

**Implementation of Employability Programme as a mechanism for job creation
in the Department of Employment and Labour.**

by

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.....

Prof H M Nkwana
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DEDICATION

I dedicate this dissertation to my family. This dissertation is the result of their sacrifice and commitment to supporting my education and career.

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I express my profound thankfulness to Almighty God for granting me the strength, commitment, and fortitude necessary to undertake this study. I extend my gratitude to my beloved family, whose moral and material support facilitated the successful execution and completion of this study.

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ABSTRACT

The aim of the research was to examine, evaluate, and offer recommendations about the implementation of the Employability Programme as a means for job creation within the Department of Employment and Labour (DEL). The study intended to clarify the rationale for implementing the Employability Programme, assess its contribution to job creation initiatives, investigate employee opinions, and provide recommendations for the programme's implementation within DEL. A method based on qualitative research was employed in an interview of DEL employees at the KwaZulu-Natal (KZN) Provincial Office. The survey engaged 24 participants as a sample (n), consisting of 10 from Public Employment Services (PES), three from Labour Activation Programme (LAP), and 11 from the Unemployment Insurance Fund (UIF) inside the DEL – KZN Provincial Office. The research revealed that DEL employees are completely aware of the reasons for implementing the Employability Programme inside DEL. Research results indicated that the Employability Programme was instituted to address the substantial and escalating unemployment rates in the country, exacerbated by inequality and a constrained economy. The study demonstrated that the Employability Programme serves as a mechanism designed to equip job seekers not only for re-employment, but also to foster entrepreneurial ventures that encourage them to become employers instead of employees. The conclusion was reached that the execution of the Employability Programme aligns with DEL's vision and mission to promote employment, enforce labour legislation, and promote a labour market conducive to investment, economic growth, job creation, and decent work. DEL personnel assert that the decentralisation of LAP will augment the engagement and participation of both internal and external stakeholders, especially community-level beneficiaries. The report recommended that DEL-UIF form a steering committee and involve employers during the programme's inception and planning phases to ensure that the implementation of the Employability Programme corresponds with the skills desired by businesses.

Key Words: Employability Programme, Unemployment, Labour Market, Implementation, Skills Development, Job Creation.

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LIST OF ABBREVIATIONS

ACA	Affordable Care Act
ABP	Anchor Borrower's Programme
AYEOP	Angola Youth Employment Opportunity Project
B-BBEE	Broad-Based Black Economic Empowerment
BCEA	Basic Conditions of Employment Act
BT&R	Business Turnaround and Recovery Programme
CCMA	Commission for Conciliation, Mediation and Arbitration
DEL	Department of Employment and labour
DPSA	Department of Public Service Administration
ED	Enterprise Development
EEA	Employment Equity Act
EPWP	Expanded Public Works Programme
FDI	Foreign Direct Investment
FDIA	Foreign Direct Investment Agency
GAAP	Generally Accepted Accounting Principles
GEAR	Growth, Employment, and Redistribution
GEC	Global Employment Challenge
GRAP	Generally Recognised Accounting Practices
HRM	Human Resource Management
ILO	International Labour Organisation
KZN	KwaZulu-Natal
LAP	Labour Activation Programme
LRA	Labour Relations Act
MRIC	Mauritius Research and Innovation Council
MSMEDA	Micro, Small and Medium Enterprises Development Agency
NDP	National Development Plan
NEDLAC	National Economic Development and Labour Council
NGO	Non-Governmental Organisations
NPM	New Public Management
OGP	The Open Government Partnerships
PES	Public Employment Services
PFMA	Public Finance Management Act

PPS	Public-private partnerships
PSA	Public Service Act
PSHRM	Public Sector Human Resource Management
SARS	South African Revenue Service
SETA	Sector Education and Training Agency
SHRM	Strategic Human Resource Management
SMMEs	Small Medium and Macro Enterprises
SoNA	State of the Nation Address
SOP	Standard Operating Procedure
Stats SA	Statistics South Africa
TERS	Temporary Employer/Employee Relief Scheme
TOR	Terms of Reference
UIF	Unemployment Insurance Fund
YEB	Youth Employment Programme
YES	Youth Employment Service
YES	Youth Employment Booster

CHAPTER 1

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

The predominant employer in South Africa is the government sector. It includes both national and provincial government employees and represents a significant portion of the nation's labour force (Department of Public Service and Administration (DPSA), 2024). The Employment Services Act No. 4 of 2014 requires the creation of initiatives to enhance employment opportunities for adolescents and other vulnerable populations, including programmes to support employees in financially distressed enterprises to retain their jobs. Public administration's function is based on decreasing unemployment, and improving service growth and delivery is a vital problem that requires examination. This study concentrated on the execution of an employability programme to create jobs inside the Department of Employment and Labour (DEL). To improve performance and productivity, there is a clear and specific requirement for extra personnel and frontline service delivery organisations. The public service, as South Africa's largest employer, plays a vital role in cultivating an atmosphere favourable to investment, growth, and development, while alleviating the effects of unemployment through targeted job creation and retention, demand-responsive training, and social welfare programmes. Public administration has sought to optimise and coordinate resources throughout the government to increase and broaden initiatives for job creation and skill development, especially for youth. The measures were implemented by: (i) Augmenting investments and fostering growth in labour-intensive sectors such as services, agriculture, mining, green manufacturing, and tourism; (ii) Finalising and executing sector-specific industry master plans with comprehensive strategies; (iii) Evaluating industry policy incentives to ensure they are outcome-focused and deliver specific governmental support for enterprises; and (iv) accompanied by a visual depicting essential sectors that stimulate growth and employment (Schwella, et al., 2015). The aim of the study was to examine, evaluate, and propose recommendations about the implementation of the employability programme as a strategy for job development within DEL in the KwaZulu-Natal (KZN) Province. The South African government has a crucial responsibility for carrying out employability programmes that equip students with future vocations and validate their competencies for success in their career trajectories. Furthermore, it provides

unemployed individuals several opportunities to engage with local employers and educational institutions. The research was carried within the DEL, serving as both a custodian and facilitator for employment development and preservation. DEL's vision and mission is to cultivate a labour market that fosters investment, economic growth, job creation, and dignified employment. The selection of the KZN Provincial office was predicated on its incorporation of three elements essential to the implementation of the employability programme: Labour Activation Programme (LAP), Public Employment Service (PES), and Unemployment Insurance Fund (UIF), from which a research sample was extracted. The LAP is administered at the Provincial Office instead of local Labour Centres (Districts). The investigation would clarify the reasoning, assess employees' perspectives, and measure the impact of the employability programme on employment creation activities inside DEL. As stated above, the primary aim of the study was to examine, assess, and make recommendations about the implementation of the employability programme as a means of generating employment inside DEL. Chapter 1 of the dissertation delineates the research and provides the contextual information and rationale for the investigation. This section outlines the issue behind the employability programme and clarifies the research methodologies and aims of the study. This chapter provides an explanation of the primary topics and vocabulary utilised throughout the course.

1.2 BACKGROUND OF THE STUDY

The DEL is crucial in dealing with poverty, inequalities, and joblessness by legislation and initiatives created in collaboration with social partners, focused on enhancing economic efficiency and production (DEL, 2022). The State of the Nation Address (SoNA) delivered in February 2024 underscored that DEL is responsible for consolidating all governmental efforts to create jobs and reduce unemployment rates. Consequently, a primary duty of the DEL is to promote job creation by establishing venues for jobless individuals to engage with important stakeholders across many sectors to explore employment opportunities and obtain further information. Thus, DEL is presently executing the employability programme in partnership with private organisations to generate employment opportunities, ensuring that work-seekers are integrated or reintegrated into the labour market. The major purpose of the employability programme is to enhance the skills of jobless youth and UIF beneficiaries, facilitating their entry into the labour market and the establishment of

their own enterprises. The employability programme aims to ensure that young individuals and job seekers possess the requisite skills to bridge the skills gap and assist unemployed youth and UIF beneficiaries in meeting the requirements of the workforce (Nape & Duma 2022). In South Africa, the unemployment rate denotes the proportion of individuals seeking job relative to the total labour force. The supply of available labour surpassed the demand in the employment market, indicating an imbalance between supply and demand forces (Statistics South Africa [Stats SA], 2024). A significant element contributing to unemployment in South Africa is the disparity between employer expectations and the competencies of young individuals. This is primarily defined by a deficiency in technical capabilities in relation to employer expectations. The DEL has indicated that the UIF provides support to around 60,000 individuals monthly who satisfy the eligibility criteria, with many of these individuals experiencing prolonged unemployment due to insufficient skills for re-entering the labour market. The aforementioned concerns raise inquiries regarding the purposes and vision of DEL, that will strive for a labour market which is conducive to investment, economic growth, unemployment creation and decent work (DEL, 2022). These issues necessitated the establishment of the DEL via UIF to finance and restructure LAP activities since 2010, ensuring the inclusion or reintegration of jobless UIF users into the workforce (Nape & Duma, 2022). The DEL is tasked with executing numerous programmes, and the subsequent sub-section discusses some of these programmes that provide the essential foundation of this research.

1.2.1 Labour Activation Programme

The LAP is a UIF project aimed at alleviating the effects of destitute and joblessness in the African continent. The UIF considered it essential to establish LAP Programmes to facilitate the absorption or reintegration of jobless UI claimants into the workforce. The LAP was then incorporated into the Job Creation Schemes, Job Preservation, and Enterprise Development (ED). The UIF included a young percentage in these projects to align with other governmental job creation efforts and to achieve the goals of the National Development Plan (NDP), which aims to eradicate poverty and diminish inequality by 2030. The LAP is implemented in partnership with private enterprises to generate and maintain employment opportunities. The three principal initiatives offered under the LAP are as follows:

(i) Business Turnaround & Recovery Programme

The Business Turnaround and Recovery (BT&R) Programme aims to assist distressed organisations and enterprises, particularly those utilising Temporary Employee/Employer Relief Schemes (TERS). The UIF designates monies to Productivity SA towards the implementation of the BT&R initiative. Section 32 of the Employment Services Act No. 4 of 2014 mandates that Productivity SA augment the productivity along with operational effectiveness of organisations across the corporate lifespan to facilitate, among other objectives, keeping jobs and the mitigation of workers' layoff. Productivity SA provides non-monetary assistance to distressed firms to improve output, increase profitability, and maintain existing job levels.

(ii) Temporary Employer/Employee Relief Scheme

This initiative seeks to support stressed enterprises who intend to retain their employees. Through TERS, the UIF provides coverage of 7.5% of a worker's wages, capped at an annual level for a duration of no less than 12 months. To qualify for this scheme, the distressed business needs to make an arrangement with its staff members guaranteeing that no layoffs will take place and confirming that the organisation will assume all expenditures related to retirement wellbeing for its workforces. Companies become eligible by registering with the UIF, declaring the employees to be included in the programme, and adhering to the regulatory framework, which encompasses obtaining both the UIF compliance certificate and the South African Revenue Service (SARS) compliance certificate. The Commission for Conciliation Mediation and Arbitration (CCMA) has established a qualifying criterion to evaluate a company's eligibility for assistance suggestions (Zitha, 2022).

(iii) Employability Programme

The Employability Programme is characterised as a mechanism designed to enhance and fortify the abilities of jobless youth and UIF beneficiaries to facilitate their entry into the job market and the initiation of their own firms. The employability programme aims to mitigate the effects of unemployment and poverty in South Africa. The programme originally focused on training but has since been restructured to line with the employment objectives of the DEL. The UIF provides financial assistance to organisations that create and sustain employment opportunities through this project. This programme seeks to provide young individuals and job searchers with essential

skills to bridge the skills gap and support unemployed youth and UIF beneficiaries in fulfilling the demands of the job market. This study examined the employability programme related to employment development, while other programmes focus on job preservation. The primary objective of the research project is to examine, evaluate, and offer recommendations concerning the implementation of the employability programme as a strategy for job creation within DEL, specifically in the KZN Provincial Office.

1.3 STATEMENT OF PROBLEM

South Africa continues to experience persistently high levels of unemployment, with the comprehensive unemployment rate reaching 42%, affecting approximately 15 million individuals who are unable to participate meaningfully in the economy, many of whom have become discouraged from seeking work (Stats SA, 2024). While initiatives like the Department of Employment and Labour's Unemployment Insurance Fund give about 60,000 jobless people short-term relief each month, their reach and sustainability are still constrained because many recipients find it difficult to re-enter the workforce because of insufficient or misaligned skills. This problem is a reflection of a larger structural imbalance in which there is a greater supply of labour than there is demand, which is made worse by a chronic discrepancy between the skills that the educational system produces and those that businesses need.

Systemic flaws in South Africa's educational and training system are a major factor in this mismatch. Critics point to the school system's over-reliance on theoretical and rote learning methods, inadequate practical and industry-relevant training, and shortage of qualified teachers. As a result, graduates frequently lack the technical and practical skills that companies need, which increases unemployment and restricts labour absorption. Inadequate cooperation between academic institutions, business players, and governmental organisations exacerbates this gap and undermines initiatives to provide logical routes from education to employment. Employability programmes have been implemented as a strategic strategy to address unemployment by forging relationships with private sector actors, improving skills development, and establishing employment paths. By giving job seekers, especially young people, relevant and market-driven skills, these programmes aim to close the gap between labour market

demand and workforce supply. Nevertheless, the efficacy of these programmes is still limited in spite of their strategic significance.

This study's fundamental issue was that a number of interrelated structural and institutional issues interact to cause the limited success of employability programmes rather than a single cause. Programme outcomes are undermined by a complicated and multifaceted environment that is caused by a lack of skills, flaws in the educational system, and inequities in the labour market. This is a crucial question of what should be done to improve the employability programme's implementation. Thus, the main goal of this research was to comprehend how the interaction between internal programme dynamics and systemic labour market issues impacts Employability Programmes' ability to serve as useful tools for long-term job generation in the DEL. Given this, the study intended to examine, evaluate, and provide recommendations to enhance the implementation of the Employability Programme as a means of tackling unemployment in South Africa.

1.4 THE AIM OF THE STUDY

The aim of the study was to examine, evaluate and make recommendations on the implementation of the employability programme as mechanism for job creation within DEL in the KZN Province.

1.4.1 Objectives of the study

- (i) To describe the rationale behind the implementation of the employability programme with the Department of Employment and Labour.
- (ii) To explore the contribution of the employability programme on job creation initiatives in the KZN Province.
- (iii) To examine the employees' perceptions towards the implementation of employability programme in the KZN Province.
- (iv) To provide recommendations on the implementation of the employability programme in the KZN Province.

1.4.2 Research Questions

- What is the rationale behind the implementation of the employability programme?

- What are the perceptions of DEL employees within KZN Province regarding the implementation of the employability programme?
- What advantages does the implementation of the employability programme offer concerning job creation initiatives within DEL?
- What recommendations can be made to enhance the implementation of employability programme within KZN Province.

1.4.3 The Significance of the Study

The preceding sections of this chapter explicitly indicated that DEL is implementing the LAP as a partnership between the public and private sectors to generate jobs while facilitating the integration or reintegration of unemployed persons into the labour market. The research concentrated on the implementation of the employability programme supplied by UIF through LAP, as it pertains to job creation, in contrast to the other programmes, which focus on job preservation. The study is essential for the DEL as a protector of employment generation, as well as sustainability in the nation to comprehend the viewpoints of employees as advocates and facilitators of the employability programme. The significance of this study to Public Administration relates to Public Human Resource Management (HRM) and the implementation of employability programmes. The research contributes to the continuing discourse on strategies aimed at addressing the high unemployment rate in South Africa. The research sought to enhance the existing knowledge of employability programmes within the Public Administration faculty and serve as a reference and resource for future researchers. The research aimed to provide recommendations to the DEL, specifically in the KZN Province, about the execution of the employability programme.

1.5 RESEARCH LIMITATIONS

The research was performed inside DEL, specifically in the KZN Province, so the findings are not generalisable to all public sector bodies. A substantially bigger sample might have provided further insights into the employability programme's role as a mechanism for enhancing employability among those without jobs.

1.6 RESEARCH METHODOLOGY

Research is defined as a methodical process for gathering, evaluating, and decoding information to enhance our comprehension of a phenomenon pertinent to a certain

topic. Research methodology delineates the systematic approach to addressing a research problem through comprehensive analysis. This section of the chapter delineates the research methods employed in the study. It elaborates on the research design, study area, study population, sample selection, and data collection procedures. It also analyses methodologies employed for data analysis (Sekaran & Bougie, 2020).

1.6.1 Research Design

The research design defines the criteria by which the researcher will evaluate the result and draw the conclusion (McCombes, 20219). It was utilised to structure the study and demonstrate how all essential components of the research project interacted to address the research question. Due to the study's nature, the researcher adopted a descriptive approach to elucidate the rationale for the implementation of the employability programme inside DEL, specifically regarding employment creation. The objective of utilising studies that are descriptive was to construct an accurate representation of individuals, events, or situations (Etikan et al., 2021).

1.6.2 Research Method

The study adopted a qualitative research methodology, allowing the researcher to formulate inquiries that were challenging to quantify in order to comprehend human experience. The study highlighted a particular condition or topic rather than a statistical analysis. The qualitative research approach was utilised to narrow a broad area of study into a feasible research issue. Detailing a unit was advantageous (including when, how, altitude, emotions, and the rationale for questions asked in areas where the research lacked control over events, particularly regarding a contemporary problem in a real-world context). A qualitative approach produces more authentic responses than a purely statistical poll (Allen, 2022).

The research project analysed the diverse cross-sectional factors affecting the execution of the employability programme, with employability skills and work readiness as dependent variables, and the obstacles to implementation as variables that are independent. The selection of the KZN Provincial office was based on its incorporation of three critical areas relevant to the implementation of the employability programme: LAP, PES, and UIF, from which a research sample was extracted. The LAP is

centralised at the Provincial Office instead of the Labour Centre (Districts). The objective of selecting KZN Provincial staff was to present research outcomes about the implementation of the LAP, with a specific emphasis on the employability programme.

1.6.3 Area of the Study

The research was carried out in the DEL-KZN Provincial Office. The KZN Provincial Office was chosen due to its three pertinent sections for the implementation of the employability programme: the LAP, PES, and UIF, from which a research sample was derived. Furthermore, the LAP is centralised at the Provincial Office rather than at the Labour Centre (Districts). The objective of selecting KZN Provincial employees was to furnish study findings about the execution of the LAP, particularly concerning the employability programme.

1.6.4 Study Population

The population is defined as the complete set of observations pertinent to the study. The research population (N) comprised 82 personnel selected from three divisions of the DEL-KZN Provincial Office. Sixty-five (65) personnel from the UIF, three personnel from the LAP, and 14 personnel from the PES division took part in the study. These employees occupy diverse positions within these departments. The funder and initiator of the employability programme is the UIF, categorised under Labour Activation. PES is responsible for the prompt and efficient delivery of employment facilitation services, as well as the timely dissemination of information regarding labour markets and DEL programmes. PES is responsible for identifying and selecting beneficiaries for employability initiatives offered by the UIF via LAP. The LAP is an effort by the UIF that oversees and continuously monitors all activities aimed at job creation and job preservation within the UIF and the entire DEL.

1.6.5 Sample Size of the Study

A sample size represents the group of people from which inferences are derived. The sample size must be sufficiently small to facilitate gathering information and accurately represent the targeted population (Sekaran & Bougie, 2020). The study utilised a sample of 24 respondents ($n = 24$). Ten (10) respondents were from PES, three from LAP, and 11 from UIF inside the DEL-KZN Provincial Office.

1.6.6 Sampling Techniques

Sample procedures are described by De Vos et al. (2011:08) as an act of selecting a section of the whole from which inferences or insights regarding the entirety are derived. It entails selecting a cohort of individuals, events, actions, or other variables to conduct a research study. The study utilised a simple random method to select 24 volunteers from three relevant departments within the DEL at the KZN Provincial Office. The employability programme was initiated and/or funded by the UIF, then outsourced to the PES section for administration and oversight, in collaboration with the LAP section to coordinate and make sure continual monitoring for sustainability and the attainment of the programme's goals and objectives. Only permanent personnel occupying diverse positions within these areas were eligible for participation in the study during the data collection period. The personnel selection criteria mandated that candidates be willing to engage in the study and be permanent staff within the relevant divisions of DEL. Participation in the study was restricted to participants aged 18 years and older. No specific characteristics of participants, such as gender or educational background, were predetermined. These criteria allowed the researcher to analyse the components affecting the effective implementation of the employability programme in DEL–KZN Province.

1.6.7 Methods of Data Collection

Data collection can be defined as a systematic procedure applied to acquire information, with the selection of techniques contingent upon the study aims and inquiries to be examined (Etikan et al., 2021). The investigation encompassed both primary and secondary data. Data collected from DEL personnel at the KZN Provincial Office were employed to assess employee perceptions concerning the execution of the Employability Programme and to elucidate the rationale for its implementation.

1.6.8 Primary Data

Primary data refer to a newly collected information that are original in nature. It constitutes the original study or raw data devoid of interpretation or declarations offered in an official opinion or stance (Wood & Smith, 2022). Semi-structured interviews were used to gather the main information of the investigation, according to the subject matter of the research.

1.6.9 Data Collection Instrument

Interviews and document analysis are the predominant research instruments used for qualitative research. In this study the researcher utilised interviews and document analysis for data collecting. In qualitative research, comprehension and reality are nuanced and elusive; hence it was imperative to utilise open-ended instruments. Data were collected using qualitative interviews, also known as extensive or in-depth interviews (Wood & Smith, 2022).

1.6.10 Secondary Data

Secondary data denote information obtained from sources in literature. These objects have been collected by others for diverse purposes and include published work (Allen, 2022). The primary literature on employability programme as a method for employment creation encompasses relevant texts regarding the implementation of employability initiatives offered by tertiary, public, and private institutions. Some encompassed both published and unpublished dissertations, journal papers, press reports, and the 2024 election manifestos of political parties. The study also analysed the DEL Annual Report, Stats SA Quarterly Labour Force Survey, LAP Framework, UIF Strategic Plan, and the PES Strategic Plan for the 2024/2025 financial year.

1.6.11 Techniques of Data Analysis

Qualitative primary data were collected via a semi-structured interview. Joge (2023) explains qualitative data analysis as a technique for structuring, examining, and analysing non-numeric material and user feedback to discern themes, patterns, and to respond to research inquiries. Qualitative data analysis was employed to examine narratives embedded within non-numerical information such as interviews and open-ended survey responses. The objective was to elucidate the reasons and methods, offering a deep understanding of persons' experiences and perspectives concerning the execution of the Employability Programme inside DEL. Qualitative data analysis functions as a microscope, enabling both the researcher and participants to comprehend intricate aspects (Joge, 2023).

1.6.12 Validity and Reliability of the Research Instrument

(i) Validity

Validity was used to ascertain whether the research accurately measured the expected variables and to evaluate the veracity of the findings. Validity pertains to the extent to which the findings accurately reflect the phenomena they purport to represent (Ryan, 2018:41-48).

(ii) Reliability

Reliability assesses the consistency of results across time and the extent to which the sample accurately reflects the entire population under investigation (Ryan, 2018:41-48). This was enhanced by generating detailed field notes using recording devices and transcribing the digital files. To evaluate reliability, the data collection instrument (questionnaire) was administered to 20 participants. The variance was computed, demonstrating that the data gathering instrument was reliable, as the extent of variation from the prior response was negligible.

1.6.13 Ethical Considerations

This research faced particular ethical issues pertaining to the integration of fundamental ethical principles in research procedures, encompassing study design and implementation, along with respect for society and individuals. Measures were also instituted to ensure compliance with ethical research principles throughout the investigation. An accompanying letter was included with the questionnaire as Annexure 1, explicitly indicating that participants were protected from any physical or psychological harm that could result from their involvement in the study. The research was conducted in accordance with the three ethical principles described below.

(i) Written informed consent

A document titled Informed Consent was established as a core cornerstone of research ethics. The objective was to ensure that human volunteers could voluntarily engage in research, fully informed about the nature of their participation, and that they granted consent before joining the study. The written informed consent explicitly stated that participants had the right to refuse participation or quit from the study at any time without feeling obligated to continue.

(ii) Anonymity and Confidentiality

The study upheld anonymity and secrecy as ethical protocols to protect participants' privacy throughout data collection, analysis, and reporting. To maintain anonymity, participants' identities were not disclosed, and to uphold confidentiality, the data remained confidential and utilised aggregate information in the research report, thereby addressing the group of participants rather than individual participants (Creswell & Creswell, 2017).

(iii) A gatekeeper's letter

A gatekeeper is an individual who serves as an intermediate between a researcher and potential participants, with the authority to grant or deny permission for prospective participants in the study. According to this study, a gatekeeper's letter was obtained from the Director-General of DEL at the National Office in Pretoria.

1.7 FRAMEWORK FOR THE CHAPTER LAYOUT

The initial chapter presents a conceptual overview of the research, elucidating the context and justification for the investigation. The initial chapter also delineates the problem statement. This chapter delineates the research aim and specifies the study's objectives. This chapter encompasses the research question, the research hypotheses, and the proposition. Furthermore, the chapter elucidates the logic and justification for the research.

Chapter 2 discusses the literature review relevant to the research. It highlights the current and prior research relevant to this study. It highlights multiple aspects of the employability programme as a method for creating work opportunities. This chapter examines employability, the significance of skill development in creating job opportunities, labour activation activities, challenges encountered by employability programmes, and solutions to enhance employability efforts. This chapter seeks to underscore the importance of the research and contribute to the existing body of knowledge.

The third chapter of this dissertation covers the legal and frameworks for policy that enable the implementation of employability programme, particularly within the DEL. This chapter seeks to provide comprehensive insights and guidance for the proper

implementation of employability programmes as a crucial element of job development. This chapter seeks to elucidate the legal framework and policy execution in South Africa by outlining particular guidelines for the effective and efficient implementation of employability efforts. Chapter 3 aims to delineate the rules and regulations necessary for the implementation of employability programmes.

Chapter 4 examines international best practices in the execution of employability programmes. Chapter 4 is intended to clarify particular strategies, techniques, procedures, and practices that have been tested and demonstrated to be beneficial in achieving results worldwide regarding employability programme. Chapter 4 seeks to illustrate effective techniques that have produced outcomes globally, serving as examples and models for others to launch employability programme internationally.

Chapter 5 addresses data presentation and the analysis of research findings. The objective of this chapter is to encapsulate the gathered data. Data presentation is executed by selecting, organising, and categorising ideas and facts logically. The data presentation is executed clearly and succinctly to convey the study results. The study of the research findings entails scrutinising and refining the gathered data concerning the execution of the employability programme inside DEL to uncover pertinent information. Data analysis aids the researcher in drawing findings and offering recommendations to improve the execution of the employability programme within DEL.

