

THE REPUBLIC OF SOUTH SUDAN

MINISTRY OF LABOUR



POLICY FRAMEWORK

AND

STRATEGIC PLAN

2021 – 2025

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ACRONYMS AND ABBREVIATIONS

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

UNSCR	-	United Nations Security Council Resolution
UNICEF	-	United Nations Children Fund
UNDP	-	United Nations Development Fund
UNMISS	-	United Nations Mission in South Sudan
ToRs	-	Terms of Reference
SSPF	-	South Sudan Pensions Fund
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TNA	-	Training Needs Analysis
TRIPE	-	Team work, Responsiveness, Integrity, Professionalism and Equity
US	-	Undersecretary
VT	-	Vocational Training
VTC	-	Vocational Training Centre
WFCL	-	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, decent work program and social dialogue in a tripartite manner 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.

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 labour sector and 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. The Ministry's functions and organization structure will be continuously rationalized to eliminate overlaps/duplication of functions.

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 Strategic Plan is ensuring institutional and human resource development, to ensure 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:

- i. Human and institutional capacity
- ii. Policy and regulatory framework
- iii. Decent work for all
- iv. Collaboration and partnering
- v. Provision of effective social dialogue
- vi. 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. The 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 stakeholders 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 Southern 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 26th June 2006 and 29th 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. 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, 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 Northern Sudan.

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 six pillars to facilitate effective management of its delivery by every sector of the economy. The six pillars of Vision 2040 are:

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; *Competent public administration and civil service, staffed through meritorious recruitment free from undue political influences; Well coordinated planning and implementation mechanisms and 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 Transitional 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 entered 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 States' 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. *Prepare Annual Public Holidays and Observed days Calendar;*
39. *Promote, maintain, and improve bilateral and multilateral partnership, collaboration, networking on compliance of labour framework and resource mobilization internally and externally*
40. *Manage resources (personnel, finances, and materials) of the Ministry, for Public transparency and accountability.*

41. *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 that 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 collaborations 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
Political-Governmental	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.
Economic	<ul style="list-style-type: none"> ▪ Arbitrary imposition of budget ceilings by Ministry of Finance and Economic Development (MoF&ED) has led to budgetary limitation and inability to revise salaries of civil servants 	<ul style="list-style-type: none"> ➤ Better prioritization of activities and consultation with the line ministries ➤ Tailored skilled development for job creation

FACTOR	AREA NEEDING ACTION	STRATEGIC ACTION
	<ul style="list-style-type: none"> ▪ Scarcity of resources ▪ High inflation ▪ Limited Growth Domestic Production 	<ul style="list-style-type: none"> ➤ Strengthen monetary policies and regulations ➤ Strengthening relevant policies towards domestic production
Socio-Cultural	Inappropriate work ethic, e.g. poor work culture, lateness, absenteeism, procrastination, nepotism/sectarianism and indiscipline.	Enforcement of the Civil Service Code of Conduct Inculcating appropriate work ethics
Technological factors	Inadequate number of computers Use of obsolete technology Lack of computer skills and proficiency	Acquisition of additional computers and accessories Introduction/adoption of Modern technology Training in computer literacy
Infrastructural i.e. ICT	Inadequate ICT capacity Lack of e- government Limited access to internet Limited office space	Adopt e-Government Develop ICT capacity Provide adequate infrastructure including office space, storage facilities and working tools Install uninterrupted internet services
Environmental	Harsh environmental conditions	Provide basic facilities in offices including reliable air conditioning, sanitary facilities, and safe drinking water. Appropriated seat and fire safety appliances
Legal and Ethical Factors	Lack Labour legal framework Private sector employers Social Insurance Scheme not yet functioning	Develop appropriate legal and policy framework 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 effected 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
General Public	Payment of taxes, demand for accountability and transparency	Develop and communicate Client Charter
Parliament	Enactment of laws and policies and promotion of accountability and transparency	Develop Strategic plan, promote accountability and value for money
Public Service Employees	Sharing employment related information Coordination and implementation of Government policies	Develop and implement appropriate policies
Other Ministries (MDA)	Guidance and technical advice on matters related to Labour laws, policies and programs	Develop and share Labour Laws, regulations governing Private Sectors.
Development Partners	Collaboration and partnerships through technical assistance and resource mobilization	Develop partnership and collaboration strategies

