CCMA website, internal communications via articles, etc.). To collaborate with the Dispute Prevention and Training Department and Office of the Director to put in place interventions to deal with relationships between parties affected by the strike action as and when required. To conduct awareness presentations to CCMA Commissioners to ensure that ESC matters are adequately addressed. 	Essential Services Committee

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALISE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK ¹	DEPARTMENT
8.	Jobs Saved	Potential inability to save jobs in large-scale retrenchment processes.	Revised	<ul style="list-style-type: none"> ▪ Increase in job losses due to the Labour market environment. ▪ Reasons for retrenchments are beyond the CCMA's control (structural, technological, or economic reasons). ▪ CCMA has limited powers due to section 189A and facilitation regulations. 	<ul style="list-style-type: none"> ▪ An increase in the unemployment rate leads to socioeconomic challenges (decline in job opportunities, poverty, reduced income, and extended family). ▪ Non-achievement of the job savings target (proposed reduction from 38% to 33% due to budget cuts). ▪ The Labour Market may lose confidence in the CCMA's job-saving strategies. ▪ Reputational damage. 	20	13	<ul style="list-style-type: none"> ▪ Quarterly implementation of S189A post-monitoring processes. ▪ Twinning of S189A facilitators in selected red-line facilitation processes. ▪ Quarterly Employment Security Unit (ESU) regional visits. ▪ Increase internal awareness of job-saving strategies such as the Temporary Employment Relief Scheme (TERS). 	Dispute Prevention and Resolution (ESU)

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALIZSE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK1	DEPARTMENT
9.	Jobs Saved	Restricted potential for negotiation of return to work in conciliated dismissal cases/matters, resulting in the inability to meet the 6% target.	Revised	<ul style="list-style-type: none"> Poor Labour Market conditions, i.e., slow economic growth. Employee reluctance to return to work. Employer reluctance to consider reemployment/reinstatement. Limitations in terms of S193(2) of the LRA. Budget cuts result in commissioners not dedicating more time to facilitating a return-to-work outcome. 	<ul style="list-style-type: none"> An increase in the unemployment rate could result in socioeconomic challenges (E.g., a decline in job opportunities, poverty, reduced income, and extended family support). Inability to meet the return-to-work index target. 	16	10.4	<ul style="list-style-type: none"> Collaboration with DPW&O to raise awareness and promote Return to Work outcomes. 	Dispute Prevention and Resolution (ESU)

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALISE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK1	DEPARTMENT
10.	Reduced potential for industrial action	Potential inability to resolve strike-related matters/ wage disputes resulting in a high prevalence of strikes or prolonged industrial action.	Revised	<ul style="list-style-type: none"> The current poor economic climate. Union rivalry (competing for membership, e.g. in organisational rights disputes). Budget constraints. Increase caseload due to the heavy reliance on the CCMA regarding strike-related disputes (i.e., Matters of mutual interest / Organisational rights disputes). 	<ul style="list-style-type: none"> Labour market instability due to industrial action impacting business operations, productivity, and worker livelihood. Job losses. 	15	9.75	<ul style="list-style-type: none"> To Build/improve mediation commissioners' capacity. To provide support and capacity building to regions struggling with performance. Conduct pro-active collective bargaining support processes i.e. Pre-Bargaining conferences/ Wage negotiation facilitations/ Verification processes. Utilisation of local Commissioners to mitigate against travel costs. 	Dispute Prevention and Resolution (Collective Bargaining: Mediation)

RISK NR	OUTCOME	KEY RISK	Existing/ Revised/ New	ROOT CAUSE	IMPLICATIONS SHOULD THE RISK MATERIALISE	INHERENT RISK RATING	RESIDUAL RISK RATING	ACTIONS TO IMPROVE MANAGEMENT OF THE RISK1	DEPARTMENT
11.	Improved compliance with legislation	Inability to attend to referrals/ process timeously due to insufficient resources	New	<ul style="list-style-type: none"> Insufficient budget allocation by the finance department to case disbursement. Reduction in grant allocation 	<ul style="list-style-type: none"> Reduced ability to utilise part-time commissioners and interpreters. Inability to fill funded and unfunded vacancies. Over-utilisation of full-time commissioners and staff resulting in fatigue and burnout Increase in arbitration turn-around times. Social justice blockages. 	20	13	<ul style="list-style-type: none"> To Request an additional budget for case disbursement 	Dispute Prevention and Resolution (DR Operations)



