

KINGDOM OF LESOTHO

MINISTRY OF LABOUR AND EMPLOYMENT

STRATEGIC PLAN 2013-18



**LABOURING FOR YOU
RE SEBELETSA UENA**

OFFICIAL SIGN-OFF

This official sign-off serves to certify that the Strategic Plan 2013-18 for the Ministry of Labour and Employment:

1. Supersedes the one for 2002-2008 that was previously approved by the Ministry's Management and the Ministry of the Public Service. The Strategic Plan for 2008-13 was neither formally adopted nor implemented due to a number of reasons. There is stakeholder and Ministry commitment to implement this Strategic Plan;
2. Was developed by the staff in Ministry of Labour and Employment, social partners and other key stakeholders under the guidance of Honourable Minister of Labour and Employment, Ntate Lebesa Maloi and the Principal Secretary, Mrs. 'Mapulumo Mosisili;
3. Took into account the National Planning documents such as the National Vision 2020 and the National Strategic Development Plan 2012/13 to 2016/17 and all the relevant policies, legislation and other mandates for the Ministry of Labour and Employment;
4. Also reflects the views of the stakeholders and social partners gathered over a period of six weeks; and
5. The strategic outcome oriented goals and objectives developed at the Strategic Planning Workshop will be achieved provided adequate financial resources are mobilized and made available over the period 2013 to 2018.

Mrs. 'Mapulumo Mosisili Principal Secretary	Date:.....
Mrs. 'Makhoabane Ledimo Deputy Principal Secretary	Date:.....
Mrs. 'Mamohale Matsoso Labour Commissioner	Date:.....
Ms. Nthabeleng Lesenyeho Director of National Employment Services	Date:.....
Mrs. Khohlisa Maputsoe Chief Legal Officer	Date:.....
Mr. Chaka Lekhoru Director Ntlatfatsi Skills Training Centre	Date:.....
Ms. 'Malebona Khabo President - Labour Court	Date:.....
Mr. Thato Ramoseme Deputy President - Labour Court	Date:.....
Mr. Mabathoana Khotle Director - Directorate of Disputes Prevention and Resolution	Date:.....

HON. LEBESA MALOI, MP

DATE APPROVED:

MINISTER OF LABOUR AND EMPLOYMENT

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1.0 PREFACE

1.1 Opening statement of the Honourable Minister of Labour and Employment at the Strategic Planning Workshop held at Victoria Hotel from 20 to 22 May, 2013

Salutation

Programme Director
Representatives of Employers and Workers
Distinguished Ladies and Gentlemen

Allow me to begin my address by paying my respects to His Majesty King Letsie III; The Right Honourable the Prime Minister, Dr. Motsoahae Thomas Thabane; and His Majesty's Cabinet.

I thank you all for taking time of your busy schedules to attend today's Strategic Planning Workshop which marks the beginning of a new era for the Ministry of Labour and Employment. This Strategic Plan is intended to guide the Ministry in the implementation of the National Vision 2020, National Strategic Development Plan (NSDP) and Lesotho Decent Work Country Programme (LDWCP). These documents are pivotal to the development of the country as they relate to employment creation, social protection coverage and stability.

Distinguished ladies and gentlemen, the Ministry of Labour and Employment has a critical role to play in the implementation of strategies mentioned above, in that, it promotes social justice and sound labour relations management by enforcing international labour standards, and provides reliable labour market information to facilitate employment opportunities.

It is my belief that, in order for the Ministry to achieve its mandate, the Strategic Plan should address the following key priorities:

1. Formulation and/or review and enforcement of Labour Laws and Policies;
2. Strengthening internal and external communication;
3. Restructuring, reorganisation and re-engineering of the Ministry;
4. Implementation of Performance Management System;
5. Strengthening coordination and collaboration with other Ministries, Employers' Associations and Workers Federations and other organisations locally, regionally and globally;
6. Strengthening tripartism and social dialogue;
7. Research, development and marketing;
8. Monitoring and evaluation of programmes;
9. Information, Communication Technology.

The above are the cornerstones for economic development, and application and maintenance of social justice.

I, therefore, wish to call upon you distinguished Ladies and Gentlemen to utilise and apply your utmost abilities and capabilities in moulding a solid and water tight Strategic Plan that will bear remarkable fruits for every Mosotho, including the one at the grassroots level.

I, once again, thank you all for your unwavering support, special thanks and gratitude are extended to the International Labour Organization for its technical and financial support in making this workshop a success. In particular, I would like to thank our beloved sister, Thandiwe Mlobane, our Consultant, for guiding us and shedding light on how this process should be mapped out.

With these remarks, Ladies and Gentlemen, I wish you fruitful deliberations and declare the workshop officially open.

Khotso, Pula, Nala.

1.2 Acknowledgements by the Principal Secretary

This Strategic Plan for 2013 to 2018 lays the Ministry of Labour and Employment's vision of being a

“United well-resourced and leading Ministry in the provision of quality services in accordance with domestic, regional and international standards”

This is what the Ministry aspires to be as it is not there yet. The Strategic Plan reiterates the Ministry's mission which describes the purpose for its existence; and the guiding core values. Our clients and our social partners and other Ministries will use these values to measure our performance. The Strategic Plan also reports the specific and measurable objectives within each Key Result Area (KRA). From the KRAs, strategic goals/ objectives were derived. It is these strategic goals/ objectives from which we formulated strategies or activities for the years 2013 to 2018.

The Strategic Plan for 2013 to 2018 was based on the previous planning documents such as the Vision 2020, the National Strategic Plan (NSDP) and the Strategic Plan for 2008 to 2013, although the Plan was never formally adopted and implemented. It was vital that we built on the work that had taken place previously as we moved through this process.

The formulation of the Strategic Plan for 2013-18 entailed document reviews and consultative meetings by the Ministry. All major stakeholders were involved in the process. These phases were the catalyst for developing a vision and mission for the Strategic Plan, and reinforced the Ministry's values of integrity, equity and professionalism among others.

The consultation phase identified key result areas of focus for 2013 to 2018 as the following:

- Labour Inspections
- Disputes Resolutions
- Employment Creation and Reporting
- Social Security
- Enactment and Enforcement of Legislation
- Domestication of International Conventions
- Capacitation of the Ministry of Labour and Employment
- Communication and Coordination of labour and employment related issues

The information which was gathered from the stakeholders was grouped according to these eight themes and resource requirement issues were recorded separately as it was identified that resources would be the means of achieving outcomes across all themes.

This process of formulating the Strategic Plan for 2013 to 2018 was driven by an outstanding team within the Ministry together with the Consultant seconded to us by our Development Partner, ILO. A complete list of the 2013-2018 Strategic Planning Committee is on Annexure 1. Of particular concern by stakeholders was what action the Ministry would take after developing the Strategic Plan. To address this concern, all staff in the Ministry will prepare their work plans based on the vision, mission, core-values and strategic objectives as outlined in the Strategic Plan 2013 to 2018. In addition, it will be a requirement that a Result-Based Management Scorecard be kept by each employee as a performance evaluation tool. Training in the use of Results Based Management and the Scorecard will be given to all staff in the Ministry.

Let me end by expressing the Ministry's gratitude to our Steering Committee led by the Deputy Principal Secretary, Ms. 'Makhoabane Ledimo; Ministry staff for their participation throughout the process; our stakeholder representatives who dedicated their valuable time to shape the direction the Ministry ought to take in the next five years from 2013 to 2018 and to our Consultant, Mrs. Thandiwe Mlobane, who ably facilitated the consultative meetings and the Strategic Planning Workshop as well as preparing this document.

Thank You All, and God Bless.

Mrs. 'Mapumulo Mosisili
PRINCIPAL SECRETARY IN THE MINISTRY OF LABOUR AND EMPLOYMENT

2.0 CHAPTER ONE: BACKGROUND AND CONTEXT

Introduction

The Kingdom of Lesotho's Ministry of Labour and Employment (the Ministry) has submitted its Strategic Plan (the Plan) for 2013-2018 as part of the implementation process of Vision 2020 and the National Strategic Plan for 2012/13-17. The Strategic Plan 2013-18 meets the requirements of the Ministry of Development Planning and will serve as the foundation for planning and reporting on outcome goals. In 2008, the Ministry had reviewed its Strategic Plan (2002 -2007) with technical assistance from the Ministry of Public Service (LIPAM). However, that Strategic Plan was neither adopted nor implemented. The non-existence of a strategic direction for almost six years has caused a considerable slow- down in the achievements of the Ministry's mandate. In order to address this situation, the Ministry embarked on a strategic planning exercise.

The Strategic Plan 2013-18 is expected to provide a match between the Ministry's present work context and future challenges. In addition, the Strategic Plan is expected to enable the Ministry to pursue a strategic engagement with key stakeholders and social partners to achieve its stated objectives. The plan is also the road-map for agreement between the Ministry and relevant stakeholders on the use of development assistance.

The process of formulating the Strategic Plan 2013-18 involved extensive consultations with stakeholders who included other Government Ministries, employers' and workers' organizations. The Ministry partnered with the International Labour Organization (ILO) to carry out this exercise. Some of the activities carried out during the process included an institutional review and diagnostics of the Ministry so as to determine its capacity to implement and sustain its mandate, as well as develop a five-year operational strategic plan to strengthen its capacity and that of its social partners.

The Plan is organized around the seven strategic goals supporting the Ministry's vision. The introductory chapter one describes the Macro-economic and Labour Conditions in Lesotho in 2013, thereby establishing conditions at the time of this Plan's submission.

The subsequent chapters provide an overview of the means and strategies by which the Ministry is pursuing each of the seven strategic goals, the outcome goals that support them, and the measures that will help determine and measure success. This chapter is followed by a discussion of internal and external factors that could affect achievement of the outcome goals. These broad factors are economic, demographic, social, or environmental in nature, and they may remain stable, change within predicted rates, or vary to an unexpected degree.

The Strategic Plan will discuss implementation monitoring and evaluation – an important method the Ministry will use to determine its effectiveness in carrying out its mission and attaining its vision.

A chapter on management will describe the innovative reforms underway at the Ministry that are also focused on ensuring an effective Ministry of Labour and Employment. Lastly, the Appendices provide information for reference, including a description of the Ministry's unprecedented stakeholder outreach effort supporting this Plan.

The Strategic Plan for the Ministry of Labour and Employment for the years 2013 to 2018 has eight pillars or Key Result Areas. The pillars formed the basis for the strategies and policies were then translated into programmes that define priorities, expected achievements and performance targets. An estimate of the cost of implementing these programs was given.

The following are the eight pillars/ Key Result Areas that form the base of the Strategic Plan 2013-18:

1. Employment Creation and job sustainability.
2. Compliance with labour legislation.
3. Labour Disputes Prevention and Resolution.
4. Social Security Scheme.
5. Capacitating the Ministry and Social Partners/ Human Capital Development.
6. Re/engagement of bilateral and multilaterals; collaboration and coordination of other Ministries.
7. Policy formulation, adoption and review/ enactment of appropriate legislation.
8. Expedite labour cases at the Labour Court.

