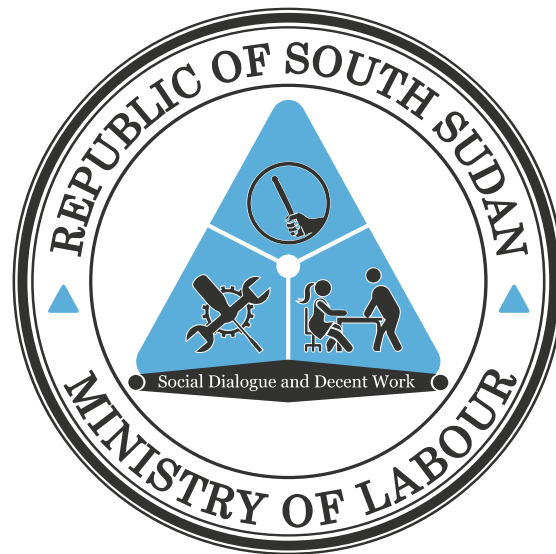


**REPUBLIC OF SOUTH SUDAN**

**MINISTRY OF LABOUR**



**POLICY FRAMEWORK**

**AND**

**STRATEGIC PLAN**

**2021 – 2025**

## Table of Contents

|                                                                                                         |           |
|---------------------------------------------------------------------------------------------------------|-----------|
| <b>ACRONYMS AND ABBREVIATIONS .....</b>                                                                 | <b>4</b>  |
| <b>STATEMENT BY THE MINISTER OF LABOUR .....</b>                                                        | <b>6</b>  |
| <b>2.0 BACKGROUND.....</b>                                                                              | <b>5</b>  |
| 2.1 The Ministry of Labour .....                                                                        | 5         |
| 2.2 South Sudan Country Context .....                                                                   | 5         |
| 2.3 South Sudan Development Agenda .....                                                                | 6         |
| 2.4 Ministry of Labour Core Functions.....                                                              | 8         |
| 2.5 The Ministry of Labour Current Context .....                                                        | 10        |
| 2.6 The Strengths, Weaknesses, Opportunities, and Threats (SWOT) .....                                  | 10        |
| 2.7 Political, Economic, Social, Technological, Infrastructural, Environmental and Legal (PESTIEL)..... | 12        |
| 2.8 Field Force Analysis .....                                                                          | 13        |
| 2.10 Stakeholders/Partnership Analysis.....                                                             | 14        |
| 2.11 Achievements of Ministry of Labour to date .....                                                   | 15        |
| 2.12 Overview of Ministry of Labour and Update of Strategic Plan .....                                  | 16        |
| 2.13 Pressing Issues that the Ministry must address .....                                               | 16        |
| <b>3.0 FUNCTIONS OF MINISTRY OF LABOUR DIRECTORATES.....</b>                                            | <b>17</b> |
| 3.1 The Labour Function.....                                                                            | 17        |
| 3.2 Strategic Area of Focus of Labour .....                                                             | 18        |
| 3.3 Directorate of Labour and Industrial Relations.....                                                 | 18        |
| 3.4 Directorate of Occupational Safety and Health .....                                                 | 19        |
| 3.5 Directorate of Vocational Training .....                                                            | 20        |
| 3.6 Directorate of the Policy Planning and Labour Statistics .....                                      | 21        |
| 3.7 South Sudan Social Insurance Fund (SSIF).....                                                       | 22        |
| 3.8 Directorate of Administration and Finance .....                                                     | 23        |
| 3.9. Independent Units.....                                                                             | 24        |
| 3.9.1 Internal Audit Unit.....                                                                          | 24        |
| 3.9.2 Legal Advisor’s Role .....                                                                        | 24        |
| <b>MINISTRY OF LABOUR PROPOSED ORGANOGRAM.....</b>                                                      | <b>33</b> |
| <b>4. IMPLEMENTATION OF THE STRATEGIC PLAN .....</b>                                                    | <b>34</b> |
| 4.1 Responsibility .....                                                                                | 34        |

|            |                                                            |           |
|------------|------------------------------------------------------------|-----------|
| 4.2        | Coordination.....                                          | 34        |
| 4.3        | Costing of Programmes/Activities .....                     | 34        |
| <b>5.0</b> | <b>MONITORING AND EVALUATION.....</b>                      | <b>34</b> |
| 5.1.       | Monitoring .....                                           | 35        |
| 5.2        | Monitoring Tools .....                                     | 35        |
| 5.3.       | Evaluation.....                                            | 36        |
| <b>6.0</b> | <b>IMPLEMENTATION MATRICES.....</b>                        | <b>36</b> |
| 6.1.       | Annual Operational Plans .....                             | 36        |
| 6.2        | Detailed Five-Year Implementation Matrices .....           | 37        |
| 6.3        | <b>LABOUR .....</b>                                        | <b>37</b> |
| 6.3.1      | Directorate of Labour and Industrial Relations .....       | 37        |
| 6.3.2      | Directorate of Vocational Training .....                   | 45        |
| 6.3.3      | Directorate of Occupational Safety and Health.....         | 62        |
| 6.3.4      | Directorate of Policy Planning and Labour Statistics ..... | 65        |
| 6.3.5      | South Sudan Social Insurance Fund (SSIF).....              | 70        |
| 6.3.6      | Directorate of Administration and Finance.....             | 72        |
| <b>7.0</b> | <b>APPENDIX .....</b>                                      | <b>82</b> |

## ACRONYMS AND ABBREVIATIONS

|                        |   |                                                                                          |
|------------------------|---|------------------------------------------------------------------------------------------|
| <b>CCTV</b>            | - | Closed Circuit Television                                                                |
| <b>CoM</b>             | - | Council of Ministers                                                                     |
| <b>CPA</b>             | - | Comprehensive Peace Agreement                                                            |
| <b>CV</b>              | - | Curriculum Vitae                                                                         |
| <b>DG</b>              | - | Director General                                                                         |
| <b>D-CS</b>            | - | Director, Counselling Services                                                           |
| <b>DSGU</b>            | - | Democratic Governance and Stabilization Unit                                             |
| <b>EES</b>             | - | Eastern Equatoria State                                                                  |
| <b>GAAP</b>            | - | General Accepted Accounting Practices                                                    |
| <b>GOSS</b>            | - | Government of Southern Sudan                                                             |
| <b>HIV &amp; AIDS</b>  | - | Human Immuno-Deficiency Virus & Acquired Immune Deficiency Syndrome                      |
| <b>HRD</b>             | - | Human Resource Development                                                               |
| <b>HRIS</b>            | - | Human Resource Information System                                                        |
| <b>HRM</b>             | - | Human Resource Management                                                                |
| <b>HRTC</b>            | - | Human Resource Training Centre                                                           |
| <b>ICT</b>             | - | Information Communication Technology                                                     |
| <b>IEC</b>             | - | Information Education and Communication                                                  |
| <b>IFMS</b>            | - | Integrated Financial Management System                                                   |
| <b>IGAD</b>            | - | Intergovernmental Authority on Development                                               |
| <b>ILC</b>             | - | International Labour Conference                                                          |
| <b>ILO</b>             | - | International Labour Organisation                                                        |
| <b>JDT</b>             | - | Joint Donor Team                                                                         |
| <b>KIA</b>             | - | Kenya Institute of Administration                                                        |
| <b>MCA</b>             | - | Ministry/Commission/Agency                                                               |
| <b>MDI</b>             | - | Management Development Institute                                                         |
| <b>MOHESI</b>          | - | Ministry of Higher Education, Science and Instruction                                    |
| <b>MoGEI</b>           | - | Ministry of General Education and Instruction                                            |
| <b>NDS</b>             | - | National Development Strategy                                                            |
| <b>ME &amp; R</b>      | - | Monitoring & Evaluation and Reporting                                                    |
| <b>MOLPS &amp; HRD</b> | - | Ministry of Labour, Public Service and Human Resource Development                        |
| <b>MOPS &amp; HRD</b>  | - | Ministry of Public Service and Human Resource Development                                |
| <b>MOL</b>             | - | Ministry of Labour                                                                       |
| <b>MOU</b>             | - | Memorandum of Understanding                                                              |
| <b>MPS</b>             | - | Ministerial Policy Statement                                                             |
| <b>MTC</b>             | - | Multi-Purpose Training Centre                                                            |
| <b>NLA</b>             | - | National Legislative Assembly                                                            |
| <b>NDS</b>             | - | National Development Strategy                                                            |
| <b>OBT</b>             | - | Output Budget Tool                                                                       |
| <b>OSH</b>             | - | Occupational Safety and Health                                                           |
| <b>PESTIEL</b>         | - | Political, Economic, Socio-cultural, Technological, Infrastructural, Environmental Legal |
| <b>R&amp;D</b>         | - | Research and Development                                                                 |
| <b>R-ARCSS</b>         | - | Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan       |
| <b>RSS</b>             | - | Republic of South Sudan                                                                  |
| <b>RTGoNU</b>          | - | Revitalized Transnational Government of National Unity                                   |
| <b>SSDP</b>            | - | South Sudan Development Plan 2011-2013                                                   |
| <b>UNSCR</b>           | - | United Nations Security Council Resolution                                               |

|               |   |                                                                  |
|---------------|---|------------------------------------------------------------------|
| <b>UNICEF</b> | - | United Nations Children Fund                                     |
| <b>UNDP</b>   | - | United Nations Development Fund                                  |
| <b>UNMISS</b> | - | United Nations Mission in South Sudan                            |
| <b>ToRs</b>   | - | Terms of Reference                                               |
| <b>SSPF</b>   | - | South Sudan Pensions Fund                                        |
| <b>SWOT</b>   | - | Strengths, Weaknesses, Opportunities and Threats                 |
| <b>TNA</b>    | - | Training Needs Analysis                                          |
| <b>TRIPE</b>  | - | Team work, Responsiveness, Integrity, Professionalism and Equity |
| <b>US</b>     | - | Undersecretary                                                   |
| <b>VT</b>     | - | Vocational Training                                              |
| <b>VTC</b>    | - | Vocational Training Centre                                       |
| <b>WFCL</b>   | - | Worst Form of Child Labour                                       |

## STATEMENT BY THE MINISTER OF LABOUR



The Ministry of Labour Policy Framework and Strategic Plan 2021-2025 is anchored on the Transitional Constitution of the Republic of South Sudan 2011, and The South Sudan Vision 2040. It is an updated version of the Ministry's Policy Framework and Strategic Plan 2012-2016, whose implementation period was extended to 2018. The updated Policy Framework and Strategic Plan 2021-2023 was very largely inspired by the spirit of the Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan signed on 12 September 2018 in Addis Ababa under the IGAD-led mediation; the Revitalised Transitional Government of National Unity; and the South Sudan National Development Strategy (July 2018-June 2021), all of which focus on the consolidation of peace and stabilization of the economy of South Sudan.

The ultimate aim of the National Development Strategy is to improve the standard of living of the people of South Sudan. The Strategy draws its inspiration from the Africa Agenda 2063 which envisions an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena.

The Peace Agreement, among other things, underscores the importance of deep public service reforms as part of the mandate of the Revitalized Transitional Government of National Unity (R-TGoNU). These reforms are expected to result in the achievement of restructuring, rehabilitation, inclusiveness, and radical reform of the civil service for efficient and effective public service delivery.

The Ministry of Labour is the lead government entity in the initiation and development of legal, policy and regulatory frameworks that govern the labour market ([The Ministry of Labour is one of the lead government entity in the initiation and development of legal, policy and regulatory frameworks that govern the labour market, decent work program and social dialogue in a tripartite manner across national, state and county levels of government.](#)), ~~organization structures of government institutions, and human resource management/development practices in the public service across national, state and county levels of government.~~ South Sudan National Gender Policy aims to achieve gender equality and is instrumental in achieving sustainable peace. The Ministry has prioritized support to gender mainstreaming by adopting broad-based integration of gendered policies and approaches to its human resource management and capacity building programmes. The updated Policy Framework and Strategic Plan 2021-2025 has incorporated gender-sensitive interventions and programming in all sectors.

~~The achievement of the strategic Goals of deep Reform in the civil service requires that there should be strategic re-orientations and new priority Setting in all the sectors of the public service.~~ Given the current socio-economic challenges facing our country, it is critical that urgent action is taken both to refocus the entire public service to enable it to contribute better to economic and social development, and to ensure that it operates more efficiently and effectively.

The Policy Framework and Strategic Plan 2021-2025 has endeavoured to align the Ministry's priorities with the imperative of a public administration and civil service that is staffed through meritorious recruitment free from undue political influences and well-coordinated planning and implementation mechanisms, as well as informed policy design and decision-making.

This Policy Framework and Strategic Plan 2021-2025 is the essence of our accountability and collective promise to all our stakeholders to expect excellence in the Ministry's public service delivery.

**Honourable General James Hoth Mai**  
**Minister**  
**Ministry of Labour**

## STATEMENT BY THE UNDERSECRETARY MINISTRY OF LABOUR



The Ministry of Labour Policy Framework and Strategic Plan for the period 2021-2025 has been re-casted to align the Ministry's mandate, vision, mission, strategic themes and objectives with the needs and expectations of our service recipients. The core functions, policy priorities and organization structure of the Ministry have also been reviewed in order to consolidate the implementation efforts and enhance the level and quality of services offered. The review of this Strategic Plan was to a large extent guided by principles of South Sudan's National Development Strategy (NDS) July 2018-June 2021 key among them being Democracy and Good Governance.

In the next five years, the Ministry aims to lead in the realization of deep reforms in the **civil service**; restructuring, rehabilitation and rationalization of public service institutions in line with the Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan ~~and the Resolution of Conflict in the Republic of South Sudan~~. The Ministry's functions and organization structure will be continuously rationalized to eliminate overlaps/duplication of functions. ~~This activity will be extended to other government institutions. Coordination and cooperation amongst public sector institutions will be enhanced at the National and State levels to ensure efficient and effective public service delivery.~~

The National Development Strategy vests the Public Administration and Accountability Sector with the goal of achievement of participatory democracy, inclusiveness to address issues of ethnic diversity; accountability; and transparency. It also highlights the imperative of a competent public administration and civil service, staffed through meritorious recruitment and free from undue political influences; institutional reforms; well-coordinated planning and implementation mechanisms; informed policy design and decision-making; and tracking and monitoring of indicators and targets. To this end, among the strategic areas of focus of the updated Plan is ensuring institutional and human resource development, so as to assure that institutions are developed and staffed with qualified and competent people to ensure continuity of quality service delivery in the public **and private** sector.

The updated Policy Framework and Strategic Plan 2021-2025 has underlined capacity-building, gender mainstreaming and youth by recognizing their centrality in bringing about lasting and permanent peace in the Republic of South Sudan. During the implementation of this Plan, relevant Directorates are expected to facilitate access and participation by women and youth in governance, peace building and economic opportunities, more specifically through involvement of women in key decision-making processes and creating employment opportunities for the youth.

Through the adoption and promotion of best practices, the Ministry commits to realizing a public service that delivers impartial, quality and timely services to all its internal and external stakeholders, as well as being responsive to the needs of National and States Ministries, Commissions, other government institutions, and the needs of the private sector.

The Ministry will continuously pursue structured engagement, collaboration and partnerships with stakeholders to ensure successful implementation of this Policy Framework and Strategic Plan 2021-2025.

**Mary Hillary Wani Pitia**  
**Undersecretary**  
**Ministry of Labour**

## 1.0 EXECUTIVE SUMMARY

The Ministry of Labour Policy Framework and Strategic Plan 2021-2025 is anchored on the Transitional Constitution of the Republic of South Sudan 2011, and The South Sudan Vision 2040. It is an updated version of the Ministry's Policy Framework and Strategic Plan 2012-2016, whose implementation period was extended to 2018. The updated Policy Framework and Strategic Plan 2021-2025 is to a great extent inspired by the overriding standpoint of the Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) signed on 12th September 2018 in Addis Ababa under the IGAD-led mediation; the Revitalised Transitional Government of National Unity; and the South Sudan National Development Strategy (July 2018-June 2021), all of which focus on the consolidation of peace and stabilization of the economy of South Sudan. This Strategic Plan also draws significant inspiration from Sustainable Development Goals 5 and 16, and African Union Agenda 2063 which envisions an integrated Africa, driven by its own citizens and representing a dynamic force in the international arena.

The R-ARCSS was preceded by the National Development Strategy (July 2018-June 2021) whose ultimate aim is to improve the standard of living of the people of South Sudan. The R-ARCSS, among other things, underscores the importance of deep public service reforms which are expected to result in the achievement of restructuring, rehabilitation, inclusiveness, and radical reform of the civil service for efficient and effective public service delivery under the Revitalized Transitional Government of National Unity (R-TGoNU). The Republic of South Sudan is currently faced with acute socio-economic challenges that call for strategic re-orientations and new priority setting in all the sectors of the public service.

The Ministry of Labour is one of the lead government entity in the initiation and development of legal, policy and regulatory frameworks that govern the labour market, decent work program and social dialogue in a tripartite manner across national, state and county levels of government.

On the other hand, achievement of the strategic goals with deep reforms in the civil service requires refocus the entire public service refocuses its efforts to enable it to contribute better to economic and social development, and to ensure that it operates more efficiently and effectively. The identification and articulation of the Ministry's strategic goals/objectives, priorities and annual operational plans in the Ministry of Labour's (MoL) Policy Framework and Strategic Plan 2021-2025 was closely informed by the South Sudan National Development Strategy 2018-2021.

The MoL Policy Framework and Strategic Plan 2021-2023 expresses the Ministry's shared vision, mission, core values, functions, organization structure, objective and strategies, and activities for the period 2021 to 2025. In addition, it articulates the Ministry's shared accountability and collective promise to all its stakeholders to expect excellence in the Ministry's public service delivery. The strategic areas of focus and objectives set out in this Plan aim to strengthen the implementation of the core functions of the Ministry, as well as invest in initiatives that will lead to pre-eminence in the following critical areas:

1. Human and institutional capacity
2. Policy and regulatory framework
3. Decent work for all
4. Collaboration and partnering
5. Provision of effective social dialogue
6. Cross-cutting themes:
  - Gender mainstreaming and youth employment



- Inclusivity
- HIV/AIDS
- Workplace counseling

During the period of the implementation of this Strategic Plan, the MoL will direct its efforts towards such fundamentals as enactment of enabling laws; strengthening of public institutions; personnel capacity building; improvement of employees' benefits, and enhancement of coordination and cooperation amongst public institutions right down to the State and Local Government levels.

The Policy Framework and Strategic Plan 2021-2025 has underscored capacity-building, gender mainstreaming, the youth, and inclusivity by recognizing their centrality in bringing about lasting and permanent peace in the Republic of South Sudan. During the implementation of this Plan, relevant Directorates will facilitate access and participation by women and youth in governance, peace building and economic opportunities, more specifically through involvement of women in key decision-making processes and creating employment opportunities for the youth.