Chapter 6 discusses findings, conclusion and recommendations. It presents a summary of the findings linking them with the research questions and objectives. Chapter 6 deals with conclusions, which are considered interpretations or assumptions derived from the data. This chapter presents recommendations deemed actionable based on the findings and conclusions. This chapter aims to facilitate decision-making and suggests solutions to the challenges highlighted regarding the implementation of the employability programme as a job development tool within DEL in the KZN Province.

1.8 CONCLUSION

In summary, Chapter 1 presented the research investigation and provided its backdrop. This chapter elucidated the problem statement, the goals and intentions of this research. Chapter 1 further elucidated the importance of the research in relation to prior studies pertinent to the underexplored research issue. The research methodology for this study and the research objectives were explained. Chapter 2 of the dissertation presents a literature review and contextualises the research within the fields of Public Administration and Public Management. Chapter 2 delineates the locus and emphasis of the research project within the domain of public administration.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Chapter 1 outlined the research problem, objectives, and methodological approach adopted in this study. Building on that framework, this chapter offers a critical analysis of the body of research and places the study in the scholarly domains of public administration and public management. More significantly, this chapter clearly incorporates the theoretical framework supporting the research, offering an analytical lens through which employability programme implementation may be scrutinized. By examining how state organisations, especially the DEL, use employability programmes as tools for job creation, the chapter aims to place the subject within the larger discourse of public administration. By doing this, it investigates how human capital development, labour market dynamics, and government interact in the South African setting. This dissertation's main goal was to examine, evaluate, and offer recommendations concerning the implementation of the employability programme as a mechanism for job creation within DEL. In order to accomplish this, the chapter not only examines important ideas like employability, labour markets, and job creation, but it also grounds the conversation in pertinent theoretical viewpoints that clarify how public sector actions might affect employment outcomes.

2.2 CLARIFICATION OF TERMS

A theoretical definition explains a term's meaning according to the theories pertinent to a specific subject. This definition assumes comprehension and concurrence with the hypotheses upon which the research is based. Theoretical definitions are common in scientific contexts, where hypotheses are usually defined with greater precision, and results are often recognised as valid on a broader scale. The objective of these terms is to establish a mutual understanding between the author and the reader of the study to improve the grasp of the research topic.

2.2.1 Public Administration and public administration

A distinction exists between Public Administration (uppercase "P") and public administration (lowercase "p"). Public Administration, capitalised, refers to an academic discipline encompassing politics, economics, science, along with the

administration, organisation, and execution of governmental programme policies through ethical, efficient, and cost-effective approaches. Public administration, in lowercase, denotes all activities related to government and the methods by which the government provides services to the populace (Thomas, 2020).

2.2.2 Public Administration and Public Management

The significant contrasts exist between Public Administration and Public Management, despite many parallels. The principal difference between the two domains primarily lies in the execution, supervision, and administration of their activities (Kumar & Patel, 2019). Public management constitutes a subset of public administration, notwithstanding variations in its tasks and functions. Public administration is defined as a domain of political science that strategies, organises, coordinates, and supervises operations within the public sector, non-profit entities, and governmental organisations. The government authorises public administrators to counsel legislators based on the insights of various demographic groups. Nearly all nations incorporate a system of public administration into their governance structures. Public management encompasses a set of processes and techniques aimed at enhancing the efficiency of enterprises that provide public services. Public managers execute the administrative functions of public organisations. These managers analyse public policy to apply public service strategies that are likely to produce optimal results for the interests they represent. Public managers may execute their responsibilities either internally within the organisation or outside (Meyer, 2017:121).

2.2.3 Employability

Employability is a fundamental concept in this research, denoting the ability to obtain initial employment, maintain a position, and seek new job opportunities when required. Employability signifies the capacity to obtain and sustain fulfilling job. It constitutes a compilation of accomplishments – competencies, expertise, and personal attributes – that enhance an individual's prospects of obtaining employment and thriving in their chosen professions, so benefiting not just themselves but also the workforce, community, and economy. Thus, employability is more than simply obtaining a position; it includes a broader spectrum of skills and attributes that enable a person to excel in their profession. Petersen's (2018) research indicated that employability enables an individual to obtain and retain employment throughout their career.

It is the capacity to autonomously manoeuvre within the labour market to attain potential through secure work. This concept remains under revision and lacks a conclusive definition or meaning. Employability involves not only an individual's capacity to obtain and retain employment but also the broader array of attributes and competencies that facilitate career success. Mansour and Dean (2016) described three tiers of employability: (i) the competence to obtain initial employment, (ii) the aptitude to maintain employment, and (iii) the capability to seek new employment if required. Employability skills refer to the knowledge and attitudes, the methods of applying those traits, and the means of presenting them to potential employers. At present, education and experience may be adequate for qualification, although to thrive in numerous positions within developing technologies, individuals must possess soft skills including communication, collaboration, and problem-solving.

The interpersonal skills that facilitate an employee's effective performance inside an organisation are referred to as employability skills. Employers generally favour candidates who demonstrate these soft skills before hiring, as they are significantly more challenging to impart: Collaborate with colleagues, tackle challenges, understand your role and contribute to the team, make responsible decisions regarding your work and career, exhibit self-sufficiency, and take charge of your career trajectory. The aforementioned indicates a strong correlation between skills development and job creation, as numerous research inquiries relate to critical employability skills necessary for enhancing job possibilities for job seekers. What measures are required to enhance the implementation of employability courses within DEL? The major objective is to provide appropriate and substantial recommendations for the implementation of an employability programme as a strategy for creating employment.

2.2.4 Job Creation

Job creation refers to the process of generating new work opportunities, particularly for individuals who were previously unemployed or disengaged from the labour force. It is a framework of supportive programmes or initiatives offered by the public or private sector to aid individuals in securing employment. Job creation promotes enduring

economic growth; when individuals are employed and self-sufficient, morale improves and self-sustainability is attained (Kenton et al., 2023).

2.2.5 Employment and Decent Work

The ILO describes decent work as profitable jobs for all genders, defined by circumstances that promote liberty, fairness, safety, and respect for humanity. Labour is considered honourable when it offers just compensation.

It guarantees a reliable employment source and safe work environments. It ensures fair opportunity and treatment for all individuals. It includes social security for employees and their households. It facilitates personal development and fosters social interaction. Workers are authorised to express their concerns and to organise.

Improving employment prospects and ensuring fair labour conditions for everyone are essential elements of sustainable development. High-quality employment and favourable working conditions reduce inequities and poverty, while empowering individuals, especially women, adolescents, and the most vulnerable groups, including individuals with disability (ILO, 2017).

2.2.6 Labour Markets

The Labour Market is also known as the job market. It concerns the supply and demand for labour, wherein employees provide the supply and employers provide the demand. The labour market is a venue where companies acquire skills and job seekers provide their skills for remuneration. The conception of the labour market is founded on the principles of supply and demand. As supply increases, demand decreases, and conversely, the opposite holds true. In the labour market, firms offering jobs constitute the supply, and employees pursuing those roles embody the demand (Boyle, 2023). Enhancing employment opportunities and guaranteeing dignified work for all are vital elements of equitable growth. High-quality employment and positive working circumstances addressing inequality and poverty whilst enabling people in particular women, young people and those from traditionally marginalised groups, such as those who are disabled (ILO, 2017).

2.3 THEORETICAL FRAMEWORK UNDERPINNING THE STUDY

A theoretical framework serves as the foundational blueprint of a research study, comprising proven theories, ideas, and models utilised to explain, predict, and comprehend occurrences (OECD, 2016). This section synthesizes three complementary concepts that directly underpin this study:

2.3.1 Human Capital Theory

This study was fundamentally based on Human Capital Theory, which asserts that investment in education, skill enhancement, and training improves individuals' productivity and employability. This theory posits that Employability Programmes serve as instruments through which the state augments the competencies of job seekers, hence enhancing their prospects of obtaining and maintaining employment. In the framework of the DEL, employability programmes are regarded as strategic investments in human capital designed to mitigate skills shortages and rectify labour market inefficiencies. The hypothesis posits that persons who attain pertinent abilities are more inclined to obtain employment, foster economic growth, and diminish reliance on social support institutions.

Human Capital Theory has faced criticism for highlighting individual responsibility excessively while neglecting systemic constraints, such as restricted employment availability and economic stagnation. This constraint is especially pertinent in South Africa, where elevated unemployment continues to exist despite enhanced access to education and training.

2.3.2 Labour Market Segmentation Theory

This study incorporated Labour Market Segmentation Theory to address the constraints of Human Capital Theory, positing that the labour market is segmented into various groups with uneven access to opportunities. These sectors generally comprise a primary labour market (stable, well-compensated positions) and a secondary labour market (low-skilled, precarious work). This idea is especially pertinent in the South African context, where historical inequalities, structural unemployment, and socio-economic inequality persistently influence access to employment possibilities. It emphasizes that despite enhanced skills, individuals may encounter obstacles to employment stemming from systemic challenges including

discrimination, spatial inequality, and restricted job creation. This idea posits that enhancing skills alone may be inadequate until wider structural impediments within the labour market are resolved. Consequently, the efficacy of DEL programmes must be assessed, not only regarding skills enhancement, but also in their capacity to provide access to genuine work prospects.

2.3.3 New Public Management (NPM) Theory

The third theoretical pillar of this study was **New Public Management (NPM)**, which emphasises efficiency, performance measurement, accountability, and results-oriented governance within the public sector. NPM advocates for the adoption of private-sector management practices to improve public service delivery. Within this framework, employability programmes implemented by DEL can be analysed in terms of:

- Efficiency in resource utilisation;
- Effectiveness in achieving employment outcomes;
- Accountability in programme implementation; and
- Performance monitoring and evaluation mechanisms.

NPM is particularly relevant for assessing whether employability programmes are delivering measurable outcomes in terms of job creation and labour market integration. It also provides a basis for evaluating institutional capacity, coordination, and implementation challenges within DEL.

2.3.4 Integrated Theoretical Perspective

The integration of these three theories provided a comprehensive analytical framework for this study:

- **Human Capital Theory** explains why employability programmes are necessary (skills development).
- **Labour Market Segmentation Theory** explains why skills alone may not lead to employment (structural barriers).
- **New Public Management Theory** explains how programmes should be implemented effectively (efficiency and accountability).

Together, these theories enabled a multidimensional analysis of employability programmes, linking individual capabilities, labour market realities, and institutional performance (ILO, 2020).

2.4 CONTEXTUALISING EMPLOYABILITY IN PUBLIC ADMINISTRATION

This component expands upon the previously established theoretical framework by contextualizing employability within the field of Public Administration. It analyses how public organizations, specifically DEL, implement employability programs as policy tools to tackle unemployment and foster economic inclusion. By applying the theoretical perspectives discussed earlier, this section moves beyond descriptive analysis and critically evaluates the role of Public Administration in shaping labour market outcomes and facilitating job creation. Defining Public Administration is crucial for clarity and consistency in this study. The description of Public Administration is important for the following reasons: first, it is necessary for defining Public Administration to convey the fundamental themes of the profession. Secondly, it is significant to contextualise Public Administration against the wider educational disciplines of Law and Economics; moreover, the prevailing definitions of Public Administration clarify the fundamental methodology of the area of study (Du Plooy-Cillers et al., 2018). This study necessitates the definition of Public Administration to place the investigation inside the fields of study as well as to demonstrate the implementation of employability programme as a method for creating employment in the arena of Public Administration.

2.4.1 Public Administration

In the field of Public Administration, DEL is crucial for alleviating poverty, inequality and joblessness by executing policies and initiatives developed collaboratively with social partners to enhance productivity and economic efficiency. Public Administration is characterised as a discipline that illuminates the workings of government and renders them comprehensible. It is the discipline of overseeing public programmes and policies, guaranteeing their efficient implementation for societal benefit (Meyer, 2017:137). Public administration encompasses the execution of government programmes and examines public entities and their interrelations, as well as their connections to the broader world. Public administration is responsible for the formulation, coordination, implementation, and enhancement of public services, as

well as the analysis of governmental policy sectors. The objectives of public administration are to provide efficient, equitable, and effective public services. Public administration is described as the planning, organising, directing, and coordinating of operations to suit the public interest.

It is a branch of the broader concept of "Administration". To understand the significance of public administration, it is essential to first grasp the concept of administration. The term administration originates from the Latin word *administrare*, which combines the meanings of *administer*, signifying the act of caring for or managing individuals and affairs. This broad definition suggests that nearly all human activities entail some form of administration (Howell et al., 2018:04). Public administration encompasses multiple meanings, notably characterised as a meticulous and systematic implementation of law. Public administration pertains to actions in specific actual situations, while adhering to a spectrum of objectivity (Griffin et al., 2012:132). Public administration pertains to the execution of tasks and the attainment of specified objectives. Du Plooy-Cillers et al. (2018) conducted a study and determined that Public Administration refers to the organisation and processes involved in the design and execution of public policy. The aforementioned definitions indicate that a consensus on the meaning of public administration has not yet been reached. The preceding writers contend that defining and describing public administration is challenging. Numerous instances of public administration are provided, although Boyle (2023) emphasised that examples cannot be equated with definitions. Public management functions are specialised operations within the administrative realm and are regarded as a distinct discipline, encompassing areas such as public administration, planning, organising, directing, and coordination.

Firstly, planning is a key management function that aids in navigating change and serves as a proactive approach for determining institutional objectives. Plans serve as mere suggestions for managers and are formulated within the context of a "planning horizon." The objective of a plan is to establish a feeling of purpose, mission, and goals. It seeks to ascertain future conditions and identify the necessary actions to achieve them. It addresses alternatives by making decisions regarding future conditions. Secondly, organising is characterised as the role of public administration that entails establishing an organisational structure and distributing human resources

to achieve objectives. In public administration, organising enables the optimal utilisation of human and financial resources. It facilitates the allocation of tasks to appropriate people and mitigates redundancy in work efforts. Thirdly, in public administration, directing refers to the practice or technique of training, guiding, inspiring, counselling, overseeing, and leading individuals towards the achievement of organisational objectives. In other words, it is an ongoing managerial process that persists throughout the lifespan of the public institution. Lastly, coordination refers to the process of uniting various personnel or departments to accomplish a shared organisational objective. A continual difficulty for all governments is coordinating several, often interdependent, organisations to work towards a unified objective. Multiple definitions exist, including a broad interpretation of public administration derived from the open system concept, wherein public administration is characterised (Howell et al., 2018:44).

- (i) A network of frameworks and procedures.
- (ii) Functioning within a certain societal environment.
- (iii) Aimed at enabling the development of suitable government policies.
- (iv) The effective implementation of the designated strategy.

Public administration constitutes the executive branch of government, encompassing the civil service, bureaucracy, and the formulation, implementation, evaluation, and modification of public policy. This encompasses a broad spectrum of amorphous theory and practice aimed at enhancing public policies that are more attuned to social needs, promoting a deeper comprehension of government and its interactions with society, and executing managerial practices within public bureaucracies designed to attain effectiveness and efficiency while increasingly addressing the fundamental human needs of citizens.

Public administration constitutes a comprehensive and distinct realm comprising many activities, procedures, and functions executed by public officials inside public institutions, aimed at producing goods and delivering services for the enhancement of the community. These duties or activities are categorised into three types: general administrative responsibilities, which include policy formulation, fund allocation, strategic planning, staffing, establishment of work procedures, and development of control systems. Operational responsibilities pertinent to sectors such as defence,

public works, healthcare, and education. Finally, the auxiliary functions necessary to streamline or accelerate the execution of functional activities and general administrative processes, including data processing, planning, programming, communication, and decision-making (Griffin et al., 2012).

2.5 THE FUNCTIONS OF PUBLIC ADMINISTRATION

Public administration covers the management of governmental services and policies aimed at serving the public interest. A significant connection between this study and the functions of public administration has been identified, as public administration is considered crucial to mitigate inequalities, poverty, and joblessness by the implementation of policies and initiatives collaboratively developed with social stakeholders to enhance economic efficiency and productivity. It is also emphasised that the role of Public Administration through DEL is vital in sustaining and stimulating job creation by reallocating and prioritising funding for the implementation of the employability programme. This is generally conducted in collaboration with private entities to generate work opportunities while ensuring the inclusion of unemployed individuals within the employment marketplace. Within the confines of South Africa, the functions of public administration are vital since they enable effective resource distribution, policy development, and the provision of services necessary for societal advancement, and the following functions of public administration are identified by (DPSA, 2024).

2.5.1 Public Decision-making

Public decision-making is an important component of public administration where evidence, originates from systematic investigation and practical experience, interweaving a complex interaction of concepts, desires, views, and organisations (Yorke & Night, 2021). Decision-making is an ongoing aspect of governmental employment. Nonetheless, not all decisions are same; some pertain to operational matters influencing daily activities, whereas others include strategic policy determinations. The subsequent three kinds of decision-making inside governmental agencies are as follows.

Table 2.1: Three types of decision-making in government institutions

TYPE	CHARACTERISTICS	RESPONSIBILITY
Strategic	• Policy determinations. The objective to be accomplished (What and why) • Pertaining to the long-term perspective of the nation and the organisation. • This would be consistent with the national development strategy and governmental agenda.	Political figure
Tactical	• Decisions and plans to actualise the long-term and annual strategy. • The objective is to convert intention into action (How tasks should be executed).	Politicians, Chief Executive Officers (CEOs), and Ministers
Functional	• Daily decisions to implement a strategy inside an established system. Methods and timing of task execution • Facilitates an organisation in attaining objectives.	The government service

Source: Yorke & Night (2021)

2.5.2 Public Service Delivery

Public service delivery is considered an essential function of public administration, incorporating activities and services conducted by the government for the benefit of the public interest. It is the process by which public services are provided to the populace by local, municipal, or federal governments. Sewage and waste management, street sanitation, public schooling and medical care, defence, and law enforcement are examples of public services. The public sector is owned or

predominantly controlled by the government to supply services to the populace, whereas service delivery refers to the degree to which the services rendered by the sectors mentioned above meet or surpass the expectations of the beneficiaries or the public. Public service in each nation constitutes the governmental apparatus through which public policies are developed and executed. Public service fulfils these functions by transforming government policies and programmes into concrete goods and services for citizen consumption (Sorge & Warner, 2020).

2.5.3 Public Policy Implementation

Public Policy Implementation implies the execution of policy decisions made by governmental or organisational bodies to handle certain concerns or attain specified objectives. It entails converting policy objectives into implementable actions, distributing resources, involving stakeholders, and tracking progress to guarantee the attainment of intended results employment (Schwella, et al., 2015). The subsequent highlights the functions and importance of public policy implementation management: (i) Closing the disparity between policy development and results: The execution of the Affordable Care Act (ACA) in the United States illustrates the significance of proficient implementation management in enhancing healthcare accessibility and tackling systemic challenges. Enhancing accountability and transparency: The Open Government Partnerships (OGP) depend on effective implementation management to monitor and assess the fulfilment of pledges by member nations, thereby fostering transparency and civic engagement. (iii) Optimising resource utilisation: The European Green New Deal necessitates efficient resource allocation and management to finance renewable energy projects, upgrade buildings, and promote sustainable mobility initiatives. Public administrators significantly influence and shape societal issues, including individual lives. This field influences societies through: (a) Advocacy and public awareness: Public administrators provide support to those in need and assure their representation in policy-making processes.

They also formulate methods that promote community utilisation of the services offered by policy. This entails direct interaction with the public to elucidate legislation and policies. (b) Transforming policy into practice: Public administrators participate in every phase of the policy cycle to ensure the efficient implementation of policies. The stages encompass planning, development, execution, and monitoring. (c) Conformity

and regulation of laws: These authorities formulate legal regulations and standards encompassing commercial practices, environmental policies, public health, and consumer protection. Public administrators ensure the implementation of equitable, secure, and ethical methods within both private and public sectors. In general, they are attentive to the needs of community members, employees, and consumers. (d) Economic Development: Public administrators in economic planning and development agencies devise policies that promote economic growth, attract investments, and generate employment opportunities. For instance, these policies may concentrate on aspects such as monetary and fiscal strategies, investment encouragement, and industrial regulation (Bennett, et al., 2023). Public administration agencies provide support services to businesses, offering incentives and facilitating investment processes. They support international trade by enhancing exports, diminishing trade barriers, and negotiating trade agreements. This governmental service engages in collaboration with both the public and private sectors through public-private partnerships (PPPs). Public administrators serve as intermediaries in these collaborations. They utilise private sector resources and expertise while ensuring accountability and monitoring in the public sector (Gildenhuis, 2021:34).

2.5.4 Public Sector Leadership

In relation to public sector leadership, there are multiple facets of leadership within the government system. These qualities underscore effective leadership styles that guarantee the stability of the government's administration framework. The management in the government sector is defined by the simultaneous presence of various decision-making frameworks and is motivated by pragmatism. Theoretical perspectives indicate that leadership in the government sector is a learnable skill, with inherent attributes accounting for just a fraction of leadership efficacy. Effective public leadership is influenced by both heredity and environment, with the latter being the predominant factor. Public leaders can adopt four responsibilities to assist public servants within public institutions: responsibility administration, rule-based leadership, devotion to politics managerial and network oversight control (Hill & Jones, 2021:46).

Table 2.2: The four main roles of public leaders

Role of Public Leader	Definition: Leaders who ...	Example of a high score
Accountable leadership	... encourage staff to rationalise and elucidate their activities to stakeholders	A social manager who urges her personnel to explain to a citizen the rationale behind the denial of welfare assistance.
Regulatory leadership	... leaders who motivate their staff to follow state laws and regulations	An educator who emphasises to their teachers the necessity of adhering strictly to the regulations pertaining to the forthcoming SAT (a standardised assessment for pupils).
Leadership characterised by loyalty to politic	... stimulate their staff to align their behaviour with the interests of politicians, even if this incurs costs for them.	The executive director urging the public officials within his directorate to execute the Minister's political decisions, while recognising deficiencies.
Leadership in network governance	... Inspire their workers to engaged proactively with the appropriate parties.	A municipal executive encourages his or her staff to attend numerous conferences and meetings for small and medium-sized enterprises inside the city to secure new contracts.

Source: Hill & Jones (2021:46)

2.5.5 Public Financial Management

The execution of the employability programme in DEL is regulated by the Public Finance Management Act (PFMA), which enhances openness in governmental expenditures and amplifies judicial scrutiny of public contracts. Consequently, it is imperative for both public and private stakeholders to acquire explicit guidance on the interpretation of PMFA during the execution of any programmes. Public financial management has historically been structured around a control framework, evident in the processes of auditing, testing, verification, and regulation via control accounts, centres, procedures, and departments. In developing countries such as South Africa, the government is concentrating on enacting policies, such as the PFMA, to achieve equitable growth. Goals and strategies are expressed in politicians' statements, written documents, and legislation. The emphasis is on strong and effective implementation methods and the challenges related to improving service delivery. Current advances in economics have prioritised managing money over control over money. The South African Government recognised this important notion and consequently implemented new legislation, including the adoption and execution of the PFMA. The Act seeks to modernise financial management in the South African public sector, enhancing government practices that emphasise environmentally friendly growth and the delivery of superior public services. The PFMA delineates essential principles for efficient financial management and enforces section 216 of the Constitution of the Republic of South Africa, 1996. The Constitution requires adherence to Generally Recognised Accounting Practices (GRAP) and uniform treasury regulations; nonetheless, it is essential to note that GRAP statements are currently supplemented by Generally Accepted Accounting Principles (GAAP). The PFMA is based on the principle that public managers should be allowed to manage finances within a defined framework while maintaining accountability. This Act delineates four specific responsibilities for accounting officers as articulated by (Sorge & Warner, 2020): (i) The functioning of fundamental financial management systems, encompassing internal controls within departments and any entities under their jurisdiction. (ii) To guarantee that departments remain within their budgetary constraints. (iii) To provide monthly and annual reports, including the submission of annual financial statements two months following the conclusion of the financial year.

To disseminate annual reports in a specified format that will facilitate performance reporting. Accounting officers are required to appoint chief financial officers as members of senior management to facilitate the fulfilment of these tasks. Thus, it is essential for public managers to comprehend the stipulations of the PFMA, which should not be perceived as pertinent solely to financial managers, but rather as applicable to individuals across all hierarchical levels. In instances where the PFMA refers to 'Accounting Officer', it should be construed for compliance purposes as 'each official,' contingent upon their respective responsibilities, but the PFMA assigns accountability to the Head of Department. The Treasury Regulations were enacted to supplement the PFMA as a financial management regulatory framework and took effect in June 2000. The Treasury Regulations encompass, among other elements, internal control measures, planning, budgeting, asset management, cash management, accounting, and reporting. The Treasury Regulations align with the PFMA. The Public Finance Management Act 1 of 1999 aims to: (a) govern financial management within the national government, (b) guarantee the efficient and effective management of all revenues, expenditures, assets, and liabilities of that government, (c) delineate the responsibilities of individuals entrusted with financial management in that government, and address related matters (Jones, 2018).

2.6 HUMAN RESOURCE MANAGEMENT FOR EFFECTIVE PUBLIC ADMINISTRATION

The study focuses on examining, evaluating, and providing recommendations for the implementation of the Employability Programme as a mechanism for job development inside DEL. The study seeks to clarify the reason for the implementation of the employability programme, examine employee views, and investigate the contribution of employability programmes to job creation activities in DEL. HRM plays a crucial part in the execution of employability programmes. Human Resource Development is defined as the organisation's strategy to facilitate the enhancement of employees' abilities, skills, and knowledge, hence improving the organisation's efficiency (Bennet et al., 2023). The research focuses on the execution of the Employability Programme inside DEL as a public institution; so HRM is seen as a crucial element of this study, since it substantially enhances positive employee relations across various enterprises. HRM is an internal framework that guarantees impartial treatment, upholds ethical standards, and fosters a value-driven organisation. Managing human resources in

public administration is challenging and intricate due to its nature as an academic discipline, a domain of scientific management and application, and a realm of managerial professionalism, encompassing legal and political procedures. Efficient management of human capital in the government sector necessitates the integration of human resources development and ongoing strategic planning to ensure the appropriate individual is assigned to the suitable position (Gildenhuis, 2021:76). It is evident that a fundamental skill necessary for the advancement of public HRM is problem-solving. In public administration, professionals often face intricate socioeconomic issues that require inventive solutions. Significant responsibilities include collaborating with local schools and aiding hospitals in enhancing care delivery. This signifies an urgent requirement for robust problem-solving skills to identify issues, assess situations, and uncover viable solutions. Cross-cultural knowledge is vital for public servants in aiding diverse persons from various origins and cultures. Consequently, public servants must be prepared to acquire knowledge about these cultures and effectively connect with diverse groups. Public personnel can obtain these skills and insights regarding communities through volunteering and participating in community outreach and activities. Adaptability - Environments are ever changing. This signifies that public employees must be adaptable and capable of swift adjustments. Increased exposure to these obstacles will strengthen these skills, transforming them into valuable assets for employers. Diplomacy is the art of engaging with others while avoiding offending. This skill is essential in the public sector, since public officials often face situations necessitating collaboration with stakeholders, advocating for diverse governmental policies, and shaping external perceptions. Mastering the skill of articulating one's opinions and thoughts non-aggressively will empower a public servant to persuade a larger audience. Empathy and emotional intelligence are essential as public servants frequently engage with many stakeholders, colleagues, and the public throughout their professional endeavours. Consequently, developing emotional and social competencies is essential for cultivating productive connections among co-workers and sustaining composure during public interactions. Empathy facilitates a comprehensive understanding of a situation, improving insight into others' motivations and the most effective means of helping (McMackin & Kathy, 2019:25).