Kingdom of Lesotho

The Kingdom of Lesotho (Lesotho) is a parliamentary constitutional monarchy, with Maseru as the capital city. Lesotho got its independence from Britain on 4 October 1966. During the same year Lesotho became a member of the International Labour Organisation (ILO) and ratified 11 ILO Conventions which included Convention 87: Freedom of Association and Protection of the Right to Organise, 1948; Convention 98: Right to Organise and Collective Bargaining, 1949; and Convention 29 Forced Labour, 1930. These are the 3 of the 8 core Conventions. Lesotho has since ratified 22 ILO Conventions including the entire 8 core Conventions.

The present Constitution was adopted on 2 April 1993. Lesotho's Legal system is a mixed legal system of English Common Law and Roman-Dutch Law; judicial review of legislative acts in High Court and Court of Appeal. In terms of International Law organization participation, Lesotho accepts compulsory ICJ jurisdiction with reservations; and accepts ICCs jurisdiction. Lesotho has ten Administrative divisions/ Districts which are usually classified as Northern, Central and Southern regions as shown on the table below:

Table 1: Administrative Regions of the Kingdom of Lesotho

Region	District
Central	<ul style="list-style-type: none"> • Berea, • Thaba-Tseka • Maseru,
Northern	<ul style="list-style-type: none"> • Botha-Bothe, • Leribe • Mokhotlong,
Southern	<ul style="list-style-type: none"> • Mafeteng, • Quthing • Mohale's Hoek and • Qacha's Nek,

Economic Activities in Lesotho

The term “economic activity” refers to the production and distribution of goods and services. Lesotho relies on South Africa for much of its economic activity. The country imports 90% of the goods it consumes from South Africa, including most agricultural inputs. Households depend heavily on remittances from family members working in South Africa, in mines, on farms and as domestic workers, though mining employment has declined substantially since the 1990s. An estimated 35% of the active male wage earners work in South Africa (2002 est.)

The distribution of income in Lesotho remains inequitable.

In 2010, the Labour force size was estimated to be about 894,500. The labour force by occupation is classified as follows:

- Agriculture: 86%
- Industry and services: 14%

The unemployment rate of 24% derived from the Labour Force Survey of 2008 was significantly below the target of 29.5 % for 2010 and for 2012/13 could be above 24%. The decline in the number of mineworkers from approximately 120,000 in the 1980s to less than 50,000 today has resulted in a much smaller proportion of households receiving income from outside the country. The Government remains Lesotho's largest employer.

Most of resident population engaged in subsistence agriculture. In Lesotho this is about 75% of the population out of about 2 million people who live in rural areas and engage in subsistence agriculture. Rain-fed agriculture upon which subsistence farming is based is vulnerable to weather and climate variability. As a result, less than 20% of the nation's demand for food is produced locally.

The agricultural products produced in Lesotho are as listed below:

- Maize/ corn;
- Wheat;
- Pulses;
- Sorghum;
- Barley;
- Peaches; and
- Livestock.

The Textiles and Garment Manufacturing Industries are the main engine for job creation. Lesotho's largest private employer is, therefore, the Textile and Garment Industry. In 2012, the number of workers in these factories was approximately 36,000 Basotho, mainly women. They work in factories producing garments for export to South Africa and the USA. Three years ago (2009/10) about 45 000 Basotho were employed in these factories but due to global economic slowdown in the USA where the bulk of the garments are exported to, the number of workers in the textile factories has declined. Other factories export to Mauritius and Swaziland.

Between 18 and 20 out of a total of 40 textile factories in Lesotho are members of Better Work, a unique partnership programme of the International Labour Organization (ILO) and the International Finance Corporation (IFC), which brings together Government, employers, workers

and international buyers (from USA) to improve labour standards compliance and competitiveness in global supply chains. The factories' order book and product lines are influenced by fashion trends and the financial position of the buyers. The factories compete with those in Asia, such as China, Vietnam, Bangladesh, Thailand, Indonesia, and Taiwan.

Lesotho's GDP in 2012

Gross Domestic Product (GDP) measures the total market value of all final goods and services produced in a country in a given year, equal to total consumer, investment and government spending, plus the value of exports, minus the value of imports. The government maintains a large presence in the economy with public expenditures accounting for 55% of GDP in 2010.

Lesotho's Real GDP growth rates averaged 3.8% per annum from 2000/01 to 2010/11 whilst higher than the target of 3.5% for 2010, was below the 5% required to reduce poverty on a sustainable basis. Despite the 2008/09 global economic crisis, the economy has recovered strongly with growth averaging nearly 5% per year since 2010. The main exports are clothing, footwear, wool and mohair, food and live animals, electricity, water, and diamonds. Manufacturing has increased more than six fold in the last thirty years. Diamond mining in Lesotho has grown in recent years and may contribute 8.5% to GDP by 2015, according to current forecasts.

The challenge is to sustain high economic growth rates through increased national productivity, exploring the alternative sources of revenue and generating job opportunities to absorb the labour force.

A comparative analysis of Lesotho's GDP composition compared with neighbouring countries within SADC is given on the table below:

Table 2: GDP comparative analysis

GDP Composition of selected countries in the region

Country	GDP (2010) USD	Agriculture	Industry	Services
Botswana	15.246 billion	2.3%	45.8%	51.9%
Namibia (2011)	13.471 billion	9.6%	34.2%	56.2%
South Africa	383.124 billion	3 %	31 %	65.8 %
LESOTHO	2.43 billion (2012)	6.7%	34.6%	58.7%
Malawi (2008)	5.637 billion	35.1%	19.8%	45.1%
Angola	110.06 billion	9.6%	65.8%	24.6%
Mozambique	11.664 billion	28.7%	25.4%	45.9%
Zimbabwe	3.5 billion	19.1%	23.9%	56.9%

Sources of Government Revenue

A substantial proportion of Government revenue is from South Africa. In 2012, Customs duties from the Southern Africa Customs Union accounted for 44% of government revenue. The South African Government also pays royalties for water sold to South Africa from Katse Dam. However, the Government of Lesotho continues to strengthen its tax system to reduce dependency on customs duties and other transfers.

Access to Capital

Access to credit in Lesotho remains a problem for the private sector. In some instances, lending decisions are not made locally rather are referred to Head offices outside of Lesotho. The informal sector's access to finance is limited by failure to produce bankable Business Plans required by banks, and this is largely due to lack of capacity to do so.

Constitutional and Legislative Mandates of Ministry of Labour and Employment

The Government of Lesotho's Constitution of 1993 that governs the country has provisions that relate to the rights of the workers and provides the basis for labour legislation.

The Ministry of Labour and Employment (MOLE) is responsible for all issues relating to labour in Lesotho. The Ministry through the Government of Lesotho is a member of the International Labour Organization; African Union; and SADC. The Labour Code Order No.24 1992, the country's main piece of labour legislation has established four main statutory bodies through which the social partners are consulted on national labour issues.

These include, the National Advisory Committee on Labour (NACOLA), the Wages Advisory Board (WAB), the National Advisory Committee on Safety and Health (NACOSH) and the Industrial Relations Council (IRC).

National Advisory Committee On Labour (NACOLA)

The NACOLA, chaired by the Principal Secretary for Ministry of Labour and Employment is a tripartite structure with statutory powers to advise the Minister of Labour and Employment on a range of issues including amongst others; any proposed legislation or amendments thereof affecting labour, employment, industrial relations or working conditions in the country.

According to the Labour Code, the National Advisory Committee on Labour shall have the power and duty:

- (a) to make provision for the conduct of meetings and the procedure to be followed by the Committee;
- (b) to consider and advise upon any proposed legislation affecting labour, employment, industrial relations or working conditions;
- (c) on its own initiative, to discuss any matter connected with labour, employment, industrial relations, working conditions or labour legislation as it sees fit, and to report to the Minister in writing upon such discussion;
- (d) to advise the Minister on any matter connected with the employment of workers, industrial relations or organisations of employers or workers as is referred to it by the Minister;

- (e) to consider and advise upon the adoption and implementation in the Kingdom of Lesotho of any relevant international labour standards, including in particular those contained in the Conventions and Recommendations of the International Labour Organisation;
- (f) to consider and advise upon issues addressed by tripartite regional or international conferences;
- (g) to advise on any matter concerning the operation of workers' compensation;

Wages Advisory Board (WAB)

The WAB reviews minimum wages and standards of employment on an annual basis and makes recommendations on minimum wage adjustments to the Minister of Labour and Employment accordingly. However, the Labour Code does not provide clear criteria on which the board shall base its recommendations, and minimum wage adjustments – in particular in the textile, garments and leather sector are often disputed between the employers and workers' representatives. In addition, the Labour Code does not specify who should be in the WAB and therefore, it is assumed that the Board will be representative. Conflicts have arisen due to this and as a result of this oversight, among other issues, textile workers at one of the largest factories in Lesotho went on a legal strike for two months (April- May 2013).

National Advisory Committee for Occupational Safety, Health and Welfare (NACOSH)

Section 46 of the Labour Code establishes a National Advisory Council for Occupational Safety, Health and Welfare (NACOSH) with the following responsibilities:

- (1) For the purpose of giving advice and assistance to the Minister and the National Advisory Committee on Labour in respect of matters affecting the safety, health and welfare of persons at work, or any other persons whose safety, health and welfare may be affected by work activities, the Minister shall appoint a National Advisory Council for Occupational Safety, Health and Welfare.
- (2) The Council shall review and advise the Minister and the National Advisory Committee on Labour on the operation of any legislation or regulations relating to employees' health, safety and welfare at

Industrial Relations Council (IRC)

The industrial relations council (IRC) was established by Section 46A of the Labour Code (Amendment) Act of 2000 to advise on the qualifications and appointment of the presiding officers and Assessors of the Labour Court and Labour Appeal Court; Director, Deputy Director, Conciliators and Arbitrators of the DDPR; as well as recommending to the Minister codes of good practice, guidelines on conciliation and arbitration and improvement of disputes prevention and resolution.

Workmen's Compensation Fund

Within the Ministry, there is an established structure e.g Workmen's Compensation. The Workmen's Compensation Fund is administered in the Labour Department as a form of insurance providing wage replacement and medical benefits to employees injured in the course of employment in RSA and in Lesotho.

Organizational Structure of the Ministry of Labour and Employment

The Ministry of Labour has more than 200 staff, and operates from the Head Office and local offices in all 10 Districts of the country.

The Head Office is currently based in two separate buildings: LNDC buildings and occupies the 7th and 8th floors while the Labour Department, Director National Employment Services and Chief Legal Officer and the Legal Officers are housed at a building at Maseru Bus Stop Area. Both these offices have no reception areas to guide visitors as to where to go for services.

The functions of the Ministry can be categorized into two:

- a. Administrative
- b. Technical

The technical functions are undertaken at the Labour Department; National Employment Services (NES); Ntlatfso Skills Training Centre, Directorate of Disputes Prevention and Resolution (DDPR); and at the Labour Court & Labour Appeal Court for adjudication of labour cases.