STAKEHOLDERS	AREAS OF COLLABORATION	STRATEGIC ACTION
Workers and Employer Representatives	Sharing of information related to employment terms and conditions Implementation of labour laws Strengthening of industrial relations	Facilitate implementation of labour laws and international conventions
Private Sector	Promotion of healthy industrial relations Implementation of labour laws	Facilitate implementation of labour laws and international conventions
The Press	Public awareness, mobilization and promotion of accountable government	IEC Policy/ Communication Strategy
Other Institutions (Commissions, Parastatals,)	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 by 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 basis*
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 on 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 adopt*
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 need 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 special 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 tripartite 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 can 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 in the states*

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 work.

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

- Absence 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 both 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 VTC 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 realistic practical 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 space*

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/messenger 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

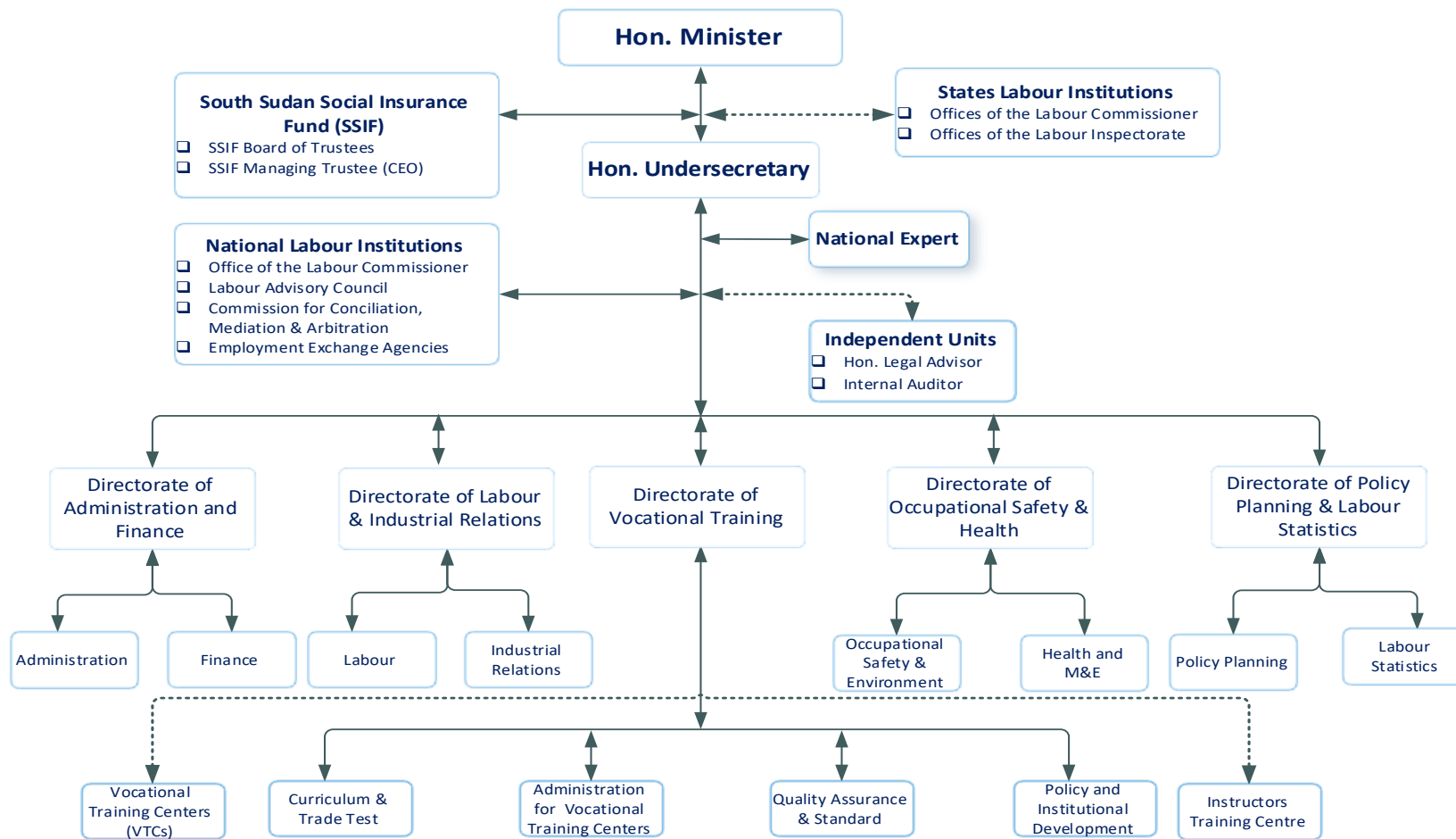
The office of the Legal Advisor derives its mandate in accordance to Article 135, sub-article 3, paragraph (a, b, c and d) of the Transitional Constitution of the Republic of South Sudan 2011 amended 2015, read together with section 11, sub-section 2, paragraph (a) of the Ministry of Legal Affairs and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