2.6.1 Public Human Resource Management

The current research was conducted inside DEL, which was obliged to serve as a steward and advocate for employment development and maintenance. DEL, in collaboration with UIF, is executing an employability project aimed at using business acumen and resources to augment the need for competencies within job sectors, while establishing equitable pathways to education and employment across the economy. An essential component of this initiative is enabling a coordinated strategy to combat youth unemployment through the implementation of effective measures via organised collaborations with governmental entities, public TVET Colleges, and diverse stakeholders aimed at bridging the gap between demand and supply. Public HRM is a cohesive process that transpires within a specific context, encompassing all principal activities performed by designated individuals and groups within public sector institutions as part of their contractual responsibilities to attain specific objectives (both human resource and institutional) by utilising resources or support while adhering to established outcomes (professional ethical standards) for optimal effectiveness and efficiency (Teichler, 2016:44). Within the government sector, managers are defined as individuals who assume accountability for the work of others. This also encompasses entry-level managers or lower-level employees. All Public Service Human Resource Management (PSHRM) endeavour to achieve success by executing the correct actions (effectiveness) in an optimal manner (efficiency). The term "right thing" denotes particular amenities provided by a single public agency is intended to deliver. Correct approach: ensuring the satisfaction of everyone involved. Customer satisfaction significantly enhances the likelihood of success. The objective of Public Sector Management (PSM) is to guarantee the success of institutions and enhance the quality of life for all stakeholders. The institution is goal-oriented, and PSHRM is tasked with ensuring the attainment of these objectives through the effective utilisation of resources, both tangible and intangible. This encompasses natural resources (such as water and land), financial assets (cash), technological resources (machinery, equipment, and computer technology), informational and knowledge-based resources, energy-related resources, and human resources. All resources must be integrated and converted into services that fulfil needs of the institution (Teichler, 2016:44-46).

2.6.2 Strategic Human Resource Management

Strategic HRM refers to the technique of aligning the human resource function with the institution's long-term goals to enhance performance. Aktouf and Kavar (2016:24) defines Strategic Human Resource Management (SHRM) as a division of public service tasked with managing personnel to optimise organisational objectives and plans. In simple terms, SHRM is an approach that facilitates the alignment of human resource operations with the overarching corporate strategy and ambitions. It entails recognising and prioritising the skills, competences, and knowledge that are essential for success inside your organisation. Subsequently, it formulates a strategy to leverage such skills in advancing the organisation's objectives. When government leaders initiate the strategising and organising of HRM, the firm will get numerous advantages such as: Enhance productivity: Efficient HRM is crucial for the success of any firm. With the appropriate folks on the team, there are no bounds to what accomplished assistance may be (McMackin & Kathy 2019:56). Human resources are thus, a critical component for the success of every firm. Investing in people, especially via effective HRM, can lead to enhanced productivity and elevated employee happiness. It alleviates tension associated with change. SHRM functions as a resource to mitigate the stress linked to adverse circumstances in the workplace. For example, when faced with a change, it is essential to possess a strategy that will facilitate its management. Through strategic management, public institutions will be able to: identify impending changes, develop strategies for tackling the alterations, instruct personnel on effectively handling the changes, and identify any deficiencies in their strategy to rectify them. Identify Strengths and Weaknesses in the Workplace: As a team leader, it is advantageous to comprehend each individual's principal strengths; this enables them to excel and execute effectively when their opportunity arises. Public managers must comprehend their talents to guarantee they function inside those parameters and do not surpass them unnecessarily (Wickramasinghe & Perera, 2018).

Strategic management is regarded as a compilation of leadership choices and actions that determine the long-term success of a business. Wheelen, et al., (2021) present a similar viewpoint by defining strategy as a method utilised by a corporation to attain outstanding performance. This is a continuous process requiring the constant alignment of three interdependent components: the values of senior management, the

environment, and the available resources, as seen above. In summary, HRM consist of acquiring talent, initial integration, training and development, performance management, salary and benefits, relations with workers, and adherence to labour rules and regulations. HRM is not merely a management job; it serves as a strategic partner that contributes to the entire performance of an organisation. Strategic HRM entails the alignment of HR policies and practices with the objectives of an organisation. It involves formulating HR plans that align with the institution's goal, vision, and values, thereby contributing to its long-term success. The strategic use of HRM encompasses predicting and organising personnel requirements, defining essential abilities and skills, and executing talent management efforts to recruit, retain, and develop premier talent. In relation to the employability programme, HRM managers are tasked with assessing employees' developmental and training needs, as well as creating and executing pertinent training initiatives to augment their employability skills, knowledge, and competencies. They participate in professional development programmes, including mentoring, coaching, and succession planning, to facilitate employee growth and advancement Wheelen, et al., (2021).

2.7 THE ROLE OF THE PUBLIC SERVICE IN JOB CREATION

The initial part of this dissertation described the Public Service as the predominant employer in the Republic of South Africa, comprising both national and provincial government employees and representing a significant portion of the nation's labour market (DPSA, 2024). The Employment Services Act No. 4 of 2014 requires the creation of initiatives to enhance employment opportunities for adolescents and other vulnerable populations, including programmes to support employees in economically disadvantaged enterprises in retaining their jobs. The role of the public sector in decreasing unemployment and improving service growth and delivery is a significant topic that requires scrutiny. It exerted a diminished impact, hindering job creation inside the economy. What role should it play, if any, in employment creation? This matter is particularly critical in the context of heightened long-term unemployment inside a labour market characterised by considerable racial bias. The main issue that needs to be addressed is how an expanding public administration may facilitate growth and enhance service delivery. There is a distinct and explicit requirement for improved personnel and frontline service delivery organisations to augment productivity and effectiveness. The public service is a vital source of employment for disenfranchised

individuals, irrespective of colour, religion, age, connections, or experience. Government is optimally situated to provide formal job possibilities for lower-skilled people, thus facilitating economic inclusion. In South Africa, augmenting employment in the public sector may cultivate a beneficial connection between the objectives of equity and efficiency. The recommendations face a significant impediment. The government must undertake direct job creation due to deficiencies in service delivery and alarmingly high youth unemployment. The economic downturn will result in diminished fiscal capacity to sustain numerous government initiatives focused on employment creation. The five-year DEL Strategic Plan for 2021 – 2025 delineates the expanded responsibilities of the DEL as a proponent of job creation, emphasising 'Employment' and transitioning the focus from labour market regulation to job creation and the coordination of employment initiatives across government and its agencies. This initiative seeks to enhance these sectors by increasing the quantity of investigators and refining their training, thereby promoting adequate employment, a properly regulated labour market, stability employment relations, and a secure and humane work environment, which are crucial for attracting investment for growth and job creation. The execution of the employability programme inside DEL is seen as a relevant method to realise the same commitment of the Public Services as whole.

2.7.1 South African Government Priorities for 2024

The 2024 SONA outlined the following priorities:

- Stimulating economic growth and employment;
- Creating improved living conditions;
- Combating corruption;
- Enhancing community safety; and
- Improving governmental efficacy.

The RSA President underscored that employment subsequent generations, especially for the youth, is vital to the national mission. The President of the Republic defined several government-supported initiatives aimed at employment generation, including the Job Summit, Youth Empowerment Services, Employment Tax Incentive, Amavulandlela Funding Scheme, Public-Private Growth Initiatives, Expanded Public Works Programmes (EPWPs), alongside the Fabric and Textiles Strategic Plan and

the Livestock Strategic Programme. The Job Summit in South Africa occurred on October 4 and 5, 2018, at the Gallagher Convention Centre in Johannesburg., during which a Framework Agreement was formulated. The deal enables the creation of around 275,000 employment opportunities annually. The promises specified in the Basic Agreement encompass economic enhancement, purchasing, initiatives, and commercial funding. Facilitating entrepreneurial support via regional procurement initiatives and programmes designed to promote young business owners. Improving access to local universities and specialised or professional educational facilities. Enactment of a national minimum salary. Facilitating the efficient implementation of job-related tax relief and the formulation for a national fight against corruption (NEDLAC, 2018). The Youth Employment Service (YES) was founded in 2018 through a partnership of business, government agencies, and unions to generate a million job possibilities for young individuals. The Employment Tax Incentives (ETI) encourage companies to employ youthful job seekers. It was executed on 1 January 2014. The Amavulandlela Funding Scheme has been instituted by the Small Enterprise Finance Agency (SEFA) solely for businesspeople having disabilities.

The programme targets small to medium-sized firms, together with cooperatives, that possess at least 50+1% ownership by entrepreneurs with disabilities. During the 2018 Job Summit, it was announced that the private sector, under the Public-Private Growth Initiative, has committed R840 billion to 43 projects spanning 19 industries, with the objective of creating 155,000 employments by 2025. Alongside job summit discussions, the RSA government committed to removing policy impediments and expediting the implementation of these initiatives. The EPWP engages individuals in an interim or continuous basis with government agencies, independent contractors, or diverse non-profit organisations in compliance with the Ministerial Conditions of Employment for the EPWP or learner ship employment stipulations. The 2024 SONA revealed that the apparel and Textiles Master Plan and Poultry Master Plan, established in 2019, aim to provide 121,000 new employment opportunities in the retail apparel, textile, and footwear sectors during the next decade. The Poultry Master Plan was completed to support chicken growers and processors, safeguarding 54,000 jobs and creating new employment opportunities. During the Job Summit held in 2018, it was concluded that achieving this objective necessitates collaboration between government and industry to reform the certification systems to fulfil the criteria set by

the primary nations that import it. Augment the degree of Black involvement, including control, along the supply channel while boosting workforce and professional autonomy inside the enterprise (NEDLAC, 2018).

2.7.2 The role of the Department of Public Service and Administration

The DPSA is crucial in executing guidelines plus activities that assist young job searchers and promote their significant engagement in the labour market. The Public Service Act (PSA) provides a framework for the public service sector, encompassing regulations for recruiting, selection, and advancement. Furthermore, regulated internships as well as work experience programmes must be established to maximise their benefits for youth employment, aligning experience with potential and enthusiasm. The RSA government emphasised that apprenticeship and assistance programmes should be instituted to improve employability among job applicants. The modified regulation on Management of Human Resources and Training for the government. Professionalism recently released by the DPSA strongly advocates for policy flexibility. The Regulation requires managerial Leadership to evaluate the necessary qualifications for Public Service roles, set minimum entry standards for the Senior Management Service (SMS), promote mobility within the SMS, abolish experience prerequisites for entry-level positions in the Public Service and Graduate Recruitment Scheme, and transition submissions to formats that are electronic.

The Department of Public Service and Administration must allocate greater resources towards excellent training and technology-enhanced learning, essential to provide youngsters alongside the essential abilities for success in the modern employment market. Promoting flexible work arrangements that correspond with the interests of younger employees can improve work-life balance and increase productivity. The National Youth Policy (NYP) recognises the imperative for technological and digital skills amongst young people and emphasises the significance of cooperation among all stakeholders to tackle the intricate challenges of unemployed young people. Concurrently, numerous substantial government workforce efforts, such as the Public Development Initiative, EPWP, Youth Cooperatives, Presidential Youth Employment Initiatives, Internship Programmes, and Jobs Fund, have been implemented and deserve recognition for their positive impacts. Addressing youth employment and promoting equity in South Africa's future workforce requires a comprehensive

collaborative plan. Politicians as well as stakeholders must address employability adolescent thoroughly evaluating pertinent legislation and policies. Reviews of the Skills Development Act (SDA) are essential to ensure it successfully addresses the skills development needs of adolescents. Furthermore, specialised youth employment programmes, skills enhancement initiatives, and entrepreneurial assistance should be implemented to address the requirements of young job searchers. Furthermore, investing in education, cultivating innovation, boosting business ownership, and establishing an inclusive work environment may empower young and stimulate revenue generation (DPSA, 2024).

2.7.3 The Department of Employment and Labour

The research was conducted within the DEL, a governmental institution. The expanded responsibilities of the DEL, as detailed in its five-year Strategic Plan for 2021 – 2025, encompass a shift from directing the job market to focusing on employment generation and the synchronisation of job creation initiatives across governments and its divisions. The DEL, as a public sector organisation, is crucial in mitigating joblessness, destitution, and disparity through the implementation of cooperatively planned policies and initiatives aimed at improving economic efficiency and production. The DEL's function as a catalyst and advocate for employment generation and sustainability required a reallocation of priorities for the fund to emphasise the implementation of the employability programme, through collaboration with private entities to create jobs while facilitating the integration of unemployed individuals into the workforce. The DEL, through the UIF, is implementing an employability strategy designed to utilise business acumen and resources to enhance the requirement for competences in job sectors, while creating inclusive avenues to education and employment throughout the economy. A crucial component of this initiative is facilitating a coordinated response to youth unemployment by executing pragmatic interventions through structured collaborations with governmental bodies, public TVET Colleges, and other stakeholders to address the disparity between demand and supply.

The former Minister of the DEL, Mr. Thulas Nxesi, asserted that the government is the nation's largest employer and a major procurer of goods and services. It is essential in cultivating an atmosphere conducive to investment, growth, and development, while

simultaneously tackling the repercussions of unemployment through protective social programmes, demand-oriented education, and targeted creation of jobs and retention strategies. To attain this purpose, the government has endeavoured to augment and expand its efforts for skills development and employment creation, particularly for the youth, with the goal of mobilising and coordinating resources across the government. The government seeks to augment and broaden partnership with the corporate sector (DEL, 2022). The DEL is responsible for consolidating all governmental activities focused on creating jobs and reducing unemployment rates. Consequently, some of the responsibilities of the DEL is to encourage job creation by establishing venues for jobless individuals to engage with important stakeholders from many industries to access employment prospects and acquire additional knowledge. The objective of Job Fairs and exposition programmes organised by DEL is to provide job applicants with chances to interact with interested parties regarding current and prospective employment prospects, while also offering measures to improve employability. Career fairs and expo programmes aim to provide job searchers with pertinent details regarding career prospects. Furthermore, it is asserted that job fairs offer employment searchers access to job opportunities and deliver integrated services to broader areas. Job fairs and exhibitions offer an accessible venue for students to engage with companies in initial interviews. This presents an opportunity for firms to engage with students, discuss their expectations, and address any inquiries they may possess. A job fair, often termed a job expo or career fair, is an event where businesses, recruiters, and educational institutions provide information to prospective employees. Job seekers participate in job fairs organised by DEL to engage directly with prospective companies, complete resumes, and inquire about available openings.

2.7.4 The Government's Strategic Priorities for National Unity and DEL.

Subsequent to the 2024 National Elections, the incumbent Minister of DEL remarked, “This is a momentous event in which we present our report on the initial 100 days in office following the formation of the ANC-led Government of National Unity (GNU), distinguished by principles such as transparency, accountability, integrity, and good governance.” These are the concepts that DEL has adopted to initiate the implementation of strategic objectives. DEL is confronted with the substantial responsibility of altering the economic trajectory to align with the GNU's commitment to promote steps that will further its three priorities:

- 1) Fostering inclusive growth and job creation.
- 2) Alleviating poverty and addressing the elevated cost of living.
- 3) Establishing a competent, principled, and progressive state.

The DEL Minister further asserts that the Department is proactively enhancing collaboration with organised labour, organised business, social partners, and civil society, engaging in all Parliamentary processes, and ensuring accountability to the Portfolio Committee, Cabinet, and Cluster Committee meetings. In the initial 100 days, DEL has synchronised its Strategic Plan 2025/2030 with the strategic aims and ideals articulated in the GNU's Statement of Intent. In its initiative to address unemployment directly, the Public Employment Services (PES) accomplished the following over the initial 100 days:

- 772,488 work-seekers were registered in the ESSA database.
- 52,511 employment-seekers were placed in registered work and learning opportunities through UIF-LAP (Employability) and 7% (3599) projects and learnerships.
- 180,474 work-seekers were supplied with employment counselling services.

The present study is obliquely intended to enhance the realisation of the previously mentioned Strategic Focus Areas of Government for National Unity and DEL by analysing, evaluating, and providing relevant recommendations on the elements to be included in the implementation of the employability programme as a tool for job creation within DEL. This will comprise a full explanation of the reasons for the implementation, investigating the contributions, and analysing employee attitudes, and ultimately providing the meaningful feedback towards the implementation of the employability programme inside DEL.

2.7.5 Self-employment as an aspect of Employability

Self-employment means the act of working independently rather than for an employer. Independent individuals generally secure their own job rather than receiving assignments from an employer. Instead, they generate income from a business, trade, or profession they operate (Education Foundation, 2021). Being self-employed implies functioning as a lone entrepreneur or independent contractor as opposed to being

employed by a particular business that provides salaries. It is true that the employability programme has the potential to increase job creation to a certain degree, but their effects are often restricted if entrepreneurship and job creation through self-employment or business development are not additionally fostered further. These factors concerning the link between employability initiatives and job creation: **Emphasis on Job Seekers:** Employability projects often concentrate on readying individuals for conventional employment by providing them with required skills and credentials. Nonetheless, not all persons might discover fast work chances in the labour market, and there could be a demand to investigate alternate courses like entrepreneurship. Enhancing support for entrepreneurship may offer more opportunities for job searchers and aid in employment creation. The research project pertains the execution of an employability programme to boost job creation with DEL. The aim of the employability programme is to train and enhance the skills of unemployed work-seekers, enabling them to enter the job market and/or start their own businesses. Consequently, the literature assessment indicated a considerable need and a connection between skills development, the job market, and entrepreneurship in providing employment prospects.

2.7.6 Challenges associated with Employability Programmes

This section aims to identify challenges associated with the implementation of the Employability Programme. Assessing these characteristics and constraints will facilitate a comprehensive appraisal of the programme's overall efficacy. According to the European Commission (2021), understanding the programme's strengths and limitations is crucial for identifying areas for improvement and ensuring the programme's efficacy in achieving its goals. The results of the QLFS for Q3 2024 revealed that South Africa's comprehensive unemployment rate has surged to a troubling 42%. This implies that roughly 15 million individuals are cut out from meaningful economic activity, with some altogether dissuaded from finding any work at all. The above survey further confirmed that a considerable number of folks require jobs, yet there exist constraints linked to the high unemployment rate in South Africa. These include insufficient basic and soft skills, an underprivileged background, restricted possibilities, inadequate job-seeking abilities, employment gaps, lack of experience, and absence of formal qualifications (Wickramasinghe & Perera, 2018). It is beyond question that by resolving the following obstacles will boost a job seeker's

prospects of employment i.e. (i) Insufficient job knowledge and expertise: the majority of businesses favour candidates with prior experience prior considering them for employment. Being a volunteer is an attainable method for gaining valuable work experience while pursuing employment prospects. Be vigilant for learnerships, internships, and apprenticeships as well. Any part-time employment in the formal or informal sector enhances accumulated work experience. (ii) Absence of Educational Qualifications: job seekers possessing college credentials secure employment significantly more easily than those with only a basic certificate or none at all. Obtaining a postsecondary qualification significantly improves a job seeker's chances of entering the labour market and attaining employability. This aims to motivate job-seekers to enrol in the acquisition of skills as well as alternative brief courses, including knowledge of computers and administrative duties, and organising events, in order to improve employability. (iii) Insufficient Knowledge: Job seekers are encouraged to research online and communicate with Employment consultants at the DEL concerning contemporary jobs market concerns. The DEL offers free Employment and Career Counselling services at all labour centres in the Republic of Africa.

These amenities include programmes such as Career Exhibitions, Career Expos, Job Search Techniques, Interview Preparation Workshops, CV Composition Skills, and Entrepreneurial Skills. work seekers are encouraged to register their CVs in the Employment Service South Africa (ESSA) database, the digital platform for aligning prospective work prospects. (iv) Restricted Employment Prospects: It is evident that many individuals lack clarity on initiating their own enterprises. Consequently, job seekers are encouraged to routinely investigate various business prospects and organisations that provide workshops and funding for aspiring entrepreneurs, such as GIBS, NYDA, and SEDA. Various financial institutions provide an array of complimentary business resources to the internet to support start-up company's proprietors. Substance Abuse: In certain instances, individuals may become addicted to substances to the extent that they are unable to perform effectively in the workplace, potentially resulting in job loss. In this case, persons are urged to engage in community-based drug and alcohol recovery treatments to mitigate the risk of job loss or to enhance their prospects of securing employment if they remain unemployed (Umsobomvu Youth Fund, 2016).

2.8 CONCLUSION

This chapter provided a thorough academic and theoretical basis for the study by situating employability programs within the wider context of Public Administration and anchoring the investigation in a cohesive theoretical framework. This chapter utilized a theoretical framework as a "blueprint" for elucidating phenomena by integrating Human Capital Theory, Labour Market Segmentation Theory, and NPM to offer a multifaceted perspective on employability programmes within the DEL.

Human Capital Theory emphasized the significance of investing in education, skill enhancement, and training to improve individual employability and productivity, hence validating the function of employability programs as strategic instruments for economic engagement and job creation. Nonetheless, its shortcomings—especially its inadequate focus on structural constraints—required the incorporation of Labour Market Segmentation Theory. This theory emphasized the enduring inequalities and systemic obstacles within the labour market, illustrating that skill training alone does not ensure employment in a society marked by structural unemployment and socio-economic imbalances. NPM Theory is an institutional and governance-focused paradigm that underscores the necessity for efficiency, accountability, and quantifiable results in the design and execution of employability programmes.

The amalgamation of these three theories facilitated a comprehensive understanding of the research issue by connecting human capability development, labour market dynamics, and institutional efficacy. This chapter elucidated the theoretical foundations of the study while emphasizing the intricate nature of employability as a policy concern necessitating both skills enhancement and structural transformation, underpinned by efficient public sector execution. Moreover, the chapter situated the study within Public Administration by analysing its evolution, breadth, and significance for job creation. It illustrated that employability programs are an essential tool for public organizations such as DEL to tackle unemployment, foster entrepreneurship, and reconcile the dual aims of equity and efficiency. The chapter enhanced the body of knowledge by delineating a distinct connection between public administration practices and labour market results, so facilitating further study. The subsequent chapter expands upon this basis by analysing the legislative and policy framework regulating employability programs, aiming to enhance the analysis and provide practical recommendations for improving program implementation and efficacy.

CHAPTER 3

LEGISLATIVE AND POLICY FRAMEWORK FOR IMPLEMENTING EMPLOYABILITY PROGRAMME

3.1 INTRODUCTION

The preceding section established a theoretical framework for Public Administration, intending to contextualise and underscore the research within this domain. The second chapter of this dissertation identified the characteristics of Public Administration as an academic field and offered a historical summary of its development. The objective of the previous chapter was to contextualise the study within Public Administration and to elucidate the implementation of employability programmes in this field. Chapter three will concentrate on the policy and regulatory matters that facilitate the carrying out of employability programmes, particularly within the DEL. This section aims to provide comprehensive insights and guidance for the proper implementation of employability programmes as a crucial element of job development. Chapter 3 aims to elucidate the legislative framework and policy implementation in South Africa by delineating specific criteria for the successful and effective execution of employability programmes. Chapter 3 aims to elucidate the laws and regulations essential for the execution of employability programmes.

3.2 THE ORIGINS OF LEGISLATIVE AND POLICY FRAMEWORK GOVERNING THE IMPLEMENTATION OF EMPLOYABILITY PROGRAMMES

A legal framework comprises a compilation of legal papers that explain the laws, rights, and regulations applicable to corporations, individuals, and the government. Legal documents encompass a nation's constitution, statutes, rules and regulations, and treaties (NPDP, 2020). Legislation can be defined as a collection of enforceable regulations that governs the objectives outlined in a policy, whereas a framework refers to a concrete or conceptual structure designed to provide support or guidance for a building or to transform its frame into a practical entity. A Policy Framework is a document that delineates a series of procedures or objectives applicable in discussions or decision-making, aimed at guiding a broader array of policies or facilitating the ongoing maintenance of a company's policies. Policies are guidelines that govern an organisation's conduct and are essential to the business's culture. They aid firms in maintaining uniformity and managing their operations efficiently. In 2018,

NEDLAC revealed that the South African economy and job levels failed to swiftly rebound in the early 1990s during the dismantling of apartheid, as financiers were reluctant to anticipate the results. Shortly after democratic elections were held in 1994, a significant return transpired, and post-apartheid, South Africa faced the problem of integrating the previously disenfranchised and oppressed majority into the economy. In 1996, the government launched a five-year strategy named Growth, Employment, and Redistribution (GEAR), which prioritised privatisation and the removal of exchange restrictions. Records suggested that the GEAR achieved modest success in attaining several of its aims; yet it received commendation from others for laying a substantial foundation for future economic progress. In 2018, the government enacted new legislation and programmes designed to improve the employment and economic circumstances of the underprivileged majority. A technique termed Black Economic Empowerment (BEE) was implemented to augment employment prospects for those previously classified as Black, Coloured, or Indian under apartheid, while simultaneously improving their vocational skills and elevating their income potential. The concept of BEE was developed and elucidated by the Broad-Based Black Economic Empowerment (BBBEE) Act of 2003 (implemented in 2004), which addressed gender and socioeconomic gaps in conjunction with racial inequality (NEDLAC, 2018). The LAP is a key initiative designed to facilitate significant socioeconomic reform in the country. The rate of joblessness in the entire nation remains exceedingly high, significantly exacerbating the poverty endured by the unemployed and their families.

The UIF regards the elevated joblessness and destitution in the nation as a crisis. Such policy structures were established as an organised framework for categorising documentation into groups and classes. According to the NPDF (2020) the goal of this document was to formulate a set of principles and long-term objectives that support the establishment of rules and norms, while providing comprehensive direction for the organisation's planning and development, with a primary emphasis on economic expansion and employability initiatives. Employment policy objectives serve as a framework, directing policymakers in making informed decisions and prioritising activities. They are designed to offer explicit guidance, ensuring that policies fit with intended outcomes and facilitate the assessment of progress. Labour legislation aims to implement the fundamental rights enshrined in the Constitution, guaranteeing the

right to equitable labour practices, facilitating collective bargaining between employers and labour unions, and ensuring workplaces are devoid of discrimination. This section seeks to determine and discuss all legislative and policy frameworks relevant to the implementation of employability initiatives, particularly within the DEL. The objective is to deliver thorough insights and direction for the effective execution of employment programmes as a crucial component of job development. This chapter sought to strengthen an extensive regulatory structure and policy fulfilment in South Africa by outlining guidelines for the successful and effective execution of employability initiatives. This section is anticipated to delineate the specific legal and regulatory problems critical for the implementation of employability programmes. A comprehensive analysis of the legislative framework and policies relevant towards the execution of the employability initiative will be presented. Bester & James (2021:34) describe the Legislative Framework as a system of laws and policy guidelines governing the adoption and implementation of programmes designed to generate employment. The implementation of this Regulation should not alter the unique logic, methodology, or overarching structure of conformity assessment within the new legislative context.