The table below summarizes the various functions of the departments:

Table 3: Departmental Responsibilities in the Ministry of Labour and Employment

Department/ Program	Headed by: Designation	Purpose
Administration: Legal Finance Ntlatfso Skills Training Centre HR Procurement	<u>PRINCIPAL SECRETARY:</u> Chief Legal Officer- Legal Officers Financial Controller Director HR Director Procurement Manager	Provides strategic direction, leadership, legal and administrative support services to the ministry and the departments, including Ntlatfso Skills Training Centre.
General Administration Information Planning IT	<u>DEPUTY PRINCIPAL SECRETARY</u> Principal Administration Officer Information Officer Economic Planner IT Officer	General administration i.e assets and facilities management excluding Finance, Procurement, HR, Legal, Ntlatfso Skills Training Centre.
Labour Department: <ul style="list-style-type: none">• Inspections• Migrant Liaison	<u>Labour Commissioner:</u> <ul style="list-style-type: none">• Inspections Manager• Principal Migrant Liaison	Inspection and Enforcement Services are aimed at ensuring a fair and equitable labour market where all players adhere to the

<ul style="list-style-type: none"> • Workmen's Compensation • Occupational Health and Safety • Administration • Registrar of Trade Unions and Employer Organizations 	<ul style="list-style-type: none"> • Officer • Workmen's Compensation Administration Manager • Principal Occupational Health and Safety Officer • Registry/ Library • Assets and facilities management • New function 	<p>provisions of legislation that governs the labour market. The main functions of the inspectorate are:</p> <p>(i) To conduct workplace inspections and audits, monitor and enforce compliance with labour legislation;</p> <p>(ii) To provide advice, educate and give technical information and support services to empower both workers, employers and stakeholders and to prevent labour disputes and workplace accidents;</p> <p>(iii) To safeguard the welfare of Basotho migrant workers in foreign countries by protecting their human and labour rights.</p> <p>(iv) To investigate workplace health and safety incidents once reported;</p> <p>(v) Administration of Workmen's Compensation services-disbursement of compensation for injuries and diseases benefits and related deceased estates;</p> <p>(vi) It will register and regulate labour and employer organizations.</p>
<p>Directorate of National Employment Services (NES):</p> <ul style="list-style-type: none"> • Labour Market Information • Employment Promotion • Career Guidance and guidance 	<p><u>Director National Employment Services</u></p> <ul style="list-style-type: none"> • Chief Labour Statistician • Senior Labour Economist • Counseling Manager • Principal Employment Officer 	<p>The main functions of the Directorate are to register job seekers, obtain vacancies and identify other opportunities so as to facilitate the entry and re-entry of work seekers into the labour market. Employment Services is supported by two main pillars: The 'Employer Services' and 'Job Seeker Services'.</p> <p>The key services include:</p> <p>(i) Registration of job seekers;</p> <p>(ii) Placement of job seekers;</p> <p>(iii) Career Information and Guidance;</p>

	<ul style="list-style-type: none"> • District Employment Officer 	(iv) Special Labour market (employment) programmes; (v) Regulatory functions including registration and monitoring of Private Employment Agencies; and attestation of migrant workers to RSA (mines and farms) (vi) Provides Labour Market Information and Statistical Services
Legal Department	<u>Chief Legal</u> <ul style="list-style-type: none"> • Principal Legal Officer • Legal Officer 	Chief Legal Officer should be supervising Policy Research, formulation and adoption; review, amendment and enactment of labour legislation; and deal with all the Ministry's responsibilities and obligations in relation to the International Labour Organization and other international and regional bodies and countries which the Government of Lesotho has formal relations with. This department is currently under-utilized as bulk of the time is spent representing indigent workers at Labour Court who would have by-passed the established system in accordance with the Labour Code.

Directorate of Disputes Prevention and Resolution (DDPR)

The Labour Code (Amendment) Act No.3 of 2000 established the Industrial Relations Council (IRC); Directorate of Disputes Prevention and Resolution (DDPR); and the Labour Appeal Court.

The main functions of the DDPR as set out by the Law are as follows:

- to attempt to prevent and resolve trade disputes through conciliation;
- to resolve trade disputes through arbitration;
- to advice employees, employers and their organizations on the prevention of trade disputes; and
- to compile and publish information about its activities, statistics on disputes prevention and resolution and significant arbitration awards.

Ministry of Labour and Employment's Performance 2012/13

Despite the introduction of progressive labour and employment policy reforms and programmes, the labour market is still characterized by high levels of unemployment and under-employment, inequality and discrimination, violation of employment standards and fundamental rights at work, and unacceptably high levels of workplace accidents and injuries.

Overall, performance by the Ministry was below target, largely due to shortage of resources. For example, Quthing and Qacha did not have transport for more than six months while Berea has been sharing a vehicle with Labour Department for the past years. At the Labour Court, there is a serious backlog of cases awaiting adjudication: 65 trials are pending due to shortage of staff (1 President & 1 Deputy President). (Trials were filed in 2006 - 2011).

In the area of Health and Safety, there was some success recorded: the accidents have been reduced compared to the past year due to appointment of Safety Officers and establishment of Safety Committees in the factories. OSH inspections that were done totalled 278. The target of 600 was not reached due to lack of transport.

Under the Workmen's Compensation, M1, 200, 000.00 was distributed to retrenchees and M514, 039.73 to dependants. The search for recipients continues to be a challenge.

The ratification of Conventions 81, 122, 144 and 154 is still outstanding. The reason why this has not been done is due to the fact that the matter is still under discussion by NACOLA. The Labour Code Amendment Act of 2006 is still to be gazetted. The drafting instructions have been circulated to the social partners for their considerations.

Awareness campaigns on the Action Programme on Elimination of Child labour (APEC) and Social mobilisation were not held due to lack of funds as were other programs such as training and visits to South African farms where Basotho are working.

3.0 CHAPTER TWO: STRATEGIC PLANNING PROCESS April-May 2013

Description of the Ministry's Strategic Planning Processes

The development of the five-year Strategic Plan 2013-18 for the Ministry was done by facilitating an in-depth chapter self-assessment, broad stakeholder consultations and environmental analysis to identify key strategic objectives for the Ministry, as well as approaches to achieve them. A Strategic Planning workshop was held over five days with three of those days involving all the stakeholders and the last two days being reserved for the Ministry staff to consolidate the massive data that was generated by the Workshop and prior consultations.

The Strategic Plan 2013-18 was formulated within a six week time-frame, April to May 2013.

The planning process emphasized stakeholder participation through a series of focus group discussions, structured interviews, consultative meetings and workshops. The plan was developed by a Steering Committee/ Taskforce made up of representatives of different departments within the Ministry. This Committee/ Taskforce led by the Deputy Principal Secretary was assisted by a Consultant seconded by the International Labour Organization (ILO). Throughout the process, in-depth analysis of literature and other relevant documents, such as the Vision 2020, the National Strategic Development Plan 2012/13-17 and the Employment Code and its amendments as listed below was made:

- National Strategic Development Plan (NSDP)
- Vision 2020
- Millennium Development Goals (MDG's)
- HR policies
- Budget Speech 2013/2014
- Speech from the Throne
- Strategic Plan 2002, 2008
- Labour Code 1992 and Amendments
- Public Service Act, 2005
- Establishment List
- Public Service Regulations, 2009
- Service Delivery Agenda (SDA)
- Workmen's Compensation Act, 1977
- Labour Administration Audit Reports
- Lesotho Decent Work Country Programme II: 2012-2017
- ILO Report on the ILO Labour Administration and Labour Inspection Needs Assessment
- National HIV/AIDS Prevention Strategy

These documents were discussed in the Taskforce's daily meetings.

Five consultation strands were designed covering all Ministry staff; relevant Government Ministries; the private sector; civil society; employers and workers. All the Ministry's ten District Labour Offices staff was interviewed on site with the only exception, being Qacha's Nek whose staff came to Maseru for the consultations. This process was slow as there was need to reach out to the remote areas up the mountains as well as arrive at consensus. The analysis and consultation results were drafted into a coherent plan by the Consultant with the assistance of the

Steering Committee/ Taskforce. Relevant stakeholders were given the opportunity to comment on the drafts and these comments were considered and incorporated.

The Ministry's preferred Strategic Analysis Technique was the PESTL Analysis: Political; Economic; Socio-cultural; Technology; Legal and the SWOT Analysis: Strengths; Weaknesses; Opportunities; Threats. To inform the Ministry on what opportunities and threats to its vision and mission, representatives of various stakeholders made presentations.

Once all these elements were compiled into a coherent document, the plan was presented to stakeholders and formally adopted at the launch, thus becoming the Ministry of Labour and Employment's main policy agenda.

4.0 CHAPTER THREE: STRATEGY FORMULATION

4.1 Strategic Plan Overview

4.1.1 Vision Statement

“A united and well- resourced leading Ministry in the provision of quality services to its clients and stakeholders in accordance with domestic, regional and International standards by 2018.”

4.1.2 Interpretation of the Vision Statement

The vision statement will serve as the one-line hook to engage with all stakeholders – staff, partners, customers, beneficiaries, funders / investors and regulatory and statutory agencies.

The Ministry’s vision is about positioning itself to achieve more visibility and be indispensable to the Kingdom of Lesotho. It will build its profile internally and externally. The most significant purpose for adopting a positioning strategy is that it will result in a positive image of the Ministry be drawn in the minds of its stakeholders and clients- be they job-seekers, vulnerable workers, workers’ organizations or employers’ associations; other Ministries within the Government of Lesotho or other countries.

“We want them to know what we offer in relation to other alternatives, for example, that it is possible to be employed and sustain employment in Lesotho as opposed to working in other countries; that in investing in Lesotho, an investor is assured of efficient services that relate to employment/ labour for their businesses. In the event of unpreventable labour disputes arising, there will be an efficient dispute resolution and adjudication system not offered by any Ministry. Our communication is consistent with what we offer”.

There is a high probability that the Ministry will be incorporated in the governing body of ILO, thereby obtaining a platform to market Lesotho. The ways to achieve that visibility will include networking; signing-up for high profile projects; show-casing the Ministry’s skills in presentations or workshops; writing for internal or external publications; and volunteering for committees or panel discussions at conferences. The impact can only be felt if the Ministry has a united team and is well-resourced.

4.1.3 Mission Statement

“To promote and facilitate employment opportunities, labour market driven skills development, harmonious labour relations, social security, social justice, healthy and safe working conditions, efficient disputes prevention, resolution and adjudication through Social Dialogue and Tripartism in adherence to International and Domestic Labour Standards.”

4.2 Core Values

The core values are a set of values that will act as guiding principles around how the Ministry will operate as per the participants' presentations have an ethical or moral foundation. They will also help in identifying and developing relationships with current and future stakeholders.