Organizational Chart of the Ministry of Labour



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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 Statistics 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 Statistics 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 3rd 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 ratification 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	Establish legal review committee	Functional review committee	Ministerial order & Minutes	Availability of stakeholders	ML/US	Q1 2021- Q4 2025
	Draft legal policy framework document produced	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 Develop Cabinet memo of Convention 190	Relevant Minute of Council of Ministers' resolutions	Copy of Submitted Cabinet memo CoM Minute of approval	Cabinet Memo included as part of the Agenda 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 Publicity through media campaign	Workshop Reports	Availability of funding	ML/US/DGs 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	Establish legal review committee	Functional review committee	Ministerial order & Minutes	Availability of stakeholders	ML/US	Q1 2021- Q4 2025
	Draft legal Policy document produced	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 CoM Minute of approval	Cabinet Memo included as part of the Agenda 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 Publicity through media campaign	Workshop Reports	Availability of funding	ML/US/DGs Media	Q1 2021- 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/ Partners to fund the process/ the risk is resistant to policy	US	Q1 2021- 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- 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- 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 Funding availed to undertake the exercise	DGs/D/DD/HRD	Q1 2021- 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- Q4 2025
	Training of staff	Training seminars organized	No. of staff trained	List of staff trained/	Availability of Trainers Availability of funds	US/DG	Q1 2021- 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- 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- Q4 2025
	Reviewed work permit forms and guidelines	Carry out review of work permit forms and guidelines	Reviewed Work permit form Number of guidelines developed	Copy of work permit Form Copy of guidelines	Funding availed to undertake the review	US/ILO	Q1 2021- Q4 2025

Tasks	Activities	Outputs	Performance Indicators	Means of Verification	Assumptions and Risks	Responsibility	Time Frame
	Increased employment of Nationals	Develop and implement policies which regulate jobs to be undertaken by foreigners	Functional policy List of jobs to be taken by foreigners compiled	Policy document	Nationals are qualified and willing to take up the jobs	US/DG	Q1 2021- Q4 2025
	Policy regulating issue of work permit in place	Develop and implement policies which regulate issue of work permit	Functional policy on work permits 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 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	No. labour dispute resolutions tracked	No. of Labour courts established	Cooperation from Ministry of Justice and	US/DG	Q1 2021- Q4 2025

