

ELRC 2005/6

ANNUAL REPORT

PRESENTATION TO PARLIAMENT



7 NOVEMBER 2006





TABLE OF CONTENTS

■ INTRODUCTION

- Accounting Officer - *Mr M Govender*
- Who we are
- Where we came from
- Overview of presentation

■ OVERVIEW OF NEGOTIATION SUPPORT SERVICES AND DISPUTE RESOLUTION SERVICES

- *Mr M Govender*

■ FINANCE - *Mr J Moshakga*

■ CHALLENGES AND WHERE TO - *Mr M Govender*





Vision

To strive towards the continuous maintenance and **promotion of labour** peace, accomplished in the spirit of parties to the Council **working together** and contributing towards the **transformation and development** of a quality South African Public Education sector.



Mission

“ To be the leading provider of quality, effective, efficient and non-partisan administration and facilitative mechanisms for Labour Peace and for the development of a quality South African Public Education sector.”



Organisational Values

As an organisation, the ELRC is guided by the following Batho Pele principles and values:

- **We value people** that we serve and those with whom we work;
- **We commit ourselves to be fair**, ethical, trustworthy and accountable in all of our work;
- We endeavour to be **customer-service oriented**, striving to meet the needs of our clients;



Organisational Values *(Cont.)*

- **We aim to work together as a team**, encouraging co-operation both from ourselves and others around us;
- **We strive to achieve and maintain excellence**; always meeting the highest standards of performance at all levels of service outputs and professionalism in all of our work;
- **We strive to promote communication** between ourselves and our clients;



Organisational Values *(Cont.)*

- **We commit to the development** and capacity building of our staff through learning and growth;
- **We encourage innovation** as a means to continually address new issues and seek better ways to achieve our goals;
- **We commit to our work** and to the vision and mission of the ELRC.



Principal Activities of the ELRC

- **Primary business of the Council**

is to promote the maintenance of labour peace in public education sector through the provision of **dispute resolution** (and prevention) services



Principal Activities of the ELRC

- **Secondary business of the Council**
is to promote the maintenance of peace in the public education sector through the provision of consultation and negotiations between trade unions and the state as the employer, as represented by the Department of Education.



Negotiations Support Services

Achievements

- **Conducted research** on Maximum Work Load for Educators.
- **Facilitated** the implementation of Collective Agreement No. 2 of 2005 on Salary Progression.
- **Conducted an investigation** into other factors that affect the grading of institutions.

Negotiations Support Services *Achievements (Cont.)*

- Received the report from the **HSRC** on the **impact of AIDS, TB, Alcohol and Drug use**, as well as on migration and educator demand and supply.
- Received a report from the **CEPD** on **The Post Provisioning Model**.
- Arranged a **national workshop** on the **Post Provisioning Norms**.



Negotiations Support Services *Achievements (Cont.)*

- Participated in the “**global international relations**” conference with the aim of learning/adopting best IR.
- **Amended the ELRC Constitution** in line with the Labour Relations Act and the PFMA
- Reached agreement on the appointment of Full-time Shop Stewards.

Negotiations Support Services *Achievements (Cont.)*

- **Recommended chamber agreements for ratification:**
 - Collective Agreement 1 of 2004 Limpopo
 - Collective Agreement 1 of 2005 Limpopo
 - Collective Agreement 1 of 2006 Limpopo
 - Collective Agreement 1 & 2 of 2005 Gauteng
 - Collective Agreement 1, 2 & 3 of 2005 KwaZulu Natal



Negotiations Support Services *Achievements (Cont.)*

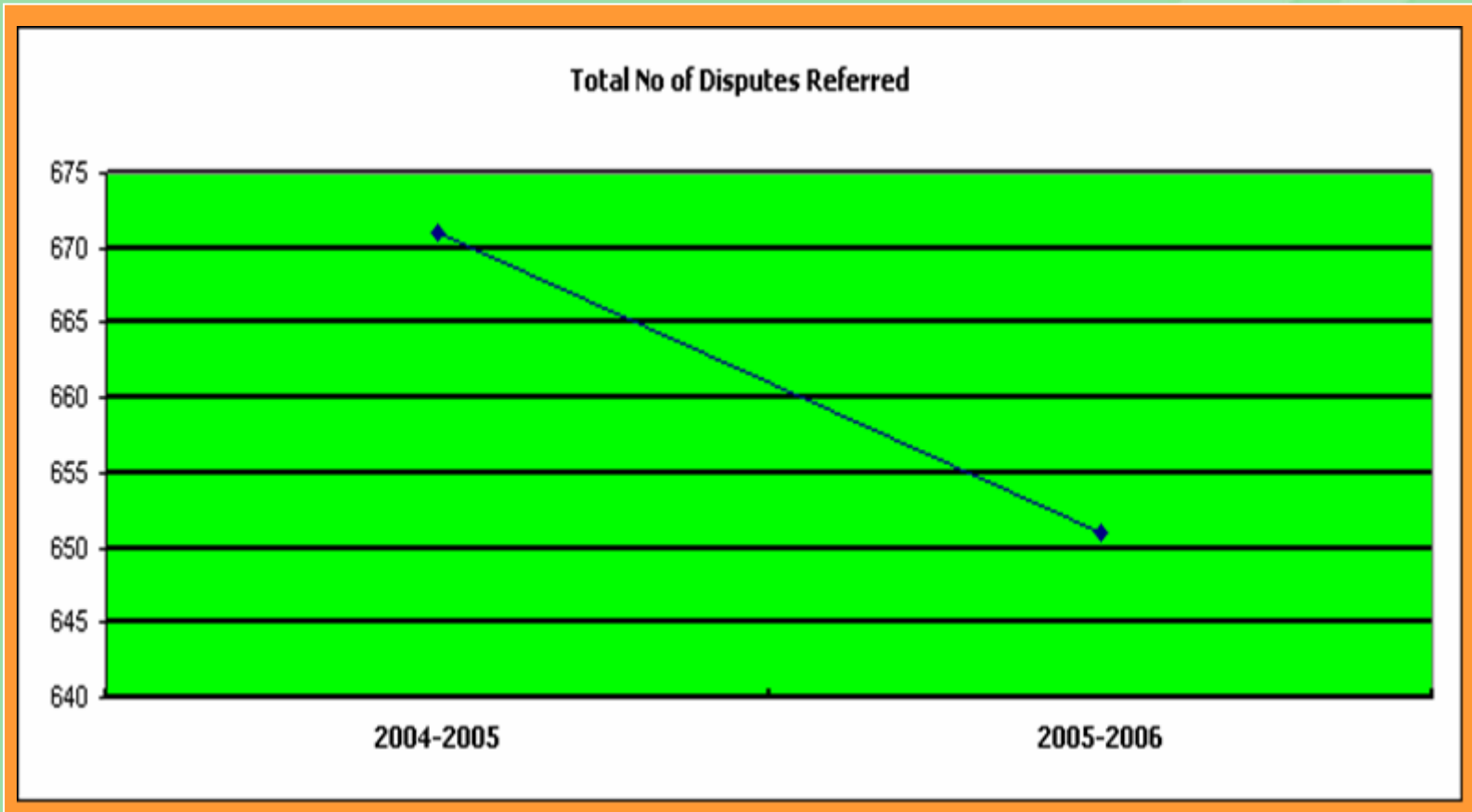
- **Identified items of mutual interest that require negotiation or consultation for the utilisation of the R4.2 billion:**
 - Collective Agreement 3 of 2006 on School Grading Norms
 - Collective Agreement 5 of 2006 on Improved Career Pathing for Qualified Post Level 1 Educators and Accelerated Progression

Dispute Resolution Services Statistics 2004/2005

- A total number of 651 disputes were registered by the Council.
- 135 were settled by the parties at conciliation.
- 177 disputes resulted in awards being made.
- 85 cases were settled by the parties at arbitration
- 116 disputes are still being processed.
- The rest were either withdrawn, not proceeded with, or removed due to lack of jurisdiction or non-attendance by the referring parties.