Below is a list of core values in order of total times the value appeared in the Groups' presentations at the Strategic Planning Workshop:

- i. Transparency**
We have an open door policy.
We build the trust of clients, stakeholders and the public by reporting regularly on what we are doing and how we are using the resources entrusted to us.
Clear to all stakeholders; two-way communication.
- ii. Accountability**
Accountability means the ability to know and make known to all stakeholders of how assets including money are managed; and connecting performance with consequence.
- iii. Integrity**
Integrity- whole; Operating with honesty so that the whole organization operates as a unit; taking actions, not based on expediency, but because they are the right thing to do; zero tolerance to corruption and other social ills.
- iv. Professionalism**
We will carry out our activities and work according to set international, regional and domestic standards and ethics; transparency in recruitment, staff development and capacity building; moving the organization forward by anticipating, rather than reacting to changing times; striving to deliver value to the client/ stakeholder; Continuous improvement of our operations to provide quality services.
- v. Equity**
Equity means valuing diversity in experiences, backgrounds and points of view; accomplishing more together than could be achieved alone; qualified staff engaged even if socially disadvantaged; and the participation of all stakeholders in activities and Boards of the Ministry without any discrimination.
- vi. Commitment/dedication**
Commitment of all staff members in the Ministry requires a strong attachment to our vision and mission i.e. following an issue through to the end.
- vii. Innovation**
Welcome new ideas and opportunities for improvement.

4.3 SWOT Analysis

For the Ministry of Labour and Employment to achieve its vision it has to capitalize on its strengths and mitigate the impact of its weaknesses. Equally, it has to assess the opportunities that are in the political, economic, social, cultural and technological environment so as to limit the associated threats.

STRENGTHS

Labour Legislation

Lesotho has in place the appropriate and standard labour legislation through the Labour Code, order 24 of 1992 and the amendments of 2000 which brought into existence the Directorate of Dispute Prevention and Resolution.

Specialized courts and personnel

The Labour Court and the presiding officers (President and Deputy President) bring to finality labour cases that would have failed at dispute resolution stage.

Membership to International bodies

The Ministry through Government is a member and partner with international bodies such as ILO, AU, and SADC. The membership to such bodies assists in the ratification of International Conventions and transfer of experience and knowledge to the Ministry.

Decentralized labour services

Operating from the ten Districts ensures that the Ministry covers all the Basotho in labour issues without any discrimination. Even the remotest areas of the country are serviced.

Bilateral relations with South Africa

Bilateral labour relations with South Africa reflect well on the Ministry's ability to negotiate. Basotho who work in South Africa have access to labour services at the Consulate.

Availability of technocrats and skilled personnel

In the Ministry and in Government, there are technocrats and skilled personnel for effective service delivery.

Legislation in place

The Labour Code regulates the labour market effectively.

LMIS

LMIS is being used as an accounting system that allows for evidence based decision making.

WEAKNESSES:

The weaknesses of the Ministry of Labour and Employment listed below were raised at the Strategic Planning Workshop. The list has not been edited deliberately so as to enable the senior officials in the Ministry to respond by way of formulating strategies that address the perceptions of the group which could reflect those held widely:

“Poor Leadership”

- Without leadership the strategic plan cannot be implemented fully.
- Leadership is responsible for ensuring that all these weaknesses are dealt with.
- Leadership is responsible for providing strategic direction to the Ministry and leading towards attaining desired goals.
- Leadership has to be exemplary (e.g. reporting and feedback).
- Lack of recognition of other staff.

Inadequate Resources

- Without resources (human, financial and material) it will be difficult to implement the strategies.
- Lack of resources also de-motivates staff.
- It will be difficult to assess the performance of staff as resources will always be used as an excuse for not meeting targets.

No teamwork (operating in silos)

- This leads to inefficient use of the little resources that the Ministry has.
- It results in duplication of efforts and leads to lack of confidence and confusion to the public.
- Hinders achievement of targets and Ministerial objectives.

No clearly defined roles

- This leads to power struggles in the Ministry and haphazard creation and abolition of positions.
- It also confuses staff and results in de-motivations.
- It leads to factions in the Ministry and unequal treatment of staff.
- It leads to poor performance.

OPPORTUNITIES

The external environment presents the Ministry with opportunities to achieve its Vision for the period 2013-18. These opportunities in the external environment that the Ministry could exploit include the following as indicated by the Group that carried the analysis:

Political Stability

It is easier to attract foreign direct investment in Lesotho as the country has created an investor friendly environment. This, therefore, gives Lesotho an advantage over R.S.A where workers go on strike over a protracted period, including municipal workers and residents protesting over poor service delivery.

Economic

Lesotho has the advantage of attracting more investors from other countries especially R.S.A our only neighbor as the cost of living in Lesotho is low comparatively and this has resulted in relocation of factories from R.S.A to Lesotho. Lastly the inflation rate level is stable.

Socio-cultural

Lesotho has an advantage over most countries regarding issues of culture in that labor in Lesotho is not fond of engaging in wildcat strikes like it is the case in R.S.A where the unlawful strikes is the order of the day. Lesotho labour force literacy level is higher and labour force is keen to learn so this gives the country an advantage over R.S.A.

Legal

Lesotho has relaxed most of its trade legislation. It is easier now to register a business. Moreover, the creation of OBFC to facilitate the business makes it possible for Lesotho to attract more foreign direct investment in Lesotho as all relevant legislation for investment are relaxed.

Technological

The state of technology in the country has given Lesotho an advantage as it is easier to invest. E-commerce is an advantage for Lesotho. Moreover the Muella Hydro-Power has made it possible to supply our factories with enough electricity to ensure increased production”.

THREATS

Major threats that the Ministry has to contend with as highlighted by the group tasked with the assessment at the Strategic Planning Workshop are as listed below:

Termination of AGOA by 2015

At the expiry of AGOA in 2015, firms might move to other countries where there is cheap labour. Such an occurrence would result in high unemployment levels in Lesotho. There is increasing competition from the international markets, such as Indonesia, Vietnam, Bangladesh and Taiwan.

Strategy: the government must devise means of creating jobs and also must devise strategies to be competitive beyond AGOA. E.g. training citizens together with their foreign counterparts so that if/when they leave the country, there should be continuity in the firms.

Dependency on SA economy:- Brain drain/ illegal Migrants:-

The implications of immigration Act of SA 2002: the Act allows unskilled labourers from other neighboring countries to the exclusion of Lesotho i.e. Basotho are deported.

Strategy: continued bilateral meetings between the two countries with the aim of negotiating for the review of the SA Immigration Act which excludes Lesotho citizens from working in SA if they are not skilled.

Chronic Occupational Diseases (TB, HIV, Silicosis)

Ex-Miners coming from the South African mines in many instances come back to the country after contracting chronic occupational diseases such as TB and Silicosis. They become a burden to the existing health facilities and some of the ex-miners cannot even afford the treatment required for such illnesses.

Strategy: implementation of policies that are put in place to address the diseases.

Politicised civil servants resulting in mismatch of skills

The politicization of senior Civil Servants demoralizes and de-motivates other public servants and as a result, there is slow pace in executing the day to day duties thus hindering the development of the Ministry/Government.

Lack of implementation of agreed policies and Bilateral Agreements (lack of political will)

The pace at which the MOU between Lesotho and South Africa is being implemented is slow. Other policies such as the Employment Policy are yet to be adopted by social partners, an impasse that has been on-going for a lengthy period.

4.4 Key Result Areas (KRAs)

From the SWOT Analysis, participants at the Strategic Planning Workshop came up with a list of 11 key result areas that they considered key to the Ministry in achieving its vision. These areas were also mentioned by the stakeholders during the consultation period before the Workshop. The list of the Key Result Areas is given below:

Key Result Area (KRA) Number	Key Result Area : strategic action
KRA 1	Employment Creation
KRA 2	Equity in the Labour Market
KRA 3	Protection of Vulnerable Workers including child Labour issues
KRA 4	Multilateral and Bilateral co- operation including Labour migration and development; coordination of other Ministries and social partners
KRA 5	Harmonious Labour Relations
KRA 6	Capacity of Labour Market Information System (LMIS)
KRA 7	Policy Formulation and adoption; and Review and enactment of appropriate Legislation
KRA 8	Institutional Capacity of the Ministry and Social Partners
KRA 9	Improved labour disputes prevention and resolution system
KRA 10	Expeditious disposal of labour cases
KRA 11	Social security program including workmen's compensation

4.5 Strategic Objectives and Actions

Strategic objectives and actions were derived from the Key Result Areas which arose from the vision, mission, core values, organizational structure, systems and SWOT Analysis.

Strategic Objective 1.

To enhance the capacity, performance and support provided by the Ministry of Labour and Employment to implement its strategic objectives by 2018

The Ministry requires both adequate human capacity and physical resources to accomplish its mandate, including providing support to staff. This is in line with key results areas 6 and 8 as well as the National Strategic Development Plan's goal of enhancing the skills base technology, technology adoption and foundation innovation.

Strategic Actions:

- 1.1 Restructure the Ministry.
- 1.2 Develop and implement a comprehensive Training and Development program for all Ministerial staff

Some of the specialised trainings include:

- 1.2.1 Capacity building of National Employment Services staff
- 1.2.2 Training of staff from the office of the Registrar
- 1.3 Implement performance management system.
- 1.4 Development of an Orientation programme for staff
- 1.5 Develop succession planning and career pathing.
- 1.6 Develop mentoring and coaching programme.
- 1.7 Develop, implement and maintain a counselling programme for prospective Retirees
- 1.8 Establish Ministerial HIV & AIDS and TB unit.
- 1.9 Establish Internal Audit unit.
- 1.10 Improved communication and visibility of the Ministry
- 1.11 Implementation of the Government's Information Communication Technology policy.
- 1.12 Procurement of other Resources (Office space, OSH vehicle, Ipads and projectors)

Strategic Objective 2.

To promote and facilitate the creation of 50 000 jobs by 2018

According to the NSDP and Key Result Area 1, the creation of 50 000 new jobs, by 2018, is a priority. A proposed partnership between the Ministry of Labour and Employment, other interested Ministries and the Council on Higher Education and other academic institutes, and Employer, Worker, and Community organisations will enable a multi-faceted approach to establish alternative solutions or strategies to facilitating the creation of 50 000 jobs.

In addition to the traditional tasks/ activities of the Directorate of National Employment Services, such as hosting career guidance days, attestation of migrant workers, and registration of job-seekers, the Ministry of Labour and Employment will explore alternative approaches to

employment creation that are responsive to global changes and threats that are posed by the highly competitive job markets in the region and abroad.

Strategic Actions:

- 2.1. Facilitate the transition of informal sector SME operation to the formal sector
- 2.2. Increased implementation of National Employment Policy Strategies by all stakeholders
- 2.3. Increased number of trained job seekers
- 2.4. Increase number of placed job seekers into permanent jobs
- 2.5. Improve implementation of skills transfer program
- 2.6. Increase information dissemination to job seekers, students and employer to enable them to make informed career decisions throughout their working life
- 2.7. Increase provision of labour market information

Strategic Objective 3.

To enforce compliance from 10% to 90% by 2018

Currently (2013) compliance of Labour Laws is estimated to be about 10 percent. The Ministry is setting an ambitious goal of achieving 90 percent of compliance by 2018. Lesotho's Labour Administration System recognizes that labour market flexibility for competitiveness of enterprises should be balanced with the promotion and protection of the basic rights of workers and with the provision of adequate social safety nets to protect vulnerable workers. Enhancement of the capacity of the Ministry will go a long way to assisting the Labour Department to achieve this goal, in particular, if the Labour Department acquires needed vehicles.