Tasks	Activities	Outputs	Performance Indicators	Means of Verification	Assumptions and Risks	Responsibility	Time Frame
		on the establishment of labour courts			Constitutional Affairs availability of funds, 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 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 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 tripartite 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 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 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/ equipment	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 Harmonized training calendar	VTC curricula Training Calendar	Availability of skills and funds 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 of 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 Skills acquired, confidence built Improved quality of life	Policy document No. of gender-responsive policy formulated	Resistance 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		Budget allocations that 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 Appointment of members Launching of the council	Presidential Assent 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 Draft SSVTEC Bill presented for Legislative processes Legislated Bill SSVTEC	Presidential Assent Gazetted Act Appointment letters 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 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. 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 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. Present the recommendations for approval	Mandate structure and functions updated VT Stakeholders' Forum membership strengthened	VT Stakeholders' Forum membership reviewed and updated Number of Forum meetings Copy of the approved recommendations 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 Present Memo to the CoM for approval	President issues an order for the formation of the Forum	Launch the Forum	Concerned Ministries participation CoM for approval 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 Review and update the membership of the working groups	Reviewed updated mandate, structure and functions Approval of the reviewed mandate, structure, functions and Membership received	Recommended improvements implemented List of reviewed and updated membership. Approved mandate, structure and functions Implementation report	Participation of working groups	US/DG/Working Groups/Minister (MoL)	Q1 2021-Q4 2025
Establish VTCs Administrators	Draft the memo for the formation of	Present memo to the Council of Ministers for approval	Memo for the formation of Administrators Forum Presidential order for the formation of the Forum	Approved memo Copy of the Presidential order Report of the launch	Presidential assent	US/DG/Minister	Q1 2021-Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of verifications	Assumptions and Risks	Responsibility	Time Frame
Forum (Public and Private)	Administrators Forum						

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: Automotive Mechanics, Electrical installation, Carpentry, Welding and fabrication, Building Construction, Plumbing, ICT& Office Administration,	2000 trainees for Level 1 courses enrolled 8,000 trainees for basic courses enrolled	Deliver skills training	Assessment and examinations Conduct graduation	Enrolment report for 2,000 trainees Enrolment report for 8,000 trainees Training report for 10,000 trainees Examinations results and reports 10,000 graduated	Candidates for enrolment available Adequate number of VT Instructors	US/DG/DG-HRM/Recruitment Board	Q1 2021- Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of verifications	Assumptions and Risks	Responsibility	Time Frame
IT, Tailoring, Agro-Farm Machinery, Hospitality, Food Processing							
Develop capacity of staff for VTCs	Staff capacity of VTCs developed	Carry out Training Needs Analysis Develop a training plan Identify Training Providers Nominate Candidates	Tools used for TNA Scope and coverage of training plan	Training Needs Analysis report Training Plan List of Training Providers List of Nominated Candidates Number of VTCs staff trained Training Reports.	Staff willingness to undergo training Availability of suitable training providers 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 Conduct interviews	Appointment of Instructors Newly recruited staff formally inducted	Interview report Appointment letters Induction report Deployment letters Reports on assumption of duty	Availability of suitable applicants Fast speed of recruitment process Availability of funds	US/DG/DG-HRM/Recruitment Board	Q1 2021-Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of verifications	Assumptions and Risks	Responsibility	Time Frame
		Conduct an induction workshop	New staff deployed				
Redeployment / Transfer of staff for effective manpower utilization	Appropriately deployed staff	Carry out staffing gap analysis Carry out skills analysis Redeploy staff according to gaps and skills identified	Gap Analysis report Skills analysis report	Redeployment schedule Assumption of duty reports	Availability of suitable applicants	US/DG	Q1 2021-Q4 2025