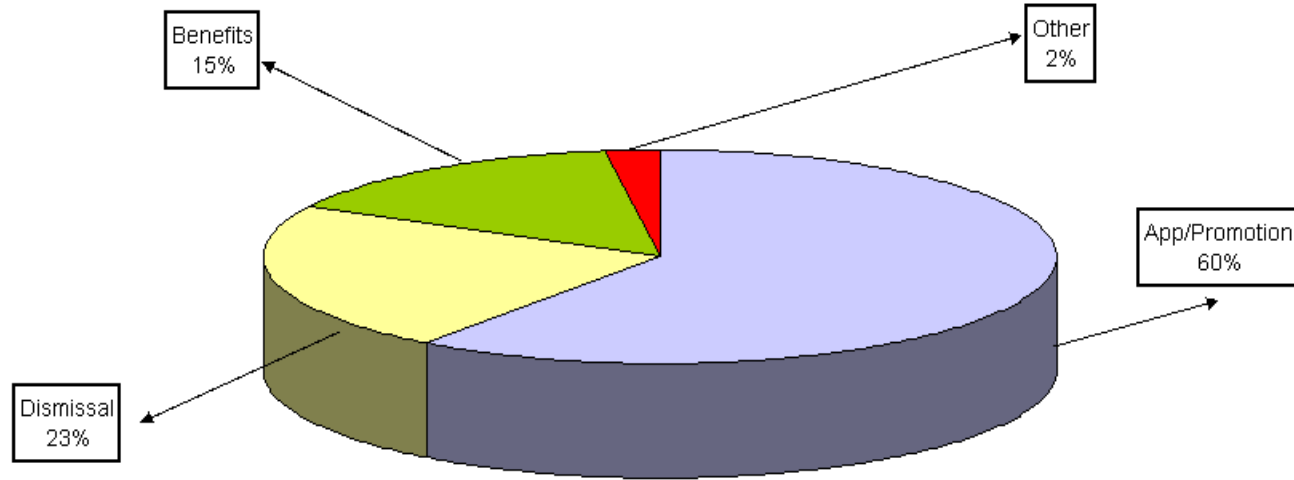


Total Number of Disputes Referred



Dispute Resolution Services *Eastern Cape*

EC Nature of Disputes 2005-2006

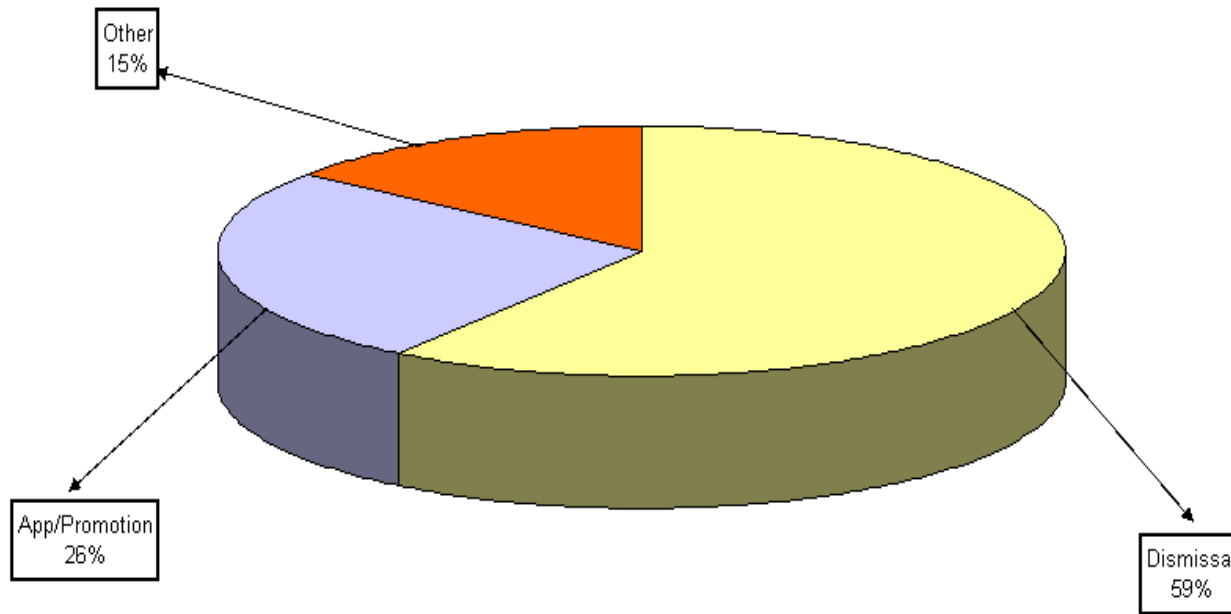


App/Promotion	25
Dismissal	9
Benefits	12
Other	17

Dispute Resolution Services

Free State

FS Nature of Dispute 2005-2006



Dismissal

37

App/Promotion

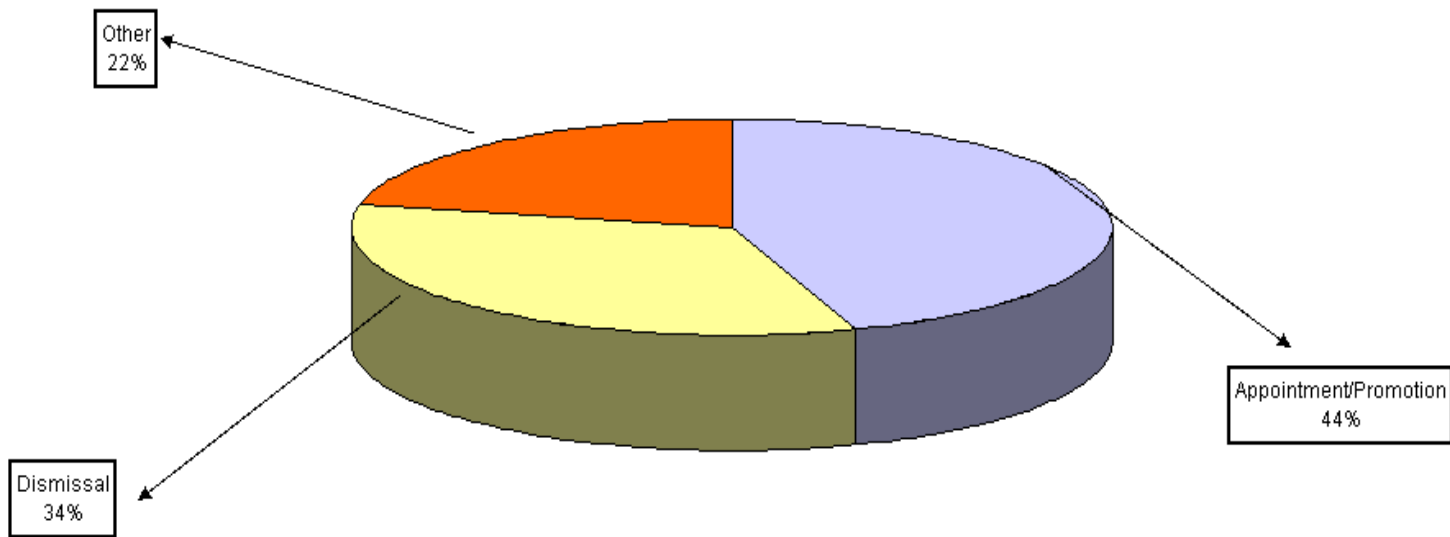
16

Other

9

Dispute Resolution Services *Gauteng*

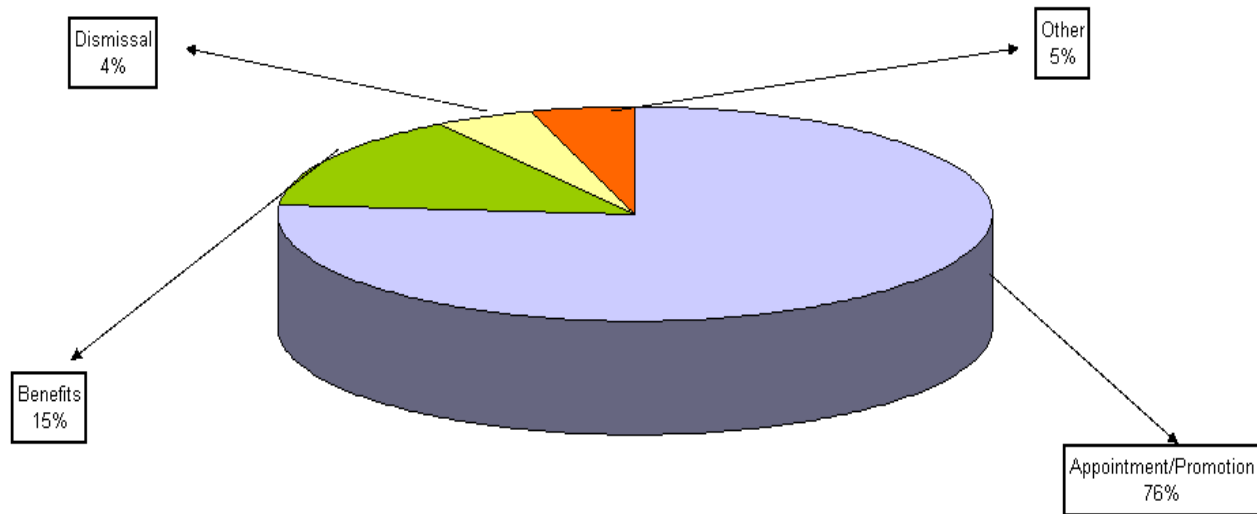
GP Nature of Dispute 2005-2006



Appointment/Promotion	33
Dismissal	25
Other	16

Dispute Resolution Services *KwaZulu Natal*