PART D

TECHNICAL INDICATOR DESCRIPTION



PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

PROGRAMME 1: ADMINISTRATION

Indicator Title	1.1.1. Ratio of safety to cash margins achieved per annum
Definition	This indicator tracks adequate financial resources to meet the organisation short term liabilities
Source of Data	Audited Annual financial reports
Method of Calculation/ Assessment	Cash flows from operating activities per annum/ Total revenue per annum
Assumptions	Financial reports are reliable and accurate
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	1:1 cash margin as per set target
Indicator Responsibility	Finance Department

Indicator Title	1.2. 1 Average employee turn-over rate achieved by 31 March 2030
Definition	This indicator measures the proportion of the CCMA workforce that leaves the organisation each year and must be replaced. The indicator includes resignations, but excludes retirement, conversions, death, separation agreements, medical boarding and end of contract.
Source of Data	Annual HR Reports
Method of Calculation/ Assessment	$\frac{\text{Number of employees who left the CCMA}}{(\text{Number of CCMA employees at the end of year} + \text{Number of employees who left})} \times 100$
Assumptions	<ul style="list-style-type: none"> ▪ Mechanisms for staff retention are put in place. ▪ There is enough budget to support Human Resourcing initiatives
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	4% employee turn-over rate as per set target
Indicator Responsibility	Corporate Services Department

Indicator Title	1.1.3. Average digital adoption rate on implemented systems achieved by 31 March 2030
Definition	<p>This indicator tracks the adoption rate of the systems that have been implemented for more than 6 months. The indicator measures the rate at which employees, users and other stakeholders are using the identified systems (digital tools, platforms, applications and technologies) as and when required.</p> <p>This includes applications and / systems are implemented in the previous financial year</p> <p>Using a system means that a user is active on the system over 6 months from solution deployment.</p> <p>A potential user is the person configured to use the system.</p>
Source of Data	<ul style="list-style-type: none"> ▪ Technology adoption reports ▪ Project implementation plans ▪ Project implementation reports
Method of Calculation/ Assessment	$\frac{\text{Total annual adoption rate on implemented systems over five years}}{\text{Five years}}$
Assumptions	<ul style="list-style-type: none"> ▪ The time frame for measuring active users is consistent and relevant to the objectives. ▪ Applications and/systems have been in use for 12 months or more. ▪ There is high technological acceptance from the users.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annual progress against the five-year target
Desired performance	90%
Indicator Responsibility	Information and Communication Technology

Indicator Title	1.1.4. Average uptime of critical systems achieved by 31 March 2030
Definition	This indicator measures the uptime of ICT critical systems which should be up and running for 365 days a year over the five-year period. The uptime relates to number of hours the system is up and running.
Source of data	<ul style="list-style-type: none"> ▪ Monthly Critical System reports for Sage 300, Email, CMS and Telephone system ▪ Change request form detailing planned downtime ▪ Report on unplanned downtime (unplanned downtime means unavailability of the system for more than 1 hour)
Method of Calculation / Assessment	$\frac{\text{Sum of annual uptime of critical systems over five years}}{\text{Five years}}$
Assumptions	The time frame for measuring active users is consistent and relevant to the objectives.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Reporting Cycle	Annual progress against the five-year target
Desired performance	90% as per target
Indicator Responsibility	Information and Communication Technology

Indicator Title	1.5.1. Optimised governance level maintained up to 31 March 2030
Definition	This indicator tracks the implementation of Risk and Compliance plans to maintain an optimised governance level. Optimised governance level means 100% achievement of the planned activities, excluding those that were approved for removal.
Source of Data	<ul style="list-style-type: none"> ▪ Implementation Plans ▪ Implementation Reports ▪ Listing Supporting Reporting
Method of Calculation/ Assessment	$\frac{\text{Activities achieved}}{\text{Activities planned}} \times 100\%$
Assumptions	Sound implementation plans in place
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	Optimised governance level
Indicator Responsibility	Chief Audit and Risk Executive