The Ministry will continuously pursue structured engagement, collaboration and partnerships with stakeholders to ensure successful implementation of this Policy Framework and Strategic Plan 2021-2023.

## 1.1 MANDATE

The mandate of Ministry of Labour is to establish an inclusive, impartial, responsive, and efficiently regulate the operations of the Private Sector labour market in a manner consistent with national priorities, values, and cost-effective service delivery.

## 1.2 VISION

A proactive, responsive, well managed and accountable public and private sector

## 1.3 MISSION

To provide policy guidance, regulatory framework for effective labour administration, skills development and occupational safety and health.

## 1.4. CORE VALUES

The Ministry's core values were chosen to represent what the Ministry stands for, what drives it, what it believes in, and what directs its decisions, actions and relationships among the staff and clients/ stakeholders in conducting day-to-day operations. They seven core values are:

- Professionalism:** Our commitment to excellence will be demonstrated by our continuous improvement through creativity and innovation because we apply and maintain a high level of knowledge, skills and standards as we provide services to the public.
- We shall remain non-partisan while adhering to work ethics and meritocracy as we provide services to the public. We shall continue to generate new ideas, methods and adapt developments that add value to delivery of public services.

- iii) **Responsiveness:** We shall practice open, truthful, and timely communication with stakeholders. By carefully listening and responding to their concerns and expectations, we seek continuous improvement in our services. We shall seek to meet set deadlines in the provision of our services.
- iv) **Integrity:** We demonstrate impartiality, fairness and honesty while upholding the highest ethical standards. We seek to remain accountable and transparent in all our dealings as we deliver services to the public. We encourage our customers to provide feedback on the quality of services we provide.
- v) **Teamwork:** We contribute fully to activities of the Ministry to address shared challenges through common effort by sharing information and resources to create a workplace that fosters community and cooperation. We promote open communication and commitment to public service.
- vi) **Equity:** We are committed to provide quality services to every person regardless of race, religion, ethnicity, disability, gender, creed, economic or health status and age. Apart from respecting diversity, we shall ensure that all people have equal access to services regardless of their social and economic status.
- vii) **Preventive:** Adhering to safety regulations at the workplace

## 2.0 BACKGROUND

### 2.1 The Ministry of Labour

The Ministry of Labour was established in October 2005 following the signing of the Comprehensive Peace Agreement, and in accordance with the Sothern Sudan Interim Constitution, 2005. The Ministry's mandate is derived from the Transitional Constitution of The Republic of South Sudan 2011, Article 138 and 139, Presidential Decrees of 26<sup>th</sup> June 2006 and 29<sup>th</sup> July 2009, and The Public Service Act 2011, Article 8. The Ministry's mandate *(is to establish an inclusive, impartial, responsive, and efficiently regulate the operations of the Private Sector labour market in a manner consistent with national priorities, values, and cost-effective service delivery)* is to build and manage the capacity of the RSS Public Service for effective and efficient delivery of services and support, and where necessary regulate the operations of the Private Sector labour market.

The scope of the mandate of the Ministry of Labour covers core labour functions. The Ministry is also responsible for the formulation of labour policies and legislative framework to regulate the private sector labour market; development, management and administration of human resource policies. MoL is responsible for the implementation of uniform norms and standards nationally in accordance with the Labour Act 2017. To fulfil this mandate, the Ministry is guided by a core set of values that are instrumental in determining, guiding and informing the behaviour of private sectors in the delivery of services.

The Ministry plays an advisory and coordinating role on how the functions within its mandate are managed at the State and Local government levels.

### 2.2 South Sudan Country Context

In July 2018, the Government of South Sudan adopted the National Development Strategy (NDS) July 2018-June 2021 that aims to Consolidate Peace and Stabilize the Economy in the country in line with The Africa Agenda 2063, particularly the aspect of a peaceful and secure Africa. Further, the New Deal and the

International Dialogue on Peace building and State building, as well as the G7 Plus Group of Conflict Affected and Fragile States (of which South Sudan is a founding member), provided the tools to ensure a fragility sensitive strategy. Agenda 2063 has close inter-linkages with Sustainable Development Goals whose integrated nature is to realize a profoundly improved world with peoples' lives being transformed for the better. The NDS was formulated in a very challenging country context of conflict, humanitarian crisis and economic downturn. The Strategy has been recognized as the first national planning document that provides strategic guidance since the South Sudan Development Plan (SSDP) 2011-2013 expired in 2016, following a three-year extension. The NDS is crucial in articulating the government's priorities as reflected in the various ongoing processes all geared towards placing South Sudan back on the path of sustainable peace and development. These processes include the implementation of Revitalized Agreement for the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS); the ARCSS revitalization process; and the national dialogue process.

The NDS was conceived as a tool to accelerate progress in achieving a sustainable and resilient national economy in collaboration and coordination with inter-ministerial departments and, where appropriate, with development partners. The Strategy is guided by four principles; namely: Peace, Security, and Rule of Law; Democracy and Good Governance; Socio-economic Development; and International Compacts and Partnerships. The content and orientation of the NDS, while being anchored in key policy documents, e.g. the South Sudan Vision 2040 which articulates local needs, perspectives and realities, the Strategy also draws inspiration from national, regional and global development frameworks. These frameworks help to better situate the people of South Sudan's ambition, responsibility and most importantly, frame mutual accountability mechanisms. The various chapters of the ARCSS are thus strategically aligned with the NDS to achieve the desired outcomes for governance and political reform, permanent ceasefire, effective delivery of humanitarian assistance and reconstruction, as well as improved economic, financial and natural resource management.

### **2.3 South Sudan Development Agenda**

The South Sudan Vision 2040 dated 24 February 2011 has the objective of ensuring that by 2040 South Sudan is a united and peaceful new nation, building strong foundations for good governance, economic prosperity and enhanced quality of life for all. The Vision recognizes that the lack of freedom, equality and justice is one of the key factors that drove the people of Southern Sudan to war.

The South Sudan Vision 2040 is guided by four principles and values, namely:

- (a) Democracy;
- (b) rule of law;
- (c) socio-economic; and
- (d) international relations

The Vision has been disaggregated into seven pillars to facilitate effective management of its delivery by every sector of the economy. The six pillars of Vision 2040 include:

1. Educated and informed nation;
2. Prosperous, productive and innovative nation
3. Free, just and peaceful nation
4. Safe and secure nation
5. United and proud nation
6. Compassionate and tolerant nation

The South Sudan Vision 2040 has identified Human Resource Development, Labour and Employment as a key contributor to the pillar of prosperous, productive and innovative nation together with the other pillar of educated and informed nation. All pillars require a human resource base which is globally competitive and adaptive. South Sudan needs a workforce in both the public and private sector with adequate levels of education, schemes, competency levels, creativity and innovation. The human resource should also be well managed, rewarded and steered to global competitiveness. All this will depend on the ability to create a human resource base that is constantly subjected to training, retraining and access to technology in all sectors of the economy.

The National Development Strategy 2018-2021 is anchored on the foundations articulated in the South Sudan Vision 2040 which is motivated by the collective national aspiration for a better society by the year 2040. The Vision is the compass that directs, inspires, and propels efforts of the citizens to collectively deliver the national dreams. As a National Strategy document, whose theme is to consolidate peace and stabilize the economy, the NDS will guide the strategic thinking and policy-making process during this period, acting as the rallying point around which all the people of South Sudan unite and together contribute to the ultimate achievement of lasting and sustainable peace. It will also guide the actions of government actors and partners /development stakeholders in South Sudan for the next three years.

The National Development Strategy, in particular, is centred around the five key fragilities that must be managed as a basis for the country to achieve the intended peace building and state-building goals—these being (i) legitimate politics; (ii) security; (iii) justice; (iv) economic foundations; and (v) revenues and services. Under the NDS, the Sector goal for Public administration is cited as *efficient and effective public service delivery*. The Strategic Objectives of the Sector comprise the following elements: *“Enactment of laws, development of functional institutions; Personnel Capacity Building; improvement of employees’ benefits, and enhancement of coordination and cooperation amongst Public Institutions.”*

Regarding the management of revenues and capacity building for accountable and fair service delivery, the core functions of government must be strengthened in order to deliver the NDS. It was therefore imperative that in updating the MoL Policy Framework and Strategic Plan 2012-2016, the NDS provided broad guidance in the identification and articulation of the Ministry’s strategic goals/objectives, priorities and annual operational plans. The Plan must also align, among others, with the spirit of the NDS Guiding Principles on Democracy and Good Governance ... *“(k) Competent public administration and civil service, staffed through meritorious recruitment free from undue political influences;”* and ... *“(n) Well coordinated planning and implementation mechanisms; ...\_and “(q) informed policy design and decision –making.*

The R-ARCSS is much more than a power sharing deal and has the potential of transforming the functions of South Sudan’s government as specified in the Agreement. It is a compact for deep public service reform. A critical focus of the mandate of the Revitalized Transitional Government of National Unity (R-TGoNU) in Chapter I (1.2.10) is *to restructure, rehabilitate, and ensure radical reform of the civil service*. Investing in the implementation of the R-ARCSS has the potential to support stability, peace and development in South Sudan.

The R-ARCSS stipulates that the Council of Ministers shall comprise of thirty-five (35) Ministries that shall be organized into five Clusters; viz: Governance Cluster (12 Ministries); Economic Cluster (11 Ministries); Service Cluster (5 Ministries); the Infrastructure Cluster (3 Ministries); and the Gender and Youth Cluster (4 Ministries). Under the Service Cluster in which the Ministry falls, it is required that the Ministry be split into two, namely Ministry of Public Service and Human Resource Development (MOPS&HRD) and Ministry of Labour (MOL).

The R-ARCSS has two phases: First, the Pre-Transitional Phase, which has an eight-month timeframe in which parties to the Agreement, through the National Pre-Transitional Committee, will prepare for the

implementation of the R-ARCSS. Second, the three-year period of a Revitalized Transnational Government of National Unity (RTGoNU) phase, during which time the components of the Agreement shall be implemented, and at the end of this Phase there will be national elections.

The Transition Constitution of the Republic of South Sudan 2011 in relation to the establishment of the Republic of South Sudan Civil Service which sets out the basic values and guidelines for Civil Service. The Schedule (C) on Concurrent Powers of the Constitution states that the National and state governments shall have legislative and executive competencies on the delivery of public services. The updated MoL Policy Framework and Strategic Plan 2019-2023 recognizes the importance of the proper governance and coordination of the Civil Service across all the three levels of government; viz: National, State, and Local Government levels with the national level playing a legal, policy, regulatory, and coordination role.

## **2.4 Ministry of Labour Core Functions**

In fulfilling its mandate, the Ministry of Labour endeavours to establish an inclusive, impartial, responsive and efficient service in a manner consistent with national priorities, values and cost-effective service delivery. This is executed through the following core functions:

1. *Safeguard and protect the interests of employers and workers by enforcing labour and employment laws and subsidiary legislations.*
2. *Inspect terms and conditions of employment to ensure compliance with the relevant labour laws and regulations.*
3. *Regulate the employment of aliens and approve the issuance of work permits.*
4. *Regulate freedom of movement for alien workers.*
5. *Advise on any labour agreement enter to by the government institutions and private entities (all sectors, public and private).*
6. *Establish institutional arrangements for reconciliation and redress of disputes and grievances at workplaces.*
7. *Provide support and guidance to State' Labour Offices to enable them effectively execute their roles and functions;*
8. *Exercising oversight responsibility over the management of the Social Insurance Scheme.*
9. *Licensing of service providers for employment.*
10. *Formulate regulations for, and supervision of the formation of workers' trade unions.*
11. *Oversee and enforce the implementation of regulatory framework and programmes on labour, skill development and occupational safety.*
12. *Set occupational standards, job categories and remuneration.*
13. *Investigate accidents at the workplaces to establish liability and compensation.*
14. *Put in place concrete measures to eradicate and eliminate all worse form of child labour, slavery, and trafficking.*
15. *Promote tripartite manner of work on social dialogue, collective bargaining and decent work programming.*
16. *Provide advice from time to time on minimum wage.*

17. Advise government on foreign policy on labour related matters including tax exemptions and attractive packages for promotion of businesses and employment opportunities.
18. Capacitate workers, employers, and instructors to promote competency.
19. Provide labour market opinion on employment and skill gaps.
20. Inspect workplaces and promote voluntary compliance with best practices in occupational safety and health regulations in all workplaces.
21. Enforce occupational, safety and health rules and regulation at workplaces.
22. Provide oversight and guidance on safety training to workers.
23. Strengthen entrepreneurship by supporting small and medium enterprises.
24. Develop national policies aimed at promoting quality and relevant technical vocational training; and building competencies needed in developing the vocational education sector.
25. Establish and oversee the operations of Vocational Training Centres (VTCs) nationwide.
26. Conduct and certify trade test.
27. Provide career counselling and advisory support.
28. Empower youth with skills for employability.
29. Engage in innovation and technology for labour market transformation and labour demands.
30. Conduct research and studies on issues pertaining to Labour Statistics and formulation of Labour policies.
31. Maintain database, registration, and training of job seekers.
32. Maintain database and registration for Public and Private Vocational Training Centres (VTCs) Help Job seekers access job market by creating and establishing business hub and access to jobs.
33. Prepare National Annual Labour and Employment report.
34. Maintain database and registration for employees and employers of the private sector.
35. Participate in National, Regional, and international meetings, conferences, and summits on Labour related programmes.
36. Provide support to gender mainstreaming and ensuring the incorporation of gender perspectives into areas of work including vulnerable groups; and assess the implications on any planned action, including legislation, policies, or programmes.
37. Promote Public Private Partnership for effective labour and service delivery.
38. Promote, maintain, and improve bilateral and multilateral partnership, collaboration, networking on compliance of labour framework and resource mobilization internally and externally; and
39. Manage resources (personnel, finances, and materials) of the Ministry, for Public transparency and accountability.
40. Create awareness of all the Ministry policies, guidelines, regulation Standard Operating Procedures and the Labour Act 2017.

## 2.5 The Ministry of Labour Current Context

The current environment in which the Ministry of Labour is operating has significant influence on its performance. In determining its future thematic focus, and to ensure sustainable delivery of services, its prevailing environment was analysed on the basis of the following perspectives:

- Strengths, Weaknesses, Opportunities, and Threats (SWOT);
- Political, Economic, Socio-cultural, Technological, Infrastructural, Environmental, and Legal (PESTIEL) analysis
- Field Force Analysis;
- Stakeholders/Partnership;
- Organizational and Capacity Assessment.

The goal of the above analysis was to identify strategic issues in the ministry which would help in arriving at the most pragmatic approach in the implementation of the updated MoL 2021-2025 Policy Framework and Strategic Plan.

## 2.6 The Strengths, Weaknesses, Opportunities, and Threats (SWOT)

The SWOT tool was used for understanding both the internal and external environments of the ministry. The internal environment component includes the strengths and weakness was used to generate possible strategic actions the Ministry can take to deal effectively with its internal environment. The external environmental components include understanding of the trends and events that have had decisive influences on the Ministry's ability to provide quality services to the public (i.e. opportunities and threats). The purpose of the external environmental analysis was to enable the Ministry to generate strategic actions to deal with external factors and to position itself in building and managing the capacity of public and private sectors for effective and efficient delivery of services.

### Strengths

Several strengths were identified that the Ministry should build on- for example: Political leadership is one of the strengths in terms of availability of a substantive Cabinet Minister to represent the Ministry's interest at Cabinet level, by presenting policies and regulations to the Council of Ministers for approval. Secondly, the Ministry has a committed management team and Undersecretary, who meet regularly to deliberate on management and leadership matters of the Ministry. These regular meetings continue in order to monitor the implementation of the Strategic Plan. Thirdly, the Ministry has an increased number of qualified managerial, technical and professional staff.

Furthermore, the Ministry also has a relatively good public image. An additional strength is that increased attention has been paid to accountability within the Ministry and across national ministries through activities such as Time Zone, Labour Market Assessment (which was on-going at the time especially LMA), and public sector reforms, etc. In addition, the Ministry has good relations with the private sectors and enjoys significant support from partners which has helped in improving its human and institutional capacities.

### Weaknesses

The analysis of weaknesses revealed that although the mandate of the Ministry was clearly understood, there was weakness identified:

- It was noted that a number of management team members are in “Acting capacity” on higher positions
- Understaffed in various directorates
- Inadequate infrastructural facilities
- Formulated but not approved policies and regulatory framework
- Lack of induction to new employees
- Lacks specialized training in technical fields for its staff
- Low motivation

In order to minimize or overcome the weaknesses, the following strategic actions were recommended:

- Directorates/units develop individual mandates, visions and missions specific to their core functions.
- Develop appropriate job descriptions for all cadres in the Ministry
- Fill vacant positions especially those of Directors General to strengthen the management team
- Recruit and appoint qualified personnel to fill vacant positions
- Institutionalize the performance management system and avail adequate work facilities
- Ensure communication flows horizontally and vertically
- Provide opportunities for specialized training for the Ministry’s staff to enable them acquire essential technical skills. In relation to this, the Directorate of Administration and Finance should prepare a comprehensive training and development plan/projection for the Ministry’s staff for the next five years.

## Opportunities

The Ministry will continue to exploit this critical opportunity by strengthening partnerships and collaboration with neighbouring countries and other development partners. These opportunities include:

- Strong goodwill and support from partners and countries
- Functioning Revitalize National Transitional Legislative Assembly which will help the Ministry in approving its legislations for a better reform program
- Functioning and collaborative State government
- Availability of qualified employable jobseekers
- Bilateral and Multilateral relations



## Threats

- The imposition of arbitrary budget ceiling by Ministry of Finance was identified as a possible major threat for implementation of the Strategic Plan
- Low salary structure
- Unconducive working environment
- Delay in enactment of relevant Bills to govern and facilitate its operations for delivery of quality service to the public
- Staff turn-over

In order to mitigate against the identified threats, it is proposed that the Ministry takes the following actions:

- To minimize constraints arising from low budget ceilings and lack of implementation of programmes, the Ministry's Top Leadership should (re)negotiate the return of partners who left behind incomplete projects. It should also initiate negotiations seeking cooperation through technical assistance with new partners to support some of the programmes.
- Within the spirit of African Agenda 2063 on collaborative partnerships, rejuvenate the Ministry's resource mobilization strategy.
- Aggressively lobby for enactment of relevant Bills that will govern and guide the operations of the Ministry.
- Improve coordination with the other ministries, commissions and independent institutions to facilitate efficient and effective delivery of timely and quality services to the public.
- Each directorate incorporates a means of tracking its outputs and performance against regularly scheduled targets.