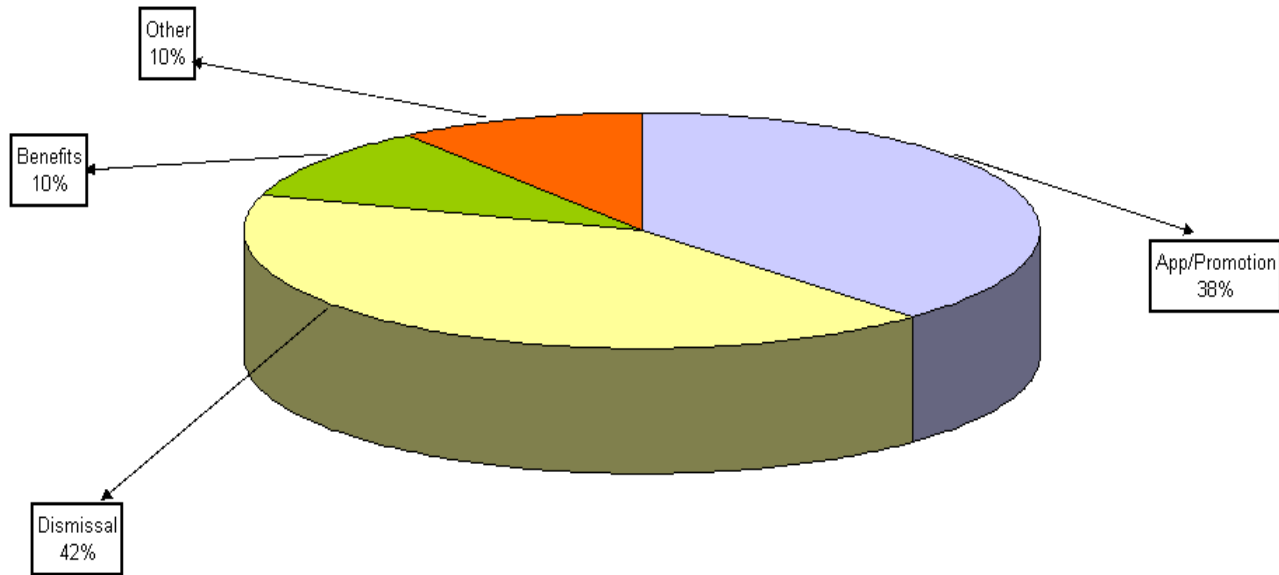
KZN Nature of Dispute 2005-2006



Appointment/Promotion	177
Benefits	34
Dismissal	10
Other	11

Dispute Resolution Services *Limpopo*

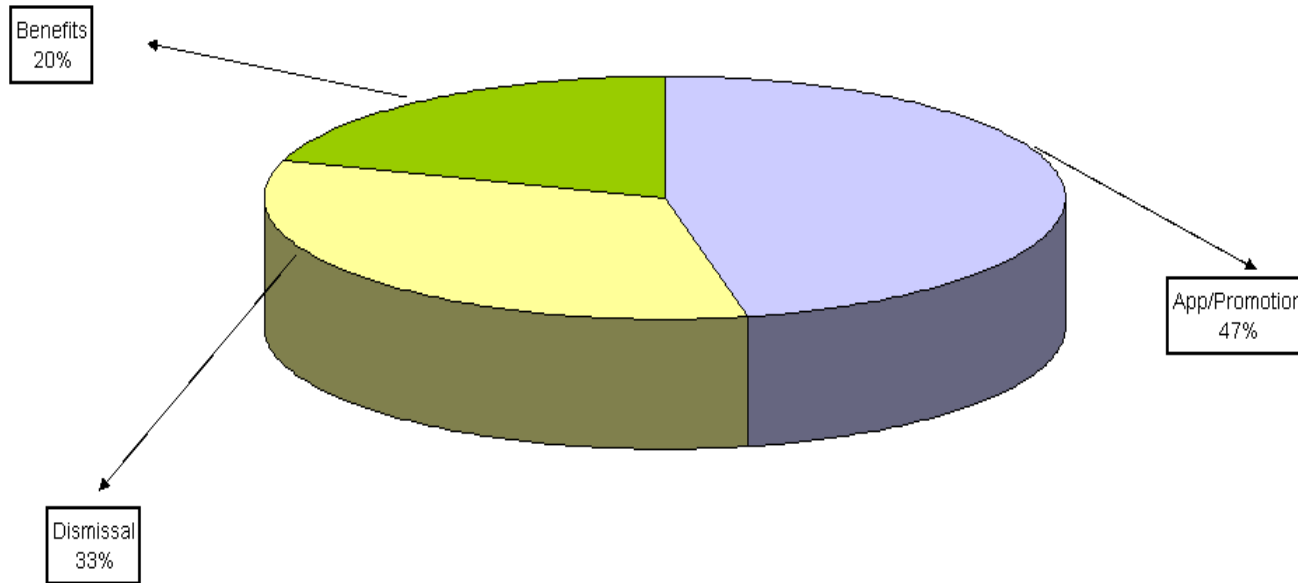
LP Nature of Dispute 2005-2006



App/Promotion	19
Dismissal	21
Benefits	5
Other	5

Dispute Resolution Services *Mpumalanga*

MP Nature of Dispute 2005-2006

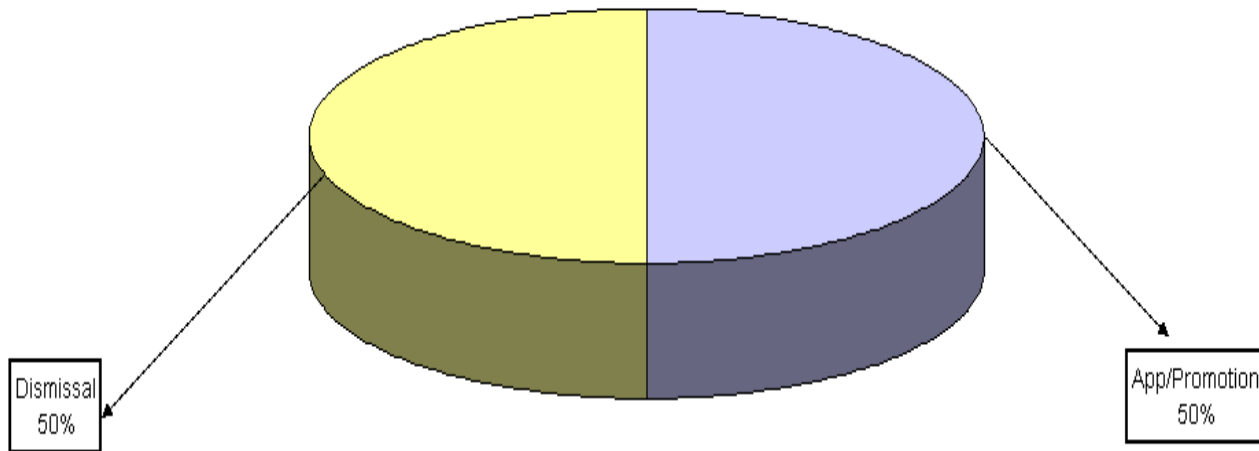


App/Promotion	7
Dismissal	5
Benefits	3

Dispute Resolution Services

Northern Cape

NC Nature of Dispute 2005-2006



App/Promotion

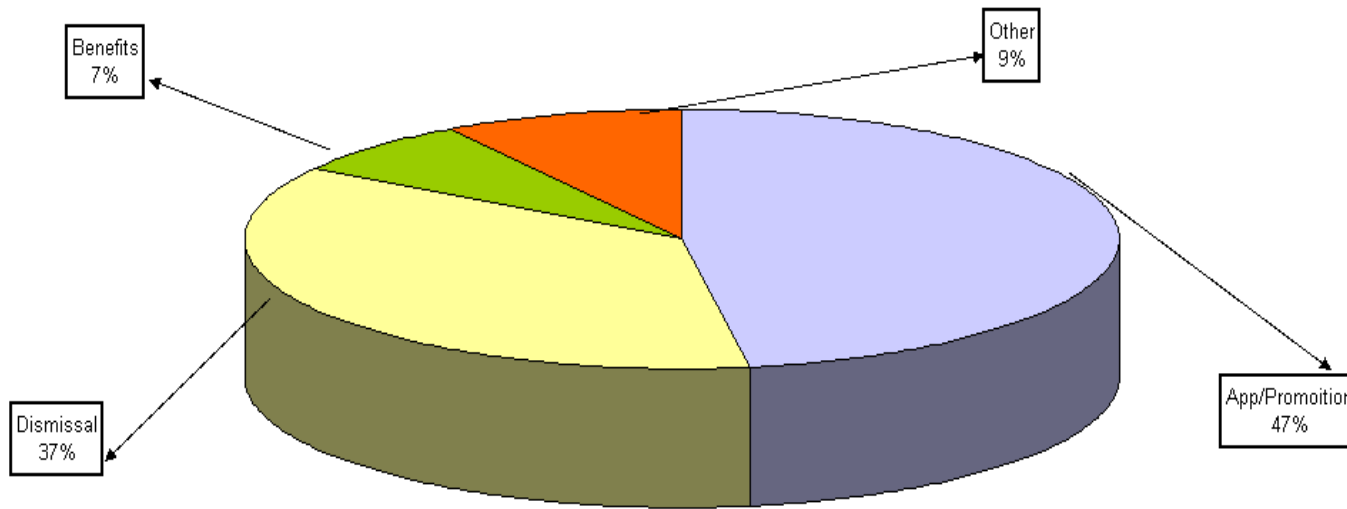
4