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 One Tracer study (2021)	Identify areas of research Conduct two market assessment studies Conduct one Tracer study (2021) Conduct one in-depth study on South Sudan VT approaches. Submit reports for approval Print reports Disseminate reports Implement reports	Areas of research identified and agreed upon Study reports	Research and Documentation Study reports Approval and implementation of reports	Availability of funds Stakeholder participation	US/DG/Stakeholders	Q1 2021-Q4 2025
Develop and operate database for trainees, staff, partners, employers and tracer studies	Vocational Training Data Base	Review existing data bases Identify sources of data Develop data collection tools Procure hardware and soft ware	Data requirements reviewed and sources of data identified Necessary hardware and software	Database Review report Variety of data sources & Report Number and variety of interviews conducted report	Stakeholders' participation Availability of needed number of suitable data managers to be trained	US/DG/Stakeholders	Q1 2021-Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of verifications	Assumptions and Risks	Responsibility	Time Frame
		Carry out Trial runs Submit for approval Train the data base managers (2 at HQTRS and 2 per VTC)	procured, in place and tested Database managers trained	Data collection tools in place Delivery notes for the hardware and software. Completion certificate Trial runs report Approved data base Training reports Data base Launch Report Implementation reports	Database launched and functional Availability of funds		
Develop reporting systems for vocational training activities	Reporting / Management Information systems	Review existing reporting systems Identify reporting needs Develop reporting system Hold a consultative workshop Seek approval of the system Print guidelines on the system	Review report Needs report Printed copies Training Report Draft reporting system for VT Final draft systems	Approved Reporting Systems Dissemination reports Implementation report	Availability of funds	US/DG	Q1 2021-Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of verifications	Assumptions and Risks	Responsibility	Time Frame
		Train of users Disseminate reporting tools Implement reporting system					

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. On 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) Produce exhibition products Advertise the exhibition Evaluate the exhibition	List of areas of exhibition Exhibition held	Inventory of products Copies of adverts Exhibition report Evaluation report	Availability of funds Stakeholder participation	US/DG/Stakeholders	Q1 2021- Q4 2025
Conduct workshops, seminars and lecture forums on VT skills development	Reports on workshops, seminars and lectures	Identify the needs / themes Identify and invite participants Identify and invite presenters Organize and Conduct 2 workshops, 2	Report of identified needs / themes Reports of workshops, seminars and lecture forums Dissemination report	List of participants List of Presenters Evaluation reports Workshop reports	Availability of funds Stakeholder participation	US/DG/Stakeholders	Q1 2021- Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of verifications	Assumptions and Risks	Responsibility	Time Frame
		seminars, 2 lecture forums Evaluate the outcome of workshops, seminars, lecture forums Disseminate workshop report					
Organize media publicity	Publicity through selected media	Identify issues for publicity Identify media outlets Develop publicity materials Contract media houses to publicize the materials Monitor publicity Conduct Impact Assessment	Issues for publicity report Copy of publicity materials Monitoring reports	List of media outlets Copy of the contract Impact Assessment report	Availability of funds Stakeholders participation	US/DG/Stakeholders	Q1 2021-Q4 2025
Publish Monthly VT Bulletin	VT Bulletin produced monthly	Research on Topical issues Invite draft Articles for publication Edit Articles Print Bulletin Distribute Bulletin	Research reports Articles drafted Articles edited	Printed copies of Bulletin Distribution lists	Availability of funds Stakeholders participation	US/DG/Stakeholders	Q1 2021-Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of verifications	Assumptions and Risks	Responsibility	Time Frame
Conduct road shows (One per centre)	Number of Road shows conducted	Identify areas for road show Produce products for road show Seek for permission and protection from police and City council Conduct road shows Evaluate the outcome of the road show	List of areas for road show Inventory of products	Letters granting Permission Road show report Evaluation report			Q1 2021-Q4 2025
Finalize the website for the Directorate (uploading and launching)	An Operational Website	Finalize the design and development of the website Identify / recruit, assign and train web site administrator Identify information for uploading on the websites Upload information Test the website Launch the website	Fully designed Web site Administrator in place and trained Quantity and quality of information identified	Information on the website Test report 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 plans 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) Cost expenditure areas Submit for approval	Funding needs determined Cost expenditure items produced	List of expenditure items Approved cost	availability of funds Stakeholders'/ Partners' involvement	US/DG/Stakeholders/ Partners	Q1 2021- Q4 2025
Develop resource mobilization plan and programmes	Resource Mobilized	Develop guidelines for income generation Identify capacities / services of each VTC Develop project proposals /business plans	Copy of income generation guidelines VTC capacity report Project proposal documents / business plans Production unit reports Copies of Adverts	Income generation guidelines developed Amount of Resources mobilized Number of partners involved Number of production units established	Availability of funds 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 Advertise services/products offered at VTCs 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
- Type 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 Technical assistance available	US/DGs/ILO	Q1 2021-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 inspection 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 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 sensitization workshops conducted	Sensitization report	Availability of funds 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 Country-wide Sex-disaggregated data of areas of work	Assess implications for women and men of any planned action, including legislation, policies or programmes Conduct nation-wide gender analysis	Equal rights for men and women Improved work environment Improved quality of life	Policy document Occupational health and safety inspection reports	Resistance by employers Adequate staff 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 statistics prepared.
- Amount of resources mobilized through partnerships.