Legislative Action encompasses the creation, formulation, presentation, evaluation, modification, approval, rejection, inspection, passage, or failure of any bill, resolution, amendment, report, nomination, proposed administrative regulation, or other matters by the legislature, any house, committee, subcommittee, joint or select committee, or by a legislator or legislative employee acting in an official capacity. The regulatory frameworks for employability programmes aim to synchronise training and retention initiatives with the Unemployment Insurance Act, the Skills Development Act, and other comprehensive initiatives focused on upskilling and developing unemployed individuals, while establishing clear guidelines and a framework for the implementation of these programmes.

3.3 LEGISLATIVE FRAMEWORK AND POLICIES APPLICABLE IN EMPLOYABILITY PROGRAMME

3.3.1 The 1996 Constitution of the Republic of South Africa

The Constitution of the Republic of South Africa, 1996, serves as the most important legal authority in the nation and is considered a fundamental element of the legal system pertinent to the LAP, especially for the execution of the employability programme. The document known as the Constitution functions as the supreme law of the Republic, delineating a framework and standards to which the rest of legislation must conform. All laws promulgated by the federal government must conform to the provisions of the Constitution; if they are not, they ought to be amended (Bester & James, 2021:34-38). The labour laws seek to realise the basic rights established in the Constitution, providing equitable working conditions for all, facilitating employer and labour organisation participation in collective bargaining, and guaranteeing discrimination-free workplaces. Each item of Labour legislation possesses a distinct topic or motif. Every aspect of these "topics" can be linked to a fundamental right specified in Chapter II within the Constitution (the Bill of Rights). Legislation must be construed in accordance with the Bill of Rights in the Constitution and the international labour standards set forth by the ILO. These are the Conventions that South Africa has ratified that are obligatory for it. Article 23 of the Constitution, pivotal in the formulation of labour legislation in South Africa, articulates the following:

Every individual is entitled to equitable working conditions. All employees possess the right to establish and affiliate with a trade union. (b) to participate in the initiatives and undertakings of a labour union; and (c) to initiate a strike. Every business has the authority (a) to form and join a companies' group, and (b) to participate in the activities and objectives of such a group. Any labour organisation as well as businesses' organisation has the freedom to (a) establish its own governance, initiatives, and activities; (b) organise; (c) participate in labour negotiations; and (d) form and affiliate with a federation. All trade unions, employer associations, and employers have the right to engage in wage negotiations. National law may be enacted to regulate collective bargaining. Any restriction on a right delineated in this chapter must comply with section 36(1). National legislation may recognise protection for unions clauses

contained within collective bargaining agreements. Any limitation on a right within this chapter must adhere to section 36(1). Employers are encouraged to exhibit descriptions of significant regulation in the work environment, enabling both employees and employers to get acquainted with the laws. The execution of the employability initiative in DEL is also affected by the constitutional right to work and occupation. The liberty to work and employment is regarded as an issue of non-discrimination and accessibility, considering the persistent prevalence of discrimination based on disabilities in the working field. This right does not ensure that everyone currently employed someone with a handicap will secure employment, analogous to how the right to health does not assure a person's well-being. The objective is to guarantee that individuals with disabilities have equitable access to employment opportunities and that these positions are conducted in a supportive environment and under favourable conditions. The right to work and employment comprises two elements: firstly, the right to compete equally with others for the opportunity to earn a livelihood through freely chosen or accepted employment; secondly, the right to engage in such work in a setting that is hospitable, open to and readily available to those with impairments. The previous paragraph emphasises that when executing any kind of job generating initiative or scheme, it is essential to eliminate discrimination due to handicap in all job-related types, such as: selection, recruiting, and terms for work, job retention, career advancement, and the maintenance of safe and healthy work environments are integral to promoting equal employment opportunities and the obligation to guarantee that all individuals have substantial access to comprehensive technical and vocational guidance programmes (Bester & James, 2021). This subsection aims to develop a comprehensive legislative framework and policy execution in South Africa by outlining precise principles for the effective implementation of Employability Programmes. The objective was to delineate difficulties related to legislation and regulations vital for implementing employment creation initiatives inside DEL. The Constitution of the Republic of South Africa, 1996, is regarded as a vital legal framework for the execution of employability efforts. A vital link exists between the Constitution of the Republic of South Africa, 1996, and employability programmes, which promote and enhance job opportunities and entrepreneurship for the unemployed, particularly among vulnerable demographics including kids, women, and individuals who have impairments.

3.3.2 The Labour Relations Act, No. 66 of 1995 (LRA)

This research focuses on the implementation of the employability programme as a strategy for creating jobs inside DEL. The present section outlines the legislative framework and policies pertinent to the execution of employability efforts. The Labour Relations Act, No. 66 of 1995 (LRA) is a fundamental legislative framework relevant to Employability Programmes. The LRA, No. 66 of 1995 establishes a framework that promotes fair treatment, protects employees' rights, and facilitates collective bargaining. It provides a mechanism for dispute resolution, hence facilitating the maintenance of harmonious industrial relations (LRA, No 66 of 1995). The objective of incorporating the LRA, No. 66 of 1995 into the employability programme is to promote economic development, social justice, workplace harmony, and workplace democratisation by facilitating collective bargaining, thereby establishing a framework for unions and employers' organisations to delineate work terms and conditions at both sectoral and enterprise levels, enhancing Staff involvement within workplace decision-making and the effective resolution of labour disputes. The LRA codifies norms pertaining to unfair dismissal and unjust labour practices, and in the implementation of employability programme, it assists in formulating employment laws related to job creation and sustainability in support of UIF and LAP initiatives. The LRA promotes industrial democracy and enhances production and labour harmony by fostering enhanced understanding and collaborative decision-making among DEL as a collective and the executing firms. This study indicates that the LRA, No. 66 of 1995 also functions to remind and direct the execution of employability programmes by protecting employees and job seekers, stipulating that no individual may discriminate against an employee for exercising any rights conferred by this Act (Botha & Baloyi, 2021).

3.3.3 Skills Development Act, No. 97 of 1998

The Skills Development Act 97 of 1998 aims to improve workplace understanding and competence to increase productivity and employment possibilities (Willy & Zyle, 2020). The Skills Development Act 97 of 1998 seeks to lay down a structure that facilitates the formulation and implementation of national, sectoral, and workplace initiatives to improve and develop the skills of the South African workforce. Enhance the quality of workers' life, their employment opportunities, and labour mobility. Enhance productivity in workplaces and elevate employer efficiency. Increase investment in

education and training inside the labour market, while enhancing the returns on that investment. Promote self-employment and improve service delivery. In the execution of the employability programme, the Skills Development Act 97 of 1998 mandates the Minister of DEL to form and, if required, endorse a Sector Education and Training Agency (SETA) for any national economic sector. Act 97 of 1998 mandates the SETA to devise and execute a sector skills plan through the creation of sector workplace skills plans utilising skills development funding. The Skills Development Act has facilitated apprenticeships by recognising establishments for meaningful job training. SETAs are responsible for overseeing the quality of education and training in their designated regions. They must cooperate with Employment Services, the National Security Agency, and the provinces. A SETA must inform the Director-General of DEL regarding the execution of its sector skills initiatives, together with its financial receipts and expenditures. The SETAs are funded by taxes from their respective industries and financial resources from the National Skills Fund, as mandated by the Skills Development Act 97 of 1998.

It is expected that across the execution of the employability programmes, SETA will establish an educational relationship that includes a structured learning curriculum and meaningful job training of a specified nature and duration. The learnership must culminate in a qualification recognised by the South African Qualifications Authority. Section 11 of the Act stipulates that a SATA must comprise organised employers (including SMEs), organised labour, pertinent government departments, optional relevant professional bodies, and members from the applicable negotiating council (Lambert, 2020). The Director-General of DEL is mandated by section 22 of the Skills Development Act to establish a Skills Development Planning Unit within the Department and to augment it with the requisite people and financial resources necessary for the fulfilment of its responsibilities. The Unit's functions are: (1) To investigate and evaluate the labour market to ascertain skills development needs for South Africa as a whole, as well as for each economic sector and government bodies. Assist in formulating the national skills development strategy and sector-specific skills development plans. To provide information regarding skills to the Minister, NSA, SETA, educational and training institutions, and governmental entities. The Director-General is responsible for creating facilities within the Department. The purpose of labour centres is to offer career assistance to employees, companies, educational

institutions, and rural populations (Lambert, 2020). The labour centres will undertake the following responsibilities: (a) register job seekers, (b) register job openings and employment opportunities, (c) assist designated groups, (d) enrol in specialised education and training programmes, (e) facilitate employment, (f) launch income-generating projects, and participate in special employment initiatives. In compliance with the Skills Development Act 97 of 1998, the UIF established Terms of Reference (TOR) that govern the implementation of employability initiatives by requiring potential partners to obtain job placements for practical work experience, with the objective of facilitating employment post-training programmes. The Skills Development Act No. 97 of 1998 provides a vital legislative foundation for the implementation of the employability programme, facilitating the provision of relevant skills to improve worker efficiency and effectiveness in job execution. The Skills Development Act underpins the employability programme in DEL, serving as a basis for continuous efforts to enhance knowledge, skills, and competencies in specific areas to meet job demands or pursue personal and professional growth in the workforce.

3.3.4 The Basic Conditions of Employment Act, No. 75 of 1997 (BCEA)

This study examines the implementation of employability programme inside DEL as a means to improve employment prospects for those looking for work. The BCEA, No. 75 of 1997, was identified as a significant regulatory foundation for the execution of employability programmes within the DEL and the broader labour market under the LAP. The BCEA seeks to foster economic development and social justice by actualising the constitutional right to equitable labour practices. This encompasses the establishment and enforcement of essential minimum employment standards, such as working hours, leave, sick leave, and notice periods for termination, while also governing the modification of these standards through ministerial determination and collective or individual agreements. The Basic Standards of Work Act 75 of 1997 seeks to actualise the right to equitable labour practices as articulated in section 23 (1) of the Constitution by establishing and regulating fundamental work standards. (b) to fulfil the Republic's responsibilities as a member state of the ILO; and (c) to handle associated issues. In conjunction with the initiation of the employability programme, orientations are held subsequent to the recruitment of beneficiaries to welcome all participants enrolled in the project. Inductions for employability programmes are conducted in accordance with the BCEA 75 of 1997, ensuring that all job seekers and

beneficiaries possess the requisite information and support to participate in training and work placement activities. The employability programme in DEL/UIF is implemented in strict accordance with the BCEA, ensuring employees' fundamental entitlement to equitable labour practices through the establishment and enforcement essential employment standards such as working hours, vacation, sick leave, and notice of termination. This knowledge is provided to employability beneficiaries during LAP Project orientations (BCEA, No. 75 of 1997).

3.3.5 Employment Equity Act, No. 55 of 1998 (EEA)

The primary objective of the employability programme is to teach and enhance the skills of jobless youth and UIF beneficiaries to facilitate their entry into employment and the initiation of their own enterprises. The objective is to mitigate the effects of unemployment and poverty in South Africa. The Employment Equity Act No. 55 of 1998 (EEA) is part of the legal regulations for implementing employability programme. The provisions of EEA No. 55 of 1998, in implementing the job readiness initiative, seeks to promote equity in the workplace by ensuring equal opportunity and equitable treatment in employment, eliminating unjust discrimination, and instituting affirmative action measures to address the employment disadvantages encountered by marginalised groups and beneficiaries of LAP. South Africa is one of the most culturally, racially, and economically diverse countries in the world; hence, the EEA, No. 55 of 1998, was adopted to ensure that all individuals have equal opportunities and fair treatment in the workplace. The EEA protects employees' rights from discrimination by employers. This legislation promotes workplace equity, ensures equitable opportunity for all employees, and mandates just treatment by employers. The implementation of job creation initiatives, such as employability programme in DEL, enables firms to make significant progress in achieving employment equity through the Employment Equity strategy. The objective is to achieve equity in the workplace by: Promoting equal opportunity and equitable treatment by eliminating unjust discrimination. Implementing affirmative action measures to rectify the employment disadvantages encountered by designated groups (designated groups refer to Black individuals, women, or individuals with disabilities) to ensure their fair representation across all job categories and levels within the workforce. The Act applies to all employers and employees, apart from the South African National Defence Force, National Intelligence Agency, and South African Secret Services. The

Act further protects employees against unfair medical assessments, stipulating that medical testing of an employee is permissible only when required by law or when warranted for certain reasons. HIV testing is prohibited unless deemed reasonable by the Labour Court. Psychological testing and similar evaluations are prohibited unless the assessment is scientifically valid and reliable, can be equitably delivered to all employees, and is devoid of bias against any person or group. The EEA stipulates that training institutions and companies comply with recruitment rules during the implementation of employability programme, while skills development legislation requires that job searchers and workers get training and development. The EEA, No. 55 of 1998, profoundly influences the implementation of employability programmes, which seek to teach and develop the skills of jobless youth and UIF beneficiaries, enabling their entry into the labour market and the establishment of their own enterprises. Employability programme also oversees and execute affirmative action initiatives to rectify the employment disadvantages encountered by designated groups (A), specifically black individuals, women, and persons with disabilities, to guarantee their equitable representation across all occupational categories and levels within the workforce (EEA, No. 55 of 1998).

3.3.6 The Unemployment Insurance Act, No. 63 of 2001 (UIA)

Chapter 1 of this dissertation stated clear that the UIF is the financier and starter of the Employability Programme via the LAP as a sub-section within DEL. The Unemployment Insurance Fund Act 63 of 2001 is considered the principal legislation foundation for the execution of the employability programme with DEL. The UIF is classified as a Third Schedule government agency within DEL, formed by the Unemployment Insurance Act, 63 of 2001, to offer temporary assistance to unemployed beneficiaries throughout unemployment, illness, dependency, maternity, and adoption periods. The UI Act 63 of 2001 requires the UIF to identify all eligible enterprises and their employees in the Republic of South Africa and to provide aid to all qualified applicants. The Unemployment Contributions Act, 4 of 2002, requires the UIF and SARS to collect monthly contributions from employers and employees. The UIF relies on its own funding and primarily focuses on collecting contributions from registered employers while providing support to unemployed individuals. The UIF allocates benefits to over 60,000 individuals monthly, contingent upon eligibility conditions. A significant number of these individuals remain unemployed for an

extended period due to a lack of essential skills for re-entering the workforce. Consequently, the UIF Board, pursuant to Section 48 of the UI Act No. 63 of 2001, recommended that the Minister of DEL implement LAPs aimed at reintegrating unemployed UIF beneficiaries into the workforce. The Unemployment Insurance Amendment Act, 10 of 2016 (section 5) authorises the retention of contributors in employment. their reintegration into the labour market. Thus, UI Act 63 of 2001 is regarded as a fundamental legal framework essential for the implementation of employability programmes. The preceding account suggests that the UIF possesses an implicit obligation to initiate, fund, and implement projects like employability programme via LAP, intended to integrate former UIF donors and general job seekers into the labour market (UI Act 63 of 2001).

3.3.7 Employment Services Act, No. 4 of 2014

The Employment Services Act, No. 4 of 2014 establishes a vital legal structure for the running of the Employability Programme by LAP, facilitating prompt and efficient employment assistance services, as well as timely information on job markets and DEL activities. It assists in finding and selecting beneficiaries participating in unemployment programmes offered by UIF through the LAP. The Employment Services Act, No. 4 of 2014 ensures the establishment of programmes that facilitate the employment of young job seekers and other vulnerable populations. It provides programmes to assist employees in distressed enterprises in retaining their positions and facilitates the employment of foreign nationals in accordance with the objectives of this Act and the Immigration Act, No. 4 of 2002. The Employment Service Act, No. 4 of 20214 establishes a legislative framework for registering along with supervision from the independent recruiting firms as well as the creation of the Employment Services Board. During the Annual Performance Plan held by DEL in 2022 it was concluded that in implementing employment development and preservation strategies within DEL, the PES has already established Productivity South Africa in accordance with Employment Services Act 2014, paragraph 31, functioning as a legal body and a component of the Department. Productivity SA is responsible for boosting businesses' operational effectiveness and production potential over the course of their existence to facilitate employment creation and preservation, hence mitigating worker layoffs. The Public Employment Services Act of 2014 established Supported Employment Enterprises, first created in 1943 as Sheltered Employment Factories, with the express

purpose of producing employment for ex-servicemen and women who face difficulties securing positions in the labour market owing to disability. The employment service encompasses a number of provisions: (a) guiding or counselling people regarding potential careers via information dissemination or alternative methods; (b) Evaluating potential employees for their initial or continued integration into the labour market, learning, and vocational education; (c) Referring job seekers to employers for job applications or to training organisations for education and training; (d) helping employers by offering recruiting and hiring assistance as well as advisory support. available job seekers with appropriate skills; and (e) Performing the functions of interim employment assistance (Employment Service Act, No 4 of 2014).

The Employment Service Act, No. 4 of 2014 enhances work possibilities for people seeking employment by facilitating their entry into the labour market through the job readiness effort. It offers opportunity for newbies to the job market to acquire work experience. It further advances the objectives of the UI Act 63 of 2001 by enhancing employment opportunities and re-employment prospects for individuals facing job losses. The Employment Service Act, No. 4 of 2014 improves access to education and training for job searchers. The implementation of the Employability Programme in DEL is regulated by the Employment Service Act, No. 4 of 2014, which oversees the inclusion of foreign nationals in the country's economy. This legislation ensures that the involvement of foreigners upholds the right to fair labour practices as stipulated in section 23 of the Constitution of the Republic of South Africa, 1996, without compromising current labour laws or South African workers' rights and interests. The Employment Service Act, No. 4 of 2014 aims to implement job development measures by offering comprehensive and integrated governmental employment services at no cost. Orchestrating the operations of government organisations that impact the provision of employment assistance. Promoting partnerships to provide employment services designed to improve job prospects (Employment Service Act, No. 4 of 2014).

3.3.8 The National Minimum Wage Act, No. 9 of 2018

The focus of the employability programme is to prepare and retrain jobless youth and the UIF beneficiaries for entry into the employment marketplace and to initiate their own firms, thereby mitigating the impacts of unemployment and poverty in South Africa. The national minimum wage is an essential legislative foundation for the

execution of the employability programme, since it profoundly affects individuals' choices to enter the workforce and induces fluctuations in labour supply and demand across various sectors. The National Minimum Wage Act, No. 9 of 2018 influences poverty rates and inequality in certain settings by guaranteeing that every employee is entitled to a wage that reaches or surpasses the national minimum wage (s4(4)). The aims of the National Minimum Wage are to augment the remuneration of the lowest-paid workers, protect employees from unduly low compensation, preserve the value of the minimum wage, promote collective bargaining, and support economic policy (Botha & Baloyi, 2021). The National Minimum Wage Act, No. 9 of 2018 explicitly applies to all employees and their employers, except for personnel from the South African National Defence Force, the National Intelligence Agency, and the South African Secret Service. The National Minimum Wage Act, No. 9 of 2018 excludes volunteers, those who provide services without compensation or entitlement to payment. During the implementation of employability programme, the national minimum wage constitutes a stipulation of the worker's contract, unless the contract, collective agreement, or legislation provides a more advantageous wage than this Act. The National Minimum Wage Act, No. 9 of 2018 classifies it as an unfair labour practice for an employer to change its own wages, working hours, or other employment conditions related to the enforcement of the national minimum wage, with sections 191, 193, 194 (4), and 195 of the LRA, No. 66 of 1995 applicable, unless otherwise specified by the context (s4(8)). The implementation of Employability Programmes at DEL relies on the national minimum wage, which is a crucial tool for promoting economic justice and is integral to labour market policy (National Minimum Wage Act, No. 9 of 2018).

3.4 THE NATIONAL DEVELOPMENT PLAN 2030

This research demonstrates that the UIF established the LAPs to enable the implementation and support the integration or reintegration of jobless UI recipients and general job searchers into the workforce. The LAP was subsequently integrated into the Job Creation Schemes, Job Preservation, and ED, which encompasses a youth component to align with other governmental employment generation initiatives and fulfil the objectives of the NDP, targeting the eradication of poverty and the reduction of inequality by 2030. The NDP 2030 is a significant policy document created by the South African government in August 2012 by the National Planning Commission, a

distinctive ministerial committee established in 2009 by President Jacob Zuma. The strategy delineates a sequence of measures aimed at eradicating poverty and diminishing inequality. This chapter analyses the NDP as a framework for ensuring the future of South Africans as outlined in this Constitution of the Federation of South Africa, as amended in 1996. The Constitution of the Republic of South Africa, 1996 mandates citizens to pursue a united and democratic South Africa, enabling it to assume its rightful position as a sovereign nation in the world community. Consequently, the NDP is founded on six pillars that embody the principal objectives of the strategy designed to eradicate poverty and diminish inequality. To attain these objectives by the year 2030:

- Uniting South Africans of various races and socioeconomic groups behind a common objective to eliminate poverty and reduce inequality.
- Encourages civic participation in individual development, strengthening democracy, and advocating for governmental responsibility.
- Promoting economic expansion, stimulating exports, and augmenting the economy's ability to accommodate labour.
- Focusing on the fundamental competencies of individuals and the nation.
- Capabilities include expertise, infrastructure, social safety nets, resilient institutions, and collaboration both domestically and with key global partners.
- Establishing an efficient and forward-thinking government.
- Efficient leadership throughout society working together to tackle our difficulties (National Planning Commission, 2022).

Undoubtedly, tackling the fundamental causes of poverty and inequality facilitates the attainment of all previously listed objectives by shifting the emphasis of policymakers from rapid, symptom-oriented responses to sustainable policies grounded in robust evidence and rationale. The NDP's core objective is to ensure that every South African attains an acceptable quality of life by 2030, which necessitates not only state intervention but also specific and quantifiable actions from all social sectors and stakeholders throughout society. To eradicate poverty and diminish inequality, South Africa must enhance employment rates and augment worker income via productivity improvements. Consequently, South Africa requires accelerated and more inclusive

growth, with essential components comprising the enhancement of exports, the advancement of skills training, the reduction of living costs for the underprivileged, investment in profitable facilities the alleviation of regulatory burdens on small enterprises, the encouragement of investors with the enhancement for the job sector performance to alleviate pressure and facilitate access for young, unskilled job seekers (NDP, 2018). The initial chapter of this dissertation highlighted that the UIF must incorporate a youth component in the implementation of the employability programme to align with other governmental employment generation initiatives and to achieve the objectives of the NDP, thereby eradicating poverty and diminishing inequality by 2030. Consequently, the NDP constitutes the fundamental policy framework for the execution of the Employability Programmes as a whole (National Planning Commission, 2022).

3.5 POLICIES AND TERMS OF REFERENCES GUIDING THE IMPLEMENTATION OF LABOUR ACTIVATION PROGRAMME

This section highlights the Policies and TOR that regulate the execution of the Employability Programme. The Employability TOR is a document that delineates the specifics of the execution of a certain work by a service provider, authorities, or a team. The implementation of the employability programme necessitates that both employers and employees comprehend the laws and standards pertinent to the programme, as stipulated in the TOR. The Standard Operating Procedure (SOP) is a policy document that directs the implementation of the employability programme in collaboration with UIF and LAP. This is a published manual detailing the sequential techniques for executing jobs consistently and efficiently (Mnisi & Tshefuta, 2022).

3.5.1 The Standard Operating Procedure for Employability Programme

The research project concentrated on the employability programme, which is one of the three programmes featured within the LAP. This section intends to lay out the standard operational processes that regulate the implementation of the employability programme specifically within LAP. The SOP is a policy document that directs the execution of the employability programme in collaboration with UIF and LAP. It outlines the systematic procedures for executing jobs with reliability and efficiency. The SOP provides a framework for executing projects and services, ensuring that all individuals understand and follow the same protocols, therefore reducing errors and enhancing

quality. The SOP for UIF employability efforts aim to guarantee that the processes for upskilling and reskilling unemployed beneficiaries are implemented in compliance with the applicable policies, procedures, and developmental legislation in force. The guidelines establish a framework for legal procedures that must be followed when providing financial assistance for training and employment development programmes. This document (SOP) provides guidance on the execution of employability programme in partnership with other organisations and delineates the management of financial resources. It delineates the relationships among all stakeholders crucial for the effective implementation of the employability programme (Bennett, et al., 2023). It is anticipated that the LAP - employability SOP align training initiatives with the UI Act 63 of 2001, the Skills Development Act 97 of 1998, and many comprehensive programmes aimed at improving the skills and development of job seekers.

This procedure pertains to all entities engaged in the planning, implementation, and supervision of the employability programme with DEL and UIF. The LAP is an initiative aimed at addressing the substantial socio-economic transition in the nation, and the persistently high unemployment rate significantly exacerbates the poverty faced by the unemployed and their families. The UIF considers the unemployment and poverty rates in the country to be a crisis for that reason. It was noted that the LAP Grant procedure, as per the employability SOP, did not conform to the competitive Supply Chain Management framework for service providers. The LAP Grant procedure complies with the Payments and Incentives procedures established by the National Treasury Regulations. The principal aim of the LAP, as previously articulated in this research, is to alleviate poverty through employment retention, promoting entrepreneurial growth, and enhancing the employability of the unemployed. This mandate is executed through partnerships with governmental departments and both public and private entities. Consequently, the Employability SOP underscores the importance and unwavering commitment of the Executive Authority, the Accounting Officer, and Executive Management of the Fund to ensure that unemployed UIF beneficiaries and youth receive training and retraining to facilitate their entry and re-entry into the job market and to pursue ED. The employability SOP necessitates the formulation of a Funding Agreement between the UIF and designated stakeholders or partners, which will encompass protocols, timeframes, conditions, and procedures that will bind all parties upon approval by the delegated authority. The SOP for

employability is acknowledged as a crucial policy document vital for the execution of the employability programme in conjunction with UIF and LAP. In the absence of these policy guidelines, there will be no definitive step-by-step procedures for executing duties consistently and efficiently. The primary purpose of the SOP is to facilitate the execution of such programmes, ensuring that all individuals understand and employ uniform tactics, hence reducing errors and enhancing the quality of the expected output.