The objective addresses Key Result Areas 2, 3 and 5 aiming at enhancing conducive working conditions and protecting vulnerable workers as well as eliminating worst forms of child labour in the country. It is important to note that if well executed this objective will result in harmonious labour relations at the place of work.

Strategic Actions:

- 3.1. Promote industrial peace through review, enactment and enforcement of labour laws
- 3.2. Increase level of compliance with labour laws

Strategic Objective 4.

To establish a comprehensive, effective and sustainable social security scheme by 2015

The goal is to ensure that by 2015 there would be in place a state-facilitated Social Security Scheme that will provide services provided by government or designated agencies responsible for social security provision. This may include medical care, financial support during unemployment, sickness, or retirement, health and safety at work, aspects of social work and even industrial relations. Some progress has been made towards achieving this goal. This objective addresses KRA 11 aiming at improving protection of workers and their families, also through new and improved benefits, in accordance with international standards and principles.

Strategic Actions:

- 4.1. Develop, table and disseminate social security policies and laws
- 4.2. Disburse pensions, estates and compensations to the rightful beneficiaries

Strategic Objective 5.

To strengthen labour disputes prevention, resolution and adjudication (DDPR & Labour Court) Institutions to implement their strategic objectives by 2018

DDPR will strengthen its Industrial Peace Advisory and Promotion Unit (IPAPU) which is a disputes prevention unit, so as to reduce the number of disputes that need resolution thereby leading to industrial harmony and peace in the country. Labour cases awaiting adjudication at the Labour Court are many and, therefore, the backlog needs to be cleared and new cases have to be dealt with expeditiously.

Strategic Actions:

- 5.1. Revise Post graduate diploma on conciliation and arbitration
- 5.2. Improve DDPR staff retention to reduce staff turnover
- 5.3. Develop additional training modules on collective bargaining
- 5.4. Strengthen labour adjudication system (Labour court and Labour appeal court)

Strategic Objective 6.

To capacitate 500 representatives of key social partners in order to improve social dialogue and tripartism by 2018

This objective seeks to ensure that by 2018, the relevant social partners, federations, sectoral leadership and internal structures would have been trained and/or exposed to better ways of conducting or managing their institutions. This capacitation focuses on the development of an understanding of the purposes, processes and procedures for collective bargaining.

Strategic Action:

- 6.1. Improve capacity of social partners in order to improve social dialogue and tripartism

Strategic Objective 7.

To strengthen multi- lateral and bilateral relations with Four (4) key countries by 2016

Relationship building and sustained dialogue is the cornerstone of this Strategic Plan. The relationships with RSA, Botswana, India and Australia will require a “Champion” within the Ministry. This could be done either through capacitating a specific department (options: Chief Legal Officer; or create a senior position in the Planning Office; or create a totally new department such as Policy and Research).

Strategic Actions:

- 7.1. Strengthen labour co-operation between India and Lesotho
- 7.2. Establish labour co-operation between Botswana and Lesotho

Strategic Objective 8.

To strengthen labour migration unit to be a well-managed international labour migration service

Labour migration has been increasingly recognized as playing a significant role in the development of the EAC and SADC Regions. For regional migration agreements to have effects, it has been widely noted that governments need to harmonize their respective policies and standards. Thus, this will help towards achievement of KRA 7 and KRA 5 through good governance of labour migration, legal and social protection for migrants, and hence provide benefits of migration for the countries in the region and the individual migrant workers and their families and promotion of harmonious labour relations.

Strategic Actions:

- 8.1. Develop and implement labour migration policy
- 8.2. Implement MOU between Lesotho and South Africa
- 8.3. Increase employment opportunities for Basotho outside the country
- 8.4. Monitor social protection of Basotho migrant workers
- 8.5. Resuscitate positions of labour attaches in South Africa and Switzerland

Strategic Objective 9.

To develop and adopt six (6) key supporting policies by 2018

The consistent set of policies helps to set out the clear goals, areas to focus, capacity, achievements and guidelines to the Ministry in the engagement of international developments. Thus, with the development and adoption of these policies, the Ministry is working towards the achievement of KRA 7.

Strategic Actions:

- 9.1. Develop Ministerial policy
- 9.2. Develop and adopt HIV/AIDS and TB workplace policy.
- 9.3. Review and reformat the National Employment Policy draft
- 9.4. Develop and implement Skills transfer policy.
- 9.5. Finalise Short Benefits policy
- 9.6. Develop Labour Migration Policy

5.0 CHAPTER 4: STRATEGY IMPLEMENTATION

It has been said that ventures based on a good strategy can survive confusion and poor leadership, but sophisticated control systems and organizational structures cannot compensate for an unsound strategy. Even the most sophisticated and creative strategy will not benefit an organization unless it is carried out. Whether or not the strategy is recorded in a formal and detailed strategic plan, it must be translated into appropriate tactical plans, programs, and budgets. The Ministry of Labour and Employment has developed very good strategies to meet the needs of its clients and stakeholders. These strategies need to be implemented so as to avoid what has happened in the past, where a Strategic Plan was formulated at a great cost in terms of resources used but never adopted and never implemented.

Therefore, the successful implementation of the Strategic Plan for 2013-18 will depend on:

- the effectiveness of the new organizational structure that has been proposed;
- the systems in place, including ICT;
- how well the programs that the different departments have suggested will be developed and coordinated;
- Leadership and management styles.

From the consultations and the Strategic Planning Workshop, it was clearly spelt out that there was need to change these four factors if the vision of the Ministry is to be achieved.

Key to ensuring that the Strategic Goals are achieved hinge upon the capacitation of the Ministry and its social partners:

5.1 Human Resource Development (HRD)

Human Resource Development (HRD) is a framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development. Human Resource Development (HRD) can also be referred to as an organized learning activity arranged within an organization in order to improve performance and/or personal growth for the purpose of improving the job, the individual, and/or the organization. HRD includes the areas of training and development, career development and organization development. HRD is related to Human Resource Management -a field which includes HR research and information systems, union/labor relations, employee assistance, compensation/benefits, selection and staffing, performance management systems, HR planning, and organization/job design.

The goal of HRD within the Ministry is, therefore, to improve its performance by maximizing the efficiency and performance of its people. The Ministry will develop the knowledge and skills, actions and standards, motivation, incentives, attitudes and work environment necessary for the implementation of the Strategic Plan.

The details of these programs and their timeframe are shown on the Ministry's Strategic Work-Plan.

The Ministry considers training of its staff as important but not as the only solution. In addition to training, there is need for the Ministry to mobilize funding through donors. This, the Ministry will do by establishing a unit solely dedicated to project management- writing project proposals and monitoring implementation of those projects. The solution may lie with organization development, career development, or a combination of these or other strategies, particularly as some staff in the Districts was concerned with lack of a career progression path.

The Ministry will explore the use of a Result Based Score Card in Strategy implementation and as a measure of individual staff performance.

5.2 Performance Management

Striving to reach its maximum performance potential of delivering services in accordance with international, regional and domestic standards, the Ministry of Labour and Employment will establish a performance management system structure that must be strengthened and integrated. This management system will enable clarification of vision, mission and strategy. It will provide a link between strategy and the actions of the individual departments/districts and employees on the ground. Performance Management System to be used by the Ministry will apply measurement systems to monitor progress. It will build on management ideas such as Total Quality Management (TQM), Customer Care, Continuous Improvement, and Employee Empowerment, among others.

By introducing a results-oriented approach or Results-Based Management (RBM), the Ministry aims at improving management effectiveness and accountability by defining realistic expected results, monitoring progress towards the achievement of expected results, integrating lessons learned into management decisions and reporting on performance. Good planning and performance management practices will help the Ministry measure and track its performance, meet its service delivery and long-term sustainability goals and ultimately provide the best value for resources it would have been allocated by the Parliament.

The Performance Management Framework that the Ministry will develop will allow for a number of practical tools to be created to support it to make best use of resources. This will include gathering data or statistics from wherever appropriate because currently, there seems to be no data available from the Directorate of National Employment Services, largely due to resource constraints. The framework will also enable the Ministry to make more informed decisions when it contracts out or out-sources certain functions, so that the Ministry can make better assessments of its clients and social partners' needs.

5.3 Risk Management

The Ministry of Labour and Employment will establish the Risk Management function as a new initiative. Its role and responsibility will be to develop and maintain an effective risk management system which will ensure an internal control environment that is conducive to the achievement of the Ministry's overall objectives and the Strategic Plan 2013-18.

This function will be achieved by developing and implementing an effective Risk Management strategy and policy and conduct institutional risk assessment in consultation with all stakeholders

including consultation with the institutions established by the Labour Code such as NACOLA and others on matters of governance.

To curb fraud and corruption an “Anti-Fraud and Anti-Corruption strategy and Policy” will be formulated and implemented. An effective Whistle Blowing program will be established across all departments and District Labour Offices.

Tighter procurement methods and system will also be established following a thorough review of the system so as to mitigate the risks of corruption in this area. However, the Ministry will, within such tighter controls, explore how the Districts can better access goods and services without creating the bottlenecks that are said to be slowing down the process of Labour Inspection. For example, food packs for staff in Quthing or Qacha’s Nek have to be processed in Maseru. There has been talk also of possible decentralization of the procurement system.

5.4 Monitoring And Evaluation

Monitoring and evaluation (M&E) are key tools for the effective implementation of RBM. Performance assessment of the Ministry will be enhanced through the systematic monitoring of indicators and/or targets. Performance will be evaluated and results reported in the Ministry’s monthly, quarterly and Annual Reports. These reports are produced both within NES and at the Beuro of Statistics (BoS). At present data that is being reported is static and at times outdated, e.g. the latest data on the labour participation rates, unemployment rates, child labour rates, etc. date back to 2008. At a district level, some of the District Labour Offices that have not produced reports in the last year due to a number of factors, key being lack of adequate and qualified staff in those offices. The quality of the Reports, particularly the annual Report will be improved to provide the necessary indicators of whether or not the Strategic Plan is being implemented successfully. In addition, the evaluation will ensure that the Ministry learns from its past experiences. This way, the Ministry becomes a learning organization.

There is a need for the Ministry to develop ways of evaluating the achievement of key outcomes. This could be through partnership-centered evaluations. The formulation of the Strategic Plan for 2013 to 2018 was done in a participatory nature, with stakeholders providing valuable input. In the evaluation process, the same stakeholder representatives will be capacitated in the use of evaluation tools. The Ministry will within the results-oriented environment, ensure that Monitoring and Evaluation is undertaken with emphasis on the following:

- active application of monitoring and evaluation information to the continuous improvement of strategies, programmes and other activities;
- monitoring of substantive development results instead of just inputs and implementation processes;
- monitoring and evaluation of results as they emerge instead of as an ex-post activity; and
- the conduct of monitoring and evaluation as joint exercises with stakeholders who include development partners and other Ministries.

There is a challenge that relates to inadequate instruments for constant performance monitoring and evaluation of labour market policies and programmes to determine their impact on the

economy which needs to be solved. Stakeholder participation and strategic partnerships in program delivery, monitoring and feedback is inadequate, despite having a strong culture of social dialogue in policy development. Therefore, the Ministry will ensure that the social partners are capacitated adequately and relevant instruments are obtained.