Dismissal

4

Dispute Resolution Services *North West*

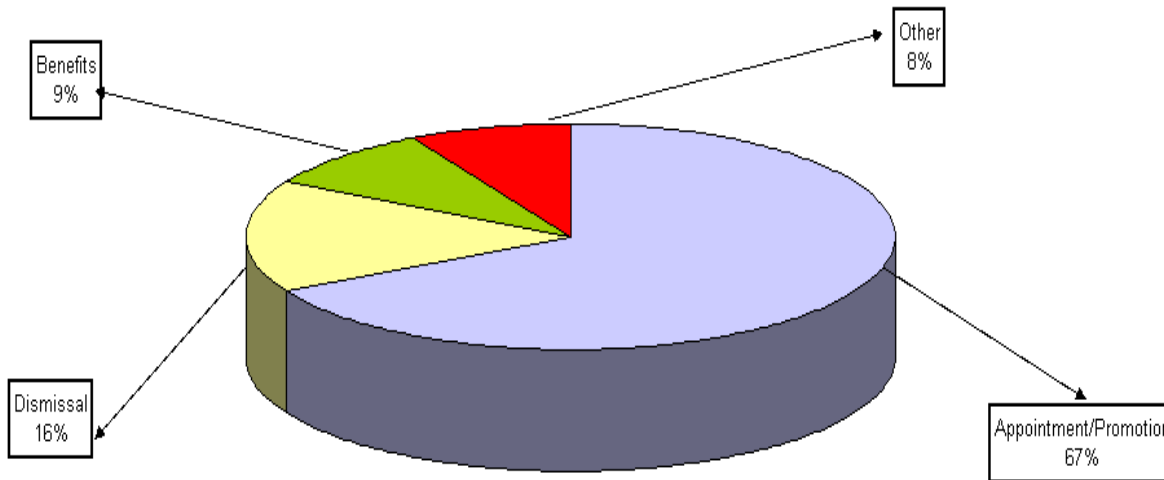
NW Nature of Dspute 2005-2006



App/Promotion	27
Dismissal	21
Benefits	4
Other	5

Dispute Resolution Services *Western Cape*

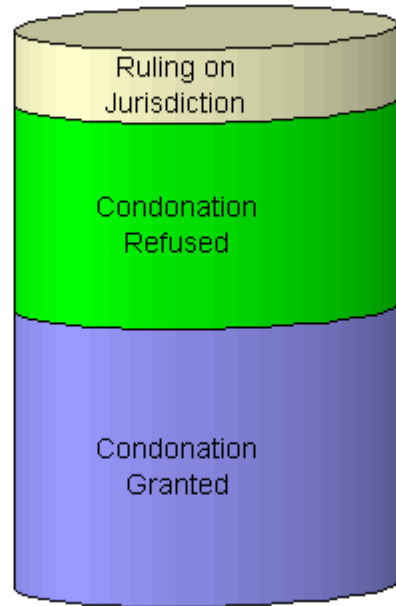
WC Nature of Dispute 2005-2006



Appointment/Promotion	59
Dismissal	14
Benefits	8
Other	7

Dispute Resolution Services

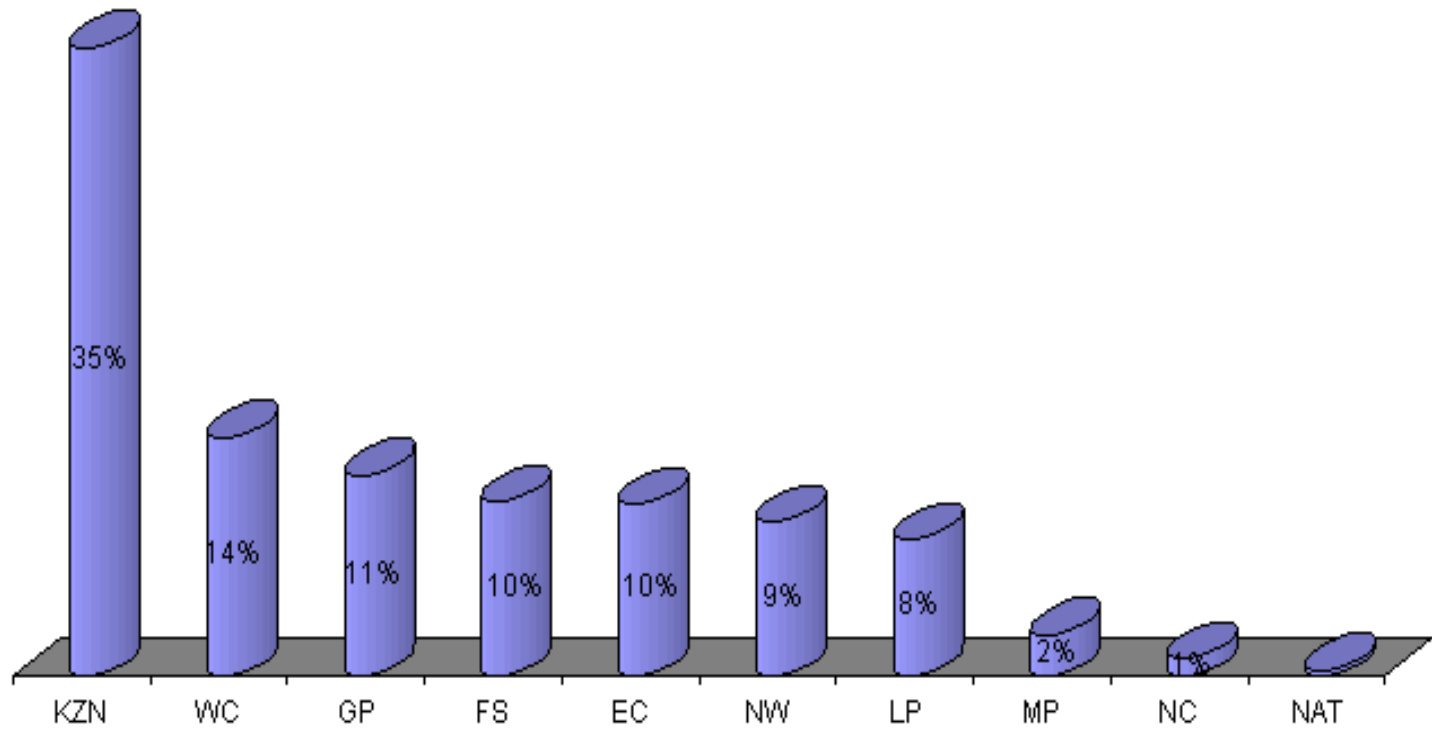
Condonations – 2005/2006



Condonation Granted	78
Condonation Refused	57
Ruling on Jurisdiction	21

Dispute Resolution Services

Total Number of Disputes per Province (2005-2006)