3.5.2 Terms of Reference for Employability Programme

The TOR specify the objectives and framework of a project, committee, meeting, negotiation, or any similar assembly of individuals who have consented to collaborate towards a common goal (Willy & Zyle, 2019). During the implementation of the Employability Programme, the TOR function as a regulatory structure or policy, establishing a binding contract that outlines the scope, objectives, duties, and obligations of all parties engaged in the project. This establishes a foundation for a contractual agreement with one or more evaluators and delineates the criteria for evaluating the programme's performance. The UIF provides financial support to organisations with the capacity to create jobs. The TOR delineate the objectives and structure for the project, committee, meeting, negotiation, or other analogous employment group. Consequently, standards exist regarding the selection of firms to deliver employable programmes via funding agreements within the LAP under the UIF. These TOR elucidate the definition, enhancement, and execution of the notion of employment creation. They provide a recorded foundation for guiding future decisions and for ensuring or establishing a shared comprehension of the scope among stakeholders. The regulations governing the execution of employability programme within the UIF and/or LAP stipulate that proposals must ensure the provision of stipends in accordance with the relevant minimum wage for their respective sectors. The UIF mandates that individuals involved in programmes must be registered with the UIF for the purpose of contributions. A vital awareness must be acknowledged that the UIF employs a comprehensive evaluation methodology based on Treasury Regulation 8, instituted under Section 76 of the Public Finance Management Act, 1999 (Act No. 1 of 1999): (i) mandates prospective partners to adhere to the stipulations about contributions to the UIF and disclosures; (ii) directs employers to acknowledge the laws and/or standards relevant to vital services (UI Acts, COIDA, OHSA, and

Income Tax). The employability programme TOR is a document that outlines the scope of work for a taskforce and specifies how the personnel mentioned will collaborate to achieve a common objective. They function as essential mechanisms for attaining the primary goal of enhancing and cultivating the skills of jobless youth and UIF beneficiaries, enabling them to enter the job market and establish their own enterprises (PFMA, No. 1 of 1999).

3.6 CONCLUSION

This chapter sought to deliver a thorough examination of the policy and legal structure that is necessary for the successful implementation of the Employability Programme inside DEL. The third chapter established a robust legislative framework and policy enforcement in South Africa by defining certain criteria for the effective and efficient implementation of employability programme. The objective was to emphasise certain issues pertaining to legislation and regulations essential for the implementation of employability programmes. This chapter described law as a collection of mandatory regulations that govern the objectives outlined in a policy, while characterising framework as a conceptual structure designed to facilitate and direct a certain activity or project. The EEA requires training organisations and businesses to adhere to its hiring standards, while skills development legislation mandates that job seekers and employees participate in training and development. This section highlighted a crucial connection between the Public Employment Service Act of 2014 and Section 48 of the UI Act No. 63 of 2001, which require the UIF Board to advise the DEL Minister on the execution of LAP designed to reintegrate unemployed UIF beneficiaries and job seekers into the workforce. This chapter recognises that South Africa confronts a triad of challenges: unemployment, poverty, and inequality, underscoring the critical need to analyse structural factors that will influence policy decisions intended to enhance employment. South Africa is urged to adopt policy instruments that will facilitate job creation and improve the socio-economic conditions of its populace. This chapter examines international best practices in the execution of employability programmes. Chapter 4 seeks to illustrate methodologies, tactics, procedures, and practices that have been assessed and demonstrated to produce results worldwide concerning employment development programmes.

CHAPTER 4

INTERNATIONAL BEST PRACTICES ON THE IMPLEMENTAION OF EMPLOYABILITY PROGRAMME

4.1 INTRODUCTION

Chapter 3 outlined the legislative and policy frameworks relevant to the implementation of employability programmes. The preceding chapter sought to provide significant insights and direction for the effective implementation of employability programmes. Chapter 4 of this paper analyses global best practices in the execution of employability programmes. It seeks to demonstrate ideas, tactics, procedures, and practices that have been experimentally validated as successful in improving employability programmes worldwide. Moreover, the chapter illustrates effective strategies that have produced quantifiable advantages globally, functioning as exemplars and adaptable frameworks to facilitate the execution of employability programmes in various circumstances.

This chapter employs a comparative African approach, concentrating on Algeria, Angola, Mauritius, and Nigeria to further this purpose. The selection of these countries was intentional and methodologically sound, based on explicitly established criteria to improve the coherence, analytical rigour, and credibility of the study. The countries were chosen for their geographical and regional diversity, reflecting various sub-regions of Africa: North Africa (Algeria), Southern Africa (Angola), West Africa (Nigeria), and an island economy in the Indian Ocean (Mauritius). This diversity facilitated a comprehensive understanding of how differing socio-economic, political, and institutional environments affect the design and execution of Employability Programmes. Second, the choice was influenced by labour market diversity and economic structure. The selected countries display unique economic characteristics: Algeria's resource-dependent economy, Angola's oil-centric yet evolving economy, Nigeria's expansive and diverse economy with considerable informal sector involvement, and Mauritius' service-oriented and innovation-focused economy. These disparities offered a significant comparative framework for examining the adaptation of Employability Programmes to varying economic conditions, especially in addressing structural unemployment and skills mismatches. The selection of countries was based on the presence of documented employability interventions and policy measures.

Every nation has instituted significant programmes or changes designed to enhance adolescent employability and facilitate labour market inclusion. Algeria's youth employment initiatives concentrate on enhancing school-to-work transitions; Angola prioritizes labour market reforms and infrastructure development; Mauritius emphasizes skills alignment and labour market flexibility; whereas Nigeria aims to reconcile higher education outputs with industry demands. The existence of such efforts facilitates a substantive assessment of practical actions and their results (European Commission, 2021).

The selection demonstrates disparities in economic progress and institutional capabilities. Mauritius exemplifies a high-performing upper-middle-income economy with sophisticated institutional frameworks, while Nigeria and Angola embody rising economies grappling with structural and governance issues. Algeria holds a central position characterised by significant state participation in job creation. This spectrum enabled the study to extract insights relevant to various developmental contexts, especially for South Africa as a middle-income nation confronting analogous structural labour market issues. The inclusion of these countries was warranted due to their significance in addressing South Africa's employability issues, especially with youth unemployment, skills mismatches, and the necessity for successful public-private partnerships. The study improved its capacity to discern transferable lessons, best practices, and context-specific methods by analysing countries with both similar and divergent histories. These requirements collectively guaranteed that the comparative analysis was methodical, representative, and analytically robust, hence enhancing the methodological rigour of the research. The insights gained from these varied case studies enhance the understanding of employability programme implementation throughout Africa and offer a robust empirical basis for policy recommendations. Chapter 4 aims to elucidate the interrelations, effects, and importance of accelerating economic growth to enhance labour absorption. An effective solution requires a thorough comprehension of the situation, with a significant feature of the global unemployment crisis being the prevalence of youth unemployment. The chapter emphasizes that addressing this challenge necessitates equitable labour practices, as outlined in international labour standards and enacted through national legal frameworks, to sustain an efficient and stable labour market for both employees and

employers. It further claims that ILO standards should be applied to all workers, not solely those involved in formal employment arrangements.

4.2 THE FRAMEWORK OF INTERNATIONAL BEST PRACTICES ON EMPLOYABILITY PROGRAMMES

International Best Practice refers to the application of skills, careful planning, and effort that align with globally recognised performance standards, as properly exhibited by a qualified professional with pertinent experience in analogous operations under equivalent circumstances. In 2023, the World Economic Commissions published a report indicating that South Africa had the third highest young unemployment rate worldwide for those aged 15 to 24. Thus, youth employability and job generation are essential goals for the African continent. The report further indicated that the British Council supports its national strategy for a skilled workforce through employability programmes that address concerns impacting youth unemployment throughout the continent. This aligns with worldwide best practices and is consistent with the present policies, goals, and activities led by the Ministry of Higher Education and Training. Establishing viable job opportunities continues to be a worldwide concern. Nevertheless, the African continent's current jobless crisis is probably the nation's most urgent issue, particularly given its demographic patterns marked amongst the young and rapidly growing population. In addition to the adverse social and economic effects of high joblessness, particularly among young people, African continent faces the potential loss of advantages linked to the population dividend. Finding employment is crucial for advancing worldwide development goals by tackling serious problems that include widespread destitution, wealth disparity, sex inequities, and unstable occupations (Dliwayo, 2023). Every financial and social variety around the whole continent indicates that any effort's accomplishment in a particular nation does not ensure achievement in others; yet valuable insights may be derived from events within the entire continent. This consequence offers information which ought to be considered when devising future efforts to improve global job opportunities. Employability has unquestionably emerged as a crucial element in international education. Numerous studies indicate that in the United States, the salary premium for a four-year degree has doubled over the past forty years, primarily due to a decrease in unskilled wages, while the cost of obtaining that degree has tripled. The study carried out by Borat (2017) revealed that university graduates possess a six-

million lifetime earnings advantage; however, with increasing access to education in the developed world, a bachelor's degree may no longer serve as a sufficient differentiator in specific labour markets. As the rate of change accelerates and futurists predict widening class disparities in the automated landscape of Industry 4.0, students, their families, and the government are pressing educational institutions to provide marketable graduates.

It became apparent that the primary English-speakers market segments have experienced a significant decline in funding for public education and have transitioned towards international student markets to support their educational systems, with government backing. These markets, which impose the highest differential tuition fees on international students, are anticipated to have sought to elevate their brands regarding employability by enacting policies that allow international students to work during their studies and to remain in the host country for a specified duration after graduation (Bhorat, 2017). These countries recognise the significance of retaining highly educated graduates in their labour forces and frequently modify their immigration policy to align with changing market conditions. Harmonisation of policies to facilitate the transition from student status to workforce entry. Research conducted in the United Nations (2019), indicated that employability programmes are essential for fostering growth, reducing poverty, and boosting social cohesion. Globally, employability requires a stable microeconomic environment and structural initiatives that foster innovation, skill enhancement, and company expansion. The principal aim and methodologies of employability programmes are to foster substantial economic growth. International economists assert that an annual growth rate of 2%-3% is sustainable, generally requiring the generation of 150,000 new jobs monthly to accommodate new labour force additions. In a free market economy, robust growth negates the necessity for government intervention; capitalism fosters competition among small enterprises, leading to enhanced methods of fulfilling customer demands.

The African continent plays a crucial role in improving employment. African states must augment employment possibilities and elevate workforce productivity to erase poverty and reduce inequality. The prevailing economic conditions compel African nations to pursue accelerated growth and equitable development. Key components of

this strategy include augmenting exports, improving skills training, reducing living costs for the underprivileged, investing in competitive infrastructure, relaxing regulations on small enterprises, fostering private investment, and enhancing labour market efficiency to alleviate tension and facilitate access for young, unskilled job seekers. A virtuous circle of enhanced confidence, investment, employment, productivity, and income can only be established through effective cooperation within society. Nations require both an efficient and progressive legislature that can rectify historical injustices, as well as a vibrant and prosperous private sector that can invest, provide employment, and engage with international marketplaces (Bhorat, 2017).

4.2.1 The Role of International Labour Organisation on Employability programmes

The ILO is a United Nations entity responsible for advancing both economic and social fairness by establishing worldwide employment guidelines. Established in October 1919 under the League of Nations, the ILO is one of the earliest specialist agencies of the UN. The ILO consists of 187 member states in addition to the Cook Islands. Headquartered in Geneva, Switzerland, it operates roughly 40 regional offices worldwide and employs around 3,381 staff from 107 nations, including 1,698 engaged in technical cooperation initiatives and projects (United Nations, 2022). The ILO is dedicated to promoting social justice and universally recognised human and labour rights, remaining true to its foundational objective that labour harmony is essential for success. The ILO presently advocates for the advancement of decent employment alongside economic and labour circumstances that afford both workers and employers a stake in sustained peace, prosperity, and progress. Durable and permanent peace can only be attained when grounded in social justice. Its unique tripartite framework guarantees equitable participation for workers, businesses, and governments, providing a singular platform to promote decent employment for all individuals.

The ILO delineates four strategic objectives as follows: Promote and enforce norms, fundamental principles, and rights inside the workplace. Facilitate increased chances for both women and men to secure respectable employment and income. (iii) Augment the accessibility and efficacy of social safety nets for everybody; and (iv) Strengthen tripartism and social dialogue. The ILO offers experience and insights on the labour market, derived from over 90 years of addressing the global need for decent work,

livelihoods, and dignity (ILO, 2018). It serves its three constituent groups, as well as society at large, by various means, including the formulation of international policies and programmes aimed at promoting fundamental human rights, enhancing working and living conditions, and improving employment opportunities. The establishment of international labour standards accompanied by a specific mechanism for overseeing their execution. A thorough programme of international technical collaboration designed and executed in a dynamic partnership with stakeholders, to aid nations in the efficient implementation of these policies, alongside training, education, and research initiatives to support these efforts. In the contemporary global economy, international labour standards are essential components of the global framework to ensure that economic growth benefits all stakeholders. The International Labour Standards largely emphasise individual development. In the Philadelphia Declaration (1994), the international community recognised that "work is not a product". Labour is not an inanimate object, like an apple or a television, that can be negotiated for maximum profit or minimal expense. Employment is universally recognised as a basic component of daily life, significantly contributing to an individual's dignity, well-being, and personal development. Consequently, proposals were made for Economic Development to include job development and work circumstances that enable individuals to function with freedom, safety, and dignity. In summary, economic development is sought not for its intrinsic value, but to improve individuals' quality of life. International Labour Standards are established to ensure the enhancement of the lives and dignity of both genders. The ILO has developed a framework of global labour standards to improve the opportunities for both women and men to get good and productive employment in conditions of freedom, in accordance with the implementation of the employability programme. Equity, safeguarding, and esteem (Morgan & Radebe, 2022).

4.3 BEST PRACTICES ON EMPLOYABILITY ACROSS AFRICAN CONTINENT

The quest for a reliable source of income that ensures a reasonable standard of living is a global challenge. Nonetheless, the continent's distinctive and turbulent history has created a challenge that is significantly deeper ingrained compared to that encountered by most other emerging and evolving countries. A crucial lesson was learnt during the coronavirus epidemic, which exacerbated the situation by plunging millions in server hardship and reversed at least five decades of advancements in

combating poverty. Underemployment and joblessness are widespread throughout The global population patterns suggest that these conditions will worsen if not properly addressed. The essence of the unemployment issue is that the adoption of suitable strategies and the execution of efficient actions can significantly steer a nation towards a positive direction (UNECA, 2018). Recent data indicate that over 30 employability projects have been discovered across the African continent, with more than one-third of these constituting collaborations between the public and private sectors. These contracts differ from one another with certain ones emphasising the improvement of skills in the private sector, while others entail partnerships between governmental entities and private companies. The Ajira Digital Initiative in Kenya, a government initiative designed to improve skills in the private market, has provided education and offered approximately 50,000 employment opportunities in the technology industry. The Ajira Digital Programme in Kenya exemplifies the benefits of leveraging the private sector's ability to identify opportunities and adapt to changes, ultimately enhancing the labour market (World Bank & Adir, 2021). The investment promotions are a vital channel, highlighting the advantages linked to invigorating businesses investments to enhance employment development. The research identified that youth employment is central to various programmes, justifiably given the continent's high young unemployment rates. A critical focus was placed on skill development, market access, entrepreneurial promotion, and the prioritisation of SMMEs. The final two key areas are closely linked and essential for promoting employment generation. Companies commonly cite a skills shortage as a primary constraint on productivity, hence hindering further expansion and investment.

This study reveals that most job development strategies analysed are extensive and are not concentrated on a particular industry. Nonetheless, the majority effective employability programmes appear to focus on a certain avenue to facilitate job development. The study conducted by Morgan and Radebe (2022) revealed that allocating funding towards education and training enables the marketplace to choose the industries that thrive. will implement the idea most significantly. Furthermore, irrespective of the industry in question, initiatives aimed at engaging diverse stakeholders along the value chain generally provide a more substantial effect. Such initiatives frequently utilise knowledge from larger businesses or sophisticated portions of the supply system to enhance imparting skills and increase the marketability of

those who are supposed to benefit. A concrete instance of this endeavour is Nigeria's Anch. The Borrowers' Programme (BP) supports smallholder farmers and strengthens their relationships with larger agro-processors. The format of the BP programme has multiple benefits: It offers small-scale agricultural producers advance funding to acquire crucial supplies and to mitigate supplementary costs of labour to improve productivity. The programme encompasses educational and assistance elements that link bigger, formal enterprises with smaller, informal ones, promoting the transfer of abilities and expertise. Furthermore, it includes several supply-chain stakeholders rather than exclusively concentrating on the aggregate effectiveness of a broader industry. A focused approach to addressing a particular market issue – vulnerable supply-chain connections – substantially supports private enterprises in organically promoting employment creation (Gwangwa et al., 2020). It is also noteworthy that when job development initiatives focus on certain industries, they often prioritise agriculture and education. History demonstrates that the agriculture sector retains considerable potential if informal and artisanal processes are improved and commercialised. Education-cantered initiatives, conversely, foster skill development. Many programmes also concentrate on the manufacturing sector. It is acknowledged that manufacturing progress is essential to the globe and shall significantly contribute to diversifying economies away from the export of raw resources and the import of completed products. Nevertheless, enhancing the globe to augment domestic The worth will necessitate the continent to cultivate key talents, while also considering other variables associated to competitiveness. Advancing manufacturing is essential for nations seeking to capitalise on opportunities presented by the African Continental Free Trade Area (World Bank, 2022).

4.4 KEY INTERNATIONAL LESSONS ON EMPLOYABILITY PROGRAMMES

The focus on employment options for youth has demonstrated efficacy across the globe and tackles the fundamental joblessness problem. The utilisation of monetary subsidies aimed at offering work exposure for new graduates have shown favourable outcomes for societies such as Cameroon and the Republic of South Africa, but the establishment of counselling and guidance centres has resulted in sustained occupation in nations such as Algeria and Egypt. Recent advances in technology reveal that essential skills are evolving swiftly, while demographic trends show a substantial growth in the number of job seekers. Governments throughout the

continent must endeavour to attain a favourable balance between labour demand and supply (World Bank & Adir, 2021). Another factor to examine in work force analysis is the extent of female labour force participation, its projected progression over time, and the implications for productivity and labour supply. Despite considerable disparities in women's participation throughout the planet, ranging from approximately 17% in Algeria to nearly 65% in Botswana, the World Bank in 2021 acknowledged and integrated this segment of the workforce as essential for developing a feasible, long-term approach to combat unemployment. Substantial advancements have occurred in this sector throughout the African globe. The Egyptian Micro, Small and Medium Enterprises Development Agency established clear goals to support and fund woman-owned SMMEs, which the agency ultimately surpassed. In Côte d'Ivoire, about 50% of the participants in the Youth Employability and Insertion Support Programme (PAAEIJ) were women, highlighting the advantages of developing broader workforce strategies. Furthermore, various job creation initiatives that prioritise youth employment also incorporate objectives to enhance and facilitate opportunities for female employment. Despite the substantial differences in intervention channels and targeted sectors among the projects detailed in this paper, certain common features are apparent in many successful endeavours. This includes a focus on young employment opportunities and skill development, along with the utilisation of commercial assets via collaboration between the business sector and government. The demographic profile of the continent reveals that the predominant segment of job searchers is youthful. Focusing on youth employment options and early skill acquisition tackles the employment challenge at its most pivotal juncture. As a result, financial constraints and organisational inefficiencies often cause government employment programmes to underperform and fail to achieve their objectives unless supplemented by private sector resources (European Commission, 2021).

The expertise inside the corporate world and understanding of requisite abilities significantly increase the probability of an initiative's success. The ensuing worldwide core topics of employability, as delineated by Horsey and Zuzel (2022), are encapsulated into policy recommendations. (i) Employability is significant: Population growth patterns indicate that joblessness among young people will increasingly emerge as a critical concern unless prompt actions are taken. Initiatives designed to improve the employment opportunities for youth by facilitating employment

experiences and the promotion of business ownership provide significant potential to bridge the gap among demand for labour and availability of labour. (ii) Utilising the private sector: It is crucial to synchronise public sector employment goals with the targets of private sector enterprises for successful outcomes. Using private sector resources through educational rewards or public-private collaboration to develop and execute job creation programmes significantly enhances the likelihood of accomplishment. (iii) Comprehensive but focused: Numerous projects have extensive scope while lacking specificity in targeting a particular market. Nonetheless, many effective initiatives appear to concentrate on a specific strategy for promoting employment development. For example, offering incentives for vocational training will enable the marketplace to decide which sectors have the most adoption of the programme. Furthermore, regardless of the industry, initiatives that incorporate varied stakeholders in the value chain typically provide a more significant impact. These programmes typically utilise capabilities from advanced or commercial sectors of the supply stream to facilitate exchange of skills and enhance the marketability of the targeted recipients. A defined emphasis and precise objectives are essential, and often, simple measures yield the greatest efficacy (Horsey & Zuzel, 2022).

4.4.1 Algeria

The employment rate in Algeria had advancements in recent years. Compared to the 2000s, there has been a significant reduction in the unemployment rate, while the number of economically active citizens in the country increased throughout the same years. Nonetheless, numerous issues remain regarding the substantial levels of labour division in the market. Furthermore, the regional economy has experienced recent setbacks due to the coronavirus (COVID-19) pandemic, political instability, and volatile oil prices. This adversely impacted the job market in Algeria. The graph below depicts the substantial decrease in 2020, which adversely impacted the employment rate (Education Foundation, 2020).

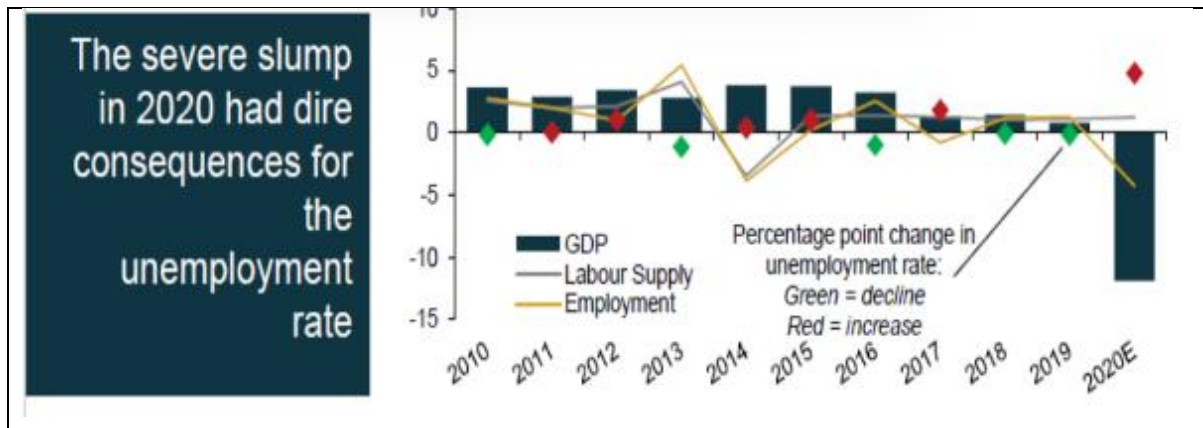


Figure 4.1: The impact of the downturn on Algeria's unemployment rate in 2020

Source: Education Foundation (2020)

The graph indicates that the declining economic conditions in Algeria have resulted in a cessation of hiring in the government sector, which constitutes around 40% of total official labour force. This has engendered dissatisfaction within young people, a considerable proportion of whom are highly educated yet unable to assimilate due to the lethargic industries. This condition encompasses both demand and supply factors: there is inadequate requests for qualified employees in the business world, together due to a discrepancy in job opportunities requirements and educational provisions. Through the year 2015, the Youth Employment Project (YEP) was initiated by World Learning Algeria (WLA) in collaboration with the Middle East Partnership Initiative. as a key employability project in Algeria. The triennium effort sought to enhance the linkages between youth and the labour market. Youth career centres were established at nine locations inside private vocational training colleges to achieve this objective. Young people's development facilities offered learners extra assistance in job searches and vital career abilities, along with exposure for an innovative employment search and matchmaking system. The initiative enhanced teaching methodology along with assets at job-training centres, strengthened partnerships among technical colleges and regional businesses, and facilitated job shadowing and job options for graduates. The initiative educated 9,500 teenagers in Algeria, with a job placement rate of 79.7% for those pursuing work. This report highlights the employability measures implemented by Algeria, which provide training programmes tailored to the needs of the nation's youth. The expanding job market in the MENA Region - Algeria's project is an additional endeavour to tackle the young poverty crisis in Algeria. The preliminary effort, created via Training for Work in collaboration The Middle East

Development Initiative operated between 2017 to 2019. The initiative collaborates with several organisations to evaluate the need for abilities within businesses and offers specific courses for young people. The initiative seeks to secure work possibilities for participants. These programmes provided job-search training and employability skills to students at public universities. The youth have undergone soft skills training, resulting in a significant number of job acquisitions (Faysse, 2016).

4.4.2 Angola

In 2021, the International Finance Cooperation found that companies in Angola are required to have an official body inside the country and manage payroll, taxes, benefits, and compliance with local laws and regulations. Angola's youthful demographic is growing, with a significant portion of the labour force engaged in the informal economy. The untapped youth labour force has attracted global companies to invest in the country. The Angolan government is actively implementing measures to enhance the employment sector. Reforms encompass the augmentation of labour legislation, the expansion of access to education and training, and the facilitation of job development. The IFC (2021) observed that the increase in oil extraction in Angola did not correspond with a reduction in unemployment; rather, much of the recent job growth has been propelled by services provided by government and the construction industry. Simultaneously, temporary jobs, predominantly farming for sustenance, continues to be the main means of income. The projected narrow unemployment rate for 2020, according to the ILO model, is 7.7%. To enhance employability in Angola, the government must prioritise the rehabilitation and growth of infrastructure, as well as the strengthening of political and social institutions (IFC, 2021).