6.0 CONCLUSION

The Ministry of Labour and Employment's Strategic Plan for 2013-18 was informed by the national goals as articulated in Vision 2020 and in the National Strategic Development Plans (NSDP) as well as the projected local, regional and international economic/labour trends over the plan period.

The strategy proposed by the Ministry is to facilitate employment creation of 50 000 jobs through promoting informal businesses to be future employers and having an Employment Policy that talks to how jobs could be created and sustained, among other policy directives. Labour inspections will be intensified to ensure that compliance to labour laws is increased from 10 percent (the current estimate) to 90 percent by 2018. The capacitation of the Ministry, therefore, becomes critical to ensuring the availability of resources not only for compliance but for disputes prevention and review and enactment of appropriate legislation.

The Ministry's Strategic Work-Plan details all the activities that will be undertaken and an estimate of how much it would cost to fully implement the Strategic Plan 2013-18. District Work plans are also indicated separately.

A monitoring and evaluation framework will be developed and it will be rooted in the expected achievements of the strategies towards the realization of the National Vision and Goals. The monitoring framework is program specific and tracks implementation through inputs, output and outcome indicators.

7.0 ANNEXURES

7.1 ANNEXURE 1: MINISTERIAL STRATEGIC WORKPLAN 2013-18

NSDP: Enhance the skills base technology, technology adoption and foundation for innovation.																											
		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4						
MOLE Objective 1: To enhance the capacity and performance of the Ministry to implement its strategic objectives by 2018																											
Output 1.1		Restructure the ministry																									
A.1	Restructure and reorganize the Ministry by reviewing present organogram																								HR		18,000
A.2	Rollout of new organogram																										
SUB-TOTAL																											
18,000																											

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Output 1.2 Developed and implemented comprehensive Training and Development Programme for Ministerial staff by June 2014.																									
A.1	Conduct training needs assessment for the entire Ministry in order to identify skills gaps																					HR		20,000	
A.2	Design Ministerial Training and Development Plan on the basis of TNA results.																					HR		n/a	

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
A.3	Hold meetings with other Ministries, institutions/ organizations, locally and internationally for exchange programmes.																					HR		100,000
A.4	Train Ministerial staff in various courses as dictated by the TNA.																					HR		2,650,000
SUB-TOTAL																								2,770,000

Specific capacity building:

Output 1.2.1 Capacitated NES staff and reviewed performance by 2014																								
A.1	Hold performance review and capacity building workshops annually.																					DNES		600,000
SUB-TOTAL																								600,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 1.2.2 Capacitated office of the Registrar in order for it to carry out its mandate																								
A.1	Develop training manual.																					Registrar of Trade Unions and Employer s' Organisati		105,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
																						ons Unit		
A.2	Request submission of annual returns																					Registrar of Trade Unions and Employer s' Organisati ons Unit		
A.3	Monitor existence of Trade Unions.																					Registrar of Trade Unions and Employer s' Organisati ons Unit		
A.4	Facilitate appointment of 2 assistant Registrars by 2015																					Registrar of Trade Unions and Employer s' Organisati ons Unit		
SUB-TOTAL																								105,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 1.3 Performance management system implemented to enhance Ministerial service delivery by 2015.																								
A.1	Review the Ministry's administrative systems, processes and procedures (Finance, Procurement, HR etc).																				DPS		250,000	
A.2	Develop service standards for the Ministerial activities.																				DPS		70,000	
A.3	Conduct workshops to create awareness to staff.																				HR		500,000	
A.4	Implement performance contracts for Ministerial staff.																				HR		n/a	
A.5	Facilitate review of the current performance measurement forms.																				HR		n/a	
A.6	Design monitoring and evaluation tool to monitor Ministerial performance (service delivery and resources utilization) and the implementation of the strategic plan.																				Planning Unit		20,000	

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
A.7	Implement monitoring and evaluation tool to monitor Ministerial performance (service delivery and resources utilization) and the implementation of the strategic plan.																					Planning Unit		n/a
A.8	Review monitoring and evaluation tool to monitor Ministerial performance (service delivery and resources utilization) and the implementation of the strategic plan.																					Planning Unit		100,000
SUB-TOTAL																								958,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 1.4 Developed Orientation programme by 2014.																								
A.1	Conduct needs analysis.																				HR		n/a	
A.2	Design orientation guideliness.																				HR		2,000	
A.3	Design orientation manual.																				HR		7,000	
SUB-TOTAL																								

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 1.5 Developed succession plan & clear career path by 2018.																								
A.1	Organise Training of Trainers for the Task Team (job description writing & job profiling).																					HR		70,000
A.2	Review the job descriptions for all Ministerial positions																					HR		17,000
A.3	Develop job profiles for all Ministerial positions																					HR		17,000
SUB-TOTAL																								104,000

Output 1.6 Developed mentoring & coaching programme by 2015.																								
A.1	Undertake a study tour.																					HR		120,000
A.2	Design and operationalise mentoring & coaching guidelines.																					HR		30,000
A.3	Train Supervisors on mentoring & coaching																					HR		165,000
A. 4	Establish mentoring and coaching programme.																					HR		n/a
SUB-TOTAL																								419,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 1.7 Developed, implemented and maintained Counseling programme for prospective Retirees by December 2014.																								
A. 1	Identify and counsel prospective Retirees																					HR & DNES		100,000
SUB-TOTAL																								100,000

Output 1.8 Establish Ministerial HIV & AIDS, and TB Unit by March 2018.																										
A. 1	Create HIV and AIDS Coordinator, 2 Officers and 2 Counsellor positions.																						Wellness Unit		1,575,084	
A. 2	Develop and adopt the Ministerial HIV and TB Policy.																						Wellness Unit			
A.3	Review and adopt the Ministerial HIV/AIDS Strategic Plan.																						Wellness Unit			
A.4	Review and adopt the HIV & Ministerial Guidelines.																						Wellness Unit			
A. 5	Train Support Group Members.																						Wellness Unit			
A. 6	Awareness campaigns.																						Wellness Unit			
SUB-TOTAL																										1,575,084

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 1.9 Established Internal Audit by 2018.																								
A.1	Create 3 positions (Internal Audit Manager & 2 Senior Internal Auditors)																					HR		564,420
SUB-TOTAL																								564,420

Output 1.10 Promoted and publicised Ministry locally and internationally to increase the recognition level from 10% to 100% by 2018.																										
A.1	Develop communication strategy.																						Information Section		80,000	
A. 2	Design and distribute pamphlets, brochures and newsletters.																						Information Section		1,200,000	
A. 3	Hold talk shows.																						Information Section		n/a	
A.4	Organise seminars, conferences, symposia, dialogues etc.																						Information Section		895,000	
A.5	Procure slots on local TV and radios to publicise Ministerial programmes and initiatives.																						Information Section & Procurement		1,300,000	
A. 6	Resuscitate Ministerial Broadcasting Studio.																						Information Section		10,000,000	
SUB-TOTAL																										13,475,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 1.11 Implemented Government's Information Communication Technology (ICT) policy by 2015.																								
A.1	Strengthen the Ministerial IT unit (through staffing - Systems Development Manager, Senior Information Systems Officer).																				Information Technology & HR		500,000	
A. 2	Train all Ministerial staff in ICT related courses.																				HR		1,250,000	
A. 3	Install computers in all offices.																				Information Technology		100,000	
A.4	Extend the Network coverage to all offices.																				Information Technology		800,000	
A.5	Procure Information Technology infrastructure i.e. Networking infrastructure and information systems.																				Information Technology & Procurement		1,850,000	
SUB-TOTAL																								4,500,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Output 1.12 Increased office space by 4 office blocks (Thaba-Tseka, Qacha`s Nek, Mokhotlong, DDPR & Headquarters) in order to accommodate +200 ministerial staff by March 2018.																									
A.1	Submit a request to the Ministry of Public Works.																					Planning Unit & Administr ation		n/a	
A. 2	Write a proposal to the Ministry of Development Planning.																					Planning Unit & Administr ation		n/a	
A. 3	Construct 5 Office blocks for H/Q, DLO T.T, Mkt, Q/Nek, DDPR and Labour Court.																					Planning Unit & Administr ation		80,000,000	
SUB-TOTAL																									80,000,000

Output 1.13 Provision of adequate physical resources by March 2018.																								
A.1	Procure 1 vehicle for OSH, 15 Ipads (10 DLOs, 1 OSH and 4 Information), PPE/C and 9 projectors for DLOs.																					Industrial Relations, Procurement and Administration		500,000
SUB-TOTAL																								500,000

NSDP Goal: Pursue high, shared and employment creating economic growth.																										
MOLE Objective 2: To promote and facilitate the creation of 50,000 jobs by 2018.																										
		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs		
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4					
Output 2.1: Facilitated transition of 600 informal sector SME operations to the formal sector by 2018																										
A.1	Procure the ILO SIYB training material.																					DNES & Procurement		150,000		
A.2	Train SIYB trainers.																					DNES		120,000		
A.3	Develop training manual for informal sector/operators and ex-miners.																					DNES		n/a		
A.4	Train informal sector operators/retrenched mine workers.																					DNES		200,000		
A.5	Monitor and evaluate performance of trained operators.																					DNES		20,000		
SUB-TOTAL																									490,000	

Comment [D1]: Time Frames

Output 2.2: Increased implementation of the National Employment Policy Strategies by all stakeholders from 0% to 50% by 2018																										
A.1	Review and reformulate the NEP draft.	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	DNES	<div></div>	140,000
A.2	Hold the Job Summit.	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	DNES	<div></div>	2,000,000
A.3	Finalise and adopt the NEP.	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	DNES	<div></div>	30,000
A.4	Print and publicise the NEP.	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	DNES	<div></div>	50,000

Comment [D2]: Time Frames

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
	the labour market.																							
A.5	Expand workshop facilities.																				NSTC		1,700,000.00	
A.6	Increase the number of female students doing traditionally male stereotyped courses.																				DNES & NSTC		n/a	
SUB-TOTAL																						22,340,000		

Output 2.4: Increased number of placed job seekers into permanent jobs from 125 to 300 per year by 2018																								
A.1	Publicise the placement programme to attract skilled labour.																					DNES		75,000
A.2	Register job seekers.																					DNES		n/a
A.3	Conduct job canvassing and search to solicit vacancies.																					DNES		50,000
A.4	Conduct job match and placement.																					DNES		n/a
A.5	Develop at least 2 self-employment promotion groups comprising of 10-15 people per district per year.																					DNES		15,000
SUB-TOTAL																								140,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Output 2.5: Improved implementation of the Skills Transfer Programme from 37 to 65 establishments per annum by 2018																									
A.1	Develop and implement Skills Transfer policy.																				DNES		250,000		
A.2	Screen work permits to identify expatriates requiring counterparts.																				DNES		30,000		
A.3	Coordinate the skills transfer programmes done by all stakeholders..																				DNES		9,000		
A.4	Update and maintain work permits database.																				DNES		n/a		
SUB-TOTAL																									289,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 2.6: Increased information dissemination to job seekers, students and employers enabling them to make informed career decisions throughout their working life from 10% to 30% by 2018																								
A.1	Conduct 43 career guidance sessions in high schools in Lesotho per annum.																				DNES		130,000	
A.2	Provide information about labour market developments and promote lifelong skills development to																				DNES		5,000	