## 2.7 Political, Economic, Social, Technological, Infrastructural, Environmental and Legal (PESTIEL)

The PESTIEL tool was used as an additional analytical tool for understanding the current situation in the ministry which is summarized in the table below:

| FACTOR                        | AREA NEEDING ACTION                                                                                                                                                                                                                         | STRATEGIC ACTION                                                                                                                                                                           |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Political-Governmental</b> | Inconsistent policy decisions e.g. –Splitting and merging of Ministries                                                                                                                                                                     | Greater consultation and consistency on policy issues                                                                                                                                      |
|                               | Weak linkages between the National and State Governments.                                                                                                                                                                                   | Strengthen the link between the National and State Governments.                                                                                                                            |
| <b>Economic</b>               | <ul style="list-style-type: none"> <li>▪ Arbitrary imposition of budget ceilings by Ministry of Finance and Economic Development (MoF&amp;ED) has led to budgetary limitation and inability to revise salaries of civil servants</li> </ul> | <ul style="list-style-type: none"> <li>➤ Better prioritization of activities and consultation with the line ministries</li> <li>➤ Tailored skilled development for job creation</li> </ul> |

|                                  |                                                                                                                                                   |                                                                                                                                                                                       |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  | <ul style="list-style-type: none"> <li>▪ Scarcity of resources</li> <li>▪ High inflation</li> <li>▪ Limited Growth Domestic Production</li> </ul> | <ul style="list-style-type: none"> <li>➤ Strengthen monetary policies and regulations</li> <li>➤ Strengthening relevant policies towards domestic production</li> </ul>               |
| <b>Socio-Cultural</b>            | Inappropriate work ethic, e.g. poor work culture, lateness, absenteeism, procrastination, nepotism/sectarianism and indiscipline.                 | Enforcement of the Civil Service Code of Conduct<br><br>Inculcating appropriate work ethics                                                                                           |
| <b>Technological factors</b>     | Inadequate number of computers<br>Use of obsolete technology<br>Lack of computer skills and proficiency                                           | Acquisition of additional computers and accessories<br>Introduction/adoption of Modern technology<br>Training in computer literacy                                                    |
| <b>Infrastructural i.e. ICT</b>  | Inadequate ICT capacity<br>Lack of e- government<br>Limited access to internet<br>Limited office space                                            | Adopt e-Government<br>Develop ICT capacity<br>Provide adequate infrastructure including office space, storage facilities and working tools<br>Install uninterrupted internet services |
| <b>Environmental</b>             | Harsh environmental conditions                                                                                                                    | Provide basic facilities in offices including reliable air conditioning, sanitary facilities, and safe drinking water. Appropriated seat and fire safety appliances                   |
| <b>Legal and Ethical Factors</b> | Lack Labour legal framework<br>Private sector employers Social Insurance Scheme not yet functioning                                               | Develop appropriate legal and policy framework<br>Operationalization of Social Insurance Scheme                                                                                       |

## 2.8 Field Force Analysis

The field force analysis tool was used to identify the driving and restraining forces for change in the Ministry. This analysis proved useful as it generated strategic actions that should be harnessed to ensure effective implementation of the strategic plan. Key drivers for change in the Ministry include demand for quality service by stakeholders, public sector reforms, gaps in current laws, policies and regulations; and the desire to attract and retain competent, qualified/professional staff in the face of competition from other employing organizations. The Ministry will take the lead in the implementation of reform and capacity building programs; embracing ICT and facilitating the enactment of relevant laws, policies and regulations.

The current factors from the field force analysis revealed the following:

- There are policy gaps and Bills that are still pending approval in the National Legislative Assembly

- There are a number of staff that are still on acting capacity and a substantive number of positions remain vacant

## 2.9 Organizational and Capacity Assessment

Following the review of Ministry of Labour Policy Framework/Strategic Plan 2021-2025, the mandate of the Ministry, its mission, vision, core values, and functions were confirmed to be still relevant. Organizational and capacity assessment was used as a tool to identify structural and human capacity weaknesses that would hinder the effective implementation of the strategic plan and delivery on the mandate. The intention was also to carry out a needs assessment to identify gaps and propose possible strategic actions to bridge the deficits. Some of the key gaps identified include **overlapping/duplication of functions across Directorates**; limited number of qualified staff due to understaffing; limited opportunities for specialized training of staff; poor work culture; inadequate infrastructure-, inadequate transport, limited office space, persistent water shortage, lack of Internet Services-; limited knowledge in use of ICT including the Ministry’s Human Resource Information System; **lack of a training institution for public service employees**; and lack of a systematic monitoring and evaluation plan.

During the consultative workshop with the Ministry of Labour, consensus was arrived at that individual Directorates develop their specific mandate, vision and mission statements. This will help in sharpening the focus of Directorates on their core functions during implementation. It was also meant to eliminate overlapping/duplication of functions across Directorates in the Ministry.

## 2.10 Stakeholders/Partnership Analysis

The stakeholder analysis was used to understand the Ministry’s stakeholders/ partnerships. These are individuals or groups or institutions that were affected or affected the implementation of Strategic plan 2012-2016. Understanding stakeholders’ concerns is critical to the success of the implementation of the Ministry’s strategies. Areas of collaboration and strategic actions that the Ministry can take advantage of are summarized below:

| STAKEHOLDERS                    | AREAS OF COLLABORATION                                                                 | STRATEGIC ACTION                                                      |
|---------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| <b>General Public</b>           | Payment of taxes, demand for accountability and transference                           | Develop and communicate Client Charter                                |
| <b>Parliament</b>               | Enactment of laws and policies and promotion of accountability and transference        | Develop Strategic plan, promote accountability and value for money    |
| <b>Public Service Employees</b> | Sharing employment related information                                                 | Develop and implement appropriate policies                            |
|                                 | Coordination and implementation of Government policies                                 |                                                                       |
| <b>Other Ministries (MDA)</b>   | Guidance and technical advice on matters related to Labour laws, policies and programs | Develop and share Labour Laws, regulations governing Private Sectors. |
| <b>Development Partners</b>     | Collaboration and partnerships through technical assistance and resource mobilization  | Develop partnership and collaboration strategies                      |

|                                                       |                                                                                                                                             |                                                                        |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <b>Workers and Employer Representatives</b>           | Sharing of information related to employment terms and conditions<br>Implementation of labour laws<br>Strengthening of industrial relations | Facilitate implementation of labour laws and international conventions |
| <b>Private Sector</b>                                 | Promotion of healthy industrial relations<br>Implementation of labour laws                                                                  | Facilitate implementation of labour laws and international convention  |
| <b>The Press</b>                                      | Public awareness, mobilization and promotion of accountable government                                                                      | IEC Policy/ Communication Strategy                                     |
| <b>Other Institutions (Commissions, parastatals,)</b> | Guidance and technical advice on matters related to Labour laws, policies and programs                                                      | In policy and regulatory matters                                       |

The reason for non-implementation of activities outlined in the expired Policy Framework and Strategic Plan 2012-2016, among others, was cited as limited budgetary resources and partners pulling out due to 2013 and 2016 conflicts in South Sudan.

## 2.11 Achievements of Ministry of Labour to date

1. Prepared the MoL annual budget for FY 2021/2022
2. Enactment of Labour Act 2017
3. Digitalization of Work permit (2021)
4. Developed Vocational Training Policy and Implementation Strategies 2014
5. Established Advisory Labour Council (2021)
6. South Sudan was admitted as a member of ILO in 2012 and sent a tripartite delegation to the International Labour Conference (ILO) in Geneva, Switzerland.
7. Harmonized and standardized the master curriculum for vocational training in seven (7) areas; i.e. (agriculture, engineering, hospitality, automotive, secretarial, computer, carpentry and HIV & AIDS)
8. Trained 4,000 South Sudanese in vocational training skills and trained 3,000 officers from different ministries through the Kenya-South Sudan Technical Assistance.
9. Constructed Aluakluak VTC in 2011 and staff quarters.
10. The Ministry also participated in another study tour for Undersecretaries and 4 Directors of VCT in the Republic of Tanzania in 2012.
11. In 2012, the Ministry organized a mentorship program for all Undersecretaries with their counterparts in Kenya
12. Conducted Labour Market Assessment (LMA) on annual bases
13. Establishment of Rumbek VTC
14. Establishment of South Sudan Time Zone
15. Reduction of lunch break from one O'clock to twelve O'clock
16. Developed Occupational Health and Safety Policy 2021
17. Developed Employment Regulation Policy 2021
18. Developed Minimum Wage Policy 2021

## 2.12 Overview of Ministry of Labour and Update of Strategic Plan

The expired Ministry of Labour Policy Framework and Strategic Plan 2012-2016 (including the organizational structure) was approved by the Council of Minister's (CoM) on 25 January 2013 for implementation. After the approval of the Plan by the CoM, the Ministry was expected to implement the annual work plans, and activities set out for the Directorates

The purpose of reviewing the Ministry of Labour (MoL) Policy Framework and Strategic Plan 2012-2016 (extended to 2018) was to update and formulate a current Plan 2021-2025 that would guide the Ministry's policy direction and operations for the next five years within the context of the South Sudan National Development Strategy 2018-2021, R-ARCSS, and the South Sudan Vision 2040. One of the key objectives was to align it to the aspirations set out in the NDS, ARCSS, and TGoNU, Agenda 2063, UNSCR 1325 and other related documents— more specifically in relation to the cross-cutting issues outlined in this document.

The specific purpose of the review and update was to:

1. *To identify and isolate those activities in the expired Strategic Plan that the Ministry had implemented and those that had not been implemented.*
2. *Ensure that the efforts of everyone in the Ministry will be focused on fulfilling the Ministry's common mandate and mission in the next five years.*
3. *Confirm the degree to which earlier planning assumptions and objectives were still valid.*
4. *Align physical, financial and human resources for optimal results.*
5. *Consult with the Ministry's staff in determining what needs to be done*
6. *Agree actions that will contribute to improved Public Service delivery*
7. *Identify unanticipated changes in the Ministry's internal and external environment to which it may have to adapt*
8. *Prioritize financial needs through preparation of operational work plans.*
9. *Give renewed confidence to the Ministry's staff and other stakeholders in the strategic direction of the Ministry.*

## 2.13 Pressing Issues that the Ministry must address

The Ministry must address the following Issues identified through internal and external environmental scan:

1. *Understaffing within the Ministry of Labour is adversely affecting the ability to execute its constitutional mandate. The vacant positions in all directorates should be filled through the recruitment of qualified persons following the laid down procedures.*
2. *Where there are functional overlaps across directorates, there is needs to clearly define the functions and roles of each Directorate, Department and Unit based on specific mandate, vision and mission statements.*
3. *There is need to lobby for enactment of Social Insurance Bills already in Parliament. This requires rigorous follow up by the Top Leadership of the Ministry of Labour.*
4. *The current office space is inadequate, hence the need to plan for additional space, including space for proper storage of records.*
5. *To address persistent water shortages, the Ministry should drill its own borehole*
6. *Lack of job descriptions and career progression guidelines should be addressed through development of job descriptions and Scheme of Services for each cadre in the Ministry. This will also serve to address high turnover of staff/ retention issues*

7. *There is need to formulate a legal, policy, and regulatory framework as well as urgent need to formulate/ review legal, policy and regulatory frameworks to guide the fulfilment of all functions of the Ministry*
8. *There is need for the Ministry to have an active Performance Management System (PMS).*

With regards to Stakeholders/ Partnerships, the Ministry will need to re-negotiate with old partners and cultivate new partnerships to effectively carry out the implementation of the activities in the updated Strategic Plan 2021-2025.2.14 Strategic Areas of Focus

In the next five years, the strategic focus and operational annual work plans of all Directorates/Units should be aligned with the aspirations set out in the NDS, R-ARCSS, RTGoNU, Agenda 2063, UNSCR 1325 and other related documents—more specifically in relation to deep Civil Service reforms and the cross-cutting issues of gender mainstreaming, the youth, people with especial needs and inclusivity in efforts to achieve sustainable peace and development in the country.

As part of achieving restructuring, rehabilitation and radical reforms, the Ministry will focus on Six strategic directions (priorities) and four cross-cutting themes:

1. *Policy and Regulatory Framework;*
2. *Rationalization of core functions of governments in all public and private institutions*
3. *Human and Institutional Capacity;*
4. *Decent Work for All;*
5. *Collaboration and Partnerships.*
6. *Provision of Effective Social Dialogue.*
7. *Cross-cutting themes of:*
  - HIV & AIDS
  - Gender mainstreaming
  - Youth and Inclusivity
  - Workplace Counselling

### **3.0 FUNCTIONS OF MINISTRY OF LABOUR DIRECTORATES**

The Ministry of Labour is responsible for creating a globally competitive and adaptive human resource base that is capable of providing managerial, professional, technical skills to the public, while at the same time building industrial and entrepreneurial capacity within South Sudan. In order to respond to these multiple functional responsibilities, the Ministry is currently divided into five Directorates which are configured into various functional areas namely: Labour and Industrial Relations, Occupational Safety and Health, Vocational Training Centres, Policy Planning & Labour Statistic and Administration and Finance. The functions of each of the Directorates and Units are as indicated below:

#### **3.1 The Labour Function**

The Labour function of the Ministry is responsible for developing and implementing policies and programmes aimed at leading to a highly productive workforce by creating an enabling working environment, promoting industrial peace, and facilitating opportunities for skills and entrepreneurship development, job creation and sustainable livelihoods.

The Labour function within the Ministry comprises of Five (5) Directorates as follows:

1. *Directorate of Labour and Industrial Relations*
2. *Directorate of Occupational Safety and Health*
3. *Directorate of Vocational Training*
4. *Policy Planning and Statistic*
5. *Directorate of Administration and Finance*

### **3.2 Strategic Area of Focus of Labour**

During the current planning period the Ministry will promote decent and productive work environment as a key component of the National Development Strategy by focusing on rights at work, productive employment, social protection and representation. These will be achieved through a series of strategies; firstly, by generation of opportunities for employment, entrepreneurship, skills development and sustainable livelihoods. This will involve strengthening capacity of labour administration (human & institutional), and human capacity of Vocational Training Centres (VTCs). Secondly, by promoting programs that recognize and respect the rights of workers especially disadvantaged workers who need representation, participation, and laws that safeguard their interests. Specifically, the Ministry will focus on promotion of tripartism and social dialogue; and elimination of discrimination at the workplace and worst forms of child labour.

Further, by increasing productivity, minimizing disputes at work and building cohesive societies, the Ministry will promote social dialogue with independent workers' and employers' organizations. Special emphasis will be placed on development of relevant legal/ policy framework to address labour and employment issues as well as ratification of the relevant International Labour Conventions.

By extending social protection, the Ministry aims to promote both inclusion and productivity by developing relevant policies to ensure that women and men enjoy working conditions that are safe and conducive while considering family and social values and providing for adequate compensation.

Below are the specific functions of each Directorate in the Labour function.

### **3.3 Directorate of Labour and Industrial Relations**

#### **Mandate**

To develop legal and policy framework and to regulate the operations of the labour market

#### **Vision**

A responsive and effective and efficient labour market

#### **Mission**

To protect the rights of employees and employers, and encourage collective bargaining, and to curtail certain private sector labour and management practices, which cannot harm the general welfare of workers.

#### **3.3.1 Functions of the Directorate of Labour and Industrial Relations**

The functions of the Directorate of Labour and Industrial Relations are to:

1. *Initiate advice and coordinate the formulation, review and implementation of labour and industrial relations policies, laws, plans and regulations.*

2. *Spearhead and promote the implementation of international labour standards.*
3. *Conduct inspections to ensure compliance with the labour laws and regulations.*
4. *Investigate and reconcile parties in labour/ industrial disputes and take remedial action.*
5. *Advise the government, employers, employees and trade unions on labour laws and policies.*
6. *Initiate and promote social dialogue between employer, employees and trade unions.*
7. *Guide and support State Labour Offices on labour and industrial relations issues.*
8. *Collaborate with International Labour Organization and other stakeholders.*
9. *Initiate the memoranda for international conventions*
10. *Establish and manage a national labour market information system.*
11. *Regulate and streamline employment of foreigners through issuance of work permits.*
12. *Promote the elimination of child labour.*
13. *Advise the government on minimum wages for the private sector and participate in tri-partite wage negotiations.*
14. *Monitor and evaluate policy implementation at state*

### **3.3.2 Challenges to Directorate of Labour and Industrial Relations**

1. *Draft Labour Act Regulations not yet approved*
2. *Lack of South Sudan Employment Act*
3. *Lack of Workman's Injury and Compensation Act*
4. *Need for country-wide labour market assessment*
5. *Need to establish a Labour and Employment Database*
6. *ILO subscription obligations not met*

## **3.4 Directorate of Occupational Safety and Health**

### **Mandate**

Policy development and enforcing the compliance occupational law and mandate

### **Vision**

Enhanced decent, safer and healthier accident-free working conditions at workplaces in South Sudan

### **Mission**

Ensure compliance with safety and health regulations through strengthening tripartite information sharing, networking and coordinating mechanism at all levels of working life.

### **3.4.1 Functions of the Directorate of Occupational Safety and Health**

The functions of the Directorate of Occupational Safety and Health are to:

1. *Initiate and advice on the formulation and implementation of policies, laws and regulations on occupational safety and health.*
2. *Inspect workplaces to ensure compliance with occupational safety and health laws and standards.*



3. *Promote and advise employers, employees and their representatives on best practices of occupational safety and health at workplaces.*
4. *Coordinate and implement occupational safety and health programs and projects.*
5. *Investigate accidents at the workplace to establish liability and compensation.*
6. *Register and maintain database of workplaces in line with occupational safety and health requirements.*
7. *Conduct risk and hazard assessment*

#### **3.4.2 Challenges to the Directorate of Occupational Safety and Health**

- Lack of legal framework for the Occupational Safety and Health
- Inadequate specialized staff to conduct OHS inspection

### **3.5 Directorate of Vocational Training**

The Directorate of Vocational Training oversees the vocational training institutional development and operations of the centres. Promotes skills acquisition through competency-based training with proficiency testing for employment or self-employment, sustainable livelihoods and responsible citizenship.

#### **Mandate**

Develop policy framework, regulate the trainings and operations of vocational skills training responsive to labour market and employment support.

#### **Vision**

Quality skills development and training responsive to the labour market and employment

#### **Mission**

To provide guidance, direction and regulations for an effective and efficient vocational training system that promotes equitable access to quality vocational skills development and employment.