PROGRAMME 2: DISPUTE RESOLUTION

Indicator Title	2.1.1. Average percentage of conciliable cases heard within 30 days at first event (excludes agreed extensions, where certificates were issued, out of jurisdiction cases/withdrawn/settled by parties' cases prior to the matter being scheduled, no process cases and cases which are not conciliable or where conciliation is not the first process) achieved by 31 March 2030
Definition	This indicator aims to track and measure conciliable cases heard within 30 days at first event (excludes agreed extensions, where certificates were issued, out of jurisdiction cases and withdrawn and settled by parties' cases).
Source of Data	<ul style="list-style-type: none"> Case Management and Information (CMI) Reports – Conciliable cases heard within 30 days (APP): List of conciliable cases activated List of cases closed with no process List of other processes heard List of certificates issued List of cases extended List of new activated cases List of cases heard within 30 days List of cases not extended (where applicable)
Method of Calculation/Assessment	$\frac{\text{Total annual percentage of conciliable cases heard within 30 days}}{\text{Five years}}$
Assumptions	The data from the Case Management System (CMS) are reliable and updated
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	99% as per set target
Indicator Responsibility	Dispute Resolution Department

Indicator Title	2.1.2. Average percentage of arbitration awards rendered sent to parties within 14 days of the conclusion of the arbitration proceedings (excludes extensions granted and heads of arguments filed) achieved by 31 March 2030
Definition	This indicator aims to track all arbitration awards served to parties within 14 days of the conclusion of the arbitration proceedings. This excludes extensions granted and heads of arguments filed.
Source of Data	<ul style="list-style-type: none"> Proof of service of the award sent to parties Case Management and Information (CMI) Report (Total Awards Rendered Breakdown)
Method of Calculation/Assessment	$\frac{\text{Total annual percentage of arbitration awards rendered sent to parties within 14 days of the conclusion of the arbitration proceedings}}{\text{Five years}}$
Assumptions	Expeditious resolution of disputes
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	99% as per set target
Indicator Responsibility	Dispute Prevention and Resolution Department

Indicator Title	2.2.1. Average percentage of public interest disputes resolved or withdrawn by 31 March 2030
Definition	<p>This indicator aims to track and measure the percentage of public interest disputes (S150) heard and closed with outcome settled or withdrawn to advance labour market stability and promote economic development.</p> <p>Closed means closed on CMS</p>
Source of Data	<ul style="list-style-type: none"> ▪ Outcome Report ▪ Settlement Agreements or Written Withdrawals ▪ Collective Bargaining Reports ▪ CMS Reports (Report on public interest (S150) cases heard and closed) and the ▪ Report on public interest (S150) cases heard and closed with outcome settled or withdrawn
Method of Calculation/ Assessment	$\frac{\text{Total annual percentage of public interest disputes resolved or withdrawn}}{\text{Five years}}$
Assumptions	<ul style="list-style-type: none"> ▪ That there will be sufficient budget available to appoint commissioners ▪ That parties will be willing to settle ▪ That there will be an available pool of skilled commissioners to appoint
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	90% as per set target
Indicator Responsibility	Dispute Resolution Department

Indicator Title	2.2.2. Average percentage of mutual interest matters settled or withdrawn by 31 March 2030
Definition	<p>This indicator aims to track and measure the percentage of disputes of interests (S64) heard and closed with outcome settled or withdrawn to advance labour market stability and promote economic development.</p> <p>Closed means closed on CMS.</p>
Source of Data	<ul style="list-style-type: none"> ▪ CMS Reports (Report on mutual interest cases heard and closed and the Report on mutual interest cases with outcome settled or withdrawn) ▪ Attendance register ▪ Outcome Report ▪ Settlement Agreements or Written Withdrawals
Method of Calculation/ Assessment	$\frac{\text{Total annual percentage of mutual interest matters settled or withdrawn}}{\text{Five years}}$
Assumptions	<ul style="list-style-type: none"> ▪ Parties are willing to settle their disputes ▪ Available budget to effectively mediate mutual interest matters ▪ The economic conditions will not deteriorate to the extent that the opportunity to settle mutual interest disputes will be reduced
Desired Performance	54% as per target set.
Indicator Responsibility	Dispute Resolution Department

Indicator Title	2.3.1. Average percentage of jobs saved compared to employees likely to be retrenched (as per cases send to the CCMA) by 31 March 2030
Definition	This indicator tracks and measure the percentage of jobs saved by the CCMA through Section 189A facilitations in relations to the total number of jobs identified for retrenchment in respect of large scale-retrenchment facilitations referred to the CCMA. This indicator contributes to alleviating unemployment by saving jobs of employees likely to be retrenched.
Source of Data	<ul style="list-style-type: none"> ▪ LRA 7.20 Referral Forms ▪ S189A Outcomes Reports completed by S189A Facilitator ▪ Collective Bargaining Reports
Method of Calculation/ Assessment	$\frac{\text{Total annual percentage of jobs saved compared to employees likely to be retrenched}}{\text{Five years}}$
Assumptions	Contributes to alleviating the triple crisis and economic development owing to the dedicated focus to save jobs in large scale-retrenchment referrals to the CCMA
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	The CCMA subscribed to achieving 38% performance against set target for job saving in large scale retrenchment matters facilitated by the CCMA
Indicator Responsibility	Dispute Resolution Department