Annual Financial Statements Management Report

- **Reporting**

- **Separate financial statements:**
 - Council
 - Transformation



Annual Financial Statements Management Report

- External Audit
- Unqualified
- Auditor-General



Annual Financial Statements Management Report

- Compliance
- PFMA
- Audit Committee
- Internal Audit

Annual Financial Statements Management Report

- Performance Information
- Decrease in revenue
- Stagnant levies
- Use of reserves
- Decrease in expenditure
- Excess expenditure
- Sustainability



Balance Sheet

31 March 2006

Assets

	2006	2005
	R	R
ASSETS		
Non Current Assets		
Property, plant and equipment	10,302,359	8,629,792
Current Assets		
Trade and other receivables	348,299	4,969,253
Cash and cash equivalents	15,771,633	20,406,701
TOTAL ASSETS	26,422,291	34,005,746



Balance Sheet

31 March 2006

Liabilities

	2006	2005
	R	R
LIABILITIES		
Current Liabilities		
Trade and other payables	7,752,530	9,753,524
NET ASSETS	18,669,761	24,252,222
Designated Funds	18,669,761	24,252,222
TOTAL NET ASSETS	18,669,761	24,252,222



Income Statement for the year ended 31 March 2006

	2006	2005
	R	R
CONTINUING OPERATIONS		
Revenue	13,662,150	13,518,806
Other income	11,798	17,283
Total income	13,673,948	13,536,089
Administration expenses	8,876,918	7,953,192
Other operating expenses	13,204,506	10,124,022
Deficit from operations	(8,407,476)	(4,541,125)
Investment income	1,160,730	1,399,498
Deficit for the year	(7,246,747)	(3,141,627)



Cash Flow Statement for the year ended 31 March 2006

	2006	2005
	R	R
CASH FLOW FROM OPERATING ACTIVITIES		
Investment income	1,195,175	1,466,190
Levies	13,566,655	13,518,806
Other receipts	4,693,802	(1,635,175)
Employee cost	(6,293,608)	(5,373,204)
Suppliers	(16,475,353)	(11,117,001)
Net cash (outflow) from investing activities	(3,313,329)	(3,140,384)
CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of fixed assets	(1,321,739)	(1,022,140)
Net cash (outflow) from investing activities	(1,321,739)	(1,022,140)
Net decrease in cash and cash equivalents	(4,635,068)	(4,162,524)
Cash and cash equivalents at the beginning of year	20,406,701	24,569,225
CASH AND CASH EQUIVALENTS AT END OF YEAR	15,771,633	20,406,701

Transformation Fund Balance Sheet

31 March 2006 - *Assets*

	2006	2005
	R	R
ASSETS		
Non Current Assets		
Property, plant and equipment	138,844	67,524
Current Assets		
Trade and other receivables	584,618	113,431
Bank balances and cash	17,892,110	33,163,645
TOTAL ASSETS	18,615,572	33,344,600

Transformation Fund Balance Sheet

31 March 2006 - *Liabilities*

	2006	2005
	R	R
FUNDS AND LIABILITIES		
Equity		
Trust Funds	9,469,728	18,892,429
Current Liabilities		
Trade and other payables	9,145,844	13,452,171
TOTAL FUNDS AND LIABILITIES	<u>18,615,572</u>	<u>33,344,600</u>



Transformation Fund Income Statement

for the year ended

31 March 2005

	2006	2005
	R	R
INCOME		
Interest received - Transformation Fund	1,685,357	2,603,538
EXPENDITURE		
Transformation Fund	162,997	241,027
Research and Development Fund	6,505,871	11,599,722
Shop Stewards Fund	2,360,376	383,881
National Professional Diploma in Education Fund	747,937	(4,130,941)
Special Programmes Fund	2,432,211	3,043,751
Deficit for the year	(10,524,035)	(8,533,902)



Transformation Fund Cash Flow Statement

for the year ended

31 March 2005

39

	2006	2005
	R	R
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts		
Investment income	1,214,170	2,771,852
Payments		
Suppliers	(16,485,705)	(12,214,056)
<i>Net cash outflow from operating activities</i>	<u>(15,271,535)</u>	<u>(9,442,204)</u>
Net decrease in cash and cash equivalents	(15,271,535)	(9,442,204)
Cash and cash equivalents at the beginning of year	33,163,645	42,605,849
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>17,892,110</u>	<u>33,163,645</u>

FUTURE DIRECTION

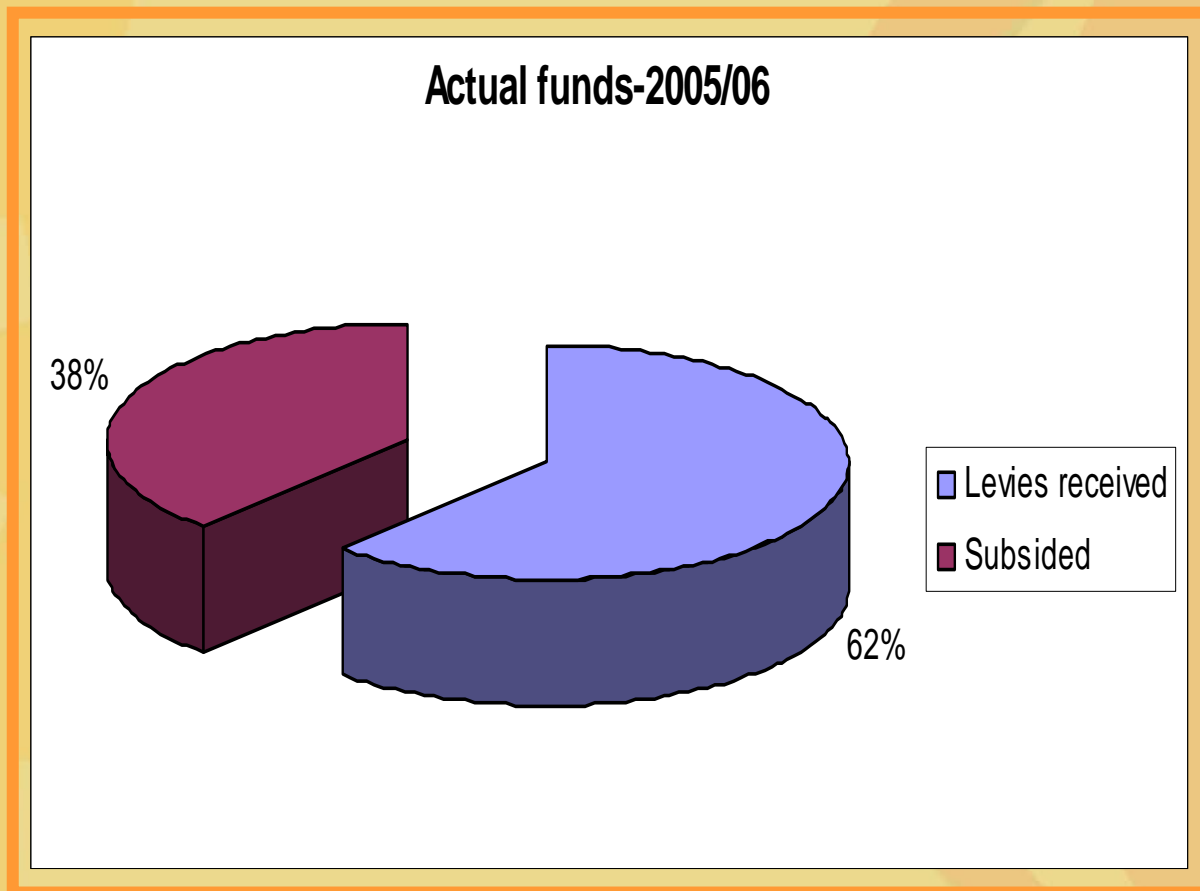


FROM 2007/08

INTRODUCTION

- **The sole source of income is the levies collected from the employer and employees.**
- **Since its inception of the ELRC in 1994:**
 - *No increase in levies.*
 - *Income of council has been progressively reduced in real terms.*
 - *Income is now a fraction of the original.*

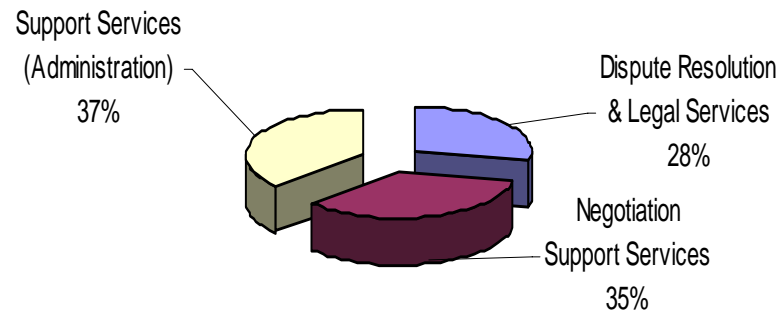
SOURCES OF FUNDING OF THE ELRC



- 62 % received from levies
- 38 % subsidised from reserve funds

ACTUAL UTILISATION OF FUNDS

ACTUAL EXPENDITURE-2005/06



■ Dispute Resolution & Legal Services
 ■ Negotiation Support Services
■ Support Services (Administration)

Actual Total	100%	22,081,425
Dispute Resolution & Legal Services	28%	6,274,566
Negotiation Support Services	35%	7,698,608
Support Services (Administration)	37%	8,108,251

CONCERNS RAISED BY STAKEHOLDERS

- Lack of productivity and delivery in Negotiation (Number of agreements benefit education).
- Taking representatives out of the office on too many occasions / meetings.
- High logistical expenses for negotiation meetings: lack of cost effective measures
- High labour court referrals resulting in high cost.