#### **3.5.1 Functions of Vocational Training Institutional Development**

The Vocational Training Institutional Development Functions are to:

1. *Initiate advice and coordinate the formulation and implementation of policies, laws and regulations on Vocational Trainings.*
2. *Participate in accreditation of vocational trainings*
3. *Accreditation of vocational training institutions both public and private.*
4. *Oversee the management of resources and coordinate operations of VTCs.*
5. *Establish, rehabilitate, and equip Vocational Training Centres.*
6. *Undertake research and needs assessment of the vocational skills and competences.*
7. *Initiate and participate in the preparation of curricula for training programmes.*
8. *Participate in the appointment, deployment, and development of personnel/instructors in the VTCs.*
9. *Maintain database for all VCTs trained persons from public and private*
10. *Coordinate sourcing for financial, technical assistance and collaboration on vocational training.*
11. *Monitor, evaluate and report on vocational training in the country.*

**Vocational Training Centres Functions** are to:

1. *Conduct vocational training.*
2. *Administer trade tests and award certificates.*
3. *Undertake needs assessment to establish vocational skills required.*
4. *Participate in the development of vocational training curriculum.*
5. *Initiate customized/tailor-made training programmes.*
6. *Participate in budget preparation for the VTCs.*
7. *Manage, account and report on the institutional resources and performance.*

### **3.5.2 Challenges to the Directorate of Vocational Training**

1. *Inadequate policies for vocational skills training*
2. *High cost of VT infrastructure; equipment; and starter kits*
3. *Inadequate qualified Instructors*

### **3.6 Directorate of the Policy Planning and Labour Statistics**

The Directorate of Policy, Planning and Labour statistics is responsible for the policy formulation, implementation of the Ministry's strategic plans, identifying priority areas, objectives and targets. It also guide the preparation of action plans, budget and identification of the necessary financial and other resources to support the plans. Develop mechanisms for monitoring, evaluation and reporting.

#### **Mandate**

Facilitate, coordinate, and consolidate budget and policy planning process of the Ministry

#### **Vision**

Achievement of comprehensive and realistic practically budget and policy planning of the Ministry

#### **Mission**

Provision of expertise and guidance on budget and policy planning to the directorates of the Ministry

### **3.6.1 Functions of the Directorate of Policy Planning and Labour Statistics**

The functions of the Directorate:

1. *Coordinate the formulation and implementation of Strategic Plans of the Ministry.*
2. *Participate in the development and review of the Ministry's Policies.*
3. *Align the strategic objectives of the Ministry to those of the National Development Plan of South Sudan and the National Development Strategy (NDS).*
4. *Facilitate the preparation of annual work plans for the Ministry.*
5. *Carry out baseline surveys on specific areas of interest of the Ministry.*
6. *Establish and manage a central database for the Ministry.*
7. *Coordinate the preparation of the Ministry's annual budget and ensure its consolidation.*
8. *Prepare the Ministerial policy statement (MPS).*
9. *Prepare quarterly and annual budget performance reports.*
10. *Prepare and compiled quarterly and annual activities reports*
11. *Identify, prepare and evaluate development projects and programmes of the Ministry.*

12. *Develop performance targets for the Ministry and monitor and evaluate their implementation.*

### **3.6.2 Challenges of the Directorate of Policy Planning and Labour Statistics**

1. *Inadequate staff to carry out some major activities in the Directorate*
2. *Directorate's staff need specialized training in planning, project proposal writing, monitoring and evaluation*
3. *Inadequate funds to enable effective M&E*
4. *Limited access to internet services*
5. *Lack of equipment (computers, hardware and software technology)*

### **3.7 South Sudan Social Insurance Fund (SSIF)**

The South Sudan Social Insurance Fund (SSIF) is responsible for policy formulation, management of the fund and advice the Private Sector on the implementation of the Social Insurance laws.

#### **Mandate**

To manage the social Insurance fund for South Sudan.

#### **Vision**

An effective and efficient Social Insurance Scheme in South Sudan.

#### **Mission**

To provide High Quality Social Insurance Services for all.

#### **3.7.1 Functions of the Social Insurance Fund**

The functions of the South Sudan Social Insurance Fund are to:

1. *Register employers, employees, beneficiaries and self-Insured persons,*
2. *Collect and manage contributions as provided by laws.*
3. *Make investment in accordance with laws.*
4. *Pay pension and compensation to beneficiaries*
5. *Pay return on investments to beneficiaries.*
6. *Develop the social insurance policy for South Sudan.*
7. *Conduct periodic Actuarial Valuation of the Fund*
8. *Inspect financial records of the employers and employees required to make contributions*
9. *Initiate the policy design and enactment of laws to regulate private Sector*
10. *Ensure the compliance of Employers and employees with social insurance laws.*
11. *Monitor the monthly, annual financial statement and report to the board.*
12. *Prepare quarterly and annual reports on the performance of the fund.*

#### **3.7.2 Challenges of the South Sudan Social Insurance Fund**

1. *Inadequate legal framework for the South Sudan Social Insurance Fund*
2. *Lack of office accommodation*

### 3.8 Directorate of Administration and Finance

The Directorate of Administration and Finance is responsible for overseeing and ensuring that public service systems, policies and procedures relating to management of the Ministry's budget, finances, human resource management and administration are effectively implemented and complied with.

#### Mandate

To facilitate the achievement of the Ministry's goals and objectives by maintaining sound administrative and financial internal controls in accordance with financial management policies and procedures.

#### Vision

Delivery of exemplary administrative and financial management services in the Ministry.

#### Mission

To support, enable human and institutional effectiveness and accountability through provision of responsive, transparent administration and financial services.

#### 3.8.1 Functions of the Directorate of Administration and Finance

The Core Functions of the Directorate of Administration and Finance are to:

1. *Implement administrative, financial and human resource policies, laws, plans, procedures and regulations.*
2. *Maintaining a rigorous expenditure control system in the Ministry.*
3. *Processing all payments for the Ministry.*
4. *Develop and implement human resource plans for the Ministry.*
5. *Process human resource recruitment, promotion, placement, retirement, discipline and remunerations for staff in the Ministry.*
6. *Conduct training needs assessment and organise for the human resource development in the Ministry.*
7. *Coordinate general administration and provide logistical and security support for the Ministry*
8. *Undertake procurement of assets and services (including insurance) and manage the disposal of assets.*
9. *Manage financial and assets register of the Ministry.*
10. *Overall maintenance of office buildings, vehicles, conservancy functions, and plants.*
11. *Provide secretarial and cleaning/messengerial services in the Ministry.*
12. *Provide support to the executive office of the Hon. Minister and the Undersecretary*
13. *Manage the general registry of the Ministry.*
14. *Establish and maintain the ICT and all equipment, supporting the upgrading and rationalization of ICT systems within the Ministry.*
15. *Meet obligations of membership to Regional and International Organizations*
16. *Develop and implement the Ministry's communications strategy*
17. *Manage the corporate image of the Ministry and provide coverage for ministerial events/ activities*
18. *Produce information, education and communication materials and update the Ministry's website.*
19. *Manage the Protocol function in the Ministry.*

### 3.8.2 Challenges of the Directorate of Administration and Finance

1. *Inadequate staffing*
2. *Lack of Integrated Financial Management System*
3. *Inadequate and delays of staff salaries and wages*
4. *Inadequate office space, furniture and working tools*
5. *Lack of medical insurance*
6. *Lack of funds for training*
7. *Inadequate mobility for the Ministry*

### 3.9. Independent Units

Independent Units within the Ministry of Labour provide specialized support and advisory services across the Ministry as required. The Independent Units comprise of Legal Advisory and Internal Audit function. Staff serving in these units are seconded from Ministry of Justice and Ministry of Finance respectively.

#### 3.9.1 Internal Audit Unit

The Internal Audit Unit is responsible for providing reasonable assurance regarding the achievement of the Ministry's objectives in connection with reliability of financial reporting, effectiveness and efficiency of operations, and compliance with applicable laws and regulations. The Unit should add value to the Ministry's operations by bringing a systematic, disciplined approach for evaluation and improvement of the effectiveness of risk management, control, and governance processes.

##### 3.9.1.1 Functions of the Internal Audit Unit

The functions of the Internal Audit Unit are to:

1. *Examine expenditure and revenue proposals in accordance with Financial and Accounting Regulations.*
2. *Verify, validate and authorize receipt, storage and use of supplies procured as per specifications (procurement procedures).*
3. *Check and endorse payment vouchers/documents prior to effecting actual payment.*
4. *Provide technical support for the installation of financial control systems and enforce their implementation in line with financial management regulations.*
5. *Ensure that expenditures are compliant to the approved budget and procedures.*
6. *Undertake annual fiscal and physical stocktaking and keep record of such inventory.*
7. *Check and verify stores for the disposal of obsolete, expired and damaged stores /scrap assets through Boards of Survey.*
8. *Prepare and submit quarterly reports to the Accounting Officer on the financial status of appropriated funds in relation to the budget.*

#### 3.9.2 Legal Advisor's Role

The role of the Legal Advisor in the Ministry is to provide legal advisory services; represent the Ministry on legal matters; and participate in drafting policies and bills initiated by the Ministry.

## Mandate

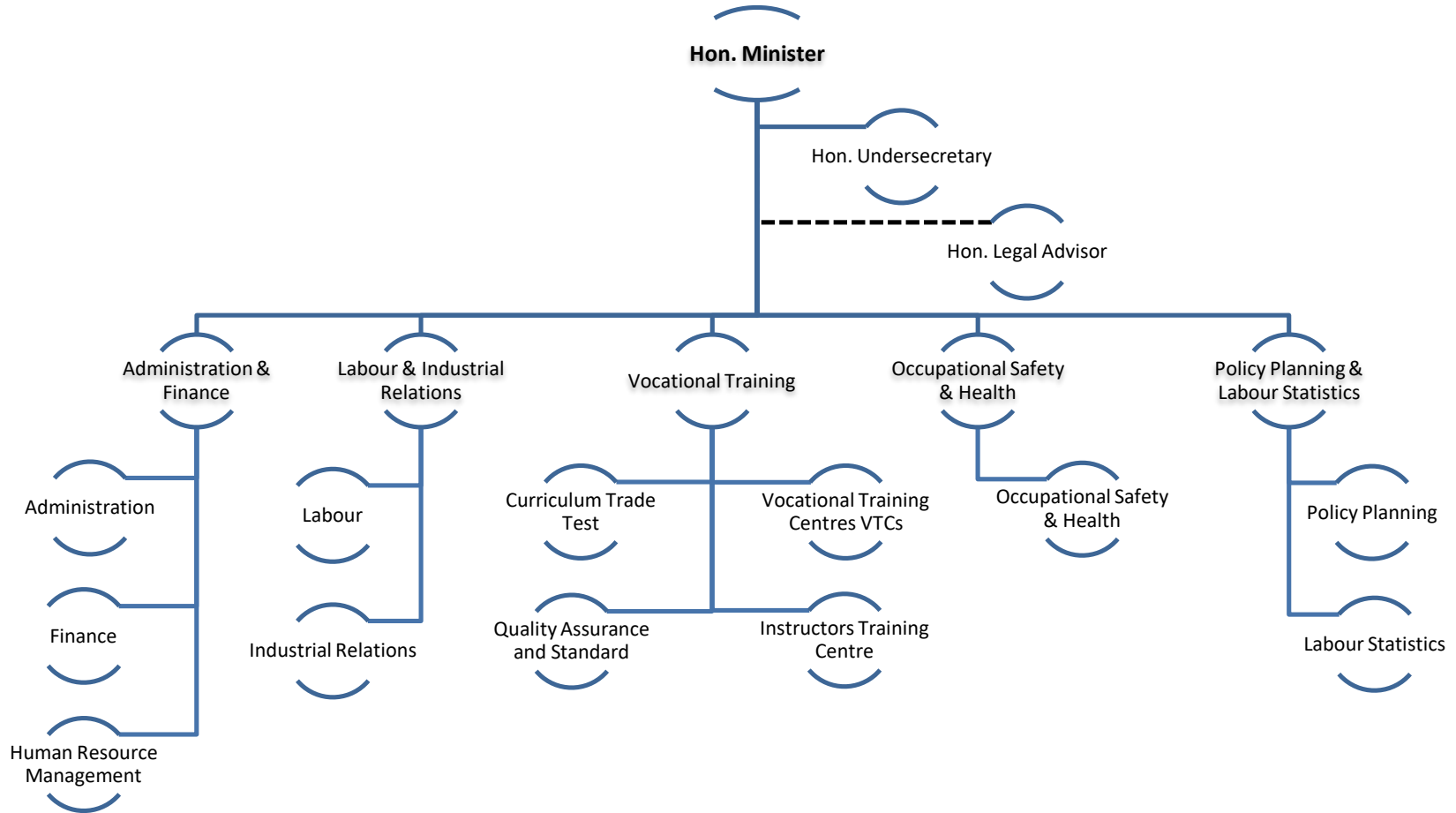
The office of the Legal Advisor derives its mandate in accordance to Article 135, sub-article 3, paragraph (a, b, c and d) of the Transitional Constitution of the Republic of South Sudan 2011 amended 2015, read together with section 11, sub-section 2, paragraph (a) of the Ministry of Legal Affairs and Constitutional Development Organization Act 2008.

According to the Constitution, Public Attorneys and Legal Advisors shall advise all level of the government in South Sudan, represent them in public prosecution, litigation and adjudication, and conduct pre-trial proceeding. They shall recommend law reform, strive to protect public and private rights, advise on legal matters and render legal aid. At all levels of government in the Republic of South Sudan, Public Attorneys and Legal Advisors shall perform their duties diligently according to the constitution and the law.

### Legal Advisors are expected to be involved in:

1. *Drawing up, perusing and recommending approval or otherwise of such agreement, contracts, and documents by whatever name called, to which the Government of South Sudan or State Government has an interest as specified by law,*
2. *Representing the Government in court or any other legal proceedings to which any level of government is a party, and drafting legislation, including subsidiary legislation, for the government;*
3. *Advising on matters of legal nature during Senior Management Meetings and in disciplinary committee meetings.*

# MINISTRY OF LABOUR PROPOSED ORGANOGRAM



## 4. IMPLEMENTATION OF THE STRATEGIC PLAN

The success of the implementation of the updated Policy Framework and Strategic Plan 2021-2025 will largely depend on how it is managed. There will be need to continuously monitor the progress and carry out occasional evaluations to ensure activities are going on as planned, and in the event, there is a deviation, necessary measures/decisions should be taken in good time.

### 4.1 Responsibility

The implementation of the updated Policy Framework and Strategic Plan 2021-2025 will be the collective responsibility of all Directors General, Directors and Heads of Units. However, the offices of the Undersecretaries will provide general oversight, leadership and advice regarding its implementation. Each Directorate/Department/Unit will be expected to implement its annual plans and closely monitor the progress and make progress reports to the Minister through the Undersecretary.

### 4.2 Coordination

The Directorate of Policy Planning and Labour Statistic will coordinate the implementation of the updated Policy Framework and Strategic Plan 2021-2025 with the different Directors General, Heads of Units, Directors and other senior officers to ensure that necessary monitoring and evaluation mechanisms are put in place to track progress of achievement of the planned results/objectives. This will be done in close consultation with the respective Undersecretary in the Ministry.

### 4.3 Costing of Programmes/Activities

The national budget is the main source of financial resources required to implement the Strategic Plan 2021-2025. Each Directorate's priority programmes/activities will be factored in to the Ministry's annual budget cycle for the next five years. However, due to the budgetary constraints facing the government the Ministry should endeavour to mobilize additional resources through stakeholders/partnerships. It is important that Directorates observe and maintain financial discipline.

Each Directorate should cost its priority programmes to determine what is achievable within national budgetary allocations, and what programmes could benefit from the comparative advantage of development partners.

**It is recommended that the Directorate of Policy Planning and Labour Statistic in consultation with other Directorates should develop a Resource Mobilization Strategy for the Ministry.**

## 5.0. MONITORING AND EVALUATION

The Ministry of Labour will make monitoring and evaluation an integral part of the entire process of implementation of the strategic plan. This will be done with the aim of measuring and assessing performance in order to draw lessons from the implementation experience. The findings of the monitoring and evaluation exercises will inform the decision-making processes. The system will largely use the strategic objectives and indicators that have been incorporated in the strategic plan detailed in the implementation matrix drawn from parameters that are set out in the R-ARCCS, NDS and TGoNU, and other relevant documents laying emphasis on deep public service reforms; restructuring, rehabilitating, and ensuring radical reforms of the civil service. The key indicators as set out within the Services Cluster and the Public Administration Sector include elimination of overlaps/duplication of functions in Ministries and other government institutions; efficient and effective public service delivery; inclusion of women and women's interests in decision-making



processes (SDG 5 and SDG 16); and enhancement of coordination and cooperation amongst public sector institutions.

## 5.1. Monitoring

The areas to monitor will include, but are not limited to: performance, utilization of resources, impact, context, and institutional capacity. The monitoring process will involve regular collection and analysis of data and information on the progress of the strategic plan implementation. The process will include, but will not be limited to the following: checking whether the implementation is on course in relation to the set objectives; data collection and analysis; helping in the documentation of the process of implementation; documenting progress and key learning areas from experience and feedback; informing Ministry of Labour future directions, decisions and planning; helping in taking corrective measures if any unexpected results occur in order to bring the activities/programs back onto target; and checking that allocated resources are being used as intended and cost effectively. It will also be important to monitor how well the Ministry is working with partners and other stakeholders.

## 5.2 Monitoring Tools

Ministry of Labour will use a variety of monitoring tools, depending on the nature of the activities. Some of the tools will include: work plans, project schedule charts, reports, field visits, annual staff appraisal forms, and staff meetings. Each Directorate/Department will determine which tools are relevant and most suitable for their situation.

### (a) Annual Operational Work plans

The annual operational work plans will be used to monitor the progress of the implementation of the Plan. Each Directorate/Independent Unit will be expected to prepare detailed annual work plans. The work plans will provide the following information: objectives, strategies/activities, outputs, timeframe, resources required and person(s) responsible.

### (b) Reports

The reports will include progress/management reports; financial reports, audit reports and other specific reports, which may be required from time to time depending on the nature of interventions.

### (c) Management Reports (Monthly, quarterly, annual reports, etc.)

These reports will include: Planned activities for the period; achievements against the plan; major variances; any trends (in terms of context, national or global that have or may influence the work of the Ministry; constraints and challenges faced; any lessons that have been learnt; recommendations; and annexes.

### (d) Financial Reports

All financial reports will be expected to be compliant with the Government financial guidelines, generally accepted accounting practices (GAAP) and in line with the principles of cash accounting process (Accrual). In preparing the report, consideration shall be given to formats provided by the Ministry of Finance and Planning, and any specific partner/donor. Generally, the format will include the following main components: Budget allocation; expenditure for the period; accumulated expenditure; and variances, if any.