Indicator Title	2.3.2. Average percentage of Return-to-Work Index achieved by 31 March 2030
Definition	This indicator aims to track and measure the percentage of reinstatement and re-employment outcomes with total outcomes of closed settled dismissal cases to contribute to alleviating the triple crisis by promoting return-to-work outcomes.
Source of Data	<ul style="list-style-type: none"> ▪ Settlement Agreement ▪ Collective Bargaining Report ▪ CMS Reports (report on closed settled cases on reinstatement and the report on settled cases on re-employment)
Method of Calculation/ Assessment	$\frac{\text{Total annual percentage of Return-to-Work Index}}{\text{Five years}}$
Assumptions	That parties will be willing to agree to either reinstatement or re-employment when settling dismissal disputes.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	6% as per set target
Indicator Responsibility	Dispute Resolution Department

PROGRAMME 3: PROACTIVE LABOUR MARKET INTERVENTIONS

Indicator Title	3.1.1. Number of vulnerable sector projects delivered to targeted Users achieved by 31 March 2030
Definition	The indicator measures the delivery of the vulnerable sector projects to targeted Users. Users in this regard refer to any one of the following vulnerable sectors: Agricultural, Mining, Domestic, and Retail. The project involves capacity building and problem-solving interventions delivered through training, workshops and other engagements.
Source of Data	<ul style="list-style-type: none"> ▪ Quarterly Progress Reports ▪ Project Close-Out Reports ▪ Attendance Register (Zoom/Skype/MS Teams, where possible) ▪ Listing Supporting Reporting
Method of Calculation/ Assessment	Simple count
Assumptions	<ul style="list-style-type: none"> ▪ That where online interventions take place, Users and stakeholders will have access to online video conferencing facilities and data. ▪ That access to suitable external venues will not be curtailed by regulations related to the management and control of prevalent viral diseases as per what transpired during the Covid 19 pandemic. ▪ That there will be available budget to deliver the vulnerable sector projects.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	40 as per set target
Indicator Responsibility	Dispute Resolution Department

Indicator Title	3.2.3. Average percentage of the 2025/26 Advocacy Campaign Plan implemented by 31 March 2030
Definition	This indicator aims to track the delivery of the advocacy campaign through several awareness-raising activities such as workshops, radio talk-shows, presentations, User/Sector and Stakeholder Forum meetings, amongst other platforms.
Source of Data	<ul style="list-style-type: none"> ▪ Proof of e-mails sent by Provinces to Users (invitations) ▪ Attendance registers (Zoom/Skype/MS Teams recordings where possible) ▪ Facilitator reports ▪ Radio Talk-show Activity Reports ▪ Listing Supporting Reporting
Method of Calculation/Assessment	$\frac{\text{Percentage of the 2025/26 Advocacy Campaign Plan implemented}}{\text{Five years}}$
Assumptions	<ul style="list-style-type: none"> ▪ That budget will be available to procure airtime on the Public Broadcaster and Community Radio Stations to support the implementation of the Advocacy Campaign. ▪ That sufficient budget will be available to implement the Advocacy implementation plan. ▪ That sufficient budget will be available to enable provincial management to deliver on stakeholder and social partner requests. ▪ That where events are held online, that Users and stakeholders will have access to online video conferencing facilities and data. ▪ That access to suitable external venues will not be curtailed by regulations related to the management and control of prevalent viral diseases as per what transpired during the COVID-19 pandemic.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	100% as per set target
Indicator Responsibility	Social Justice and Training Academy