CONCERNS RAISED BY STAKEHOLDERS

- Capacity to continue in research and development, training and development.
- Lack of communication of the ELRC with stakeholders and educators.

CHANGING THE CULTURE OF PROCESSES IN THE ELRC

- Negotiations to be more focused and should contribute to agreeing on measures to improve quality in education.
- Not to only focus on quality for educators but also focus on quality outcomes for learners
- Concepts of seasonal bargaining Season:
April – June & August – September with break in July.
- Training and Development Season:
Oct – Nov and Feb – March



CHANGING THE CULTURE OF PROCESSES IN THE ELRC

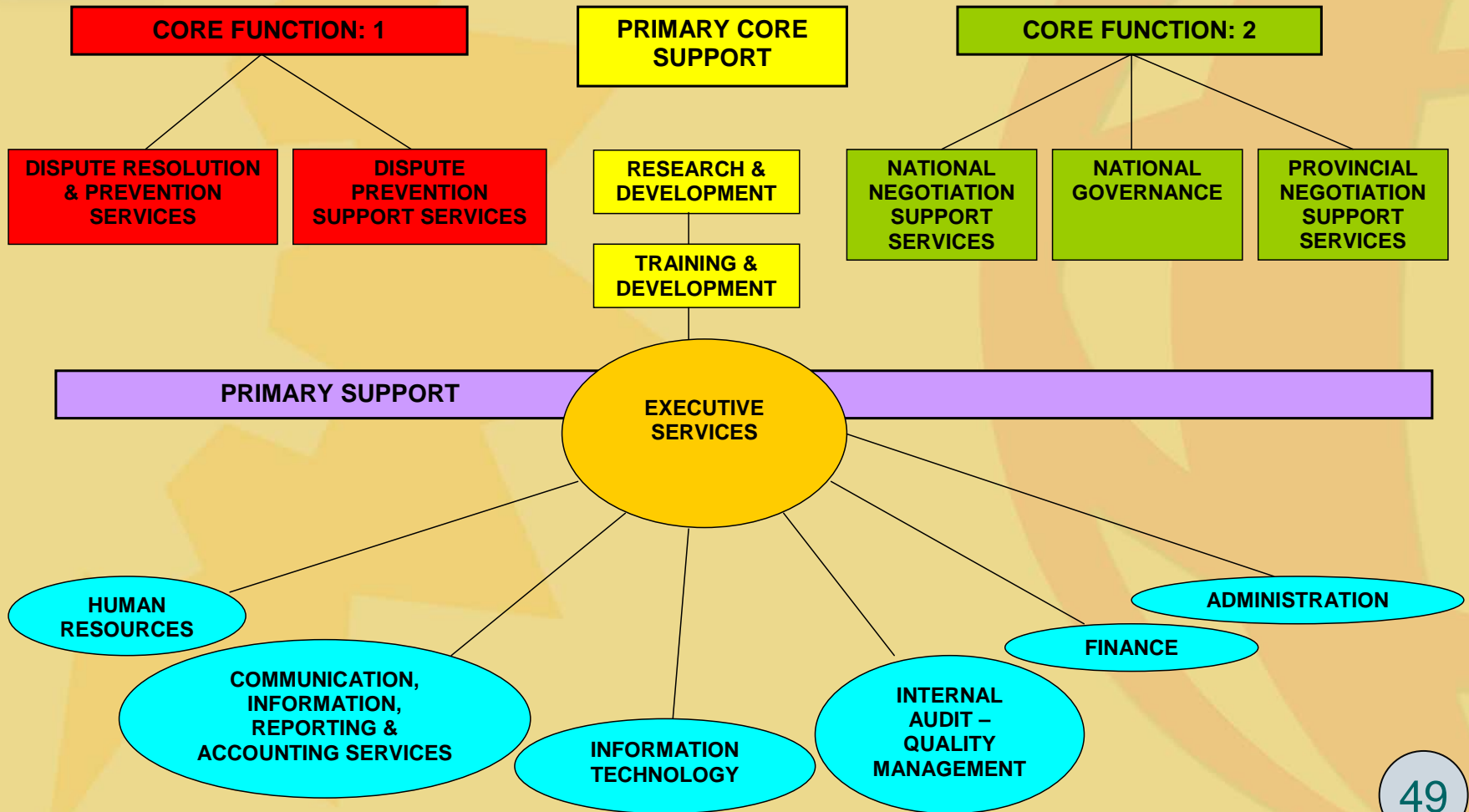
- **Research and Development Season:** Oct – Nov & Feb – March: Only in exceptional cases would be done in April - Sept
- Reduction of Bargaining Committee to 15 a side (12 + 3 Observers for the Union and 12 + 3 Observers for the Employer)
- Reduction of Provincial Chambers – 5 Reps for the Union and 5 Reps for the Employer (5 observers each to be used sparingly)

CHANGING THE CULTURE OF PROCESSES IN THE ELRC

- **File of Costs in:**
 1. Labour Court Proceedings
 2. Conciliations and Arbitrations processes
 3. Alternating Training and Development
between:
 - **Dispute Resolution**
 - **Dispute Prevention Support**
 - **Negotiation Skills**



BUSINESS UNITS



ADDING VALUED SERVICES

- **Be more performance and output driven.**
- **Making value added business contributions.**
- **Develop continuous effective professional relationships customers, suppliers and stakeholders.**
- **Ensuring cost efficiency and effectiveness of service delivery.**
- **Focusing and strengthening the core products and services.**



Provision of full range of services

- **Dispute Resolution and Prevention Services**
- **Dispute Prevention Support Services**
- **Negotiation Support Services – National and Provincial**
- **Governance**
- **Research and Development**
- **Training and Development**



Provision of full range of services

- Executive Services
- Human Resources
- Information Technology
- Knowledge Management Services
- Quality Management
- Finance
- Administration



DISPUTE RESOLUTION & PREVENTION

AIM: To maintain & promote labour peace.
To provide dispute resolution function
such as conciliations, arbitrations etc.

OBJECTIVES:

- To ensure independence & impartiality.
- To provide a professional and quality service through skilled, diverse and accredited DR professionals.
- Provide service that is customer driven.
- To provide transparency and accountability.



DISPUTE PREVENTION SUPPORT SERVICES

AIM: To settle grievances or disputes peacefully and orderly at local level.
To ensure workplace co-operation.

OBJECTIVES:

- Establishment & operation of an internal procedure to handle grievances at grassroot levels.
- To ensure compliance to grievance procedures to enable fair and efficient outcomes. No third party intervention.



NEGOTIATION SUPPORT SERVICES - NATIONAL

AIM: To provide committee administrative support and facilitate interactions, negotiations & consultation.

OBJECTIVES:

- Facilitate and conduct meeting & workshop by setting up a bargaining season calendar. Meeting would be scheduled between April to September, excluding the month of July.
- Provide a forum to engage in a process of identifying issues of negotiations.
- To facilitate consultations on the PPN (MTEF).
- To monitor & ensure that the outcomes are in line with the objectives.



NEGOTIATION SUPPORT SERVICES - PROVINCIAL

AIM: To provide a forum of bargaining, consulting facilitation and information sharing.
To promote labour peace in the province.

OBJECTIVES:

- Facilitate & conduct meetings & workshops.
- To engage in the monitoring of collective agreements.
- To facilitate dispute prevention & management through the monitoring of disputes.



GOVERNANCE SUPPORT SERVICES

AIM: To provide tools and information to stakeholders to govern the Council effectively & efficiently.

OBJECTIVES:

- To provide support services to governance structure members.
- To comply with legislation obligations of the Council.
- To ensure that timeless and prompt meeting are convened to meet deadlines.
- To ensure sound financial & management accountability.