### (e) Field Visits

The Ministry will have regular field visits to check compliance with human resource laws, policies and regulations and code of conduct by the Civil Servants. The visits will include both planned and ad hoc spot-check visits as and when deemed necessary. The personnel undertaking the visits will prepare reports either at the site or immediately after visits, focusing on the specific issues of investigation.

## **(f) Annual Staff Appraisal**

The key issues that will be looked at in the annual staff appraisal include:

- a) Performance against agreed standards/indicators, targets or result areas as per the job descriptions;
- b) Quality and quantity of output, leadership abilities, attitude towards work, attendance
- c) Identification of gaps (or factors that contribute to poor or good performance) and agreement on corrective measures where necessary; and
- d) Agreement on the next period's result areas/objectives.

## **(g) Meetings**

The Ministry will hold:

- i. Monthly senior management meetings to share monitor and review ministerial policies, resource appropriation, strategies and programmes.
- ii. Monthly individual Directorates' meeting to monitor and review the set performance targets, appraise staff, monitor utilization of resources, review staff development needs, staff organization learning and induction.
- iii. Quarterly general staff meetings to share ministerial policy direction and for staff welfare and bonding.
- iv. Annual stakeholders' meeting to review performance, receive feedback and build consensus on emerging needs.

## **5.3. Evaluation**

The Ministry will ensure both internal and external evaluations are done. The evaluations will focus on: efficiency, effectiveness, impact, sustainability, and relevance of interventions. The Ministry plans to have two external evaluations: mid-term review and final evaluation. A mid-term review of the strategic plan will be done at the end of the first phase in the 3<sup>rd</sup> year to assess the progress with a view to checking whether the implementation is still on the right track based on the agreed plans. The final evaluation will be conducted at the end of the strategic plan period in 2025.

### **Evaluation Tools**

The following tools/mechanisms will be used during evaluations:

1. Questionnaires, stakeholder meetings;
2. Focus group discussion guides; interview guides;
3. Logical framework matrix;
4. Observation guides;
5. Work plan charts
6. Surveys; and
7. Document/literature reviews.

## **6.0. IMPLEMENTATION MATRICES**

The three-year implementation matrices herein below will indicate the goal, strategic objectives, outputs, strategies, activities and the corresponding indicators, means of verification, assumptions and risks, timeframe and the person(s) responsible for each intervention.

### **6.1. Annual Operational Plans**

The annual operational plans (FY 2021/2025) for each directorate and independent units are presented in a separate document as **Appendix 3**.

## 6.2 Detailed Five-Year Implementation Matrices

### 6.3 LABOUR

**GOAL:** Decent and productive work environment that promotes social justice, skills development, human dignity and employment creation

#### **Strategic Area of Focus:**

To generate opportunities for employment, entrepreneurship, skills development and sustainable livelihoods

#### **Indicators:**

- State of work environment
- Number and quality of outputs
- Level of creativity/innovations
- Level of compliance with respect to labour legislation
- Number of Laws, Regulations, and Policies formulated, enacted and implemented
- Number of ILO Conventions ratified and domesticated into national law
- Number of people trained in the VTCs on different skill areas
- Number of skilled nationals employed in the private sector and those in self-employment
- Level of Industrial peace and harmony realized in the country

#### **Expected Outcomes in Relation to R-ARCSS; NDS; RTGoNU; Agenda 2063; UNSCR 1325**

- Restructured, rehabilitated and ensured radical reform of the civil services
- Total stability, peace and development
- “Enactment of laws, development of functional institutions;
- Personnel Capacity Building;
- Gender mainstreaming, youth empowerment and inclusivity;
- Improvement of employees’ benefits, and enhancement of coordination and cooperation amongst Public Institutions
- Ensure the rectification of the Convention No.190 of ILO

#### **6.3.1 Directorate of Labour and Industrial Relations**

**Strategic Objective 1:** Initiate and review legal framework and restructure labour institutions to facilitate implementation of the Labour functions

#### **Indicators**

- Number of legal frameworks reviewed
- Number of institutions established
- Number of policies developed and approved
- Numbers of bills formulated and enacted into Law
- Number of Conventions ratified and domesticated.

**Strategic Objective 1:** Initiate and review legal framework and restructure labour institutions to facilitate implementation of the Labour functions

| Tasks                                                                                                                                                                                              | Outputs                                                                                                          | Activities                                                                                                                       | Performance Indicators                               | Means of Verification                                        | Assumptions and Risks                                                            | Responsibility     | Time Frame       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------|------------------|
| Initiate the development/ formulation of relevant Legal Policies/ frameworks; e.g., framework on labour, Work Injury Compensation, & Employment Policy/Act, Ratification of Convention 190 of ILO. | Legal review committee formed and gaps analysis undertaken<br><br>Draft legal policy framework document produced | Establish legal review committee                                                                                                 | Functional review committee                          | Ministerial order & Minutes                                  | Availability of stakeholders                                                     | ML/US              | Q1 2021- Q4 2025 |
|                                                                                                                                                                                                    |                                                                                                                  | Identify gaps in the legal framework                                                                                             | Number of gaps identified                            | Assessment report                                            | Availability of necessary documents and funds                                    | US/Consultant/ ILO | Q1 2021- Q4 2025 |
|                                                                                                                                                                                                    | Legal framework and policy documents validated                                                                   | Organize stakeholders' workshops to validate policies and regulations                                                            | No. of Workshops/ seminars organized/conducted       | Workshop Reports                                             | Availability of key stakeholders and legal expert from ILO                       | ML/US/ILO          | Q1 2021- Q4 2025 |
|                                                                                                                                                                                                    | Policy framework approved                                                                                        | Facilitate and lobby the National Council of Ministers to finalize the legal framework<br>Develop Cabinet memo of Convention 190 | Relevant Minute of Council of Ministers' resolutions | Copy of Submitted Cabinet memo<br><br>CoM Minute of approval | Cabinet Memo included as part of the Agenda<br><br>Consensus on the draft policy | ML/US/DGs          | Q1 2021- Q4 2025 |
| Enacted Acts of Parliament, policy documents implemented                                                                                                                                           | Disseminate and implement Legal framework/policies                                                               | No. of workshops/ Forums held<br><br>Publicity through media campaign                                                            | Workshop Reports                                     | Availability of funding                                      | ML/US/DGs<br>Media                                                               | Q1 2021- Q4 2025   |                  |

| Tasks                                                                                                                                                                                              | Outputs                                                                                         | Activities                                                                                                                    | Performance Indicators                                  | Means of Verification                                        | Assumptions and Risks                                                                    | Responsibility   | Time Frame      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------|-----------------|
|                                                                                                                                                                                                    | Work Injury policy in place. Protection of workers strengthened                                 | Review and implement Work Injury Compensation Policy                                                                          | Functional Work Injury Compensation Policy              | Draft Work Injury Compensation Policy in place               | Stakeholder participation/ Partners to fund the process/ the risk is resistant to policy | US/DG            | Q1 2021-Q4 2025 |
| Initiate drafting of Labour Law Regulations                                                                                                                                                        | Labour Law Regulations                                                                          | Draft Labour Law Regulations developed                                                                                        | Number of Consultative Stakeholders' meetings conducted | Reports of Consultative Stakeholders' meetings               | Stakeholder participation Availability of funds                                          | US/DG            | Q1 2021-Q4 2025 |
| Initiate the development/ formulation of relevant Legal Policies/ frameworks; e.g., framework on labour, work injury compensation, & Employment Policy/Act, Ratification of Convention 190 of ILO. | Legal review committee formed and gaps analysis undertaken Draft legal Policy document produced | Establish legal review committee                                                                                              | Functional review committee                             | Ministerial order & Minutes                                  | Availability of stakeholders                                                             | ML/US            | Q1 2021-Q4 2025 |
|                                                                                                                                                                                                    |                                                                                                 | Identify gaps in the legal framework                                                                                          | Number of gaps identified                               | Assessment report                                            | Availability of necessary documents and funds                                            | US/Consultant/LO | Q1 2021-Q4 2025 |
|                                                                                                                                                                                                    | Legal framework and policy documents validated                                                  | Organize stakeholders' workshops to validate policies and regulations                                                         | No. of Workshops/ seminars organized/conducted          | Workshop Reports                                             | Availability of key stakeholders and legal expert from ILO                               | ML/US/ILO        | Q1 2021-Q4 2025 |
|                                                                                                                                                                                                    | Policy framework approved                                                                       | Facilitate and lobby the National Council of Ministers to finalize the legal framework Develop Cabinet memo of Convention 190 | Relevant Minute of Council of Ministers' resolutions    | Copy of Submitted Cabinet Memo<br><br>CoM Minute of approval | Cabinet Memo included as part of the Agenda<br><br>Consensus on the draft policy         | ML/US/DGs        | Q1 2021-Q4 2025 |

| Tasks | Outputs                                                         | Activities                                           | Performance Indicators                                                | Means of Verification                          | Assumptions and Risks                                                                       | Responsibility     | Time Frame          |
|-------|-----------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------|---------------------|
|       | Enacted Acts of Parliament, policy documents implemented        | Disseminate and implement Legal framework/policies   | No. of workshops/ Forums held<br><br>Publicity through media campaign | Workshop Reports                               | Availability of funding                                                                     | ML/US/DGs<br>Media | Q1 2021-<br>Q4 2025 |
|       | Work Injury policy in place. Protection of workers strengthened | Review and implement Work Injury Compensation Policy | Functional Work Injury Compensation Policy                            | Draft Work Injury Compensation Policy in place | Stakeholder participation/<br>Partners to fund the process/ the risk is resistant to policy | US                 | Q1 2021-<br>Q4 2025 |

**Strategic Objective 2:** Build adequate capacity of the Labour Function, (National and State levels) to provide timely, quality, efficient and effective services.

#### Indicators

- Number of Labour Administrators trained both at National and State levels
- Quality of service being provided by the Labour Administrators.
- Time taken to resolve labour disputes

| Tasks                         | Activities                           | Outputs               | Performance Indicators             | Means of Verification              | Assumptions and Risks                                                          | Responsibility | Time Frame          |
|-------------------------------|--------------------------------------|-----------------------|------------------------------------|------------------------------------|--------------------------------------------------------------------------------|----------------|---------------------|
| Strengthen Labour Inspections | Develop labour inspection guidelines | Guidelines developed  | No. of labour guidelines developed | No. of guidelines developed        | Availability of Skilled personnel / stakeholder and approval of the guidelines | US/DGs/D/MS    | Q1 2021-<br>Q4 2025 |
|                               | Review labour inspection forms       | Reviewed labour forms | No. of inspection forms reviewed   | No. inspections review carried out | Availability of skills/funds to carry out the activity                         | US, DG, MS     | Q1 2021-<br>Q4 2025 |

| Tasks                   | Activities                                    | Outputs                                              | Performance Indicators                                            | Means of Verification                              | Assumptions and Risks                                                                           | Responsibility | Time Frame          |
|-------------------------|-----------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------|---------------------|
|                         | Conduct regular labour inspection             | Compliance with the labour laws                      | No. of inspections conducted                                      | No. of labour inspections conducted                | Availability of adequate skilled Labour Inspectors<br>Funding availed to undertake the exercise | DGs/D/DD/HRD   | Q1 2021-<br>Q4 2025 |
| Staff Capacity Building | Develop Training Manual                       | Training Manual formulated                           | Quality of Training Manual developed                              | Draft Training Manual approved                     | Funding availed to undertake training                                                           | US, DGs/ILO    | Q1 2021-<br>Q4 2025 |
|                         | Training of staff                             | Training seminars organized                          | No. of staff trained                                              | List of staff trained/                             | Availability of Trainers<br>Availability of funds                                               | US/DG          | Q1 2021-<br>Q4 2025 |
|                         | Source Scholarships for labour administrators | No. of scholarships identified                       | Number of labour administrators benefited from the scholarship    | Scholarship report                                 | Availability of scholarships                                                                    | US/DGs/ILO     | Q1 2021-<br>Q4 2025 |
|                         | Dispute settlement procedures developed       | Develop and implement dispute settlement guidelines  | Number of dispute settlement guidelines developed and implemented | Copies of guidelines                               | Funding availed to undertake the review                                                         | US//ILO        | Q1 2021-<br>Q4 2025 |
|                         | Reviewed work permit forms and guidelines     | Carry out review of work permit forms and guidelines | Reviewed Work permit form<br><br>Number of guidelines developed   | Copy of work permit Form<br><br>Copy of guidelines | Funding availed to undertake the review                                                         | US/ILO         | Q1 2021-<br>Q4 2025 |
|                         | Increased                                     | Develop and implement policies                       | Functional policy                                                 | Policy document                                    | Nationals are qualified and                                                                     | US/DG          | Q1 2021-<br>Q4 2025 |

| Tasks                   | Activities                                         | Outputs                                                                                        | Performance Indicators                                                              | Means of Verification                                                                    | Assumptions and Risks                                                                                      | Responsibility | Time Frame       |
|-------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------|------------------|
|                         | employment of Nationals                            | which regulate jobs to be undertaken by foreigners                                             | List of jobs to be taken by foreigners compiled                                     |                                                                                          | willing to take up the jobs                                                                                |                |                  |
|                         | Policy regulating issue of work permit in place    | Develop and implement policies which regulate issue of work permit                             | Functional policy on work permits<br>Number of foreigners applying for work permits | Policy document                                                                          | Nationals possess requisite qualifications                                                                 | US/DG          | Q1 2021- Q4 2025 |
| Promote Social Dialogue | Workers aware of labour laws                       | Sensitize workers and employers on their rights and obligations                                | Peace and harmony realized in the workplace                                         | No. of sensitization forums organized / no. of workers/employers' reports on proceedings | Availability of training personnel<br>Availability of transportation/ availability of funds for activities | US/DG          | Q1 2021- Q4 2025 |
|                         | Trade unions guidelines and regulations formulated | Prepare guidelines and regulations for trade unions                                            | Trade Union guideline prepared                                                      | No. of trade union guideline prepared                                                    | Stakeholder participation/ availability of funds resistant from the employee                               | US/DG          | Q1 2021- Q4 2025 |
|                         | No. of functioning labour courts                   | Follow up Ministry of Justice and Constitutional Affairs on the establishment of labour courts | No. labour dispute resolutions tracked                                              | No. of Labour courts established                                                         | Cooperation from Ministry of Justice and Constitutional Affairs availability of funds,                     | US/DG          | Q1 2021- Q4 2025 |



| Tasks                                | Activities                              | Outputs                                            | Performance Indicators                | Means of Verification                                        | Assumptions and Risks                                                       | Responsibility | Time Frame      |
|--------------------------------------|-----------------------------------------|----------------------------------------------------|---------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------|----------------|-----------------|
|                                      |                                         |                                                    |                                       |                                                              | availability of magistrate to handle labour market                          |                |                 |
| Regulate Employment Agencies         | Employment Agencies regulated           | Develop guidelines to regulate Employment Agencies | Number of guidelines developed        | Copy of guidelines                                           | Availability of Training personnel<br>Funding availed to develop guidelines | US/ILO         | Q1 2021-Q4 2025 |
|                                      | Baseline data available                 | Develop Labour Market Information System           | Functional Labour Management System   | Baseline Survey results<br>Labour Management System document | Funds available                                                             | US/ILO         | Q1 2021-Q4 2025 |
| Eliminate worst form of child labour | Policies regarding child labour drafted | Develop and implement child labour policies        | All protection of vulnerable children | No. functional child labour policy                           | Public participation                                                        | US/DG          | Q1 2021-Q4 2025 |

**Strategic Objective 3:** Promote fundamental principles and rights at work and enhance dispute resolution mechanisms

**Indicators**

- Improved relations between employers and employees
- Number of trade unions registered
- Time taken to resolve disputes.
- Number of strikes, lockouts and sit-ins

| Tasks                                  | Output                                                 | Activities                                          | Performance Indicators                | Means of Verification  | Assumption and Risks                                            | Responsibility | Time frame      |
|----------------------------------------|--------------------------------------------------------|-----------------------------------------------------|---------------------------------------|------------------------|-----------------------------------------------------------------|----------------|-----------------|
| Promote tripartism and social dialogue | Industrial peace and harmony realized at the workplace | Sensitize workers/employers on their rights         | No. of sensitization forums organized | Sensitization reports  | Availability of Funds                                           | DG Labour/D/DD | Q1 2021-Q4 2025 |
|                                        |                                                        | Prepare guidelines and regulations for trade unions | No. of guidelines prepared            | Trade union guidelines | Availability of Funds<br>Trade Unions will adhere to guidelines | US/DG/         | Q1 2021-Q4 2025 |