4.4.3 Mauritius

The study conducted by ILO (2021) have demonstrated that Mauritius has continually served as a welcoming environment for specialists and international expertise. Mauritius offers expats opportunities to explore the labour market across various industries, including technology and innovation, information and communication, healthcare, tourism, finance, trade, and real estate. In line with its burgeoning development, Mauritius invites overseas students who have completed university education in the country to enter the labour market. They eligible for a maximum 3-year Occupational permit, dependent upon the length of the employment contract. The

labour market of Mauritius, as indicated by the ILO in 2021, is characterised by a skills inequality and a deficiency of manual workers. The diagram below depicts GDP, labour supply, employment, and the variation in the unemployment rate expressed in proportion points:

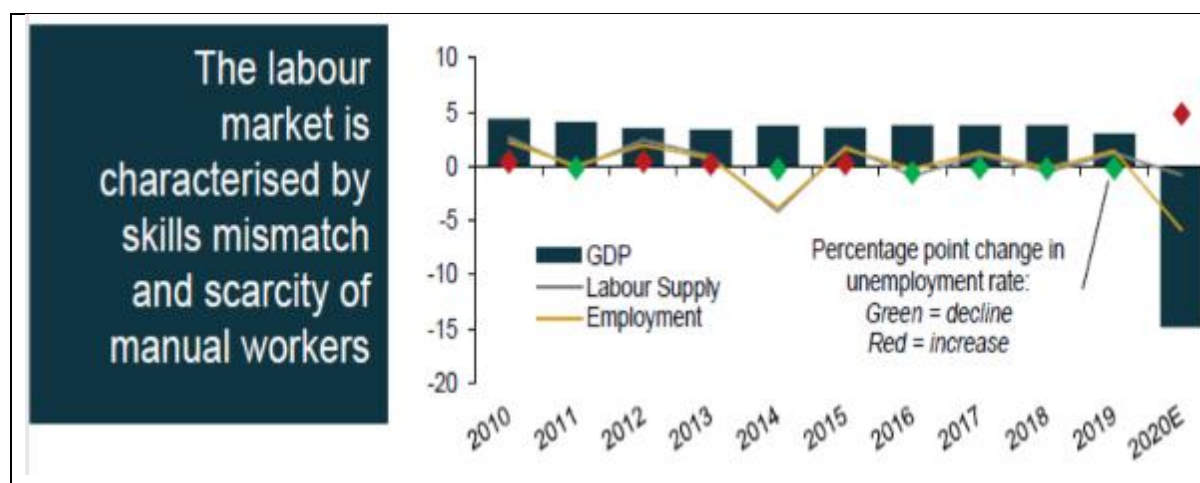


Figure 4.2: The shortage of manual workers and skills mismatch in the labour market in Mauritius

Source: MRIC (2021).

The chart illustrated above indicates that the issue of unemployed individuals in Mauritius possesses two aspects. On the demand side, actual average wages have typically risen at a faster rate than productivity of labour, which is attributable to wage-setting mechanisms that have adversely impacted work ratios. Nonetheless, a substantial skills gap persists on the supply side. The growth of the high-skilled industry, together with rigidities in the job marketplace, seems to account for the reported unemployment. Policymakers can improve employment prospects by investing in education to rectify skillset mismatches and by reforming the structures that dictate compensation (MRIC, 2021).

4.4.4 Nigeria

According to World Literature Association (2021), the substantial number of graduates in Nigeria fails to meet the employment requirements of the workforce due to the inadequacy of coursework at various universities in creating employable individuals. The analysis indicates that there appears to be no definitive policy regulating university-industry relationships. The perspectives of students and staff on the concept

of employability vary. Inadequate research hinders the goals of numerous colleges and serves as a substantial barrier to generating employable graduates in Nigeria. The papers included policy recommendations to aid higher education stakeholders in efficiently tackling graduates' employment issues. It was recommended that acquiring industry-relevant skills will be a vital method to address the employability crisis in Nigeria. The employability picture indicates that, despite fast population expansion in Africa, countries are insufficiently generating adequate decent jobs for new labour market entrants. The preceding chapters elucidated that quality employment provides social safety, fair compensation, a secure work environment, prospects for progress, and stability. According to the NBS (2020), the African continent needs to generate approximately 15 million quality employment per year to meet the demands of its growing population. Unemployment rates are predominantly low in terms of income generation for subsistence as opposed to becoming a deliberate choice of occupation.

4.4.5 Linking Selected Countries to Flagship Employability Programmes

To enhance the comparative study, each chosen country—Algeria, Angola, Mauritius, and Nigeria—is specifically associated with a prominent employment programme or policy action. These programmes exemplify the implementation of employability initiatives across various socio-economic and institutional contexts (World Bank & Adir, 2021).

4.4.5.1 Algeria: Youth Employment Project (YEP)

Algeria's employability strategy is illustrated by the Youth Employment Project (YEP), executed by World Learning in collaboration with the Middle East Partnership Initiative. The initiative aims to enhance the transition from education to employment by creating youth career centres, matching vocational training with labour market requirements, and offering job-search skills and internship possibilities. A fundamental characteristic of YEP is its focus on labour market alignment and employer involvement, guaranteeing that training programmes address local economic needs properly. This initiative exemplifies optimal strategies for addressing the skills gap and improving employability via integrated career services and partnership with the private sector (Education Foundation, 2020).

4.4.5.2 Angola: Angola Youth Employment Opportunities Project (AYEOP)

In Angola, the flagship intervention is the Angola Youth Employment Opportunities Project (AYEOP), supported by the World Bank. This extensive effort focuses on individuals aged 16–35 years and employs a multifaceted strategy, integrating skills training, entrepreneurship development, job placement assistance, and institutional capacity enhancement. The programme aligns with Angola's National Development Plan, emphasizing economic diversification and digital transformation. AYEOP exemplifies optimal practices in integrated labour market interventions, specifically in addressing structural unemployment and fostering entrepreneurship in a transitional economy.

4.4.5.3 Mauritius: Youth Employment Programme (YEP) and Occupational Permit Policy

The ILO (2021) discovered that the employability framework of Mauritius is based on the Youth Employment Programme (YEP) and is enhanced by progressive labour market regulations, including the Occupational Permit system, which facilitates the entry of graduates, especially international students, into the workforce. The YEP offers graduates practical experience via placements in companies, thereby mitigating the experience gap that sometimes hinders youth employment. Collectively, these interventions underscore optimal practices in enabling school-to-work transitions and labour market adaptability, especially within a service-oriented and globally interconnected economy.

4.4.5.4 Nigeria: Youth Employability Booster (YEB) and Anchor Borrowers' Programme (ABP)

According to the NBS (2020). Nigeria has a dual strategy for employability via initiatives like the Youth Employability Booster (YEB) and the Anchor Borrowers' Programme (ABP). The YEB emphasizes vocational training and entrepreneurial development, providing adolescents with market-relevant skills and facilitating enterprise creation. Additionally, the ABP focuses on the agriculture sector by connecting smallholder farmers with bigger value-chain participants, offering financial assistance, training, and market access. This cohesive strategy improves productivity and creates job chances. These programmes illustrate optimal practices in sector-

specific employability initiatives and value-chain integration, especially in environments marked by substantial informal sectors and swift population expansion.

4.4.6 Synthesis of Comparative Insights

The chosen flagship programmes jointly demonstrate varied yet complementary strategies for enhancing employability.

- **Algeria** underscores the need of skills alignment and career services.
- **Angola** emphasizes comprehensive, large-scale youth employment frameworks.
- **Mauritius** emphasizes labour market adaptability and transition strategies.
- **Nigeria** implements sector-focused and entrepreneurship-oriented initiatives.

This comparative linking strengthens the analytical rigour of the analysis by illustrating how various policy instruments and programme designs address country-specific labour market difficulties, while also providing transferable insights for South Africa (World Bank, 2022).

4.5 GLOBAL ISSUES RELATED TO EMPLOYABILITY PROGRAMMES

The Global Employment Challenge (2018) conducted the study and discovered the unemployed youth as a significant issue affecting millions of youngsters worldwide. The average employment rate across African nations is only 12%. The GEC is dedicated to fostering a more equitable future that prepares graduates for a prolonged and rewarding career. We partner with a curated selection of host organisations to advance the future workforce by placing skilled individuals in corporate positions designed to elevate their careers and equip people with technology-ready competencies. Become part of the international consortium of accredited enterprises dedicated to inclusion, equity, and diversity, and support future generations by offering them opportunities for experiential training. The African Development Fund (2017) stated that climate change is impacting Africa, intensifying the pre-existing challenges of poverty and unemployment. Global proposals are being put out to eradicate poverty and employment challenges through growth, enhanced business environment, foreign direct investment agencies or hydropower. Nonetheless, specific methods among these fail to withstand real-world situations. The concept wherein significant expansion, rising individual earnings, and the shift from a low-income country (LIC) to

a middle-income country (MIC) aligns with the generation of enhanced employment opportunities has not proven effective in Africa.

There are no signs of advancement in the labour markets; rather, the situation is deteriorating. Employment opportunities are inadequate for a substantial segment of the population, and socioeconomic challenges on the African continent are escalating. The Covid-19 epidemic that emerged globally in 2020 highlights the vulnerable circumstances encountered by most individuals in sub-Saharan Africa (SSA). Recent years have shown some advancement in poverty alleviation. Poverty rates have diminished relative to previous levels; however, the absolute numbers remain elevated. A growing proportion of Africans are experiencing poverty and a lack of suitable employment opportunities. The trends noted since 2000 demonstrate the changes undergone by the bulk of the populace. Initially, there is a significant surge in population. The population of Africa is anticipated to grow at an average rate of 2.2 percent per annum until the 2060s, with a potential growth of up to 2.5 percent by 2040. The urban population is seeing significant increase, with projections indicating that many Africans will inhabit cities during the next thirty to forty years (Kappel, 2021).

4.6 UNIVERSAL STRATEGIES TO ADVANCE THE IMPLEMENTATION OF THE EMPLOYABILITY PROGRAMMES

To enhance the worldwide implementation of job readiness programmes, underdeveloped nations must enhance the standard of schooling and guarantee that citizens are healthier, uphold well-structured facilities establish an effective social security net, cultivate competent governance, and substantially reduce corruption levels (United Nations, 2022). Nations with growing economies are advised to broadly boost their workforce's abilities. In this context, income must be pragmatic concerning sustained competence and adequacy to guarantee a reasonable standard of life. All countries need a secure and productive milieu for bargaining and workplace interactions that fosters capital whilst safeguarding the rights of people, with human growth considered a fundamental component of equitable advancement. Reduced living expenses (via specific microeconomic reforms in transportation, telecommunications, food, and spatial planning), enhanced government services (notably in healthcare and higher learning), and a fortified welfare structure will alleviate burdens on families, especially low-income households with restricted

employment income. This will enhance individuals' capacity to adapt to labour market variations, hence diminishing the frequency of crises faced by numerous households. Fiscal regulation alleviates the effects of outside forces. These components are expected to improve stabilisation in families with low incomes, foster the growth of human resources, and increase opportunities for social and class mobility (World Bank, 2022)

A substantial proportion of jobs is expected to arise with operations focused on home affairs including the hospitality industry, with at least 90% of employment opportunities generated by small and expanding enterprises. The economy must enable business entry and expansion, emphasising capital providing entry into markets. In the year 2030, the proportion of output from small and medium-sized firms will expand substantially. Regulatory modifications and support will promote extensive entrepreneurship. The augmentation of exports, along with appropriate linkages to the domestic economy, will substantially foster growth and employment, with small and medium firms serving as the principal job creators. Economic participation in rural areas is projected to rise from 29 percent to 40 percent because of improved land tenure, support for farmers, enhanced social services, increased agricultural productivity, mining-related social investments, and tourism expansion. Procurement in both the private and public sectors will improve access to opportunities for small to medium-sized businesses. Human settlements and amenities must promote the success of medium-sized companies. Government hiring initiatives are a crucial component in every job strategy. Engaging in outcomes derived implicitly through a focused initiative to enhance partnerships across local businesses. Diversification in trade will reduce the significant correlation with the cycles of commodities as well as the related instability in currency rates and profits. This approach will protect the financial system from disruptions, ensuring adequate reserves & fiscal flexibility. As a result, a safer atmosphere for locally owned businesses, which generate a greater number of jobs possibilities, will develop. Furthermore, stable exports reduce the likelihood of falling into a foreign credit situation, thereby safeguarding essential government spending initiatives.

The subsequent recommendations aim to enhance employment opportunities and foster economic advancement in emerging nations: The marketplace for workers must

be regulated by an equitable framework of legislation and authorities that function efficiently and serve the interests of all stakeholders. (ii) Just labour practices must be delineated in International Labour Standards and enforced via a worldwide judicial system to guarantee an efficient and sustainable labour market for employees and businesses. (iii) ILO Standards must be applicable to all workers, not solely to those in official employment positions. Various regulations, especially those related to homeworkers, migrant and rural labourers, as well as native and ethnic groups, expressly address specific components of the unauthorised economy. Enhancing the right to assemble and expanding social security. Enhancing workplace safety and health, advocating for job training, and implementing measures mandated by international labour standards have demonstrated efficacy in alleviating poverty and unemployment while integrating workers into the formal sector. International Labour Standards facilitate the establishment of institutions and frameworks that can defend labour rights. Efficient legal institutions can formalise the economy and foster confidence and stability, which are crucial for economic development and progress, by integrating a specified array of rights and rules (Alkema, 2020).

4.7 CONCLUSION

Chapter 4 analysed international best practices in Employability Programme implementation, focusing on evidence-based strategies that improve labour market results. The study employed a comparative African perspective to analyse Algeria, Angola, Mauritius, and Nigeria, chosen based on explicit methodological criteria including regional variety, economic variation, institutional ability, and significance to South Africa. This enhanced the study's analytical rigour and ensured the relevance of the findings. The chapter concluded that although employability programmes are context-dependent, they possess essential core components: alignment with educational and labour market requirements, emphasis on young employment, and robust public-private collaborations. Structural unemployment, especially among the youth, was associated with skills mismatches, inadequate labour market information systems, and inefficient school-to-work transitions. The study demonstrated realistic strategies for employability using country-specific examples. These encompassed career services and labour market alignment (Algeria), comprehensive youth employment strategies (Angola), labour market flexibility and transition mechanisms (Mauritius), and sector-specific value chain initiatives (Nigeria). In these instances,

effective programmes regularly integrated skills development, job experience, entrepreneurial assistance, and coordinated institutional initiatives.

A crucial insight is that the establishment of sustained employment relies on both economic expansion and specific labour market actions. Growth is inadequate without inclusive policies, skills enhancement, and equitable labour practices. The significance of international frameworks in advancing decent work, social protection, and inclusive labour governance was underscored, highlighting the necessity of extending safeguards to informal and disadvantaged workers. Identified common success factors encompass early skills development, robust business sector engagement, targeted initiatives, and multi-stakeholder collaboration. Nonetheless, persistent constraints, including rapid population expansion, technical advancements, informality, and inequality, continue to constrain programme efficacy. The chapter concludes that enhancing employability necessitates a comprehensive and integrated strategy that amalgamates economic, institutional, and social aspects. The comparative insights provide practical lessons for South Africa, establishing the groundwork for Chapter 5, which offers and analyses empirical findings to make recommendations for enhancing the implementation of employability programmes within DEL.

CHAPTER 5

DATA PRESENTATION AND ANALYSIS OF THE RESEACH RESULTS

5.1 INTRODUCTION

The preceding chapter examined global best practices regarding the implementation of employability programmes. The aim of Chapter 4 was to showcase specific systems and approaches, as well as tools and practices, that have been evaluated and proven to yield results globally concerning employability initiatives. Chapter 5 addresses the presentation of data and the analysis of research findings. The purpose of this chapter is to summarise the gathered data. This chapter presents the data by selecting, arranging, and categorising concepts and evidence coherently. The research findings in the chapter are communicated through data presentation that is clear and concise. The examination of the research outcomes included analysing and shaping the gathered data concerning the execution of the employability programme within DEL. The data analysis informs the recommendations in the study to improve the execution of the employability programme within DEL. The ethical clearance for the data collection preceded the collection of data.

- Semi-structured one-on-one interviews within PES, UIF, and LAP divisions.
- An open-ended questionnaire that was given to DEL staff within the three pertinent sections which is PES, UIF and LAP.

In this chapter, the information gathered during the fieldwork at the DEL in Kwa-Zulu Natal Provincial Office was thoroughly analysed. I simultaneously participated in data collection and analysis during fieldwork. Initially, most gathered data was considered. Subsequently, the data was categorised, and key concepts were identified. The study's data collection included both primary and secondary data sources. As outlined in Chapter 1, primary data pertains to the original research efforts or unprocessed data that lacks interpretation or official statements of opinion or position. The data collected from DEL employees in KZN Provincial Office were used to examine the perceptions amongst employees on the implementation of the Employability Programme, and to describe the rationale behind the implementation of the Employability Programme. The study employed semi-structured interviews as a method for gathering primary data. Qualitative interviews were conducted to gather primary data from employees of PES,

UIF, and LAP through semi-structured one-on-one interviews. In this research, the investigator additionally utilised secondary data gathered from different literature sources regarding the execution of employability programmes. The secondary data pertains to information that has been previously gathered by other researchers for different reasons (Baxter et al., 2017). This second-hand information consists of both published and unpublished dissertations, journal articles, newspaper reports, and the 2024 election manifesto of political parties. The research additionally examined the DEL Annual Report for 2024/2025 financial year, Quarterly Labour Force Survey Q3 for year 2024, LAP Framework, UIF Strategic Plan, and the PES Strategic Plan for the financial year 2024/2025. To preserve anonymity regarding the study area and the participants, codes were assigned to the responses that appeared in the transcripts. Consequently, the codes presented in Tables 5.1 and 5.2 were employed

Table 5.1: Codes for Semi-Structured Individual Interviews

Code	Explanation
DE-L	Department of Employment – Labour
PE-S	Public Employment – Services
UI-F	Unemployment Insurance – Funds
LA-P	Labour Activation – Programme

Table 5.2: Codes for Open-ended Questionnaire

Code	Explanation
DE-L	Department of Employment – Labour
PE-S	Public Employment – Services
UI-F	Unemployment Insurance – Funds
LA-P	Labour Activation – Programme

5.2 METHOD OF DATA ANALYSIS: THEMATIC ANALYSIS

This research utilized thematic analysis as the primary tool for qualitative data analysis. According to Baxter et al. (2017), thematic analysis is a research methodology that entails discovering and analysing patterns of meaning within qualitative data to formulate themes that respond to research inquiries. It is renowned for its organised yet adaptable characteristics, rendering it appropriate for the analysis

of various qualitative information. This study employed thematic analysis on semi-structured individual interviews conducted inside the PES, UIF, and LAP divisions, alongside open-ended survey responses and additional textual material. The aim was to discern reoccurring patterns, concepts, and salient meanings, which were subsequently organised into themes to fulfil the research objectives.

The use of thematic analysis enabled the researcher to:

- Systematically organise large volumes of qualitative data;
- Recognise repetitive patterns and significances;
- Understand participants' experiences and perspectives; and
- Interpret social, cultural, and behavioural phenomena.

This method was very effective in producing comprehensive insights into employees' experiences and perceptions concerning the implementation of the employability programme as a means of job creation inside DEL. The study's objectives were explicitly supported, encompassing the description of the programme's rationale, exploration of its contributions, examination of employee perspectives, and provision of recommendations.

The analysis followed the six-step process established by Braun and Clarke (2019), namely:

1. Familiarisation with the data through repeated reading of transcripts;
2. Generating initial codes by identifying meaningful data segments;
3. Searching for themes by grouping related codes;
4. Reviewing themes to ensure alignment with the dataset;
5. Defining and naming themes clearly; and
6. Producing the final report by integrating themes into a coherent narrative supported by evidence.

5.2.1 Justification for Using Thematic Analysis

Thematic analysis was selected for several reasons. Firstly, its flexibility allows it to be applied without being restricted to a specific theoretical framework, making it ideal for exploratory research. Secondly, it facilitates the generation of rich, detailed insights into participants' experiences and viewpoints. Thirdly, it is relatively accessible and

straightforward to apply while maintaining methodological rigour. Lastly, it is highly effective in identifying recurring patterns across datasets, which aligns with the study aim to examine, evaluate and make recommendations on the implementation of the employability programme as mechanism for job creation within DEL in the KZN Province.

5.3 ANALYSIS OF QUALITATIVE DATA

Throughout the research process, there were instances in which the researcher needed to isolate, develop, and/or modify emerging themes. The intention of the researcher was to yield interpretations that would make the findings credible and pertinent to the research questions. Furthermore, it should be emphasised that the data gathered from fieldwork responses were incorporated into the later thematic discussion. The themes assisted in organising the responses of the research subjects concerning the execution of the employability programme within DEL and in relation to existing literature. Responses from employees were examined to explore how they perceive, react to, and execute the employability programme to boost job creation within DEL. The idea of “themes” can be characterised as general and comprehensive concepts or trends that arise from the data, offering understanding into the fundamental meaning and importance of the research results. In this study, themes were not viewed as research questions per se, but instead, as shared concepts that enabled the researcher to categorise the qualitative data into overarching ideas that could address the problem statement broadly (Saxena, 2018). Table 5.3 presents the themes and categories identified through the evaluation and discourse of the resultant information. To facilitate understanding, the raw data or actual words expressed by participants during semi-structured interviews, along with their written answers to the open-ended questionnaire, are presented in indented sections for easy identification in the analysis of results that follows:

Table 5.3: Analytical Strategy – Research Themes and Categories.

THEME 1	
Employees’ awareness about the implementation of employability programme within the DEL	
Category 1	Employees’ knowledge regarding the implementation of the employability programme within DEL
Category 2	The rationale behind the implementation of employability programme in relation to job creation within DEL
Category 3	The meaning of employability programme and the significance of DEL to implement this programme.
Category 4	Actions to enhance awareness and encourage employees’ involvement in the implementation of employability programme
Category 5	The anticipated outcomes during and after the implementation of employability programme towards job seekers.

THEME 2	
Employees’ perception on the implementation of employability programme within DEL	
Category 1	The benefits of implementing employability programme in relation to job creation initiatives within DEL.
Category 2	Factors and obstacles impede the implementation of employability programme within DEL.

THEME 3	
Employees’ recommendations to enhance the implementation of employability programme within DEL	
Category 1	Employability skills essential for upskilling and reskilling unemployed to improve their job prospects.
Category 2	The internal and external stakeholders to be involved in the implementation of the employability programme within DEL and why.
Category 3	Actions to be taken to enhance the implementation of the employability programme within UIF/DEL.

5.4 THEMATIC DISCUSSION ON THE RESEARCH

A thematic discussion is recognised as a qualitative research approach where a researcher identifies and examines patterns of significance within data, developing themes to address research questions. This study involved thematic discussion through data analysis to identify recurring themes, concepts, and patterns of significance. The following is a discussion regarding the initial research theme (Baxter et al., 2017).

5.4.1 Theme 1: Employees' Awareness about the Implementation of the Employability Programme within DEL

The first research theme focused on ascertaining employees' awareness on the implementation of employability programme within DEL. The purpose of this theme was to explore and raise the awareness towards the implementation of Employability Programme within DEL as a mechanism to enhance employment creation. Raising awareness about a concept or undertaking is crucial because it informs employees, the public, foster understanding and lead to active participation and informed decision, which ultimately contributing to positive change and achieving desired outcomes (Aktouf & Kwar, 20116).

5.4.1.1 Employees' knowledge regarding the implementation of Employability Programme within DEL

Upon determining employees' knowledge regarding the implementation of the employability programme within DEL, 85% of participants were totally aware about the implementation of employability programme within DEL, whilst at 15% of participants were moderately aware about the implementation of employability programme within DEL. Responses made evident that at 85% of DEL employees are fully aware about the implementation of the employability programme within the DEL.

5.4.1.2 The rationale behind the implementation of the Employability Programme in relation to job creation within DEL

This category aimed to assess employees' comprehension and to illustrate their implied roles and responsibilities in executing the employability programme as catalysts and agents of job creation. Participants witnessed the execution of the

Employability Programme as a reaction to a significant and increasing unemployment rate in the nation. Respondents asserted that the LAP was established by DEL/UIF to tackle the increasing unemployment, which is intensified by inequality and a limited economy. Aligned with the DEL employment mandate and objectives, the primary aims of the Employability Programme consist of the following: (a) Generating prospects for lasting job opportunities. (b) Improving the abilities of the workforce via retraining for advancement (c) Workplace mobility. (d) Training and retraining of those without jobs. (e) Addressing prolonged unemployment, and (f) Reducing poverty.

In the study, participants uniformly stated that when the Department of Labour (DoL) transformed into the DEL, the focus shifted to creating jobs and ensuring employment for both employed and unemployed individuals, while beneficiaries should acquire skills that would enable them to attain sustainable jobs. Consequently, the execution of the Employability Programme aimed to prepare the beneficiaries not only for re-employment but also to establish ED initiatives that inspire job seekers to become employers instead of employees, enabling them to join the mainstream economy and enhance the small micro enterprise sector. Participants viewed the employability programme as a UIF initiative aimed at individuals who contributed to the UIF and have since become unemployed, including unemployed youth seeking to enter the job market. The goal of the employability programme was to tackle unemployment issues by providing organised training, financial support, and productivity to both the recipients and training organisations. Participants mentioned that the concept is for the UIF to finance organisations that create opportunities through training or reskilling beneficiaries to return to the job market, and after training concludes, beneficiaries are employed. Participants noted that DEL/UIF allocated the budget for this programme and promoted it in the open market, inviting companies to submit proposals on how they plan to generate employment and the associated costs. Participants confirmed that the primary aim of launching the Employability Programme is to ensure that young individuals and all jobseekers obtain the crucial skills needed to bridge the skills gap, assisting unemployed youth and UIF beneficiaries in meeting workforce demands.

5.4.1.3 The meaning of Employability Programme and the significance of DEL to implement this Programme

Clarifying the significance of launching the programme necessitates detailing its objectives, goals, and expected outcomes to ensure alignment with the organisational strategy and stakeholder needs (Kroon & Khanom, 2019). In the study, participants described the Employability Programme as a series of organised interventions aimed at preparing individuals for the workforce and enhancing their competitiveness in the job market, which encompasses equipping them with necessary skills, boosting their confidence, and offering support systems to increase their likelihood of obtaining and maintaining employment. Others described the employability programme as a collection of activities aimed at improving people's skills, knowledge, and qualities to increase their job readiness. Participants indicated that the employability programme includes training tailored to specific jobs, cultivation of interpersonal skills (including interaction, cooperation, and time management), career guidance, internship chances, and practical work experience, and it can also offer various learner-ship opportunities to acquire essential skills and experience. Participants claimed that the execution of the Employability Programme aligns with DEL's vision and mission, which is to promote employment, enforce labour legislation and to strive for a labour market which is conducive to investment, economic growth, employment creation and decent work.

DEL is essential in providing access to opportunities for individuals who are unemployed or at risk of prolonged exclusion from the job market; thus, by promoting prominent initiatives like the employability programme, DEL places itself at the leading edge of efforts to create employment. Respondents additionally affirmed that it was crucial for DEL to implement the Employability Programme as a steward of sustaining significant work opportunities in South Africa, as required by the Unemployment Insurance Act 51 of 2002 to alleviate unemployment and foster economic stability in the country. The Act 51 of 2002 also assigns DEL the responsibility of advising the Minister of Employment and Labour on the execution of policies and programmes that help the nation reduce the unemployment burden while creating job opportunities and enhancing skills retention. Participants think that the employability programme will tackle unemployment by equipping individuals with market-relevant skills and training to secure job opportunities, while also boosting economic growth by enhancing the supply of skilled workers, which draws in investments and fosters business

development. The execution of the employability programme will reduce the number of individuals who are staying at home awaiting assistance or relying on others, or even resorting to crime and other harmful means of survival.