Tasks	Outputs	Activities	Indicator	Means of Verifications	Assumptions /Risks	Person responsible	Time Frame
Strengthened Policy, Planning and Statistics 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 Inadequate staff 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		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
		Organize consultative meetings			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	Inadequate 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	Inadequate 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	Inadequate personnel	US/DG/PP&BU , Directorates	Q1 2021-Q4 2025
	Identified, Prepared & Evaluated	Identify development projects	Number of projects identified	List of projects identified	Insufficiency 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	Writing of 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 Isolate programmes that can be funded through national budget Cost expenditure for areas that require technical assistance Submit for approval	Funding needs determined Expenditure areas (Current & Potential) identified Cost expenditure of items produced	List of expenditure items that require technical assistance Approval received	Availability of funds Stakeholders'/ Partners' involvement	US/DG/Stakeholders/ Partners	Q1 2021-Q4 2025
Develop resource mobilization plan and programmes	Resource Mobilized	Develop guidelines for resource mobilization Develop project proposals /business plans	Copy of resource mobilization guidelines Project proposal documents / business plans	resource mobilization guidelines developed Amount of Resources mobilized Number of stakeholders/ partners involved	Availability of funds Stakeholders'/ partners' support	Resource Mobilized	Q1 2021-Q4 2025

Tasks	Outputs	Activities	Indicator	Means of Verifications	Assumptions /Risks	Person responsible	Time Frame
Provide support to gender mainstreaming	Systematic incorporation of gender perspectives into HRM policies and practices Public service Sex-disaggregated data	Assess implications for women and men of any planned action, including legislation, policies	Equal rights for men and women Increased participation in decision-making for men and women	Policy document Gender-responsive approaches to policy formulation and budget allocations HRM inspection reports	Resistance Adequate staff Availability of funds	US/DG	Q1 2021-Q4 2025
	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 Adequate staff 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 schemes are established and operational	Enactment of South Sudan Social Insurance Fund (SSIF); Established Business process; Appointment of SSIF Board members and establish Board by-laws; Meet with stakeholders to explain design and process.	Time taken to enact the Bill, and operationalization of the SSIF Business process Creation of secondary legislation; Creation of contributors database;	Enacted SSIF Bill; SSIF schemes developed; Business process documented; The Databases of SSIF created and ability to process monthly contributions; Ability of SSIF to process benefit payments	Delay to passage of SSIF Bill; Lack of budget support to establish SSIF; Lack of employees qualified to manage SSIF; Lack of technology.	Minister US, CoM. NLA	Q1 2021-Q4 2025
Design South Sudan Social	SSIF cost and design is	Hold consultative meetings around	Ability of Private Sector Employers to conform	Number of contributors	Non-compliance of	Minister US	Q1 2021-Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of Verification	Assumptions/Risks	Responsibility	Time Frame
Insurance Fund Schemes for formal and informal sectors	approved by Council of Minister	the country with private sector employers, trade unions and other employee groups Prepare actuarial valuation for the SSIF contributions / benefits	to SSIF and correctly submit contributions to SSIF Number of private sector employers contributing to SSIF Number of private sector employees covered by SSIF	subscribed to SSIF; Database of SSIF contributors available;	contributors with SSIF law; Employees are dissatisfied with SSIF benefits	CoM 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 ; Cost of the supervision; Quality of the services rendered	Financial reports from the SSIF	Non-compliance by employer and contributors	Minister US 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 Initiate procurement process to hire contractor	Tender documents prepared Contract signed Contractor hired	Borehole drilled 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