### 6.3.2 Directorate of Vocational Training

**Strategic Objective1:** Enhance institutional and human capacity of vocational training centres

**Indicators:**

1. Number of Instructors recruited and trained
2. Improved standards of VTCs and admissions
3. Number of programmes developed and implemented
4. Number of trainees enrolled and graduated
5. Number of self-employment programmes introduced
6. Number of people employed
7. Number of skilled personnel available in the labour market

| Tasks                                                                                               | Output                                                    | Activities                                        | Performance Indicators               | Means of Verification      | Assumption and Risks                                                                     | Responsibility              | Time frame      |
|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------|--------------------------------------|----------------------------|------------------------------------------------------------------------------------------|-----------------------------|-----------------|
| Strengthen Institutional & Human Capacity of Vocational Training Centre to improve service delivery | VTCs rehabilitated & operational and new ones established | Rehabilitate the existing VTCs                    | Number of VTCs rehabilitated         | Reports on rehabilitation  | Availability of funds / lack of fund                                                     | US/DG/ VTC                  | Q1 2021-Q4 2025 |
|                                                                                                     |                                                           | Facilitate establishment of VTC in every State    | Number of VTCs established in States | Quarterly progress reports | Availability of funds and cooperation from the States                                    | US/DG/ VTC/ State Governors | Q1 2021-Q4 2025 |
|                                                                                                     | Improved service delivery                                 | Undertake recruitment of qualified staff for VCTs | Number of qualified staff recruited  | No. of appointment letters | MoF&ED will raise budget ceiling for the Ministry<br>Qualified Instructors are available | US/Recruitment Board/HRM    | Q1 2021-Q4 2025 |
|                                                                                                     |                                                           | Set up an Advisory Council at national level      | Functional Advisory Council set up   | No. of appointment letters | Availability of skilled personnel                                                        | ML/US/DG VTC                | Q1 2021-Q4 2025 |

| Tasks                                           | Output                                          | Activities                                                          | Performance Indicators              | Means of Verification             | Assumption and Risks                                   | Responsibility                | Time frame      |
|-------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------|-------------------------------------|-----------------------------------|--------------------------------------------------------|-------------------------------|-----------------|
|                                                 |                                                 | Set up an Advisory Board for each VTC                               | Functional Advisory Board set up    | Advisory Council members in place | Participation of stakeholders/ skilled personnel       | ML/US/DG VTC                  | Q1 2021-Q4 2025 |
|                                                 |                                                 | Develop a strategic plan for each VTC                               | Number of Strategic plans developed | Copy of strategic plan            | Availability of funds/ skilled personnel               | DG VTC/Directors/ILO          | Q2, 2021        |
|                                                 |                                                 | Equip the VTCs to effectively perform their mandate                 | Number of well-equipped VTCs        | VTC asset register                | Availability of funds/ equipments                      | US/DG (VTC)/                  | Q1 2021-Q4 2025 |
|                                                 | Financial self-reliance for VTC                 | Develop VTC business plans for income generation                    | Number of business plans developed  | Copy of business plan             | Availability of funds/ skilled personnel               | US US/DG (VTC)/               | Q1 2021-Q4 2025 |
|                                                 | National Vocational Training fund established   | Mobilize resources to develop VTCs                                  | Number of funded project proposals  | Copies of proposals submitted     | Willingness of development partners to provide support | US US/DG (VTC)/               | Q1 2021-Q4 2025 |
|                                                 | Functional Directorate of Vocational Training   | Recruit staff                                                       | Number of staff recruited           | Recruitment report                | Availability of funds                                  | US/DG/Recruitment Board, HRM, | Q1 2021-Q4 2025 |
|                                                 |                                                 | Train Directorate of Vocational Training Staff                      | Number of staff trained             | Attendance list                   | Availability of funds                                  | DG/D/HRD                      | Q1 2021-Q4 2025 |
| Develop National Training and testing standards | Harmonized, training, testing and certification | Develop standardized curricula/testing and certification guidelines | Quality of standards developed      | Standards document                | Availability of required skills and funds              | US/DG                         | Q1 2021-Q4 2025 |

| Tasks                                                     | Output                         | Activities                                                                                 | Performance Indicators                                       | Means of Verification              | Assumption and Risks                                 | Responsibility     | Time frame      |
|-----------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------|------------------------------------------------------|--------------------|-----------------|
|                                                           | VTC Curriculum developed       | Review VTC curricula to address emerging needs in labour market                            | Functional updated curricula<br>Harmonized training calendar | VTC curricula<br>Training Calendar | Availability of skills and funds<br>Policy guideline | US/DG/Directors    | Q1 2021-Q4 2025 |
|                                                           |                                | Establish an examination body for vocation skills                                          | Functional examination body                                  | Council of Ministers' resolutions  | Availability funds                                   | Minister/US/DG/MoE | Q1 2021-Q4 2025 |
| Develop VT trainee, registration, and graduation Database | Functional Database            | Establish database system for trainee, registration, and graduation in VTCs in the country | No of trainees in the database                               | Reports                            | Availability funds                                   | US/DG              | Q1 2021-Q4 2025 |
| Strengthen regulatory framework for VTCs                  | Regulatory Framework available | Register, Monitor, evaluate and regulate all VTCS (Public and Private)                     | Number of VTCs monitored and regulated                       | VTCs compliance report             | Availability of funds                                | US/DG (VTC)        | Q1 2021-Q4 2025 |

**Strategic Objective 2:** To facilitate employment creation for the citizens of South Sudan

**Indicators**

1. Number of self-employment programmes introduced
2. Number of people employed
3. Number of skilled personnel available in the labour market

| Tasks                                         | Outputs                                                                  | Activities                                                                                                 | Performance Indicators                                                                          | Means of verifications                                                                   | Assumptions and Risks                                                | Responsibility          | Time Frame      |
|-----------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------|-----------------|
| Facilitate Employment Creation in the country | Demand driven skills in the market                                       | Conduct national skill Audit                                                                               | Variety of Vocational training skills in the labour market                                      | Skills audit report                                                                      | Availability of funds                                                | US/Bureau of Statistics | Q1 2021-Q4 2025 |
|                                               | Youths engaged in self-employment                                        | Develop youth entrepreneurship programs                                                                    | Number of youth entrepreneurship programmes developed                                           | Programs reports                                                                         | Availability of funds                                                | DG                      | Q1 2021-Q4 2025 |
|                                               |                                                                          | Develop and implement mentorship programs                                                                  | Number of mentorship programs developed                                                         | Programs reports                                                                         | Willingness for firms and individuals to take up mentees and interns | US/DGs                  | Q1 2021-Q4 2025 |
|                                               |                                                                          | Formulate and implement programmes on self-employment                                                      | Number of programmes for self-employment formulated and implemented                             | Programmes reports                                                                       | Availability of fund                                                 | DGs/DD                  | Q1 2021-Q4 2025 |
| Provide support to gender mainstreaming       | Systematic incorporation of gender perspectives into vocational training | Assess implications for women and men of any planned action, including legislation, policies or programmes | Equal rights for men and women<br>Skills acquired, confidence built<br>Improved quality of life | Policy document<br>No. of gender-responsive policy formulated<br>Budget allocations that | Resistance<br>Availability of funds                                  | US/DG                   | Q1 2021-Q4 2025 |

| Tasks | Outputs                                          | Activities                          | Performance Indicators | Means of verifications      | Assumptions and Risks | Responsibility | Time Frame |
|-------|--------------------------------------------------|-------------------------------------|------------------------|-----------------------------|-----------------------|----------------|------------|
|       | Country-wide Sex-disaggregated data of VT skills | Conduct nation-wide gender analysis |                        | favour gender mainstreaming |                       |                |            |

**Objective 3:** To establish Regulatory Bodies for Vocational Training

**Indicators**

1. Bill for the formation of VT Council drafted and legislated
2. South Sudan Vocational Training Council (Authority) established
3. South Sudan Vocational Training Examinations Council established
4. Vocational Training Centers Advisory Boards and Trainee Councils established

| Tasks                                                                   | Outputs                                                                  | Activities                                         | Performance Indicators                                                                               | Means of verifications                                                                                        | Assumptions and Risks                                                                                                                                 | Responsibility | Time Frame      |
|-------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------|
| Draft Bill for the formation of VT Council                              | South Sudan Vocational Training Council                                  | Present the Bill for Legislation                   | Draft Bill for the VT Council ready                                                                  | VT Council Bill presented through Legislative processes<br>Appointment of members<br>Launching of the council | Presidential Assent<br>VT Council Act Gazetted                                                                                                        | US/DG/Minister | Q1 2021-Q4 2025 |
| Establish South Sudan Vocational Training Examinations Council (SSVTEC) | South Sudan Vocational Training Examination Council                      | Undertake Study Tour to two neighbouring countries | Bill for the formation of SSVTEC in place                                                            | Study tour report<br>Draft SSVTEC Bill presented for Legislative processes<br>Legislated Bill SSVTEC          | Presidential Assent<br>Gazetted Act<br>Appointment letters<br>Report on the launch of SSVTEC                                                          | US/DG/Minister | Q1 2021-Q4 2025 |
|                                                                         | Draft the memo for the formation of Advisory Boards and Trainee Councils | VTCs Advisory Boards /Trainee Councils             | Draft Memo for the formation of Advisory Board and Trainee Councils<br><br>Approved Memo by Minister | Appointment letters for Members of the Advisory Boards and Trainee Councils.                                  | Ministerial order for the formation of the advisory boards and trainee councils.<br><br>Report on the launch of advisory boards and trainee councils. | US/DG/Minister | Q1 2021-Q4 2025 |



**OBJECTIVE 4:** To Improve Coordination, Collaboration and Partnership Network for VTCS

**Indicators**

1. Vocational Training Centers Alumni Association established
2. South Sudan Vocational Training Stakeholders Forum (Private and Public Partnership) strengthened
3. Specialized working groups (Policy and Curriculum) strengthened
4. Public and Private VTCs Administrators Forum established

| Tasks                                                                                                     | Outputs                                                 | Activities                                                                                                                         | Performance Indicators                                                                    | Means of verifications                                                                                                                              | Assumptions and Risks                                                             | Responsibility     | Time Frame       |
|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------|------------------|
| Establish Vocational Training Centres Alumni Association                                                  | Draft memo for the formation of VTCs Alumni Association | Present memo to the minister of LPS&HRD for approval                                                                               | Ministerial Order for the formation of VTCs alumni association issued                     | Election of Alumni Association officials                                                                                                            | MoL Minister's assent<br>VTCs alumni involvement after Association is established | US/DG/minister     | Q1 2021- Q4 2025 |
| Strengthen the South Sudan Vocational Training Stakeholders Forum (private and public sector partnership) | Strengthened SSVT Coordination forum                    | Review and update the existing VT Stakeholders' Forum mandate structure and functions.<br>Present the recommendations for approval | Mandate structure and functions updated<br>VT Stakeholders' Forum membership strengthened | VT Stakeholders' Forum membership reviewed and updated<br>Number of Forum meetings<br>Copy of the approved recommendations<br>Implementation report | Stakeholders willingness and involvement                                          | US/DG/Stakeholders | Q1 2021- Q4 2025 |

| Tasks                                                         | Outputs                                                                 | Activities                                                                                                                    | Performance Indicators                                                                                                                  | Means of verifications                                                                                                                                             | Assumptions and Risks                                                                                                        | Responsibility                      | Time Frame      |
|---------------------------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------|
| Create Inter-Ministerial VT Consultative Forum                | Draft Memo for the formation of Inter-Ministerial VT Consultative Forum | Draft the memo for the formation of Inter-Ministerial VT Consultative Forum<br><br>Present Memo to the CoM for approval       | President issues an order for the formation of the Forum                                                                                | Launch the Forum                                                                                                                                                   | Concerned Ministries participation<br>CoM for approval<br>Presidential Order forming Inter-ministerial VT Consultative Forum | US/DG/Minister                      | Q1 2021-Q4 2025 |
| Strengthen specialized working groups (Policy and Curriculum) | Strengthened Specialized working groups for policy and curriculum       | Review and update the existing mandate, structure and functions<br><br>Review and update the membership of the working groups | Reviewed updated mandate, structure and functions<br><br>Approval of the reviewed mandate, structure, functions and Membership received | Recommended improvements implemented<br><br>List of reviewed and updated membership.<br><br>Approved mandate, structure and functions<br><br>Implementation report | Participation of working groups                                                                                              | US/DG/Working Groups/Minister (MoL) | Q1 2021-Q4 2025 |
| Establish VTCs Administrators Forum (Public and Private)      | Draft the memo for the formation of Administrators Forum                | Present memo to the Council of Ministers for approval                                                                         | Memo for the formation of Administrators Forum<br><br>Presidential order for the formation of the Forum                                 | Approved memo<br>Copy of the Presidential order<br>Report of the launch                                                                                            | Presidential assent                                                                                                          | US/DG/Minister                      | Q1 2021-Q4 2025 |

**Objective 5:** To Conduct Skills Training in Public Vocational Training Centres

**Indicators**

1. Skills training provided in at least eleven (11) different Trades
2. Capacity of staff for VTCs developed
3. Instructors for VTCs (to fill existing vacancies on the nominal roll) recruited
4. Staff Redeployment / Transfer for effective manpower utilization

| Tasks                                                                                                                                                                                                                                                                   | Outputs                                                                                     | Activities              | Performance Indicators                                | Means of verifications                                                                                                                                                                    | Assumptions and Risks                                                       | Responsibility                 | Time Frame          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------|---------------------|
| Provide skills training in:<br>Automotive Mechanics,<br>Electrical installation,<br>Carpentry,<br>Welding and fabrication,<br>Building Construction,<br>Plumbing, ICT& Office Administration,<br>IT, Tailoring,<br>Agro-Farm Machinery,<br>Hospitality, Food Processing | 2000 trainees for Level 1 courses enrolled<br><br>8,000 trainees for basic courses enrolled | Deliver skills training | Assessment and examinations<br><br>Conduct graduation | Enrolment report for 2,000 trainees<br><br>Enrolment report for 8,000 trainees<br><br>Training report for 10,000 trainees<br><br>Examinations results and reports<br><br>10,000 graduated | Candidates for enrolment available<br><br>Adequate number of VT Instructors | US/DG/DG-HRM/Recruitment Board | Q1 2021-<br>Q4 2025 |

| Tasks                                                                         | Outputs                          | Activities                                                                                                                     | Performance Indicators                                                                              | Means of verifications                                                                                                                                                          | Assumptions and Risks                                                                                                 | Responsibility                 | Time Frame      |
|-------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------|
| Develop capacity of staff for VTCs                                            | Staff capacity of VTCs developed | Carry out Training Needs Analysis<br><br>Develop a training plan<br><br>Identify Training Providers<br><br>Nominate Candidates | Tools used for TNA<br><br>Scope and coverage of training plan                                       | Training Needs Analysis report<br><br>Training Plan<br><br>List of Training Providers<br><br>List of Nominated Candidates Number of VTCs staff trained<br><br>Training Reports. | Staff willingness to undergo training<br><br>Availability of suitable training providers<br><br>Availability of funds | US/DG                          | Q1 2021-Q4 2025 |
| Recruit Instructors for VTCs (to fill existing vacancies on the nominal roll) | All existing vacancies filled    | Advertise Vacancies<br><br>Conduct interviews<br><br>Conduct an induction workshop                                             | Appointment of Instructors<br><br>Newly recruited staff formally inducted<br><br>New staff deployed | Interview report<br><br>Appointment letters<br><br>Induction report<br><br>Deployment letters<br><br>Reports on assumption of duty                                              | Availability of suitable applicants<br><br>Fast speed of recruitment process<br><br>Availability of funds             | US/DG/DG-HRM/Recruitment Board | Q1 2021-Q4 2025 |
| Redeployment / Transfer of staff for effective manpower utilization           | Appropriately deployed staff     | Carry out staffing gap analysis                                                                                                | Gap Analysis report                                                                                 | Redeployment schedule<br><br>Assumption of duty reports                                                                                                                         | Availability of suitable applicants                                                                                   | US/DG                          | Q1 2021-Q4 2025 |

| Tasks | Outputs | Activities                                                                          | Performance Indicators | Means of verifications | Assumptions and Risks | Responsibility | Time Frame |
|-------|---------|-------------------------------------------------------------------------------------|------------------------|------------------------|-----------------------|----------------|------------|
|       |         | Carry out skills analysis<br>Redeploy staff according to gaps and skills identified | Skills analysis report |                        |                       |                |            |

### Objective 6: To Develop VTCs Management Information System

#### Indicators

1. Research and documentation (Market Assessment, Tracer study, In-depth study) conducted
2. Operational database for trainees, staff, partners, employers and tracer studies
3. Reporting systems for vocational training activities in place

| Tasks                                                                                | Outputs                                              | Activities                                                                                                                              | Performance Indicators                                            | Means of verifications                                                                 | Assumptions and Risks                                  | Responsibility     | Time Frame      |
|--------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------|-----------------|
| Conduct research and documentation (Market Assessment, Tracer study, In-depth study) | Market assessment studies<br>One Tracer study (2021) | Identify areas of research<br>Conduct two market assessment studies<br>Conduct one Tracer study (2021)<br>Conduct one in-depth study on | Areas of research identified and agreed upon<br><br>Study reports | Research and Documentation Study reports<br><br>Approval and implementation of reports | Availability of funds<br><br>Stakeholder participation | US/DG/Stakeholders | Q1 2021-Q4 2025 |

| Tasks                                                                                    | Outputs                       | Activities                                                                                                                                                                                                                          | Performance Indicators                                                                                                                                  | Means of verifications                                                                                                                                                                                                                                                                      | Assumptions and Risks                                                                                                                                             | Responsibility     | Time Frame      |
|------------------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------|
|                                                                                          |                               | South Sudan VT approaches.<br>Submit reports for approval<br>Print reports<br>Disseminate reports<br>Implement reports                                                                                                              |                                                                                                                                                         |                                                                                                                                                                                                                                                                                             |                                                                                                                                                                   |                    |                 |
| Develop and operate database for trainees, staff, partners, employers and tracer studies | Vocational Training Data Base | Review existing data bases<br>Identify sources of data<br>Develop data collection tools<br>Procure hardware and soft ware<br>Carry out Trial runs<br>Submit for approval<br>Train the data base managers (2 at HQTRS and 2 per VTC) | Data requirements reviewed and sources of data identified<br>Necessary hardware and software procured, in place and tested<br>Database managers trained | Database Review report<br>Variety of data sources & Report<br>Number and variety of interviews conducted report<br>Data collection tools in place<br>Delivery notes for the hardware and software.<br>Completion certificate<br>Trial runs report<br>Approved data base<br>Training reports | Stakeholders' participation<br>Availability of needed number of suitable data managers to be trained<br>Database launched and functional<br>Availability of funds | US/DG/Stakeholders | Q1 2021-Q4 2025 |

| Tasks                                                        | Outputs                                    | Activities                                                                                                                                                                                                                                                                | Performance Indicators                                                                                                     | Means of verifications                                                       | Assumptions and Risks | Responsibility | Time Frame          |
|--------------------------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------|----------------|---------------------|
|                                                              |                                            |                                                                                                                                                                                                                                                                           |                                                                                                                            | Data base<br>Launch Report<br>Implementation reports                         |                       |                |                     |
| Develop reporting systems for vocational training activities | Reporting / Management Information systems | Review existing reporting systems<br>Identify reporting needs<br>Develop reporting system<br>Hold a consultative workshop<br>Seek approval of the system<br>Print guidelines on the system<br>Train of users<br>Disseminate reporting tools<br>Implement reporting system | Review report<br>Needs report<br>Printed copies<br>Training Report<br>Draft reporting system for VT<br>Final draft systems | Approved Reporting Systems<br>Dissemination reports<br>Implementation report | Availability of funds | US/DG          | Q1 2021-<br>Q4 2025 |