5.4.1.4 Actions to enhance awareness and encourage employees' involvement in the implementation of Employability Programme

This category aimed to raise awareness and foster collaboration for the execution of employability programme within DEL. Numerous evaluations have demonstrated that by working together, institutions enhance their performance by utilising shared strengths and cultivating a unified team atmosphere. During the study participants indicated that to enhance awareness and employee involvement in the implementation of employability programmes, all new hires must attend orientation sessions where they will learn about the reasons and goals of the LAP, focusing on employability programme. The DEL must expand the LAP by boosting the employee count or staff at LAP. It is crucial for LAP to be decentralised and transferred to the district Labour Centres rather than remaining centralised in the National and Provincial Office. Participants additionally indicated that the decentralisation of LAP will enhance the awareness and involvement of both internal and external stakeholders such as service providers, prospective employers, and job seekers. Study respondents indicated that the Annual Strategic Plans for PES and UIF should involve other DEL sections, allowing them to hear and understand the concept and reasoning behind the execution of the employability programme. DEL must arrange events like career fairs, also referred to as job fairs or career expos, which are recruiting gatherings where employers and recruiters engage with prospective employees.

Participants/Respondents endorsed that the UIF, LAP, and PES sectors either standardise or enhance the implementation of advocacy campaigns to promote and inform about the programmes provided by LAP, especially the Employability Programme. These advocacy campaigns should not be confined to officials alone but should also reach all stakeholders within the employment sector. Participants suggested that DEL implement communication strategies including internal marketing initiatives such as launching targeted campaigns to inform employees about the programme's goals, advantages, and implementation plans, provide consistent updates and progress reports by sharing success stories, statistics, and lessons

learned through various communication channels like newsletters, town hall meetings, etc., and lastly, establish a dedicated website or portal where information, resources, and updates related to the employability programme can be made accessible to the public and all department employees.

5.4.1.5 The anticipated outcomes during and after the implementation of the Employability Programmes towards job seekers

The aim of this category in this theme was to evaluate employees' understanding of the mission and vision that underpin the implementation of the employability programme at DEL. This category seeks to assess employees' commitment to achieving the objectives of the employability programme. The purpose of this category is to enhance and simplify employees' work while implementing the employability programme. The research participants/respondents clearly indicated that by participating in the employability programme, jobseekers will gain essential skills, knowledge, and attitudes, thereby improving their employment opportunities. They were convinced that throughout and following the execution of the employability programme, beneficiaries would find jobs, launch their own businesses, enhance their socio-economic status, and alleviate poverty. Participants expect that the rollout of the employability programme will enhance job readiness, giving beneficiaries opportunities to obtain and retain employment, greater awareness of career paths, skills enhancement, and hands-on experience for the unemployed. It is anticipated that the execution of the employability programme will influence the country's unemployment rate, as more job seekers will gain accredited qualifications and knowledge that align more closely with the current labour market, allowing them to engage in the labour market effectively. Respondents were firm that the introduction of the employability programme will help the unemployed in the following ways: (a) Gaining new talents/enhancing current abilities (b) Boosting self-assurance and independence (c) Employment possibilities (d) Entrepreneurship or self-employment (e) Access to monetary resources for household administration (f) Reduction of poverty? (g) Minimises the prevalence of disparities (h) Reduces crime and drug abuse. The implementation of the employability programme will create inclusive routes to access learning and employment throughout the economy, enabling joint responses to unemployment through practical measures and ultimately addressing the disconnect between demand and supply. The execution of the employability

programme will prepare job seekers and demonstrate the skills required for success in their future careers while readying vulnerable populations for available positions in the job market. Participants/respondents felt that the execution of the employability programme led to transformation, development, sustainability, and transferable skills that would enhance experiences for job seekers. After the programme concludes, participants anticipate that beneficiaries will either find jobs or start their own businesses, and these results are projected to positively impact South Africa's economic development and, over time, improve contributions to the UIF due to greater labour market engagement. By executing the employability programme, it is anticipated that the beneficiaries will acquire a strong array of advanced skills designed for the requirements of the current dynamic job market, which includes relevant technical abilities, essential soft skills like problem-solving and communication, and real-world experience via practical training modules. This thorough strategy guarantees that job seekers are not only prepared but completely enabled to obtain improved employment prospects within their existing fields or transition into high-demand, essential, scarce, and specialised areas, and more. Moreover, additional expected results reach well beyond the immediate complexities of simple job placement. Survey participants believe that during and after the implementation of the employability programme, beneficiaries will show an enhanced employability profile by mastering desirable skill sets that make them competitive candidates for positions in emerging and specialised markets. It will promote enduring career resilience, allowing beneficiaries to adjust to changing industry trends and technologies, make significant contributions to economic growth, and possibly engage in entrepreneurial activities within their areas of expertise. Additionally, aligning training with local workforce requirements is anticipated to generate significant outcomes, including increased employment rates, diminished skills shortages in essential industries, and improved socio-economic advancement for participants, ultimately leading to a ripple effect of prosperity in their communities.

5.4.2. Theme 2. The Employee's Perception on the Implementation of Employability Programme within the Department of Employment and Labour

Theme two of the study aimed to investigate employees' perceptions and comprehension regarding the execution of the employability programme within DEL. The researcher is convinced that exploring employees' perceptions of a programme

enables organisations to grasp how employees perceive and interact with it, which is essential for enhancing the programme's effectiveness and tackling possible challenges. The subsequent category was the initial one under the second theme for this study:

5.4.2.1 The benefits of implementing employability programme in relation to job creation initiatives within DEL

This category will elucidate the aim of the employability programme and support DEL staff in successfully implementing the employability initiative. Essentially, DEL/UIF have goals they seek to achieve concerning employment generation initiatives. Certain DEL employees/respondents indicated that the execution of the employability programme within DEL has not yet shown distinct advantages regarding job creation in its present format. The unemployment rate in South Africa continues to be elevated, even with significant investment in training initiatives. Other participants articulated that the advantages of establishing employability programmes consist of, but are not restricted to, the following: (i) the development of improved job prospects, (ii) the reskilling of jobless recipients, and (iii) the decrease of sustained unemployment and impoverishment. On the other hand, certain respondents/participants expressed assurance and confirmed that the execution of the employability programme aligns with the national objectives to eliminate poverty, inequality, and unemployment, aiding economic stability by 2030, by providing essential technical skills crucial for the growth of South Africa's economy.

The execution of the employability initiative within DEL is significantly aiding in lowering youth unemployment, as well as among women and individuals with disabilities, by focusing on reskilling former UIF contributors to help them re-join the workforce. The programme's training components help bridge the gap for those lacking the necessary work experience demanded by the job market, including individuals entering the workforce for the first time. The implementation of the employability programme offers the chance to gain new skills for the unemployed, along with access to financial support (stipend) for personal and household management. The implementation of the employability programme also helps in tackling the threefold challenges confronting the nation, namely poverty, unemployment, and inequality. The execution of employability programme helps

reintegrate individuals who have lost their jobs into the workforce, thereby reducing stress for them and their families. Certain DEL employees (participants) have yet to encounter any success stories during or following the implementation of the employability programme. Most respondents/participants indicated that the execution of the employability programme lowers unemployment and poverty rates, which in turn diminishes social issues like crime, teenage pregnancy, and substance abuse; additionally, as more individuals gain knowledge and skills, a more capable and ethical society is fostered. The programme also assists individuals in recognising various areas that can be examined and encourages the possibility of becoming employers themselves. During the study, DEL employees argued that the success rate of the employability programme is insufficient to have a meaningful impact on job creation, suggesting that the programme serves more as training for the unemployed rather than as an actual job creation initiative. The programme must be restructured to generate employment via industrialisation and infrastructure investment initiatives that can yield improved outcomes compared to the existing model.

5.4.2.2 The factors and obstacles impede the implementation of the employability programme within the Department of Employment and Labour

As norm, the evaluation factors and challenges enable a thorough analysis of the undertaking's overall effectiveness. During the one-one interviews, DEL employees mentioned that the absence of strategic direction and consistency from executive leadership negatively impacts the execution of the employability programme within DEL. The frequent transitions in leadership positions, like that of the Director-General, lead to fluctuating priorities and conflicting goals of the programme, and these instabilities weaken the long-term planning and implementation of the programme. Participants noted that political interference appears to hinder the objective and sustainable execution of the employability programme, as decisions can be swayed by political agendas rather than by evidence-based requirements or programme objectives.

The DEL/UIF does not have a specific governance framework for oversight, performance monitoring, and accountability in programme execution, nor is there a mechanism to assess the programme's impact, value for money, or its success in reaching intended goals. The study indicated that the execution of the employability

programme is influenced by a lack of human resources and a deficit of essential skills among LAP officials, especially in project management, contract management, financial management, and stakeholder engagement, with these identified gaps impeding efficient execution and programme monitoring. Additionally, resonance suggested that DEL's dependence on manual processes and old systems hinders the execution of the employability programme. The above stated was quite alarming, especially considering the multi-million-rand budget assigned to these LAP programmes that function without technological progress, which presents a major threat to their efficiency and integrity. There is a lack of consequence management which diminishes accountability, permitting underperformance and non-compliance to remain unchecked, which ultimately undermines the programme's credibility and effectiveness. There is absence of policies and procedures directing the comprehensive implementation of the employability programme. The lack of involvement and engagement from all sectors within DEL also hinder the execution of the employability programme within DEL. A barrier hindering the execution of the employability programme is the inability to afford transport costs from home to training locations, along with delayed stipends for learners disrupting the programme. Training locations that are distant from participants' residential areas also disrupt the programme.

The survey responses revealed that service providers view the employability programme as a chance to profit rather than a tool to decrease poverty and unemployment among the disadvantaged. Service providers develop a skill that is not in demand in the job market. Participants indicated that there is inadequate tracking or assessment after the rollout of the employability programme regarding the total funds used to evaluate the programme's impact and the value gained from the expenditure. A factor and barrier impacting the implementation of the employability programme is the idea of 70/30 splits, as most job seekers in communities are individuals who have never held a job. Another factor is the perception of fraudulent and corrupt activities of service providers, which manifests in the lack of due diligence, particularly regarding dubious service providers, and addressing these challenges requires improved governance, stakeholder collaboration, and robust monitoring systems. Non focusing on the transferrable skills that enables work-seekers more employable is one of the barriers hampering the programme. Not allowing companies/

employers to dictate as to what critical skills should be prioritised during the implementation employability programme according to company priorities is hindering the goodwill of the employability programme. The absence of a sustainable exit strategy is one of the glaring concerns hindering the implementation of the employability programme.

5.4.3 Theme 3: Employee's Recommendations to Enhance the Implementation of Employability Programme within DEL

The third theme in the study aimed to explore employee's suggestions, and to grant them an opportunity to provide their recommendations on how to enhance the implementation of the employability programme within DEL. Employee recommendations were essential to offer valuable insights regarding the programme's effectiveness and highlight areas needing improvement.

5.4.3.1 Employability skills essential for upskilling and reskilling unemployed to improve their job prospects

The first category of this theme intended to ensure that training programmes are relevant, effective and aligned with both beneficiaries' needs and DEL goals. Participants expressed that the employability programme's execution should focus on both hard and soft skills that match the current job market demands to enhance employment opportunities for women, unemployed youth, and marginalised UIF beneficiaries. Participants felt that training ought to be guided by labour market information (e.g., from Stats SA) and be gender-sensitive, guaranteeing accessibility and assistance for women, thereby ensuring relevance, enhancing employability, and promoting sustained economic involvement. A tendency of the government to favour specific scarce skills areas that are crucial for economic growth in South Africa. Consequently, the UIF/DEL was urged to enhance its training offerings so that the sectors can easily incorporate the graduates after training, with examples of these sectors provided below:

- (i) Aviation, Maritime and Renewable Energy: - these are rapidly expanding industries that the government is focusing on. The maritime industry has consistently urged for professionals from underrepresented communities to engage in its extensive economic prospects, which are of similar scale to the

land-based economy. Renewable Energy is an emerging and rapidly expanding sector backed by Europeans, North Americans, and financial entities such as the World Bank and the African Development Bank, all contributing to a strong demand for jobs in the market.

- (ii) Mixed Farming along with Building and Civil Construction: these fields have been shown to be the top sources of employment across the country, (particularly for women and young people) are highly encouraged to participate, as they currently represent the main labour force on the land.
- (iii) The Township Economy: there is a burgeoning and vibrant demand for professional Hair, Beauty, and Nail Technology within the township economy. The minimal start-up costs, low maintenance requirements, and mobility of these sectors render them a practical choice for those without jobs.
- (iv) Digital Skills: skills including fundamental computer knowledge, online marketing, introductory data analysis, coding, and robotics should be integrated into the implementation of the employability programme. Participants believed that fundamental computer skills, communication, collaboration, and adaptability can greatly enhance job seekers' employment opportunities and boost their likelihood of succeeding in the job market. Therefore, DEL must consistently carry out research to determine essential skills and qualities pertinent to the current job market, which will also help in identifying the primary causes of job losses and business closures.

The study participants/respondents recommended that the employability programme be implemented within DEL/UIF to involve areas such as Training and Development to offer valuable insights regarding essential skills required in the job market. Participants emphasised that employers who intend to hire programme beneficiaries after training should be the ones to specify the types of skills required. Other participants recommended that the LAP TOR clearly specify the essential skills to be offered by potential partners or service providers. Respondents/participants indicated that the skills provided to beneficiaries should enable them to choose between formal employment or pursue business development. A comprehensive evaluation of demographics is required to determine which skills are more crucial in rural regions and which are vital for urban areas. Job seekers ought to have the chance to select the programme they wish to join, rather than allowing service providers to choose and

impose the programme to be presented. Respondents/Participants indicated that the execution of the employability programme should be directed and shaped by the limited skills highlighted by the labour market.

5.4.3.2 The internal and external stakeholders to be involved in the implementation of the Employability Programme within DEL

Both internal and external stakeholders are essential for the success of any programme within the organisation. Study participants indicated that for the implementation of the employability programme at DEL, internal stakeholders must include DEL employees, managers, UIF Board, and LAP National Adjudication Committee (LNAC). Participants indicated that the external stakeholders should include programme beneficiaries, providers of services, communities, and employers. The internal stakeholders, including LAP, PES, and UIF, were viewed as a crucial element in the execution of the employability programme. The majority of respondents suggested that the execution of the employability programme should involve stakeholders like NEDLAC, businesses, the ILO, Community Based Organisations, and academia, as these participants offer varied perspectives, resources, and connections that can improve the significance, extent, and effectiveness of the employability programme's execution. The Labour Unions were seen as the primary external stakeholders crucial for promoting beneficiaries' and workers' rights and guaranteeing equitable employment practices throughout programme execution. Some internal stakeholders, respondents asked for Inspection and Enforcement Services to be involved in project adjudication processes to eliminate any opportunists who submit proposals intending to deceive the department. The participation of Inspection and Enforcement Services will further guarantee that training facilities are appropriate and compliant with the Occupational Health Safety Act 1993. The execution of the employability programme must involve Universities, TVET Colleges, and pertinent academics who can comprehend and help articulate the idea of Employability or Job creation.

The SITAs and QTCO are expected to offer appropriate guidance regarding the correct standards that govern training programmes. The research emphasised that the LMIS should be included among internal stakeholders during the rollout of the employability programme since they will offer comprehensive insights regarding

current labour force statistics within DEL. Traditional leaders like chieftaincy, induna, and tribal authorities must be included as external stakeholders to provide land for agricultural and ED initiatives. The DEL employee suggested that the employability programme's implementation should incorporate Local Municipalities and Ward Councillors to coordinate and eliminate any social barriers that might obstruct the meaningful implementation of the programme.

5.4.3.3 Actions to be taken to enhance the implementation of the employability programme within UIF/DEL

It was very crucial for the researcher to obtain employees views that will enhance the implementation of the employability programme and ensuring that the programme meet desired outcome and maximising the impact. During the study, it was noted that respondents/participants believed that that a properly executed programme results in enhanced communication, improved resource management, heightened accountability, and more efficient workflows. Study participants/respondents asserted that for the employability programme to effectively impact job creation, it needs to be more aligned with labour market needs, offer post-training assistance, and foster a stronger collaboration with employers and different industry sectors. Respondents/participants consider it essential for DEL/UIF to implement a uniform monitoring and evaluation system to assess if the programme is achieving its intended goals. Participants recommended that the employability programme be overseen by a skilled management firm that will supervise all service providers, offer assistance, and guarantee that no service provider fails. This method will enhance accountability, efficiency, and project results, reducing the chances of delays or improper use of resources. DEL must establish effective systems to enhance the turnaround times for processing and completing applications or proposals from interested parties. Participants suggested that DEL create and carry out SOP to offer instructions regarding process flows and the efficient use of resources.

The DEL/UIF must establish the advisory committee and engage employers during the programme's initiation and planning stages to guarantee that the implementation of the employability programme aligns with the skills needed by employers. The Employability Programme must establish a project/programme steering committee to lead, monitor, and ensure that the programme aligns with the strategic goals of DEL

and/or UIF. The formulation and involvement of the steering committee will provide a high-level oversight, make critical decisions, and helps resolve issues that the project team cannot handle alone, ultimately contributing to project success. Participants/respondents suggested that UIF should hire more employees in the LAP section to guarantee effective management and oversight of the Employability Programme. The implementation of the Employability Programme within DEL must focus on including unemployed graduates by providing them with job opportunities and work experience. The study encouraged that the rollout of the employability programme be strengthened in rural regions where a significant number of job seekers greatly require these initiatives.

5.5 SYNTHESIS OF RESEACH RESULTS ON THE IMPLEMENTATION OF EMPLOYABILITY PROGRAMME AS A MECHANISM FOR JOB CREATION WITHIN DEL

The synthesis of results entailed merging insights from various responses to develop a broader comprehension of a research subject (Anderson, 2019). Given this study, the synthesis was conducted using narrative synthesis to illustrate the relationships between the responses. The stages of concerns among employees regarding the implementation of the employability programme within DEL were not consistent. The stages of concerns were not distinct, separate, and easily recognisable units or elements that can be differentiated from each other. Employees' levels of concern can vary; for instance, there have been cases where a participant made contradictory statements regarding the same category/research area. Certain respondents held a negative perception, while other participants had a positive view on the same theme being discussed during the interview, regarding the implementation of the Employability Programme as a means for job creation within DL. The Concerns-Based Adoption Model is not strictly defined or divided; rather, it illustrates a continuum or gradual advancement of concerns as individuals encounter and embrace new practices. The stages are not separate, independent components but instead overlapping and interconnected phases within a broader process (Vaughan, 2021).

5.6 ANALYTICAL DISCUSSION ON STAGES OF CONCERN

The employees' feedback regarding the implementation of the employability programme as a tool for job creation within DEL was evaluated using the Concerns-

Based Adoption Model. Following an evaluation of employees' understanding of the Employability Programme's implementation within DEL, the researcher noted that 85% participants were knowledgeable about how the programme was being implemented, while at least 15% respondents had only limited awareness. Regarding the rationale behind the adoption of the employability programme in DEL, most participants/employees understood their assigned duties and responsibilities pertaining to the execution of the employability programme as a strategy for generating employment within DEL. The employability programme was clearly outlined as a UIF initiative aimed at decreasing unemployment and poverty through collaborations with the private sector and various government organisations to promote job creation. Participants were firm in stating that the employability programme aims to facilitate skills development for beneficiaries, focusing on market-relevant competencies that improve their prospects of obtaining employment. Workers acknowledged that during the change from DoL to DEL, the emphasis was placed on creating jobs and ensuring employment for both employed and unemployed beneficiaries, who need to be equipped with skills to secure lasting employment. The implementation of the employability programme aims to equip beneficiaries for not only re-employment but also to create ED initiatives that inspire job seekers to become employers instead of employees, allowing them to enter the mainstream economy and strengthen the small micro enterprise sector.

Participants were firm in their belief that following the initiation of the employability programme, young individuals and jobseekers will gain crucial skills needed to bridge the skills gap and assist the unemployed in meeting the requirements of the job markets. It was evident that most employees were confident that the implementation of the employability programme aligns with DEL's vision and mission, which is to promote employment, enforce labour legislation and to strive for a labour market which is conducive to investment, economic growth, employment creation and decent work. The survey was able to uncover that the execution of the employability programme not only aids individual livelihoods but also advances wider national objectives related to social and economic development. The study approved that it was crucial for the DEL to execute the employability programme as a custodian of meaningful work opportunities in South Africa, mandated by the Unemployment Insurance Act 51 of 2002 to alleviate unemployment and foster economic stability in the country.

Cognisance is also drawn to the fact that the execution of the of the Employability Programme will create inclusive routes for learning and job access throughout the economy, while also encouraging collaborative approaches to unemployment through practical measures and ultimately tackling the disconnect between demand and supply in the labour market. The enactment of the employability programme will prepare jobseekers and furnish proof of the abilities required to thrive in their future careers, while also readying vulnerable groups for potential employment in the job market. It is anticipated that jobseekers become proficient, self-assured, and informed about chasing opportunities informed by acquired knowledge. The correct execution of this Programme will lead to transformation, development, sustainability, and transferable skills that will enhance the experience of job seekers, and upon finishing the programme, work-seekers will either find jobs and/or start their own businesses. The above results will positively impact South Africa's economic development and, over time, improve contributions to the UIF due to greater participation in the labour market. The programme's beneficiaries will acquire a strong array of modern skills suited to the requirements of today's evolving job market, which includes industry-related technical abilities, essential soft skills like problem-solving and communication, and real-world experience via practical training sessions.

The research highlighted that this all-encompassing strategy ensures that job hunters are not only prepared but also completely empowered to obtain improved job prospects within their existing fields or transition into high-demand, critical, scarce, and specialised areas, and beyond. The study also ascertained that during and after the execution of the employability programme, participants will show an enhanced employability profile by acquiring in-demand skill sets that position them as strong contenders for positions in emerging and specialised markets. It is beyond doubt that implementation of the employability programme will foster long-term career resilience, allowing beneficiaries to adjust to changing industry trends and technologies, make significant contributions to economic growth, and possibly explore entrepreneurial opportunities in their fields. Additionally, by aligning education with local labour demands, the programme will produce observable outcomes, including improved employment rates, diminished skill shortages in essential industries, and increased socio-economic advancement for participants, ultimately generating a ripple effect of wealth in their communities. In terms of employees' perception and understanding on

the implementation of the employability programme within DEL, some respondents stated that the implementation of the Employability Programmes within DEL have not yet shown distinct advantages for job creation in their present format. According to the (QLFSQ3, 2024) the rate of joblessness in the Republic of South Africa continues to be elevated, even with significant investment in training programmes. In contrast to the previous assertion, numerous employees were firm in their belief that introducing the employability programme aligns with national objectives to eliminate poverty, inequality, and unemployment, thus fostering economic stability by 2030 by delivering essential technical skills vital for the growth of South Africa's economy. While evaluating the advantages of introducing the employability programme within DEL, it was acknowledged that some employees have never encountered any success stories since the programme began. Conversely, several employees claim that the execution of the employability programme supports vulnerable groups by fostering skills development, enhancing economic empowerment, and promoting self-sufficiency. It was observed that numerous employees were confident that the implementation of the employability programme will lower the rates of unemployment and poverty, which in turn will alleviate social issues like crime, teenage pregnancy, and substance abuse, and several individuals will be able to recognise various areas that can be investigated and also encourage the notion of becoming employers themselves.

Dissimilarity to the, other employees claimed that the success rate of the Employability Programme is too minimal to make a notable impact on job creation, and some employees believed that the employability programme serves more as training for the unemployed rather than as a job creation initiative. Therefore, the redesigning of the employability programme was suggested to generate jobs via industrialisation and infrastructure funding initiatives, which could yield better outcomes than the existing model. While identifying factors hindering the implementation of the employability programme in DEL, employees revealed that the absence of strategic guidance and consistency from top management impacts the execution of the employability programme within DEL, and these ongoing shifts in leadership positions, like that of the Director-General, lead to fluctuating priorities and evolving goals of the programme. Political interference was identified as a factor undermining the objectivity and sustainability in executing the employability programme. Employees felt that decisions could occasionally be swayed by political motives instead of being driven by

the evidence-based requirements of the programme's objectives. During the study, it became evident that DEL lacks a specific governance framework designed to oversee, monitor performance, and guarantee accountability in the implementation of the employability programme. The absence of an impact assessment system to evaluate if the programme provides value for money or meets its goals was reflected as a major obstacle to the implementation of the employability programme. It was uncovered that the lack of consequence management diminishes accountability, permitting underperformance and non-compliance to remain unaddressed, ultimately undermining the programme's credibility and effectiveness. The absence of policies and procedures directing the overall execution of the employability programme is undermining the programme's effectiveness. Training locations distant from the beneficiaries' residential areas also disrupt the programme. Service providers ought to avoid providing skill and learnership programmes that lack demand in the labour market. Holds in finalising and distributing the Funding Agreement is a significant problem undermining the impact of the employability programme. The inadequate tracking or assessment after the execution of the employability programme regarding the total funds used to evaluate the programme's impact and the return on investment is hindering the sustainability of the employability programme. The idea of 70/30 splits were recognised as a factor obstructing the programme since most job seekers in communities are individuals who have never worked before. The lack of rigorous due diligence permits dishonest and corrupt actions by service providers during the programme's execution, and tackling these issues demands enhanced governance, stakeholder cooperation, and strong monitoring systems.

Throughout the research, it became evident that the prohibition on companies or employers directing the essential skills to be emphasised during the implementation of the employability programme negatively impacts the effectiveness of the programme. Throughout the examination of the vital skills necessary for upskilling and reskilling the programme beneficiaries, it was advised that a combination of technical and soft skills be incorporated in accordance with current labour market needs to enhance the job opportunities for job seekers. Employees suggested that the Employability intensify trainings in the sectors such as: (i) Aviation, Maritime & Renewable Energy (ii) Mixed Agriculture combined with Building and Civil Engineering (iii) The Township Economy (iv) Digital Competencies: Moreover, employees

collectively recommended that DEL persistently engage in research to identify essential skills and characteristics pertinent to the current labour market, which will also aid in comprehending the primary causes of job losses and business closures. Employees proposed that the LAP TOR clearly outline the essential skills required from potential partners or service providers. It also taken that skills to be provided to programme beneficiaries be those that will allow them to achieve formal employment or engage in ED. The survey emphasised the need for the LAP to perform a detailed evaluation of demographics to identify the skills required in rural areas and those suitable for urban environments. Concerning the internal stakeholders to be incorporated in the employability programme LAP, PES, and UIF were recommended as the basic components of the programme, whilst external stakeholders should include NEDLAC, business entities, the ILO, community-based organisations, and academia, as these groups offer varied perspectives, resources, and networks that can improve the significance, scope, and effectiveness of the Employability Programme's implementation. It is significant that the implementation of the Employability Programme incorporates industry leaders, educational and training institutions, non-governmental organisations (NGOs), community organisations, labour unions, and other essential stakeholders, since a robust collaboration with these stakeholders are crucial for customising programmes to industry requirements, guaranteeing sustainable employment opportunities, and catering to the varied needs of underprivileged groups. There is no doubt that the participation of industry leaders will offer perspectives on market trends and skill needs, while educational and training institutions can create and implement specialised training programmes.