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
	employers.																							
A.3	Develop tools for job seekers (CV guidelines, Interview guidelines, Occupations fact sheet).																					DNES		15,000
A.4	Hold 2 career days for students and out of school youth per annum.																					DNES		560,000
A.5	Develop a fully-fledged school-to-work transition programme for vocational graduates.																					DNES		10,000
A.6	Conduct counselling sessions to retrenched workers and disgruntled job seekers/workers																					DNES		15,000
SUB-TOTAL																								735,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 2.7: Increased provision of labour market information from the current 10% to 80% by 2018																								
A.1	Strengthen the management and coordination of LMI through enactment of the law and establishment of committees, etc.																					DNES & Legal Section		8,000
A.2	Strengthen the LMI organizational capacity (develop capacity building plan)																					DNES		45,000
A.3	Raise awareness about the importance of LMI in decision making and planning to all stakeholders.																					DNES		65,000
A.4	Mainstream LMI in ministerial programmes/departments to facilitate evidence-based planning.																					DNES		n/a
A.5	Establish and maintain basic database to include skills database, skills survey employment and earnings, mineworker database, established register.																					DNES		n/a

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
A.6	Build capacity of staff on data interpretation, analysis and management.																					DNES		250,000
A.7	Produce and disseminate periodic statistical reports.																					DNES		n/a
A.8	Develop web-based Labour Market Information System (LMIS).																					DNES		110,000
SUB-TOTAL																								478,000

NSDP: PROMOTE PEACE, DEMOCRATIC GOVERNANCE AND BUILD EFFECTIVE INSTITUTIONS

MOLE Objective: To enforce compliance from 10% to 90% by 2018

Output 3.1: Promoted industrial peace through review, enactment and enforcement of the labour laws by March 2018

A.1	Conduct research on enacting labour laws																					Legal Section		5,000
A.2	Seek Cabinet approval for revised labour code																					Legal Section		5,000
A.3	Draft instructions to the Parliamentary Counsel																					Legal Section		n/a
A.4	Facilitate tabling in parliament																					Legal Section		10,000
A. 5	Receive and register referred reports for enforcement.																					Legal Section		n/a

A. 6	Consult potential clients.																				Legal Section		n/a
A.7	Draft processes.																				Legal Section		n/a
A.8	Appearance in court.																				Legal Section		100,000
SUB-TOTAL																							120,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 3.2: Increased level of compliance with labour laws by 2018																								
A.1	Induct newly appointed Officers.																				Industrial Relations, OSH, Migrant Liaison, Workmen's Compensation & DNES		50,000	
A.2	Increase labour inspectors from 15 to 48 (6 per annum)																				Industrial Relations & HR		3,848,724	
A.3	Train inspectors on HIRA course for newly appointed officers each year.																				Industrial Relations & OSH		170,000	
A.4	Increase OSH inspectors from 8 to 15 (2 per annum)																				Industrial Relations & Administration		816,396	

Comment [D3]: Time Frame?

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
A.5	Strengthen OSH inspectors with Mining Safety Management Course (SAMTRAC) in house training.																					OSH		116,000
A.6	Train OSH officers on RCAT																					OSH		80,000
A.7 KRA - DWC PII - 5 & 6	Hold training for employers and employees at district level on all labour laws and policies																					IR, OSH & WKMC		150,000
A.8	Hold meetings to discuss industrial relations and Labour laws, WKMC INSURANCE AND hiv/aids workplace policy for all Labour Inspectors.																					Industrial Relations, OSH & Workmen's Compensations		250,000
A.9	Train Labour Inspectors who will constitute Dispute Resolution Unit on CONARB.																					Industrial Relations		150,000
A.10	Resuscitate and implement LIIMIS to facilitate ease of reference, information database and compliance control																					Industrial Relations & OSH		250,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
	for inspectorate training.																							
A.11	Establish Dispute Resolution Unit,employ *24 officers.																					Industrial Relations		3,130,560
A. 12 KRA - DW CPII - 7	Establish Child Labour Unit *4 officers.																					Industrial Relations		494,136
A. 13	Exchange visits to share knowledge: LIMIS Namibia; 150 systems RSA																					Industrial Relations & Administration		126,410
SUB-TOTAL																								9,632,226

Comment [D4]: Time frames?

NSDP: IMPROVE HEALTH, COMBAT HIV&AIDS AND REDUCE VULNERIBILITY																								
MOLE Objective: To establish a comprehensive, effective and sustainable social security scheme by 2015																								
Output 4.1: Develop, table and disseminate social security policies and laws																								
A.1	Finalise short term benefits draft policy.																					Workmen's Compensation		250,000
A.2	Present the policy draft to Cabinet for approval.																					Principal Secretary		n/a
A.3	Table the legislation before Parliament.																					Honourable Minister		n/a

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
A.3	Implement the strategies.																					Workmens' Compensation		
A.4	Monitor implementation of strategies to assess their effectiveness.																					Workmens' Compensation		
SUB-TOTAL																								500,000

Comment [D6]: Time Frames

**NSDP: PROMOTE PEACE, DEMOCRATIC GOVERNANCE AND BUILD EFFECTIVE INSTITUTIONS.
ENHANCE SKILL BASE, TECHNOLOGY TRANSFER AND FOUNDATION FOR INNOVATION.**

MOLE Objective: To strengthen labour disputes prevention, resolution and adjudication (DDPR & Labour Court) institutions to implement their strategic objectives by 2018.	
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Output 5.1: Facilitated the revival post graduate diploma (PGD) in conciliation and arbitration by 2014

A.1	Hold meetings with the Ministry of Education and Training and the National University of Lesotho to facilitate the re-introduction of PGD programme.																				DDPR		n/a
SUB-TOTAL																							0.00

Comment [D7]: Time Frames

Output 5.2: Improved DDPR's staff retention strategies to minimize high turnover by 2015

A.1	Develop and implement a market based remuneration structure for the DDPR..																						DDPR		80,000		
A.2	Recruit additional 4 officers for the prevention unit and additional Arbitrators.																						DDPR		850,320		
A.3	Procure and implement electronic case management system.																						DDPR		3,500,000		
SUB-TOTAL																											4,430,320

Comment [D8]: Time Frames

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 5.3: Developed additional training modules																								
A.1	Develop and operationalise collective bargaining module.																					DDPR		3,000
A.2	Conduct trainings for workers and employers in the public and private sectors.																					DDPR		250,000
SUB-TOTAL																							253,000	

Comment [D9]: Time Frames

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 5.4: Strengthened labour adjudication system (Labour and Labour Appeal Courts) by 2018																								
A.1	Amendment of the Labour Court Rules 1994 to add Rules regulating procedure for hearing of appeals from decisions of the Public Service Tribunal and Rules regulating procedure for enforcement applications																					Labour Court		60,000
	Reorganise and reengineer the Labour Court (Recruit 3																					HR		11,795,778

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
	additional presiding officers, 3 secretaries, 6 additional Assessors and support staff:2 recorders, 4 interpreters, deputy registrar and 3 assistant registrars).																								
A.3	Procure and maintain electronic case management system.																					Procurement		3,500,000	
A.4	Training of staff members																					Labour Court		800,000	
A.4	Revamp the library by ensuring availability of up-to-date reading materials.																					Labour Court		500,000	
SUB-TOTAL																									16,655,778

NSDP: PROMOTE PEACE, DEMOCRATIC GOVERNANCE AND EFFECTIVE INSITUIONS.																									
MOLE Objective: To Capacitate 500 representatives of key social partners in order to improve social dialogue and tirpartism by 2018																									
		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Output 6.1: Improved capacity of social partners in order to improve social dialogue and tripartism by March 2018																									
A.1	Train social partners to ensure participation in areas of Convention 144.																					Registrar of Trade Unions and Employer s' Organisati ons Unit		335,000	
A.2	Set guidelines on minimum standard of literacy to hold positions in office.																					Registrar of Trade Unions and Employer s' Organisati ons Unit			
A.3	Draw workplan with social partners annually to enhance the performance of NACOLA.																					Registrar of Trade Unions and Employer s' Organisati ons Unit			

A.4	Hold 30 meetings with individual trade unions and employers organisations.																				Registrar of Trade Unions and Employer s' Organisations Unit		
A.5	Hold quarterly meetings for NACOLA subcommittees on implementation of DWCP.																				IR		
A.6	Organise and hold meetings with social partners four times a year.																				Registrar of Trade Unions and Employer s' Organisations Unit		
SUB-TOTAL																						335,000	

NSDP GOAL: PROMOTE PEACE, DEMOCRATIC GOVERNANCE AND EFFECTIVE INSTITUTIONS

MOLE Objective: To strengthen multi-lateral and bi-lateral relations with four key countries by 2016

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 8.1: Strengthened labour cooperation between India and Lesotho by 2015																								
A.1	Re-identify Ministerial priority areas.																					Migrant Liaison		
A.2	Undertake exchange visits with Indian counterparts																					Migrant Liaison		300,000
SUB-TOTAL																							300,000	

Comment [D10]: What is the timeframe here?

Output 8.2: Labour cooperation between Botswana and Lesotho established																									
A.1	Finalise identification of areas of cooperation.																					Migrant Liaison		n/a	
A.2	Undertake 2 exchange visits and meetings with Botswana counterparts																					Migrant Liaison		300,000	
SUB-TOTAL																									300,000

**NSDP: PURSUE HIGH, SHARED AND EMPLOYMENT CREATING ECONOMIC GROWTH
IMPROVE HEALTH, COMBAT HIV & AIDS AND REDUCE VULNERABILITY**

MOLE Objective: To strengthen Labour Migration Unit to promote a well-managed international Labour Migration Service

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Output 8.1: Developed implemented labour migration policy by2014																									
A.1	Engage a consultant to conduct labour migration assessment in Lesotho																					Migrant Liaison, Legal Section & Planning		200,000	
A.2	Develop draft policy of labour migration																					Migrant Liaison, Legal Section & Planning		300,000	
A.3	Adopt, implement and Monitor implementation of the labour migrant policy.																					Migrant Liaison, Legal Section & Planning			
SUB-TOTAL																									500,000

Output 8.2: Implemented MOU between Lesotho and South Africa by 2018

A.1	Develop, implement, monitor and review work plan on Labour cooperation																					Principal Secretary, Labour commissioner & Chie		50,000
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	between Lesotho and South africa																			Legal		
A.2	Hold 2 Joint Bilateral cooperation commission (JBBC) on labour cluster meetings																			Principal Secretary, Labour commissioner & Chie Legal		1,000,000
A.3	Finalise, sign and adopt the MOU.																			Principal Secretary, Labour commissioner & Chie Legal		230,000
A.4	Renegotiate and implement 1973 Labour Agreement between Lesotho and South Africa																					50,000
SUB-TOTAL																						1,333,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 8.3: Increased employment opportunities for Basotho outside the country by 2018																								
A.1	Hold meetings with 4 Diplomatic Missions in Lesotho.																				Principal Secretary, Labour commissioner & Chie		300,000	