## Objective 7: To Create Public Awareness about Vocational Training in South Sudan

### Indicators

1. National vocational training exhibition organized
2. Workshops, seminars and lecture forums on VT skills development conducted
3. Media publicity organized
4. Monthly VT Bulletin published
5. One road show per center conducted
6. Directorate of VTCs Website (uploading and launching) finalized

| Tasks                                                                   | Outputs                                     | Activities                                                                                                                                                          | Performance Indicators                                                                                           | Means of verifications                                                               | Assumptions and Risks                              | Responsibility     | Time Frame          |
|-------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------|--------------------|---------------------|
| Organize national vocational training exhibitions                       | Number of exhibitions                       | Identify areas of exhibition (Public & Private)<br>Produce exhibition products<br>Advertise the exhibition<br>Evaluate the exhibition                               | List of areas of exhibition<br>Exhibition held                                                                   | Inventory of products<br>Copies of adverts<br>Exhibition report<br>Evaluation report | Availability of funds<br>Stakeholder participation | US/DG/Stakeholders | Q1 2021-<br>Q4 2025 |
| Conduct workshops, seminars and lecture forums on VT skills development | Reports on workshops, seminars and lectures | Identify the needs / themes<br>Identify and invite participants<br>Identify and invite presenters<br>Organize and Conduct 2 workshops, 2 seminars, 2 lecture forums | Report of identified needs / themes<br>Reports of workshops, seminars and lecture forums<br>Dissemination report | List of participants<br>List of Presenters<br>Evaluation reports<br>Workshop reports | Availability of funds<br>Stakeholder participation | US/DG/Stakeholders | Q1 2021-<br>Q4 2025 |



| Tasks                               | Outputs                          | Activities                                                                                                                                                                                   | Performance Indicators                                                           | Means of verifications                                                    | Assumptions and Risks                               | Responsibility     | Time Frame      |
|-------------------------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------|--------------------|-----------------|
|                                     |                                  | Evaluate the outcome of workshops, seminars, lecture forums<br>Disseminate workshop report                                                                                                   |                                                                                  |                                                                           |                                                     |                    |                 |
| Organize media publicity            | Publicity through selected media | Identify issues for publicity<br>Identify media outlets<br>Develop publicity materials<br>Contract media houses to publicize the materials<br>Monitor publicity<br>Conduct Impact Assessment | Issues for publicity report<br>Copy of publicity materials<br>Monitoring reports | List of media outlets<br>Copy of the contract<br>Impact Assessment report | Availability of funds<br>Stakeholders participation | US/DG/Stakeholders | Q1 2021-Q4 2025 |
| Publish Monthly VT Bulletin         | VT Bulletin produced monthly     | Research on Topical issues<br>Invite draft Articles for publication<br>Edit Articles<br>Print Bulletin<br>Distribute Bulletin                                                                | Research reports<br>Articles drafted<br>Articles edited                          | Printed copies of Bulletin<br>Distribution lists                          | Availability of funds<br>Stakeholders participation | US/DG/Stakeholders | Q1 2021-Q4 2025 |
| Conduct road shows (One per centre) | Number of Road shows conducted   | Identify areas for road show                                                                                                                                                                 | List of areas for road show                                                      | Letters granting Permission<br>Road show report                           |                                                     |                    | Q1 2021-Q4 2025 |

| Tasks                                                              | Outputs                | Activities                                                                                                                                                                                                                              | Performance Indicators                                                                                          | Means of verifications                                     | Assumptions and Risks | Responsibility | Time Frame       |
|--------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------|----------------|------------------|
|                                                                    |                        | Produce products for road show<br>Seek for permission and protection from police and City council<br>Conduct road shows<br>Evaluate the outcome of the road show                                                                        | Inventory of products                                                                                           | Evaluation report                                          |                       |                |                  |
| Finalize the website for the Directorate (uploading and launching) | An Operational Website | Finalize the design and development of the website<br>Identify / recruit, assign and train web site administrator<br>Identify information for uploading on the websites<br>Upload information<br>Test the website<br>Launch the website | Fully designed Web site<br>Administrator in place and trained<br>Quantity and quality of information identified | Information on the website<br>Test report<br>Launch report | Availability of funds | US/DG          | Q1 2021- Q4 2025 |

**Objective 8:** To Mobilize Resources for the VTCS

**Indicators**

1. Funding needs for all the VTCs determined
2. Resource mobilization plan and programmes developed

| Tasks                                             | Outputs              | Activities                                                                                                                          | Performance Indicators                                                                                                                                     | Means of verifications                                                                                                                           | Assumptions and Risks                                         | Responsibility               | Time Frame       |
|---------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------|------------------|
| Determine funding needs for all the VTCs          | Funding needs report | Identify VTC expenditure areas (Current & Potential)<br>Cost expenditure areas<br>Submit for approval                               | Funding needs determined<br>Costed expenditure items produced                                                                                              | List of expenditure items<br>Approved cost                                                                                                       | availability of funds<br>Stakeholders'/ Partners' involvement | US/DG/Stakeholders/ Partners | Q1 2021- Q4 2025 |
| Develop resource mobilization plan and programmes | Resource Mobilized   | Develop guidelines for income generation<br>Identify capacities / services of each VTC<br>Develop project proposals /business plans | Copy of income generation guidelines<br>VTC capacity report<br>Project proposal documents / business plans<br>Production unit reports<br>Copies of Adverts | Income generation guidelines developed<br>Amount of Resources mobilized<br>Number of partners involved<br>Number of production units established | Availability of funds<br>Stakeholders'/ partners' support     | US/DG/Stakeholders/ Partners | Q1 2021- Q4 2025 |

| Tasks | Outputs | Activities                                                                                                                                   | Performance Indicators | Means of verifications | Assumptions and Risks | Responsibility | Time Frame |
|-------|---------|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|-----------------------|----------------|------------|
|       |         | Start production units in each VTC<br>Advertise services/products offered at VTCs<br>Mobilize resources from Partners and other stakeholders |                        |                        |                       |                |            |

### 6.3.3 Directorate of Occupational Safety and Health

**Strategic Objective 1:** Enforce compliance with national labour legislations including safety and health standards

#### Indicators

- Number of labour disputes reported and settled
- Number of accidents at the workplace
- Number and protective gears/clothing that are being used.
- Number of court case for none compliance.
- Level of compliance with labour standards

| Tasks                                                        | Outputs                                                    | Activities                                | Performance Indicators                                  | Means of Verification                         | Assumptions and Risks                                          | Responsibility | Time Frame          |
|--------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------|---------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------|----------------|---------------------|
| Strengthen occupational safety and health inspection service | Occupational health and safety Bill submitted for approval | Draft occupational and safety health Bill | Occupational and safety health inspection Bill approved | occupational and safety health Bill available | Availability of stakeholders<br>Technical assistance available | US/DGs/ILO     | Q1 2021-<br>Q4 2025 |

| Tasks | Outputs                                              | Activities                                                                       | Performance Indicators                                                                   | Means of Verification                                                 | Assumptions and Risks                                  | Responsibility                        | Time Frame      |
|-------|------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------|---------------------------------------|-----------------|
|       | Occupational safety and health policy in place       | Draft occupational safety and health policies and regulations                    | Occupational safety and health policies and regulations approved by Council of Ministers | Policy brief on occupational safety, health, and regulations approved | Availability of policy experts/stakeholders            | US/DGs/ILO                            | Q1 2021-Q4 2025 |
|       | Occupational health and safety inspections conducted | Conduct regular occupational health and safety inspections                       | Compliance with occupational health and safety Laws                                      | Number of inspections conducted                                       | Availability of funds/Resistance from the stakeholders | US/DG                                 | Q1 2021-Q4 2025 |
|       | Enhanced occupational health and safety at workplace | Review occupational health and safety inspections guidelines                     | Number of inspection forms reviewed                                                      | Copies of reviewed forms                                              | Availability of funds                                  | US/DGs/ILO/Other development partners | Q1 2021-Q4 2025 |
|       |                                                      | Follow up on occupational health and safety inspections                          | Number of follow up inspections conducted                                                | Inspection report                                                     | Availability of funds<br>Logistics                     | US/DG/DD/Inspectors                   | Q1 2021-Q4 2025 |
|       |                                                      | Acquire Occupational Safety equipment                                            | Number of equipment purchased                                                            | Asset register                                                        | Availability of fund                                   | US/DG/OSH/ILO/Development partners    | Q1 2021-Q4 2025 |
|       |                                                      | Sensitize workers, employers and other stakeholders on safety and health matters | Number of flyers sensitization workshops conducted                                       | Sensitization report                                                  | Availability of funds<br>Logistics                     | US/DG OSH/DD/Inspectors               | Q1 2021-Q4 2025 |

| Tasks                                    | Outputs                                                                                                                                                             | Activities                                                                                                                                            | Performance Indicators                                                                      | Means of Verification                                                    | Assumptions and Risks                                                      | Responsibility                         | Time Frame       |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------|------------------|
|                                          | M&E information available for use                                                                                                                                   | Conduct inspection M&E exercise                                                                                                                       | M &E inspection system functional                                                           | M&E inspection report                                                    | Availability of funds                                                      | US/DGs/ ILO/Other development partners | Q1 2021- Q4 2025 |
| Set up internal structure of Directorate | Properly structured and functional                                                                                                                                  | Assess Directorate internal structural needs based on its core functions                                                                              | Fully functional directorate                                                                | Assessment report                                                        | Help from Directorate of Management Services                               | US/DG                                  | Q1 2021- Q4 2025 |
| Provide support to gender mainstreaming  | Systematic incorporation of gender perspectives into occupational health and safety policies and programmes<br>Country-wide Sex-disaggregated data of areas of work | Assess implications for women and men of any planned action, including legislation, policies or programmes<br><br>Conduct nation-wide gender analysis | Equal rights for men and women<br><br>Improved work environment<br>Improved quality of life | Policy document<br><br>Occupational health and safety inspection reports | Resistance by employers<br><br>Adequate staff<br><br>Availability of funds | US/DG                                  | Q1 2021- Q4 2025 |

### 6.3.4 Directorate of Policy Planning and Labour Statistics

#### Strategic Objective 1: Enhanced Policy, Planning and Statistic for Quality Performance

##### Indicators

- Number of policies formulated.
- The M&E tools developed.
- Quality and timeliness of evaluation reports.
- Accuracy of budget and statistic prepared.
- Amount of resources mobilized through partnerships.

| Tasks                                                   | Outputs                                                            | Activities                                                  | Indicator                                                                     | Means of Verifications            | Assumptions /Risks                                   | Person responsible | Time Frame      |
|---------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------|------------------------------------------------------|--------------------|-----------------|
| Strengthened Policy, Planning and Statistic Directorate | Output Budgeting Tool (BPS) installed and uploaded in the Ministry | Install and upload the tool                                 | BPS installed and regularly maintained                                        | Quality of reports produced       | Power breakdown                                      | US/DG PP&LS        | Q1 2021-Q4 2025 |
|                                                         |                                                                    | Train Staff in use of BPS                                   | Number of staffs trained in usage of the tool                                 | Copy of Certificate for training  | Lack of Funding<br>Inadequate staff<br>Office space  | US/DG PP&LS        | Q1 2021-Q4 2025 |
| Functional Policy, Planning & Statistic Directorate     | Preparation of the Ministry's Work plan facilitated                | Consult with Directorates, Departments and Units            | Number of consultative meetings held with Directorates, Departments and units | Attendance list feedback received | Lack of funding, Officers commitment and cooperation | US/DG PP&LS        | Q1 2021-Q4 2025 |
|                                                         |                                                                    | Compile work plans from Directorates, Departments and Units | Directorates', departments' and Units' work plans compiled timely             | Reports generated                 | Power breakdown, Personnel                           | US/DG PP&LS        | Q1 2021-Q4 2025 |

| Tasks                                      | Outputs                                                                          | Activities                                                                   | Indicator                                          | Means of Verifications                    | Assumptions /Risks                                | Person responsible                             | Time Frame      |
|--------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------|---------------------------------------------------|------------------------------------------------|-----------------|
|                                            |                                                                                  | Enter comprehensive work plans into the Ministry's database                  | Timely entries of work plan made                   | Reports generated                         | Power breakdown, Personnel                        | US/DG/PP&BU                                    | Q1 2021-Q4 2025 |
|                                            | Budget prepared                                                                  | Consult with stakeholders                                                    | Number of stakeholders consulted                   | Registration form/list                    | Lack of funding                                   | US/DG/PP&BU                                    | Q1 2021-Q4 2025 |
|                                            |                                                                                  | Prepare draft budget                                                         | Timeliness in Budget preparation                   | Copy of the Budget prepared               | Lack of skilled personnel                         | US/DG/PP&B, Heads of directorates              | Q1 2021-Q4 2025 |
|                                            |                                                                                  | Submit the final copy to Ministry of Finance and Economic Planning           | Timeliness in submission of Budget copy            | Acknowledgement of budget submission      | Time of preparation                               | US/DG/PP&BU                                    | Q1 2021-Q4 2025 |
| Prepare Ministerial Policy Statement (MPS) | Ministerial Policy Statement prepared                                            | Consult with stakeholders                                                    | Number of stakeholders consulted                   | Registration list                         | Lack of funding                                   | US/DG/PP&BU                                    | Q1 2021-Q4 2025 |
|                                            |                                                                                  | Prepare draft MPS                                                            | Timeliness in preparing MPS                        | Copy of the MPS Draft                     | Lack of skilled personnel                         | US/DG/PP&BU                                    | Q1 2021-Q4 2025 |
|                                            |                                                                                  | Submit the final copy to National Assembly and other Government institutions | Timeliness in submitting copy of the MPS           | Acknowledgement of copy of MPS submission | Duration of preparation                           | US/DG/PP&BU , Directorates                     | Q1 2021-Q4 2025 |
|                                            | Strategic Plan (SP) 2012-2016 of the Ministry reviewed and updated to 2021-2025. | Compile inputs from Top and Senior Management meetings                       | Number of Senior and Top management meetings held  | Inception report Draft Report approved    | Personnel, Commitment and Cooperation of Officers | US/DG/PP&BU Directorates Availability of funds | Q1 2021-Q4 2025 |
|                                            |                                                                                  | Compile inputs from Stake holders Organize consultative meetings             | Number of stakeholders' consultative meetings held | Final report                              | Personnel, Commitment and                         | US/DG/PP&BU , Directorates                     | Q1 2021-Q4 2025 |



| Tasks | Outputs                                               | Activities                                                                    | Indicator                                                        | Means of Verifications                                        | Assumptions /Risks                                | Person responsible             | Time Frame      |
|-------|-------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------|---------------------------------------------------|--------------------------------|-----------------|
|       |                                                       |                                                                               |                                                                  |                                                               | Cooperation of Officers                           |                                |                 |
|       |                                                       | Print Updated MoL Policy Framework and Strategic Plan 2021-2025               | Printing completed                                               | Number of copies printed                                      | Availability of funds                             | US/DG/PP&BU                    | Q1 2021-Q4 2025 |
|       |                                                       | Coordinate implementation of the Strategic Plan in liaison with the US Office | Timely and effective implementation of the Strategic plan        | Reports compiled from the Directorates, Departments and Units | Personnel, Commitment and Cooperation of Officers | US/DG/PP&BU / All Directorates | Q1 2021-Q4 2025 |
|       | Established/Updated Central database for the ministry | Update the database regularly                                                 | Database updated                                                 | Quality of the reports prepared                               | Lack of personnel                                 | US/DG/PP&BU                    | Q1 2021-Q4 2025 |
|       | Prepared quarterly reports for the Ministry           | Consult with heads of Directorates                                            | Quality of Quarterly, annual budget performance reports prepared | Quality of the reports prepared                               | Lack of personnel                                 | US/DG/PP&BU , Directorates     | Q1 2021-Q4 2025 |
|       | Performance targets prepared to carry out M&E         | Consult with Directorates heads                                               | Timeliness in meeting performance targets for the ministry.      | Quality of reports prepared                                   | Lack of personnel                                 | US/DG/PP&BU , Directorates     | Q1 2021-Q4 2025 |
|       | Identified, Prepared & Evaluated                      | Identify development projects                                                 | Number of projects identified                                    | List of projects identified                                   | Lack of funds and personnel                       | US/DG/PP&BU , Directorates     | Q1 2021-Q4 2025 |

| Tasks                                             | Outputs                                                             | Activities                                                                                                                                                                                                        | Indicator                                                                                                           | Means of Verifications                                                                                                   | Assumptions /Risks                                            | Person responsible           | Time Frame      |
|---------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------|-----------------|
|                                                   | Development Projects                                                | Prepare project proposals for funding                                                                                                                                                                             | Prepared & Evaluated development projects                                                                           | Copy of Project Proposal made                                                                                            | Lack of funds and personnel                                   | US/DG/PP&BU , Directorates   | Q1 2021-Q4 2025 |
| Develop MoL Resource Mobilization Strategy        | Funding needs report for implementation of Strategic Plan 2019-2023 | Determine funding needs for all the Ministry's activities<br>Isolate programmes that can be funded through national budget<br>Cost expenditure for areas that require technical assistance<br>Submit for approval | Funding needs determined<br>Expenditure areas (Current & Potential) identified<br>Costed expenditure items produced | List of expenditure items that require technical assistance<br>Approval received                                         | Availability of funds<br>Stakeholders'/ Partners' involvement | US/DG/Stakeholders/ Partners | Q1 2021-Q4 2025 |
| Develop resource mobilization plan and programmes | Resource Mobilized                                                  | Develop guidelines for resource mobilization<br>Develop project proposals /business plans                                                                                                                         | Copy of resource mobilization guidelines<br>Project proposal documents / business plans                             | resource mobilization guidelines developed<br>Amount of Resources mobilized<br>Number of stakeholders/ partners involved | Availability of funds<br>Stakeholders'/ partners' support     | Resource Mobilized           | Q1 2021-Q4 2025 |
| Provide support to                                | Systematic incorporation of                                         | Assess implications for women and men                                                                                                                                                                             | Equal rights for men and women                                                                                      | Policy document                                                                                                          | Resistance                                                    | US/DG                        | Q1 2021-Q4 2025 |

| Tasks                | Outputs                                                                                               | Activities                                             | Indicator                                                    | Means of Verifications                                                                                  | Assumptions /Risks                                            | Person responsible | Time Frame      |
|----------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|--------------------|-----------------|
| gender mainstreaming | gender perspectives into HRM policies and practices<br>Public service Sex-disaggregated data          | of any planned action, including legislation, policies | Increased participation in decision-making for men and women | Gender-responsive approaches to policy formulation and budget allocations<br><br>HRM inspection reports | Adequate staff<br><br>Availability of funds                   |                    |                 |
|                      | Develop gender-responsive approaches to policy formulation, budget and statistic allocations, and M&E | Conduct gender analysis in the public service          | Public service Sex-disaggregated data                        | Gender analysis report                                                                                  | Resistance<br><br>Adequate staff<br><br>Availability of funds | US/DG              | Q1 2021-Q4 2025 |

### 6.3.5 South Sudan Social Insurance Fund (SSIF)

**Strategic Objective:** Develop policy and legal framework on Social Insurance Schemes to ensure they provide adequate, affordable, equitable and sustainable benefits and promote employee’s social insurance.