RESEARCH & DEVELOPMENT

AIM: Engage in research to support the quality in education.

OBJECTIVES:

- To conduct market research & need analysis to understand the needs of our clients.
- To improve the access & quality of education.
- To conduct research on case laws and improving on service delivery.

TRAINING & DEVELOPMENT

AIM: To equip representatives with the relevant knowledge and skills to carry out their responsibilities effectively and efficiently.

OBJECTIVES:

- Negotiation-Qualified & professional representation.

TRAINING & DEVELOPMENT

- **Governance** – Ensuring quality and accountability of service delivery.
- **Dispute resolution & prevention** – Provide capacity building to ensure excellence in service delivery. To understand educators needs and values.

EXECUTIVE SERVICES

AIM: To intervene in order to circumvent labour unrest, nationally & provincially

OBJECTIVE:

- Facilitates dispute prevention services.
- Ensure sound governance and management.
- Monitor and measure delivery of service.



HUMAN RESOURCES

AIM: To attract, develop, and retain a highly qualified and diverse workforce.
To create a culture that promotes excellence throughout the Council.

OBJECTIVES:

- To continually lead and improve the quality of the work culture through training, policies etc.
- Develop staff to be their best in order to achieve the needs of Council.
- To attract & retain the most qualified employees.
- Administer policies, procedures & programs in line with legislative requirements.



COMMUNICATION, INFORMATION, REPORTING & ACCOUNTING SERVICES KNOWLEDGE MANAGEMENT SERVICES

AIM: To provide Strategic Communication and Marketing services as well as ensuring compliance with legislation.
To communicate the corporate image by means of information sharing.

OBJECTIVES:

- Production of annual and quarterly reports.
- Compliance with the Promotion of access to information act.
- Producing publication to update & inform stakeholders on latest developments eg. Labour bulletin, The Negotiator, etc



COMMUNICATION, INFORMATION, REPORTING & ACCOUNTING SERVICES- KNOWLEDGE MANAGEMENT SERVICES

- Providing public relations services by means of press release, interviews, articles, etc.
- To promote ELRC through special events and exhibitions.
- To maintain an information management centre for all stakeholders to have access to information. Eg: Collective bargaining, labour law etc.
- Provide easy access to information by means of website, E-communication etc.

INFORMATION TECHNOLOGY

AIM:

- **To provide access and awareness to all stakeholders by means of a website.**
- Provide efficient digital communication infrastructure to discharge operational services.
- **Provide cost effective means to deliver services by moving towards a paperless environment.**
- Improve information sharing.



INTERNAL AUDIT – QUALITY MANAGEMENT

AIM: To provide independent, objective assurance and consulting services designed to add value and improve the operations.

To evaluate and improve the effectiveness of risk management, control and governance process.

Focus on the following audit areas:

Financial auditing:

Aim to ensure that reliable and accurate information.

Ensure that adequate controls exist to safeguard assets.

INTERNAL AUDIT – QUALITY MANAGEMENT

Operational auditing:

Evaluate the effectiveness and efficiency of departmental operations.

Compliance auditing:

Ensure adherence to relevant national laws and regulations, best practice and the established policies and procedures.

IT auditing:

Review the controls over information technology and whether IT supports the objectives.



FINANCE ACCOUNTING SERVICES

AIM:

- Achieve accountability to the educators and parties to Council by promoting transparency and effective management in respect of levies, expenditure, assets and liabilities.
- To improve the quality of financial reporting by ensuring that policies and procedures are updated and implemented.
- To manage, regulate, implement and maintain sound financial systems.
- Compliance with the PFMA and treasury regulations.
- To provide efficient and speedy service to our internal and external suppliers.
- To ensure that expenditure is in line with the budgetary objectives.

MANAGEMENT ACCOUNTING SERVICES

AIM:

- To provide management with tools and information to manage the business; through monthly cash-flows and budget-expenditure evaluation statements.
- To provide direction by means of a strategic and operational business plan.
- To identify changes and take appropriate steps to achieve objectives such as amendments to policies and procedures.
- Monitor the key operations and performance that affect the organisation.

SUPPLY-CHAIN MANAGEMENT

To manage and regulate supply-chain processes

RISK MANAGEMENT

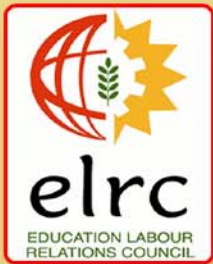
To monitor and ensure that adequate internal controls and systems are enforced. Measure delivery of service.

ADMINISTRATION

AIM: To provide effective and efficient support to the core business division by means of providing the following functions:

- Safe, secure and clean environment.
- Presenting a professional image through infrastructure and resources.
- Maintaining and upgrading of building.
- Manage and safeguard assets.
- Speedy delivery support.

To foster a transparent and co-operative working environment.



INCREASE ALLOCATION

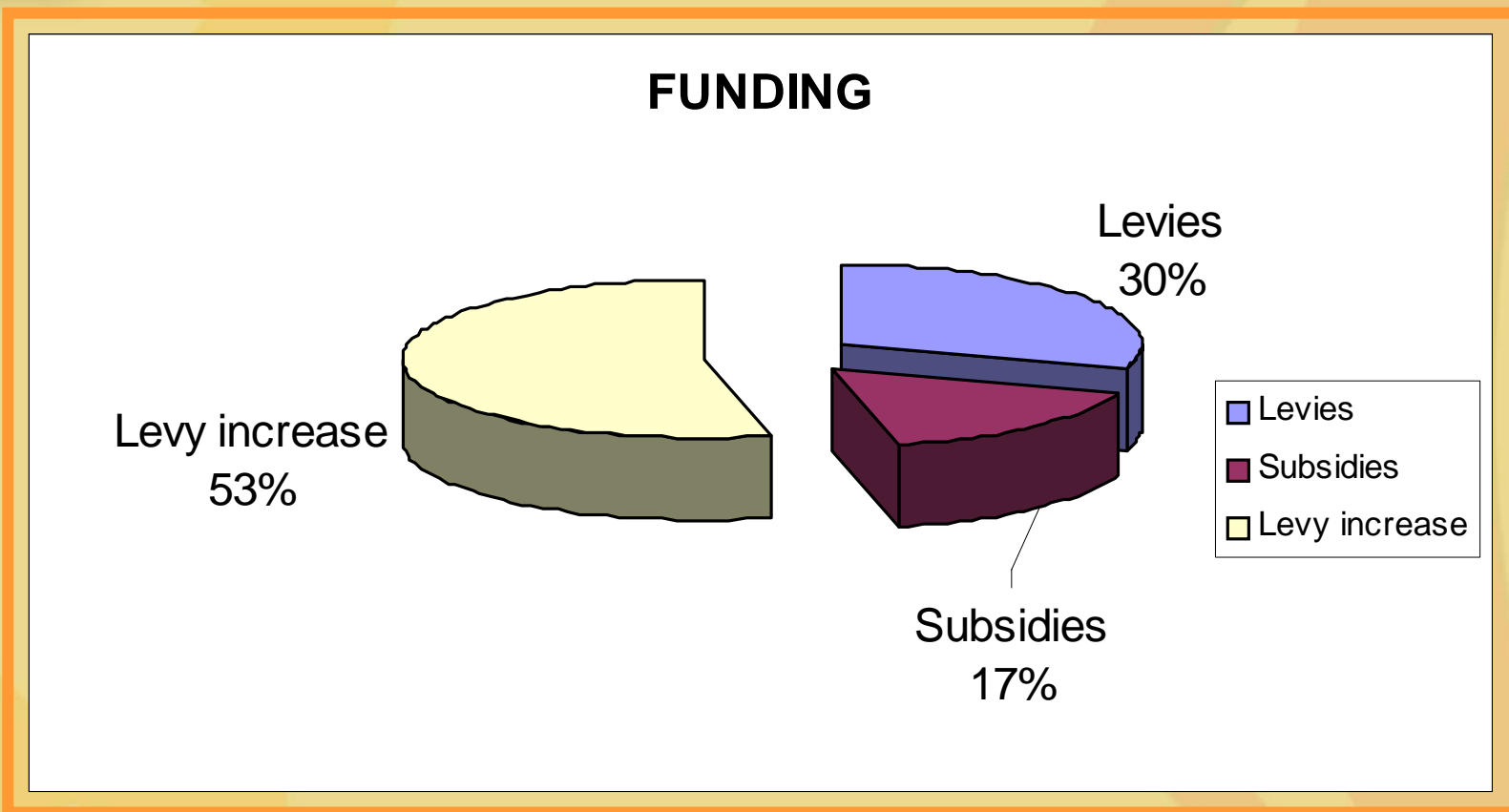
	ESTIMATE	% +
Total	44,400,000	70%
Dispute Resolution & Prevention Services	5,550,000	6%
Dispute Prevention Support Services	14,430,000	33%
Training & Development	3,330,000	8%
Negotiation Support Services	8,880,000	12%
Research & Development	3,330,000	8%
Communication (CIRA)	1,100,000	2%
Primary Support Services	7,780,000	2%