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
																						Legal		
A.2	Develop Framework for negotiating Labour Agreements																							
A.3	Negotiate Labour cooperations on exporting Lesotho Labour Resource to India, Canada, Australia and Botswana																							
SUB-TOTAL																								300,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 8.4: Monitored social protection of Basotho migrant workers by 2018																								
A.1	Conduct blitz inspections with the RSA counterparts.																				Migrant liaison		500,000	
A.2	Visit Basotho mineworkers and farm workers in the RSA.																				Labour commissi ner & Chie Legal		500,000	

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
A.3	Develop and maintain a database of Basotho migrant workers																							n/a
A.4	Regulate and license labour recruiting agencies																							n/a
A.5	Prepare and produce data on recruiting agencies																							n/a
A.6	Review and Reproduce a training manual for district labour officers																							70,000
A.7	Review and Reproduce booklet on the guidelines for recruiting agencies																							70,000
A.8	Review and reproduce booklet on rights and obligation of migrant workers																							70,000
A.9	Facilitate medical screening of returning migrant workers																							500,000

Comment [D11]: Time Frames

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
A.10	Conduct educational programmes for the public and migrant workers on labour migration																							300,000
A.11	Develop and review specific educational material on HIV & AIDS and migration for migrant workers																							150,000
A.12	Develop and implement framework for return and reintegration programmes for migrant workers																							150,000
SUB TOTAL																								2,310,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
Output 8.5: Resuscitated positions of labour attachés in RSA and Geneva by 2018																								
A.1	Develop job descriptions for 12 Labour Attachés.																					Migrant Liaison &n HR		

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners	Estimated Costs
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4			
A.2	Hold meetings with the Ministry of Foreign Affairs with regard to resuscitating the above positions.																					Principal Secretary		
A.3	Prepare a proposal for submission to cabinet.																					Principal Secretary		
A.4	Create and deploy 12 officials to Geniva, Welkom, Free State, Rustenburg, Western/Eastern Cape, Mpumalanga, Carleton Ville, North West, Durban, Geneva																					HR		1,500,000
A.5	Procure furniture, office equipment and vehicles for use by 12 labour attaches.																					HR & Procument		500,000
SUB-TOTAL																								2,000,000

		Year 1				Year 2				Year 3				Year 4				Year 5				Responsible Office	Partners
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
MOLE Objective: To develop and adopt six (6) key supporting policies by 2018																							
A.1	Develop and ratify Ministerial Policy																					Planning Unit	
A. 2	Develop and adopt the Ministerial HIV and TB Policy.																					Wellness Unit	
A.3	Review and reformulate the NEP draft.																					DNES	
A.4	Develop and implement Skills Transfer policy.																					DNES	
A.5	Finalise short term benefits draft policy.																					Workmens' Compensation	
A.6	Develop policy of labour migration																					Migrant Liaison, Legal Section & Planning	
COSTS ARE INCLUDED UNDER OTHER OBJECTIVES																							

GRAND TOTAL COST OF 5 YEAR STRATEGIC PLAN = M 171,493,828.00

7.2 ANNEXURE 2: DISTRICTS WORKPLANS

Key Result Area	Objective	Activity	Indicator	Time Frame	Budget	Action By	
Enforcement of compliance from 10% to 90% by 2018	To increase the level of compliance with labour laws from 10% to 90% by 2018.	Conduct integrated Labour Inspections	Reports	Daily	M 50, 000	IR	
		Hold training sessions for Employers and Employees		Quarterly	M85,000		
		Hold meetings to discuss industrial relations and Labour laws, WKMC insurance and HIV/AIDS workplace policy for all Labour Inspectors.	Report	Sept 2013	M70,000	IR, WKMC, OSH	
Strengthening social protection.	To disburse pension, estates and compensation to rightful beneficiaries by 2015.	Payment of outstanding pensions, estates and compensation monies to rightful beneficial	Reports	Monthly	M50,000	DLOs	
		Hold public gatherings to identify rightful beneficiaries		Quarterly			
Strengthening social protection.	To promote the well-being of migrant workers, ex-migrant workers and their dependents by 2018	Conduct induction sessions for departing migrant workers	Report	Annually	N/A	DLOs	
		Attend to clients complaints within 24 hours of receipt	Report	Annually	N/A	DLOs	
	To reduce unregularised labour migration to RSA	Conduct public gatherings to educate the	Report	Annually		DLOs	

	by March 2018.	public about regular labour migration.					
		To assist migrants with legal contracts of employment with their employers.	Report	Annually		DLOs	
		To prepare and submit monthly returns on the activities performed.	Report	Annually		DLOs	
Facilitate creation of 50, 000 jobs.	To facilitate transition of 60 informal sector SME operations to the formal sector by 2018.	Hold public gathering to identify informal sector operators and Ex miners Train informal sectors/operators Monitor & evaluate performance of trained operators.	Reports	Monthly June 2014 March 2018	M 150, 000 M 120, 000 M 200, 000	DLOs	
	To increase implementation of the National Employment Policy Strategies by all stakeholders from 0% to 50% by 2018.	Publicise and adopt NEP	Report	Annually	M80, 000	DLOs	
	To increase the number of trained job seekers from 7 to 12 per quarter by 2018.	Place 12 job seekers at NSTC per district.	NSTC Register	Quarterly	N/A	DLOs	

	to make informed career decisions throughout their working life from 10% to 30% by 2018.	<p>Mafeteng=7, Leribe & M/Hoek=5, Berea=4, Quthing & B-Buthe=3, Mktlg, T-Tseka & Qacha=2).</p> <p>Provide information about labour market developments and promote lifelong skills development to employers.</p> <p>Distribute tools for job seekers (CV guidelines, Interview guidelines, Occupations fact sheet).</p> <p>Conduct counseling sessions to retrenched workers and disgruntled job seekers/workers.</p>		<p>Annually</p> <p>March 2018</p> <p>March 2018</p>				
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	To increase the provision of labour market information from the current 10% to 80% by 2018.	Raise awareness about the importance of LMI in decision making and planning to all stakeholders.	Report	March 2015	M10,000	DLOs	
		Mainstream LMI in DLO programmes to facilitate evidence-based planning.	Reports	March 2015			
		Establish and maintain basic databases (skills database, skills survey employment and earnings, mineworker database, establishment register).	Database	December 2014	M100, 000		
		Produce and disseminate periodic statistical reports.	Reports	March 2018			

GRAND TOTAL = M1, 020, 000.00

7.3 ANNEXURE 3: Strategic Planning Steering Committee Members

The Steering Committee comprised of:

Name	Position
Ms. 'Makhoabane Ledimo	Deputy Principal Secretary
Ms. 'Mamohale Matsoso	Labour Commissioner
Mr. Chaka Lekhoru	Director - NSTC
Mr. Sebolai Mokati	Private Secretary to the Hon. Minister
Ms. Makhantše Nkuebe	Human Resources Manager
Ms. Neo Mphutlane	Principal Administration Officer
Ms. Tšepiso Montši	Information Officer
Ms. Mpho Mafeke	Assistant Economic Planner

7.4 ANNEXURE 4: Strategic Planning Workshop Participants

<u>NAME</u>	<u>TITLE</u>	<u>ORGANISATION/MINISTRY</u>	<u>CONTACT</u>
T Ntsapi	Processing Officer	MTICM (OBFC)	58041
R. Rantsane	M&E Manager	MTICM (OBFC)	58050
M.A Masoebe	General Secretary	LECODU	62433
M.Theko	Human Resources Officer	Law Office	22311
L.Nkhetše	National Coordinator	Ex-Miners Association	59519
M.Seoli	Senior Economic Planner	Development Planning	58903
R.Mantsi	General Secretary	Ex-Miners Association	58947
N.Molahlehi	Ass. Economic Planner	Development Planning	59363
L.Sephomolo	Chief Executive Officer	ALEB	22315
M. Khobotlo	Director	Council on Higher Education	22313
L. Fuma	Ass. Economic Planner	Justice	66101
M.Mosola	Ass. Economic Planner	MFLR	62845
M.Masoetsa	Representative	NUM/MDA	22324
L.Sello	Chief Economic Planner	MOPWT	22327
M.Z.Phatela	Chief Economic Planner	MEMWA	63738
S.Likoti	Deputy Secretary General	LLC	62781
T. Maong	Ass. Economic Planner	MOF	58038
R. Mothepu	President	LTUC	57144
M. Mokonyane	Treasurer	LCCI	63329
B. Ramatšella	Chairman	NYC	63145
M.Mokokoane	Senior Economic Planner	Development Planning	59937
A.Kundu	Management Advisor	Ex-Miners Association/VSO	57755

J. Sello	Statistician	Roads Directorate	58858
G.L. Mafaesa	Teacher	COLETU	59816
N.Lelisa	Prin. Legal Off.	Foreign Affairs	58507
T.Mntambo	Accredit. & Reg. Off.	Education/TVD	58911
K.Kurths	Proj.Man	Betterwork/ILO	58623
M.Nepo	CGPU Coordinator	LMPS	22312
M.Seboholi	Senior Economic Planner	MEMWA	63329
K.Kikine	Regional Manager	TEBA LTD	62924
C.Lekhoru	Director	NSTC	
T.Moeketsi	Labour Inspector	DLO - Berea	
N.Molise	Snr OSH Inspector	Labour Admin	
T.Ntšonyana	IT Officer	Administration	
M.Kabelo	Dist Emp Officer	DLO – Mokhotlong	
M.Malefane	Labour Inspector	DLO – Mohale’s Hoek	
M.Mokete	Labour Inspector	DLO - Quthing	
T.Ramonono	Labour Statistician	DNES	
L.Malebanye	Deputy Director	DDPR	
M.Makhaola	Dist Emp Officer	DLO – Qacha’s Nek	
T.Mafooa	Princ OSH Inspector	Labour Admin	
N.Moalosi	Dist Labour Officer	DLO - Leribe	
M.Masupha	Princ Migrant Officer	Labour Admin	
M.Molapo	Dist Labour Officer	Labour Admin	
M.Matsoso	Labour Commissioner	Labour Admin	
N.Lesenyeho	Director	DNES	
M.Khanya	Economic Planner	Administration	
M.Kotela	Registrar	Labour Court	
Kopano	OSH Officer	Labour Admin	
T.Lesia	Registrar of TUs	Labour Admin	
C.Seema	Counselling Manager	DNES	
M.Rapitso	Financial Controller	Administration	
K.Maputsoe	Chief Legal Officer	Administration	
T.Montši	Editor	Administration	
S.Mokati	Private Secretary	Administration	
M. Nkuebe	Human Res Manager	Administration	
M.Mafeke	Ass Economic Planner	Administration	
H.Mosoatsi	Labour Inspector	DLO-Mafeteng	
M.Koalepe	Inspections Manager	Labour Admin	
R.Kaibe	Ass. Admin Officer	Administration	
M.Tlali	Trust Fund Manager	Labour Admin	
N.Russell	Principal Legal Officer	Administration	
T.Mafereka	District Labour Officer	DLO-Botha-Bothe	