**Indicators:**

- Number of regulations and guidelines issued
- Number of social insurance schemes established
- Number of Monitoring/ supervisory visits conducted
- Quality of the Social Insurance Schemes in the country
- Cost and time taken to deliver the service

| Tasks                                                             | Outputs                                                                            | Activities                                                                                                                                                                                                         | Performance Indicators                                                                                                                                                | Means of Verification                                                                                                                                                                                                       | Assumptions/ Risks                                                                                                                                        | Responsibility           | Time Frame      |
|-------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------|
| Establish an Independent South Sudan Social Insurance Fund (SSIF) | SSIF is established and operational<br><br>schemes are established and operational | Enactment of South Sudan Social Insurance Fund (SSIF);<br>Established Business process;<br>Appointment of SSIF Board members and establish Board by-laws;<br>Meet with stakeholders to explain design and process. | Time taken to enact the Bill, and operationalization of the SSIF Business process<br><br>Creation of secondary legislation;<br><br>Creation of contributors database; | Enacted SSIF Bill;<br><br>SSIF schemes developed;<br><br>Business process documented;<br><br>The Databases of SSIF created and ability to process monthly contributions;<br><br>Ability of SSIF to process benefit payments | Delay to passage of SSIF Bill;<br>Lack of budget support to establish SSIF;<br><br>Lack of employees qualified to manage SSIF;<br><br>Lack of technology. | Minister US, CoM.<br>NLA | Q1 2021-Q4 2025 |
| Design South Sudan Social Insurance Fund                          | SSIF is costed and design is approved by                                           | Hold consultative meetings around the country with                                                                                                                                                                 | Ability of Private Sector Employers to conform to SSIF and correctly                                                                                                  | Number of contributors                                                                                                                                                                                                      | Non-compliance of contributors                                                                                                                            | Minister US<br>CoM       | Q1 2021-Q4 2025 |

| Tasks                                                                                                              | Outputs                                                                                        | Activities                                                                                                                            | Performance Indicators                                                                                                                         | Means of Verification                                               | Assumptions/ Risks                                              | Responsibility       | Time Frame      |
|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------|----------------------|-----------------|
| Schemes for formal and informal sectors                                                                            | Council of Minister                                                                            | private sector employers, trade unions and other employee groups<br>Prepare actuarial valuation for the SSIF contributions / benefits | submit contributions to SSIF<br>Number of private sector employers contributing to SSIF<br>Number of private sector employees covered by SSIF  | subscribed to SSIF;<br><br>Database of SSIF contributors available; | with SSIF law;<br>Employees are dissatisfied with SSIF benefits | NLA                  |                 |
| Design and implement monitoring system to ensure compliance by employers and contributors to standards of practice | Monitoring and supervision of employers to conform with applicable legislation and regulations | Develop monitoring and supervision practices and reporting requirements                                                               | Number of employers and contributors in compliance with laws and regulations ;<br>Cost of the supervision;<br>Quality of the services rendered | Financial reports from the SSIF                                     | Non-compliance by employer and contributors                     | Minister<br>US<br>DG | Q1 2021-Q4 2025 |

### 6.3.6 Directorate of Administration and Finance

#### Strategic Objective 1: Improved support service management systems

##### Indicators

- Number of equipment procured (ICT, Furniture etc.)
- Functional Units within the Ministry operationalized.
- Finance and Accounting Management System installed within the Ministry and functional

| Tasks                                                                        | Outputs                                 | Activities                                                                       | Performance Indicators                                          | Means of Verification                            | Assumptions/ Risks    | Responsibility | Time Frame         |
|------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------|-----------------------|----------------|--------------------|
| End persistent water shortage in the Ministry                                | Borehole drilled                        | Drill borehole for the Ministry                                                  | Satisfaction with the quality and quantity of water supplied    | Contract documents                               | Availability of funds | US/DG          | Q1 2021 to Q4 2025 |
|                                                                              | Water Survey Report                     | Survey for water availability<br>Initiate procurement process to hire contractor | Tender documents prepared<br>Contact signed<br>Contractor hired | Borehole drilled<br><br>Ministry has clean water | Availability of funds | US/DG          | Q1 2021 to Q4 2025 |
| Design administrative tools, assets/ inventory forms, work tickets           | Forms designed                          | Design inventory forms                                                           | Software and hardware procured                                  | Timely procurement of items                      | Resistance            | US/DG          | Q1 2021 to Q4 2025 |
|                                                                              |                                         | Train staff how to use the tools                                                 | Staff trained on use of administrative tools                    | Procurement procedures in place                  | Availability of funds |                | Q1 2021 to Q4 2025 |
| Improve /strengthen Support services (Administration and Finance, Logistics) | Finance and Accounting system installed | Procure software and hardware                                                    | Number of soft and hard ware procured                           | .All required hardware and software in place     | Availability of funds | US/DG          | Q1 2021 to Q4 2025 |

| Tasks                                                                                                                                   | Outputs                       | Activities                                                         | Performance Indicators                                                                                                    | Means of Verification                                                              | Assumptions/ Risks                                                                   | Responsibility             | Time Frame         |
|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------|--------------------|
| and Procurement, Policy, Planning and Budget, Human Resource Management, Record management, Information Communication Technology (ICT). |                               |                                                                    |                                                                                                                           |                                                                                    | MoF will raise budget ceiling for the Ministry                                       |                            |                    |
|                                                                                                                                         |                               | Install finance and accounting system (IFMS)                       | Time taken in producing accounting reports.<br>Installed IFMS system<br>Quality of the reports produced using the system. | Feedback from users of the finance and accounting system.<br><br>Financial reports | MoF will raise budget ceiling for the Ministry                                       | Administration and Finance | Q1 2021 to Q4 2025 |
|                                                                                                                                         |                               | Train staff in system usage                                        | Number of staff trained<br>Quality of financial reports generated<br><br>Time taken to produce financial reports.         | Training reports<br>Interviews with staff trained.                                 | Support and commitment of management<br><br>Computer breakdown<br>Internet breakdown | Administration and Finance | Q1 2021 to Q4 2025 |
|                                                                                                                                         | Procurement unit strengthened | Recruit staff for the unit<br><br>Introduce internal control tools | Transparent procurement procedures in place                                                                               | Feedback from stakeholders<br><br>Documents used receipt                           | Availability of funds                                                                | US/DG                      | Q1 2021 to Q4 2025 |

| Tasks | Outputs                                       | Activities                                                                                                               | Performance Indicators                                         | Means of Verification                                                                                           | Assumptions/ Risks                                                                                               | Responsibility             | Time Frame         |
|-------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------|
|       |                                               | Improve stock management                                                                                                 |                                                                | and issue of items.<br>Stock cards updated                                                                      |                                                                                                                  |                            |                    |
|       | Transport services improved                   | Maintain and repair vehicles                                                                                             | Transport service provided timely                              | Interview with service consumers<br>Vehicles well maintained                                                    | Availability of funds                                                                                            | Administration and Finance | Q1 2021 to Q4 2025 |
|       | HRM Unit established for the Ministry's staff | Recruit or redeploy staff for the unit<br><br>Train staff on human resource management<br><br>Provide HR Services in MoL | Timely process of staff issues<br><br>Level of satisfaction    | Staff files updated and well preserved<br><br>Programme and feedback reports<br>Policy and regulatory framework | Technical support<br><br>Availability of funds<br><br>Management commitment<br>Office space, tools and equipment | Administration and Finance | Q1 2021 to Q4 2025 |
|       | Timely procurement of Ministry's items        | Prepare procurement plan of the ministry                                                                                 | Procurement plan prepared on timely basis                      | A copy of the procurement plan                                                                                  | Availability of funds                                                                                            | Procurement Unit           | Q1 2021 to Q4 2025 |
|       | Mail management automated in the Ministry     | Conduct survey<br><br>Design system.                                                                                     | System designed<br><br>Level of efficiency in mail management. | Quality reports                                                                                                 | Availability of funds.                                                                                           | Administration and Finance | Q1 2021 to Q4 2025 |



| Tasks | Outputs                     | Activities                                                                        | Performance Indicators                                                       | Means of Verification             | Assumptions/ Risks                            | Responsibility             | Time Frame         |
|-------|-----------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------|----------------------------|--------------------|
|       |                             |                                                                                   | Time taken to process and deliver mail                                       |                                   |                                               |                            |                    |
|       |                             | Procure software and hardware                                                     | Number of hard and software procured                                         | Receipts                          | Availability of funds.                        |                            |                    |
|       |                             | Train users                                                                       | No. of staff trained.<br><br>Level and quality of service                    | Interview with the trained staff. | Technical staff for web-design are available. |                            |                    |
|       |                             | Process mail                                                                      | Number of mails processed<br><br>Number of cases of delays in mail delivery. | Register                          |                                               |                            |                    |
|       | Improved ICT Infrastructure | Create a well-equipped and functional Server room complete with security features | Server room created                                                          | Efficiency of the server room     | Funds and space availability                  | Administration and Finance | Q1 2021 to Q4 2025 |
|       |                             | Create a structured cabling (LAN) in the Ministry's building                      | No. of functional network points created                                     | All points past the test          | Availability of funds                         | Administration and Finance | Q1 2021 to Q4 2025 |

| Tasks | Outputs                                                                                       | Activities                                                                                         | Performance Indicators                     | Means of Verification                   | Assumptions/ Risks                                                                | Responsibility                   | Time Frame         |
|-------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------|----------------------------------|--------------------|
|       |                                                                                               | Mount and Install fixed overhead projector in the boardroom                                        | Projector Mounted                          | Site visit                              | Availability of funds                                                             | Administration<br>Finance<br>ICT | Q1 2021 to Q4 2025 |
|       | ICT Systems and capacity strengthened                                                         | Install Internet services                                                                          | Number of offices with Internet connection | Functional Internet services            | Availability of funds                                                             | Administration and Finance       | Q1 2021 to Q4 2025 |
|       | ICT Systems and capacity strengthened<br>Ministry web-site developed and regularly maintained | Recruit extra ICT professional staff to help run the unit                                          | No. of officers recruited                  | Quality of services offered by the unit | Lifting of the MoF will raise budget ceiling for the Ministry                     | All Directorates                 | Q1 2021 to Q4 2025 |
|       |                                                                                               | Train staff on ICT to improve service delivery                                                     | Number of Staff trained in ICT             | Interview with the users                | Availability of funds                                                             | Administration and Finance       | Q1 2021 to Q4 2025 |
|       |                                                                                               | Develop and Implement Ministerial ICT policy                                                       | Ministerial policy ready                   | Review the implementation               | Cooperation from all Directorates                                                 | All Directorates                 | Q1 2021 to Q4 2025 |
|       |                                                                                               | Interconnect related Databases in the ministry with other relevant institutions (e.g SRRC and NRA) | Databases interconnecte d                  | Databases able to inter-relate          | Cooperation from all concerned Directorates institutions                          | All Directorates concerned       | Q1 2021 to Q4 2025 |
|       |                                                                                               | Introduce standards/specs that will guide the procurement, acquisition of ICT goods and services   | Standards introduced                       | Level of usage                          | Cooperation from all Directorates and especially procurement and Accounts section | Administration and Finance       | Q1 2021 to Q4 2025 |

| Tasks | Outputs                                                                                | Activities                                                                                                  | Performance Indicators                                           | Means of Verification                | Assumptions/ Risks                        | Responsibility             | Time Frame         |
|-------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------|-------------------------------------------|----------------------------|--------------------|
|       |                                                                                        | Design and host Ministry's website.                                                                         | Web-site designed and hosted<br>Quality materials on the website | Browsing the website<br><br>Reports  | Availability of funds                     | Administration and Finance | Q1 2021 to Q4 2025 |
|       | Ministry web-site developed and regularly maintained<br>Ministry security strengthened | Create official email accounts to all staff                                                                 | No of email accounts created                                     | Usage of the official email accounts | Availability of Ministry's website domain | Administration and Finance | Q1 2021 to Q4 2025 |
|       |                                                                                        | Request for adequate deployment of security personnel                                                       | Number of security personnel requested                           | Request letters written MOI          | Request is accepted                       | US/DG                      | Q1 2021 to Q4 2025 |
|       | Ministry security strengthened                                                         | Install the security walk through detectors at the main entrance offices of the minister and undersecretary | Effectiveness of security services                               | Security services satisfactory       | Lack of fund, Personnel                   | US/DG                      | Q1 2021 to Q4 2025 |
|       |                                                                                        | Install the security cameras (CCTV) to all strategic locations                                              | Number of cameras installed                                      | Functionality of the Cameras         | Availability of funds                     | US/DG                      | Q1 2021 to Q4 2025 |

**Strategic Objective 2:** Increase awareness and understanding about the Ministry of Labour and its activities by members of the public

**Indicators**

- Functional Communications Strategy in place
- Increased levels of awareness and better understanding of Ministry by both internal and external publics
- Frequency of news items concerning the Ministry appearing in the media
- Number of information education and communications materials produced and disseminated to internal and external publics
- Number of people visiting the Ministry website i.e. hits

| Tasks                                                      | Outputs                                                           | Activities                                                  | Performance Indicators                            | Means of Verification            | Assumptions/ Risks                           | Responsibility            | Time Frame         |
|------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------|----------------------------------|----------------------------------------------|---------------------------|--------------------|
| Strengthen PR and Communications function in the Ministry. | Internal and external communications improved                     | Develop and implement a communications strategy             | Functional communications Strategy                | Communications Strategy in place | Availability of Funds                        | Communication and PR      | Q1 2021 to Q4 2025 |
|                                                            | Sustained coverage of Ministry activities in the media            | Develop MOUs with media houses to cover Ministry activities | Number of news items on print, electronic media   | Media review reports             | Availability of funds<br>Goodwill from media | Communication and PR      | Q1 2021 to Q4 2025 |
|                                                            | Information, education and communication (IEC) materials prepared | Produce and disseminate IEC materials                       | Number of IEC materials produced and disseminated | Copies of IEC materials          | Availability of funds                        | Communication and PR      | Q1 2021 to Q4 2025 |
|                                                            | Updated Ministry website                                          | Update Ministry's website regularly                         | Number of people visiting the website             | Updated website                  | Cooperation from ICT                         | Communication and PR/ ICT | Q1 2021 to Q4 2025 |
| Design administrative tools, assets/                       | Forms designed                                                    | Design inventory forms                                      | Software and hardware procured                    | Timely procurement of items      | Resistance                                   | US/DG                     | Q1 2021 to Q4 2025 |

| Tasks                                                                                                                                                                                                               | Outputs                                 | Activities                                   | Performance Indicators                                                                                                    | Means of Verification                                                              | Assumptions/ Risks                                                                   | Responsibility             | Time Frame         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------|--------------------|
| inventory forms, work tickets                                                                                                                                                                                       |                                         | Train staff how to use the tools             | Staff trained on use of administrative tools                                                                              | Procurement procedures in place                                                    | Availability of funds                                                                |                            | Q1 2021 to Q4 2025 |
| Improve /strengthen Support services (Administration and Finance, Logistics and Procurement, Policy, Planning and Budget, Human Resource Management, Record management, Information Communication Technology (ICT). | Finance and Accounting system installed | Procure software and hardware                | Number of soft and hard ware procured                                                                                     | All required hardware and software in place                                        | Availability of funds<br>MoF will raise budget ceiling for the Ministry              | US/DG                      | Q1 2021 to Q4 2025 |
|                                                                                                                                                                                                                     |                                         | Install finance and accounting system (IFMS) | Time taken in producing accounting reports.<br>Installed IFMS system<br>Quality of the reports produced using the system. | Feedback from users of the finance and accounting system.<br><br>Financial reports | MoF will raise budget ceiling for the Ministry                                       | Administration and Finance | Q1 2021 to Q4 2025 |
|                                                                                                                                                                                                                     |                                         | Train staff in system usage                  | Number of staff trained<br>Quality of financial reports generated<br><br>Time taken to produce financial reports.         | Training reports<br>Interviews with staff trained.                                 | Support and commitment of management<br><br>Computer breakdown<br>Internet breakdown | Administration and Finance | Q1 2021 to Q4 2025 |

| Tasks | Outputs                                       | Activities                                                                                                               | Performance Indicators                                      | Means of Verification                                                                                           | Assumptions/ Risks                                                                                               | Responsibility             | Time Frame         |
|-------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------|
|       | Procurement unit strengthened                 | Recruit staff for the unit<br><br>Introduce internal control tools<br><br>Improve stock management                       | Transparent procurement procedures in place                 | Feedback from stakeholders<br><br>Documents used receipt and issue of items.<br>Stock cards updated             | Availability of funds                                                                                            | US/DG                      | Q1 2021 to Q4 2025 |
|       | Transport services improved                   | Maintain and repair vehicles                                                                                             | Transport service provided timely                           | Interview with service consumers<br>Vehicles well maintained                                                    | Availability of funds                                                                                            | Administration and Finance | Q1 2021 to Q4 2025 |
|       | HRM Unit established for the Ministry's staff | Recruit or redeploy staff for the unit<br><br>Train staff on human resource management<br><br>Provide HR Services in MoL | Timely process of staff issues<br><br>Level of satisfaction | Staff files updated and well preserved<br><br>Programme and feedback reports<br>Policy and regulatory framework | Technical support<br><br>Availability of funds<br><br>Management commitment<br>Office space, tools and equipment | Administration and Finance | Q1 2021 to Q4 2025 |
|       | Timely procurement of Ministry's items        | Prepare procurement plan of the ministry                                                                                 | Procurement plan prepared on timely basis                   | A copy of the procurement plan                                                                                  | Availability of funds                                                                                            | Procurement Unit           | Q1 2021 to Q4 2025 |
|       | Mail management automated in the Ministry     | Conduct survey<br><br>Design system.                                                                                     | System designed                                             | Quality reports                                                                                                 | Availability of funds.                                                                                           | Administration and Finance | Q1 2021 to Q4 2025 |

| Tasks | Outputs | Activities                    | Performance Indicators                                                                | Means of Verification             | Assumptions/ Risks                            | Responsibility | Time Frame |
|-------|---------|-------------------------------|---------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------|----------------|------------|
|       |         |                               | Level of efficiency in mail management.<br><br>Time taken to process and deliver mail |                                   |                                               |                |            |
|       |         | Procure software and hardware | Number of hard and software procured                                                  | Receipts                          | Availability of funds.                        |                |            |
|       |         | Train users                   | No. of staff trained.<br><br>Level and quality of service                             | Interview with the trained staff. | Technical staff for web-design are available. |                |            |
|       |         | Process mail                  | Number of mails processed<br><br>Number of cases of delays in mail delivery.          | Register                          |                                               |                |            |

## 7.0 APPENDIX

*Appendix I: Attendance list of Senior Management consultative meeting to review Ministry of Labour Policy and Strategic plan 2012-2016*

*Appendix II: Attendance list of Ministry of Labour Change Agents to review Ministry of Labour Policy and Strategic plan 2012-2016*

*Appendix III: Attendance list of Ministry of Labour Senior Management and Staff, Stakeholders, and partners consultative workshop to review and develop Ministry of Labour Policy and Strategic plan 2021-2025.*

*Appendix IV: Photos of the workshop consultative meeting to review and develop Strategic Plan 2021-2025.*

*Appendix V: List of Documents Reviewed*