Indicator Title	3.2.4. Number of Collective Bargaining Support Processes conducted for identified Users achieved by 31 March 2030
Definition	This indicator aims to track the number of collective bargaining support processes provided to users through CCMA facilitation to improve collective bargaining and stabilise the labour market. Users in this regard refer to labour, business and government. Support processes refer to facilitations, verifications, and balloting processes.
Source of Data	<ul style="list-style-type: none"> ▪ Collective Bargaining support offers or requests ▪ Attendance Registers ▪ Outcome Reports or Agreements ▪ Listing spreadsheets
Method of Calculation/Assessment	Simple count of Collective Bargaining Support Processes conducted for identified Users
Assumptions	<ul style="list-style-type: none"> ▪ There will be a demand/need from the Users. ▪ There will be available budget to deliver the collective bargaining support processes.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	25 as per target
Indicator Responsibility	Dispute Resolution Department

Indicator Title	3.2.5. Number of Collective Bargaining Pre-Bargaining Conferences conducted for identified Users achieved by 31 March 2030
Definition	This indicator aims to track the total number of Pre-Collective Bargaining Conferences conducted for users that are parties to a collective bargaining process. User, in this regard, refers to labour, business and/or government.
Source of Data	<ul style="list-style-type: none"> Pre-Bargaining offers or requests Attendance Registers Outcome Reports Listing spreadsheet
Method of Calculation/ Assessment	Simple count of Pre-Bargaining Conferences conducted for identified Users
Assumptions	<ul style="list-style-type: none"> That there will be a demand/need for Collective Bargaining Pre-Bargaining Conferences from the identified Users. That there will be available budget to deliver the Collective Bargaining Pre-Bargaining Conferences.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	10 as per set target
Indicator Responsibility	Dispute Resolution Department

PROGRAMME 4: ESSENTIAL SERVICES INTERVENTIONS

Indicator Title	4.1.1 Average positive rating on the post intervention surveys on essential services dispute management and prevention initiatives achieved by 31 March 2030
Definition	This indicator tracks the effectiveness of awareness sessions in essential services on aspects involving Section 70B (1) (a & b) and Section 72 of the LRA. The purpose of the post intervention survey is to assess the knowledge acquired or gained during the sessions. This survey is conducted immediately after the awareness sessions. This survey measures the average rating for all awareness sessions conducted per annum.
Source of Data	<ul style="list-style-type: none"> Project plan Close-Out Report
Method of Calculation/ Assessment	Total annual positive rating on the post intervention surveys on essential services dispute management and prevention initiatives/five years
Assumptions	There is enough budget to support essential services dispute management and prevention initiatives
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Desired Performance	70% positive rating as per set target
Indicator Responsibility	Essential Services Committee

Indicator Title	4.1.2. Average percentage of Section 71 of the LRA cases conducted achieved by 31 March 2030
Definition	This indicator aims to track whether all referred Section 71 cases were conducted through investigations and hearings (excluding those that are referred in the last quarter of the financial year and those that were assessed and concluded as not meeting the requirements of investigation). The calculation of this indicator will include referrals made in the 4th quarter of the previous financial year.
Source of Data	<ul style="list-style-type: none"> ▪ Published notices of investigation ▪ Attendance Registers (contact or virtual on any platform) ▪ Investigations Outcome report(s)/Designation(s)/Ruling(s) ▪ Listing Supporting Reporting
Method of Calculation/Assessment	$\frac{\text{Total annual percentage of Section 71 of the LRA cases conducted}}{\text{Five years}}$
Assumptions	Sectors/entities/stakeholders will refer to the ESC Section 71 cases for and hearings (where a party seeks to have a service investigated).
Desired Performance	100% as per set target
Indicator Responsibility	Essential Services Committee

Indicator Title	4.1.3. Average percentage of Section 73 of the LRA cases conducted achieved by 31 March 2030
Definition	<p>This indicator aims to track whether referred Section 73 cases were conducted through hearings to determine disputes (excluding those that are referred in the last month of the current financial year. The calculation of this indicator will include referrals made in the last month of the previous financial year.</p> <p>This indicator tracks Section 73 of the LRA cases conducted (as and when referred) from 01 March (prior year)- 28/29 February (current year).</p>
Source of Data	<ul style="list-style-type: none"> ▪ Attendance Registers (contact or virtual on any platform) ▪ Notice of set-down ▪ Outcome report(s)/Ruling(s)/Determination(s) ▪ Listing Supporting Reporting
Method of Calculation/Assessment	$\frac{\text{Total annual percentage of Section 73 of the LRA cases conducted}}{\text{Five years}}$
Assumptions	Participation and co-operation of sectors/entities/stakeholders during the ESC Section 73 cases hearings.
Desired Performance	100% as per set target
Indicator Responsibility	Essential Services Committee

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ISBN: 978-1-77997-467-9