49 % of levy increase is funding new business units

INCREASE ALLOCATION NOTES

- **Increase of R7 (70 %) would fund the following services which was funded from the transformation fund.**
 - Funding of FTSS (R3.25) **33 %**
 - Research & development (R0.75) **8%**
 - Training & development (R0.75) **8 %**

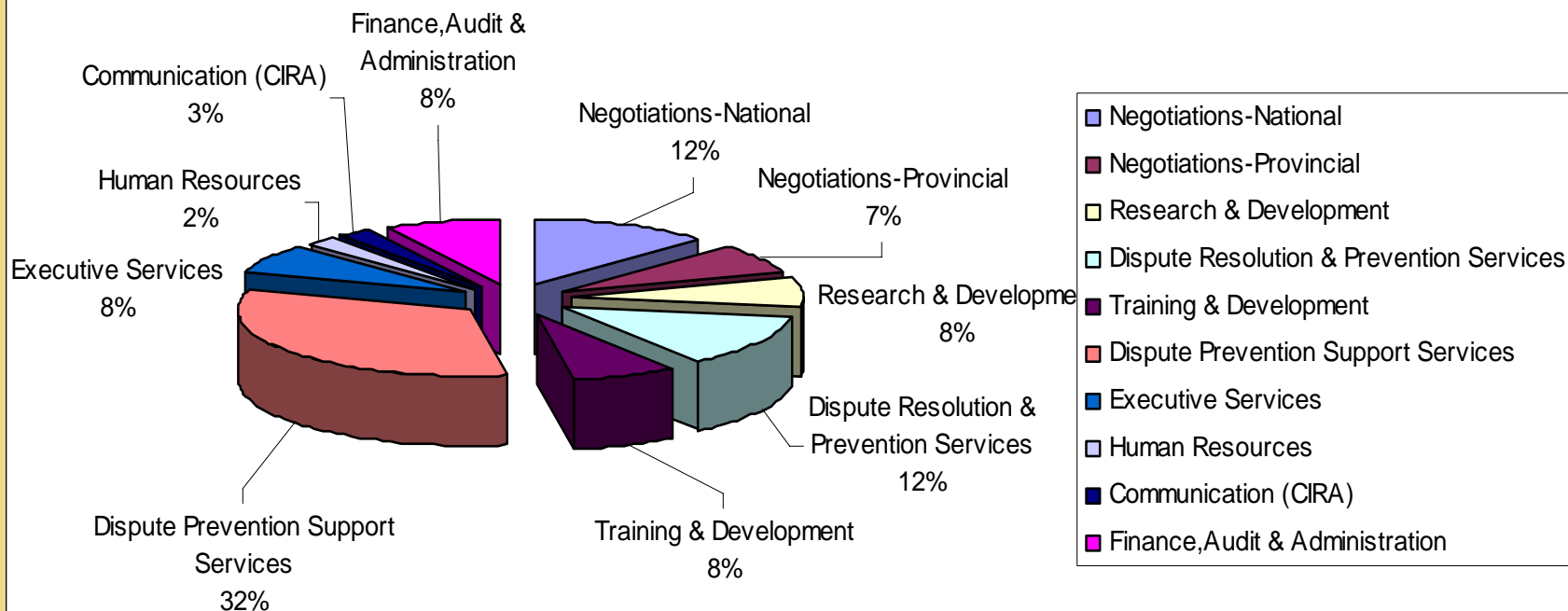
BUDGETED SOURCE OF FUNDING



17 % has been subsidised by accumulated funds over the past 3 years.

ALLOCATION OF FUNDS

DISTRIBUTION



BREAKDOWN OF LEVY

	Levy Amt R	Budget 2007/08 R
Negotiations-National	1.25	5,550,000
Negotiations-Provincial	0.75	3,330,000
Research & Development	0.75	3,330,000
Dispute Resolution & Prevention Services	1.25	5,550,000
Training & Development	0.75	3,330,000
Dispute Prevention Support Services	3.25	14,430,000
Executive Services	0.75	3,330,000
Human Resources	0.20	888,000
Communication (CIRA)	0.25	1,110,000
Finance, Audit & Administration	0.80	3,552,000
Total	10.00	44,400,000

HR TO DELIVER NEW VISION

Post Description	Number of Posts	Public Service/ELRC Grades
1. EXECUTIVE SERVICES		
1.1 Chief Executive Officer	1	14/15
Executive Personal Assistant	1	7/8/9
1.2 Chief Operational Officer	1	13/14
Personal Assistant	1	4/5/6
2. QUALITY MANAGEMENT (INTERNAL AUDIT)		
Chief Financial Officer	1	13/14
Personal Assistant	1	4/5/6
Internal Audit Manager	1	10/11
Internal Audit Consultant	1	7/8/9

HR TO DELIVER NEW VISION

Post Description	Number of Posts	Public Service/ELRC Grades
3. DISPUTE PREVENTION AND RESOLUTION SERVICES		
Senior Manager	1	12/13/14
3.1 DISPUTE PREVENTION & RESOLUTION		
Manager Dispute Resolution	1	10/11
Case Management Consultants	3	7/8/9
Case Management Administration	1	7/8/9
3.2 LEGAL SUPPORT		
Manager Legal Services	1	11/12
3.3 TRAINING and DEVELOPMENT		
T&D: Manager	1	10/11
T&D: Consultant	1	7/8/9

HR TO DELIVER NEW VISION

Post Description	Number of Posts	Public Service/ELRC Grades
4. NEGOTIATIONS SUPPORT SERVICES - NATIONAL		
Senior Manager	1	12/13/14
Manager	1	10/11
Committee Work Consultants	2+2	7/8/9
4.2 NEGOTIATIONS SUPPORT SERVICES - PROVINCIAL		
Manager: Provincial Secretary	4	10/11
Manager: Provincial Secretary	5	9/10
Committee Support Consultants	4	7/8/9
Reception/Administration Officers	9	4/5/6
Cleaners	9	1/2/3
4.3 RESEARCH & DEVELOPMENT		
Manager	1	10/11
Research Assistant	1	9/10

HR TO DELIVER NEW VISION

Post Description	Number of Posts	Public Service/ELRC Grades
6. CORPORATE SERVICES		
6.1 FINANCE		
Finance: Senior Manager	1	12/13/14
Finance: Manager - Finance	1	10/11
Finance: Creditors Clerk	2	7/8/9
Finance: Debtors Clerk	2	7/8/9
6.2 ADMINISTRATION AND SCM		
Administration: Manager	1	9/10/11
Administration: Assistant Manager	1	7/8/9
Administration: Reception	1	4/5/6
Administration: Driver/OA	1	4/5/6
Administration: Security	1	2/3/4
Administration: Sup Clean	1	2/3/4
Administration: Clean	3	1/2/3
Administration: Handy	1	2/3/4

HR TO DELIVER NEW VISION

Post Description	Number of Posts	Public Service/ELRC Grades
6.3 INFORMATION TECHNOLOGY		
IT: Manager		10/11
6.4 HUMAN RESOURCES		
HR: Manager	1	11/12
HR: Consultant	1	9/10
7. COMMUNICATION INFORMATION REPORTING ACCOUNTING and MARKETING SERVICES - CIRAMS		
Manager	1	10/11
Media Consultant	1	7/8/9
Library & Information Consultant	1	7/8/9

CONCLUSION

- It is the joint responsibility of the parties elected in governance and the General Secretary to achieve the objectives of the ELRC
- **The ELRC is structured for delivery of service in respect of:**
 - Labour Relations Act
 - Public Finance Management Act
 - Promotion of Access to Information Act
 - Archives Act



Research – Special Reports

- Integrated Report on Determinants of Supply and Demand of Educators in Public Education.
- National Professional Diploma in Education (NDPE) - Prepared by: CEPD
- Report on Prevention, Care, Treatment and Access (PCTA) - Programme Prepared by: PCTA
- Report on Workloads of Educators - Programme Prepared by Linda Chisholm (HSRC)
- Report on Review of the Post Provisioning Model – Prepared by: Paul Musker (CEPD)
- Report on the 4th IIRA Africa Regional Congress