Tasks	Outputs	Activities	Performance Indicators	Means of Verification	Assumptions/ Risks	Responsibility	Time Frame
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 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. Installed IFMS system Quality of the reports produced using the system.	Feedback from users of the finance and accounting system. 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 Quality of financial reports generated Time taken to produce financial reports.	Training reports Interviews with staff trained.	Support and commitment of management Computer breakdown Internet breakdown	Administration and Finance	Q1 2021 to Q4 2025
	Procurement unit strengthened	Recruit staff for the unit	Transparent procurement procedures in place	Feedback from stakeholders	Availability of funds	US/DG	Q1 2021 to Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of Verification	Assumptions/ Risks	Responsibility	Time Frame
		Introduce internal control tools Improve stock management		Documents used receipt and issue of items. Stock cards updated			
	Transport services improved	Maintain and repair vehicles	Transport service provided timely	Interview with service consumers 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 Train staff on human resource management Provide HR Services in MoL	Timely process of staff issues Level of satisfaction	Staff files updated and well preserved Programme and feedback reports on Policy and regulatory framework	Technical support Availability of funds Management commitment 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 Design system.	System designed 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. Level and quality of service	Interview with the trained staff.	Technical staff for web-design are available.		
		Process mail	Number of mails processed 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	No. of functional	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
		the Ministry's building	network points created				
		Mount and Install fixed overhead projector in the boardroom	Projector Mounted	Site visit	Availability of funds	Administration Finance 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 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 SRRRC 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,	Standards introduced	Level of usage	Cooperation from all Directorates and especially	Administration and Finance	Q1 2021 to Q4 2025

Tasks	Outputs	Activities	Performance Indicators	Means of Verification	Assumptions/ Risks	Responsibility	Time Frame
		acquisition of ICT goods and services			procurement and Accounts section		
		Design and host Ministry's website.	Web-site designed and hosted Quality materials on the website	Browsing the website Reports	Availability of funds	Administration and Finance	Q1 2021 to Q4 2025
	Ministry web-site developed and regularly maintained 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 Communication functions in the Ministry.	Internal and external communications improved	Develop and implement a communications strategy	Functional communications Strategy	Communication 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 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 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. Installed IFMS system Quality of the reports produced using the system.	Feedback from users of the finance and accounting system. 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 Quality of financial reports generated Time taken to produce financial reports.	Training reports Interviews with staff trained.	Support and commitment of management Computer breakdown 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 Introduce internal control tools Improve stock management	Transparent procurement procedures in place	Feedback from stakeholders Documents used receipt and issue of items. 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 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 Train staff on human resource management Provide HR Services in MoL	Timely process of staff issues Level of satisfaction	Staff files updated and well preserved Programme and feedback reports Policy and regulatory framework	Technical support Availability of funds Management commitment 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 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. 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. Level and quality of service	Interview with the trained staff.	Technical staff for web-design are available.		
		Process mail	Number of mails processed 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 2021-2022

Appendix II: Attendance list of Ministry of Labour Change Agents to review Ministry of Labour Policy and Strategic plan 2021-2022

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