The Inspection and Enforcement Services was identified as an essential aspect of the programme during all project adjudication processes to eradicate any opportunists who submit proposals aimed at deceiving the department. The involvement of the Inspection and Enforcement Services will guarantee that training facilities are conducive and in compliance with the Occupational Health Safety Act. Entities such as SEDA and NYDA were deemed as a fundamental part of the employability programme since they focus on business skills that could help some UIF beneficiaries launch their own businesses and create more job opportunities for others. The incorporation of SITAs and QTCO will assist with guidance on the appropriate standards governing trainings. Throughout the survey there was uniform proposal for the appointment of

the proficient services provider to oversee the implementation of the employability programme, managing all service providers, providing support, and ensuring that no provider falls short. This was based on the belief that the above-mentioned method would improve accountability, efficiency, and project outcomes, minimising the likelihood of delays or misuse of resources. To achieve the goals of the employability programme, DEL must create initiatives that cater to the specific demands of industries and pertinent skills training, leverage digital platforms to improve accessibility and interaction, and evaluate the outcomes of these programmes.

5.7 CONCLUSION

Chapter 5 addressed data presentation and the analysis of research findings. The objective of this chapter was to encapsulate the gathered data. Data presentation was executed by selecting, organising, and categorising ideas and facts logically. The data presentation was executed clearly and succinctly to convey the study results. The research findings entailed scrutinising and refining the gathered data concerning the implementation of the employability programme inside DEL to uncover pertinent information. The study found that most DEL employees understand the rationale behind the implementation of the employability programme within the organisation. The programme was designed to equip beneficiaries for re-employment and create ED programmes that encourage work-seekers to become employers instead of employees. The goal is to help jobless youth and UIF beneficiaries fulfil the demands of the workforce. The implementation of the employability programme aligns with DEL's vision and mission of promoting employment, enforcing labour legislation, and striving for a labour market conducive to investment, economic growth, employment creation, and decent work. DEL staff are hopeful that the rollout of the employability programme will reduce the number of individuals staying at home, relying on others, or resorting to crime. The programme will enhance job preparedness, provide hands-on abilities, opportunities to obtain and retain jobs, and raise awareness of career paths. DEL employees believe that the employability programme will bring about transformation, development, support, and transferable skills that will enhance the experiences of those seeking employment. The programme will encourage job seekers to adopt self-employment principles and provide an enhanced employability profile by mastering in-demand skill sets. The following chapter will include research findings, conclusions, and recommendations. Chapter 6 presents an overview of the

findings, correlating them with the research questions and objectives. Chapter 6 will address conclusions, defined as interpretations or assumptions generated from the facts. The next chapter will give practical recommendations derived from the results and conclusions. Chapter 6 aims to enhance decision-making and propose solutions to the issues identified in the execution of the employability programme as a job development instrument within DEL in the KZN Province.

CHAPTER 6

RESEARCH FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

Chapter 5 discussed data presentation and the analysis of research findings. The aim of Chapter 5 was to summarise the data collected. Data presentation was performed through selecting, organising and grouping ideas and evidence in a logical way. Data presentation was done concisely to communicate the research findings. The analysis of the research results involved examining and moulding collected data regarding the implementation of the employability programme within DEL to discover relevant information. Data analysis enabled the researcher to draw conclusions and provide recommendations for the enhancement in the implementation of the employability programme within DEL. Chapter 6 discusses findings, conclusion and recommendations of the study. Findings were based on the data collected and provide information relating to the research objectives of the study. This chapter presents recommendations based on the findings and conclusion. Recommendations are intended to guide decision-making and propose ways to address issues identified pertaining the implementation of employability programme as a mechanism for job creation within DEL in the KZN Province.

6.2 SUMMARY OF THE RESEARCH CHAPTERS

Chapter 1: The first chapter of this study presented a conceptual overview of the research, elucidating the context and justification for the research project. Chapter 1 delineates the problem statement based on the research topic linked with the area of the study within DEL. The first chapter explicitly outlined the research aim and specified the objectives of the study. Chapter 1 also entailed the research question, the research hypothesis, and the proposition. Furthermore, the chapter elucidated the logic and justification for the research. Chapter 1 of this dissertation demonstrated that DEL is implementing the LAP as a partnership between the public and private sectors to generate jobs while facilitating the integration or reintegration of unemployed persons into the labour market.

Chapter 2: Chapter 2 of the study discussed the literature review relevant to the research. The second chapter highlighted the current and prior research relevant to

this study. Chapter 2 further demonstrated the multiple aspects of the employability programme as a method for creating work chances. Chapter 2 provided an academic foundation for Public Administration, highlighted its roles and responsibilities. This chapter emphasised the importance of implementing an employability programme for job creation within DEL. This second chapter further examined the relationship between Public Administration and Employability Programmes, highlighted the connection between equity and efficiency. This chapter demonstrated that the idea of promoting entrepreneurship among job seekers provides additional employment options and contributes to job creation. This chapter also provided a chronological basis for the advancement of Public Administration. This chapter enhanced the existing knowledge of employability programmes within the Public Administration faculty and served as a reference and a resource for future researchers.

Chapter 3: The third chapter of this dissertation covered the legal and frameworks for policy that enable the implementation of employability programme, within DEL and globally. Chapter 3 provided a comprehensive insights and guidance for the proper implementation of employability programmes as a crucial element of job development. This chapter elucidated on legal frameworks and policy execution in South Africa by outlining guidelines for the effective and efficient implementation of employability efforts. Chapter 3 of this study highlighted a significance correlation between the two legislative frameworks that is Public Employment Service Act of 2014 and Section 48 of the UI Act No. 63 of 2001, which require the UIF Board to advise the DEL Minister on the execution of the LAP designed to reintegrate unemployed UIF beneficiaries and job seekers into the workforce.

Chapter 4: Chapter 4 of the study discussed the International Best Practices for employability programmes, highlighted successful strategies and techniques. This chapter further emphasised the need for a comprehensive understanding of the issue, particularly the global unemployment crisis. Chapter 4 demonstrated that addressing employability challenges requires equitable labour practices in line with international standards, implemented through the international legal framework, to ensure a stable job market for both workers and employers.

Chapter 5 addressed data presentation and the analysis of research findings. The objective of this chapter is to encapsulate the gathered data. Data presentation is executed by selecting, organising, and categorising ideas and facts logically. The data presentation is executed clearly and succinctly to convey the study results. The study of the research findings entails scrutinising and refining the gathered data concerning the execution of the employability programme inside DEL to uncover pertinent information. Data analysis aids the researcher in drawing findings and offering recommendations to improve the execution of the employability programme within DEL.

Chapter 5: Chapter 5 covered data presentation and the analysis of research findings. This chapter further summarised the obtained data. The presentation of data was conducted through the selection, organisation, and categorisation of concepts and facts in a logical manner. Chapter 5 revealed that the majority of DEL employees comprehend the reasoning for the adoption of the employability programme within DEL. This chapter demonstrated that the programme was created to prepare beneficiaries for re-employment and establish ED initiatives that motivate job searchers to become employers rather than employees. Chapter five confirmed that the implementation of the employability programme will facilitate transformation, development, support, and transferable skills, while enriching the experiences of job seekers.

Chapter 6: Chapter 6 discusses findings, recommendations and conclusion. Chapter six present a summary of the findings linking them with the research questions and objectives. Findings as per Chapter 6 indicated that the employability programme was established to address the significant and rising unemployment levels in the nation, worsened by inequality and a limited economy. This chapter discovered that the implementation of the employability programme is in alignment with Section 48 of the UI Act No. 63 of 2001 which recommends that the Minister of DEL implement Labour Activation. Chapter 6 of the dissertation revealed that addressing employability challenges requires equitable labour practices in line with international standards, implemented through the international legal framework, to ensure a stable job market for both workers and employers.

6.3 RESEARCH FINDINGS

The primary purpose of the study was to examine, evaluate, and make recommendations on the implementation of the employability programme as a mechanism for job creation within DEL. A qualitative approach was utilised during the survey among DEL employees in the KZN Provincial Office. The survey targeted 24 respondents as a sample (n), comprising 10 from PES, three from LAP, and 11 from UIF within the DEL – KZN Provincial Office. A significant connection between this study and the functions of public administration was identified, since public administration is considered crucial to mitigate inequalities, poverty, and joblessness by the implementation of policies and initiatives collaboratively developed with social stakeholders to enhance economic efficiency and productivity. It is also emphasised that the role of Public Administration through DEL is vital in sustaining and stimulating job creation by reallocating and prioritising funding for the implementation of the employability programme.

6.3.1 Theme 1: Employees' Awareness about the Implementation of the Employability Programme within DEL

Findings indicated that the employability programme was established to address the significant and rising unemployment levels in the nation, worsened by inequality and a limited economy. The consciousness of respondents/participants about the importance of raising awareness were in line with Saxena (2018), who discovered that raising awareness about a concept or undertaking is crucial because it informs employees, the public, foster understanding and lead to active participation and informed decision, which ultimately contributing to positive change and achieving desired outcomes. The research finding was deemed aligned with chapter one of this dissertation which indicated that when the Department of Labour (DoL) was renamed the DEL, the focus shifted to job creation and guaranteed employment for both employed and unemployed beneficiaries, ensuring they are provided with skills necessary for securing sustainable jobs. Results indicated that the employability programme was implemented as a tool aimed at preparing beneficiaries not just for re-employment but also to establish ED initiatives that motivate job seekers to become employers rather than employees, enabling their entry into the mainstream economy and bolstering the small micro enterprise sector. Findings emanating from the research were in alignment with Section 48 of the UI Act No. 63 of 2001 mentioned in

the legislative frameworks governing the implementation of the Employability Programme in chapter three, which recommends that the Minister of DEL implement the LAP aimed at reintegrating unemployed UIF beneficiaries into the workforce. The research identified the employability programme as a UIF initiative aimed at reducing unemployment and poverty through collaborations with the private sector and various government institutions to generate jobs. The findings emanating from the research revealed that the idea was that the UIF provides funding to entities that are having opportunities through training or reskilling beneficiaries in order to re-enter the job market, and once trainings are completed beneficiaries are placed into employment. The results of the survey underscored that the Employability Programme aims to ensure that young individuals and all jobseekers gain crucial skills needed to bridge the skills gap and assist unemployed youth and UIF recipients in meeting the workforce requirements. This encompasses equipping them with necessary skills, boosting their confidence, and establishing support systems to enhance their opportunities of obtaining and retaining jobs. It is a collection of actions aimed at improving individuals' abilities, understanding, and qualities to increase their employability.

6.3.2 Theme 2: Employee's Perception on the Implementation of Employability Programme within DEL

Findings demonstrated that the implementation of the employability programme aligns with DEL's vision and mission mentioned in chapter one, which is to promote employment, enforce labour legislation and to strive for a labour market which is conducive to investment, economic growth, employment creation and decent work. Results showed that DEL plays a vital role in enabling access to opportunities for individuals who are unemployed or at risk of prolonged exclusion from the job market; thus, by promoting key initiatives like the employability programme, DEL places itself at the leading edge of efforts to create employment (DEL, 2022). Throughout the study, it was evident that executing the employability programme not only aids individual livelihoods but also assists in achieving wider national objectives for social and economic development. Participants expressed that it was crucial for DEL to execute the employability programme as a steward of maintaining significant job opportunities in South Africa, required by the Unemployment Insurance Act 51 of 2002 to alleviate unemployment and foster economic stability in the country. The study

showed that DEL employees are highly confident that the employability programme will tackle unemployment by equipping individuals with job-related skills and training for accessing employment opportunities, while also fostering economic growth as it enhances the pool of skilled labour, thereby drawing investments and encouraging business development (Section 32 of the Employment Services Act No. 4 of 2014). This all-encompassing strategy ensures that job seekers are not only prepared but also fully enabled to obtain better employment prospects within their existing fields or transition into high-demand, crucial, rare, and specialised sectors, and more. Results indicated that the execution of the employability programme will enhance the employability profiles of beneficiaries by developing in-demand skills, thereby positioning them as strong contenders for positions in emerging and specialised markets. The findings of the study revealed that the application of the employability programme will cultivate lasting career resilience, allowing participants to adjust to changing industry trends and technologies, make significant contributions to economic growth, and possibly engage in entrepreneurial opportunities within their fields. Additionally, by synchronising training with local workforce demands, the initiative aims to produce quantifiable outcomes, including increased employment rates, narrowed skills gaps in vital areas, and improved socio-economic mobility for participants, ultimately generating a cascading effect of prosperity in their communities, mentioned by Quarterly Labour Force Survey Q3, (2024) in chapter one of this dissertation.

The research indicated that the implementation of the employability programme is aligned with national objectives to eliminate poverty, inequality, and unemployment, thereby fostering economic stability by 2030, by providing the essential technical skills vital for South Africa's economic growth. The research highlighted that some of DEL employees stated they have never encountered any success stories related to the implementation of the employability programme or aftermath. During the study some DEL employees also argued that the success rate is insufficient to make a meaningful impact on job creation. Findings surfaced that the implementation of the employability programme focuses more on training the unemployed than on creating jobs. DEL employees assert that the programme needs a redesign to generate jobs via industrialisation and infrastructure funding initiatives that could yield superior outcomes compared to the existing model. Contrary to the above findings, some results attested that the implementation of the employability programme effectively

enables beneficiaries to obtain market-relevant qualifications and broaden employment opportunities, allowing them to contribute back to UIF. Findings firmly indicated that the implementation of the employability programme lowers unemployment rates, diminishes poverty, and consequently alleviates social issues such as crime, teenage pregnancy, and substance abuse. Results revealed that the absence of strategic guidance and consistency from executive leadership poses a significant obstacle to the execution of the employability programme within DEL. Results indicated that political interference hinders the objective and sustainable implementation of the employability programme, as decisions are swayed by political interests instead of data-driven needs or programme objectives. The research found a significant absence of a specific governance framework to oversee, track performance, and guarantee accountability in programme implementation. The study demonstrated that addressing employability challenges requires equitable labour practices in line with international standards, implemented through the international legal framework, to ensure a stable job market for both workers and employers. The study demonstrated the need for ED rather than focusing on formal employment, which is aligned with International Best Practice of Angola (Chapter 4) which emphasise that the idea promoting entrepreneurship among job seekers provides additional employment options and contributes to job creation.

6.3.3 Theme 3: Employee's Recommendations to Enhance the Implementation of Employability Programme within DEL

Findings revealed that DEL employees asserted the success rate of the employability programme is insufficient to effectuate significant job creation; consequently, they perceived the programme as primarily a training initiative for the unemployed rather than a job creation strategy. Therefore, respondents/DEL employees, proposed that the employability programme be restructured to create employment through industrialisation and infrastructure financing projects, potentially resulting in superior outcomes compared to the current model. The limitation on enterprises or employers specifying the key skills to be prioritised in the implementation of the employability programme adversely affects the programme's effectiveness. The assessment of essential skills for upskilling and reskilling programme recipients recommended the integration of both technical and soft skills, aligned with contemporary labour market demands, to improve career prospects for seekers (The National Business Initiative

(2017). Employees recommended that Employability enhance training in the following sectors: (i) Aviation, Maritime, and Renewable Energy; (ii) Mixed Agriculture integrated with Building and Civil Engineering; (iii) The Township Economy; (iv) Digital Competencies. Furthermore, employees unanimously advised that DEL consistently do research to ascertain critical skills and attributes relevant to the contemporary labour market, which would also facilitate an understanding of the major factors contributing to job losses and firm closures. Employees suggested that the LAP TOR explicitly delineate the requisite competencies expected from prospective partners or service providers. It is also essential that the skills supplied to programme participants enable them to secure formal employment or pursue entrepreneurial growth. The study highlighted the necessity for LAPs to conduct a comprehensive assessment of demographics to ascertain the skills needed in rural regions and those appropriate for urban settings. Regarding the internal stakeholders to be included in the employability programme, LAP, PES, and UIF were identified as fundamental components, while external stakeholders should encompass NEDLAC, business entities, the ILO, community-based organisations, and academia, as these entities provide diverse perspectives, resources, and networks that can enhance the significance, scope, and efficacy of the employability programme's execution.

The implementation of the employability programme is significant as it involves industry leaders, educational and training institutions, NGOs, community organisations, labour unions, and other vital stakeholders. A strong collaboration with these entities is essential for tailoring programmes to industry demands, ensuring sustainable employment opportunities, and addressing the diverse needs of disadvantaged groups. The involvement of industry experts will provide insights into market trends and skill requirements, while educational and training institutions can develop and execute customised training programmes. The Inspection and Enforcement Services were recognised as a crucial component of the programme throughout all project evaluation stages to eliminate any opportunists submitting deceptive bids to the department. The participation of the Inspection and Enforcement Services will ensure that training facilities are compliant with the Occupational Health and Safety Act. Organisations like SEDA and NYDA are considered essential components of the employability programme, as they emphasise business skills that may assist certain UIF recipients in establishing their own enterprises and generating

additional employment chances for others. The integration of SITAs and QTCO will provide direction on the relevant standards regulating training programmes. The survey consistently advocated for the nomination of a qualified service provider to supervise the execution of the employability programme, manage all service providers, offer support, and guarantee that no provider underperforms. This was predicated on the belief that the aforementioned strategy would enhance accountability, efficiency, and project outcomes, hence reducing the probability of delays or resource misappropriation. To fulfil the objectives of the employability programme, DEL must develop initiatives that address the unique requirements of industries and relevant skills training, utilise digital platforms to enhance accessibility and engagement, and assess the results of these programmes.

6.4 RECOMMENDATION

As previously stated, the primary aim of the study was to examine, evaluate and make recommendations on the implementation of the employability programme as mechanism for job creation within DEL. The purpose of recommendations in this study was to provide actionable advice and guidance derived from the research findings, serving to direct future research, inform decision-makers in order to enhance the implementation of the employability programme within DEL/UIF (Thomas, 2020).

6.4.1 Recommendation 1: Employees' Awareness about the Implementation of the Employability Programme within the Department of Employment and Labour

The study recommends that to improve awareness of the employability programme's implementation, DEL/UIF should arrange sessions to orient and inform employers/employees about the reasons for launching the programme. It was recommended that the LAP be decentralised across the district Labour Centres rather than centralised in the National and Provincial Office, since the decentralisation of LAP will enhance the engagement and involvement of both internal and external stakeholders, including beneficiaries at the community level. The Annual Strategic Plans for PES and UIF should include other DEL divisions to provide them the chance to understand and learn about the ideas and reasons for implementing employability within DEL/UIF. The study recommended the UIF, LAP, and PES section enhance advocacy campaigns to promote and educate people about LAP's programme, particularly the employability programme. In order to raise awareness on the

implementation of the employability programme, the study recommended that DEL establish communication strategies like internal marketing initiatives that include targeted campaigns to inform employees about the programme's goals, advantages, and implementation strategies, provide routine updates and progress reports by sharing success stories, data, and insights through various communication mediums such as newsletters and town hall meetings, and ultimately develop a dedicated website or portal to disseminate information, resources, and updates regarding the employability programme to both the public and all departmental employees.

6.4.2 Recommendation 2: The Employee's Perception on the Implementation of the Employability Programme within the DEL.

The study recommends that the implementation of the employability programme be aligned with the national objectives to eliminate poverty, inequality, and unemployment, to support economic stability by 2030, by providing essential technical skills crucial for the growth of South Africa's economy in accordance with the vision (2030) stated in chapter two of this dissertation. The study recommends that the employability challenges be addresses through equitable labour practices which in line with international standards, implemented through the international legal framework, to ensure a stable job market for both workers and employers. The study demonstrated the need for ED rather than focusing on formal employment, which is aligned with International Best Practice of Angola (Chapter four) emphasising the idea of promoting entrepreneurship among job seekers which subsequently provides additional employment options and contributes to job creation. The study recommended that the implementation of the employability programme be tally with expanded responsibilities of the DEL, as detailed in its five-year Strategic Plan for 2021 – 2025, encompass a shift from directing the job market to focusing on employment generation and the synchronisation of job creation initiatives across governments and its divisions. programme, through collaboration with private entities to create jobs while facilitating the integration of unemployed individuals into the workforce. The study recommended that the execution of the employability programme within DEL be in accordance with Public Finance Management Act 1 of 1999, that regulates financial management within the national and provincial government to ensure financial discipline, accountability, and efficiency in the use of public resources. The study recommended that the execution of the employability

programme offer the chances to gain new skills for the unemployed, along with access to financial support (stipend) for personal and household management, which will also help in tackling the threefold challenges confronting the nation, namely poverty, unemployment, and inequality. The research revealed that several DEL employees argued that the success rate of the employability programme is insufficient to have a meaningful impact on job creation, suggesting that the programme serves more as training for the unemployed rather than as an actual job creation initiative. Thus, DEL employee's recommended that the employability programme be re-structured to generate employment via industrialisation and infrastructure investment initiatives that can yield improved outcomes compared to the existing model.

The study recommended that DEL/UIF have a specific governance framework for oversight, performance monitoring, and accountability in programme execution, along with the mechanism to assess the programme's impact, value for money, or its success in reaching intended goals. The study suggested a dire need of human resources and relevant skills among LAP officials, especially in project management, contract management, financial management, and stakeholder engagement. During the study it was highly recommended that DEL's develop modern digital systems to manage the programme, especially considering the multi-million-rand budget assigned to these LAP programmes that function without technological progress, which presents a major threat to their efficiency and integrity. The study recommended that DEL/UIF put in place consequence management in order to maintain accountability, preventing further loss, ensuring good governance, and reinforcing a culture of responsibility by addressing poor performance and misconduct. There should be adequate tracking or assessment after the rollout of the employability programme regarding the total funds used to evaluate the programme's impact and the value gained from the expenditure. This study is in alignment with the legislative and policy frameworks stated in chapter three of this dissertation which recommends the strengthening of extensive regulatory structure and policy fulfilment in South Africa by outlining guidelines for the successful and effective execution of employability initiatives.

6.4.3 Recommendation: 3 Employee's Recommendations to Enhance the Implementation of Employability Programme within DEL

The implementation of the employability programmes should align both technical and soft skills with current labour market needs to enhance job opportunities for women, unemployed youth, and underprivileged UIF beneficiaries. The study also suggested that DEL should persistently engage in research to identify essential skills and characteristics pertinent to the current job market, which will aid in comprehending the primary causes of job losses and business closures. DEL employees suggested that the implementation of the employability programme involve areas such as Training and Development to offer valuable insights regarding essential skills required in the job market. It was strongly advised that employers or companies intending to hire programme beneficiaries after training should determine the specific skills to be provided. The LAP TOR should clearly outline the essential skills to be provided by prospective partners or service providers. It is essential that LAP carryout a thorough evaluation to determine which skills are more crucial in rural settings and which are vital in urban environments as indicated by Meth (2024) in chapter two of this dissertation. The research suggested that all job seekers should be given an opportunity or options to select the programme they wish to join, rather than allowing service providers to choose and control the programmes available. It was suggested that the rollout of the employability programme be influenced and directed by the limited skills identified by the job market. The study recommended that the Inspection and Enforcement Services (IES) be involved in project adjudication processes to remove any opportunists who submit proposals aimed at deceiving the department. The participation of the IES will help guarantee that training environments are suitable and comply with the Occupational Health Safety Act. The study praised the inclusion of the LMIS among internal stakeholders during the implementation of the employability programme, as they will offer detailed insights regarding the current labour force statistics within DEL. The survey recommended that the Traditional leaders like a Makhosi, induna, and Tribal authorities be included among external stakeholders in order to facilitate land access for agricultural activities and ED. The implementation of Employability Programme need to include Local Municipalities and Ward Councillors to coordinate and address any social barriers that might obstruct the programme's implementation. UIF/LAP is urged to implement regular monitoring and evaluation to assess if the programme is achieving its intended goals, and the

implementation of the employability programme be outsourced to a skilled management entity, which will supervise all service providers, offer assistance, and ensure that no provider fails. This method will enhance responsibility, effectiveness, and results, reducing the chances of delays or improper use of resources. It was strongly recommended that DEL create effective systems aimed at enhancing turnaround times for processing and completing applications or proposals from interested parties. DEL/UIF also need to create and execute SOP that will outline guidelines regarding process flows and the efficient use of resources. The study suggested that DEL/UIF establish the steering committee and engage employers during the programme's initiation and planning stages to guarantee that the employability programme's implementation aligns with the skills sought by employers. DEL employees believe that creating and engaging the steering committee will offer comprehensive oversight, facilitate vital decisions, and assist in solving problems that the project team is unable to manage independently, ultimately aiding in the project's success. It was recommended that UIF/LAP expand the staff count in the LAP section to guarantee effective management and oversight of the employability programme, and UIF/LAP re-evaluate the 70/30 split criteria and at least implement 50% of former UIF contributors along with 50% of non-UIF contributors, as most of the unemployed have never held a job before. The study asked for the employability programme TOR to specify essential skills that prospective service providers should emphasise while implementing these programmes.

6.5 RECOMMENDATIONS FOR FUTURE RESEARCH

The researcher declared a recommendation for future research on this study topic. The suggestion for future studies sparked by the mixture of positive and negative outcomes lead to a disconnect among the research findings. For instance, besides the widespread positive views among DEL staff regarding the implementation of the employability programme. The researcher noted that certain DEL employees dismissed any success narratives arising from the implementation of the employability programme at DEL. DEL employees also argued that the success rate is insufficient to make a meaningful impact on job creation. DEL employees determined that the implementation of the employability programme serves more as a training initiative than a job creation strategy. DEL employees believe the programme needs to be restructured to generate jobs via industrialisation and infrastructure funding initiatives

that can yield superior outcomes compared to the existing model. The second disconnection in the findings was that “some DEL employees stated that employers/ companies intending to hire programme beneficiaries after training should dictate the types of programmes and essential skills to be provided by potential service providers, while other participants suggested that programme beneficiaries should be allowed to engage in programmes of their preference. Regarding the same matter, some participants suggested that the UIF/LAP TOR should specify the essential skills and programmes to be delivered by prospective training providers, whereas others recommend that the implementation of the employability programme be informed and guided by the limited skills identified by the labour market.

6.6 CONCLUSION

The objectives of the study were to describe the rationale behind the implementation of the employability programme, explore the programme’s contribution towards job creation initiatives, examining employee’s perceptions as well as providing recommendations on the implementation of the employability programme within DEL. This study revealed a significant relationship between Public Administration and Employability Programmes and further uncovered that growth in jobs within Public administration generates a complimentary connection between the goals of equity and efficiency. This study further emphasised the essential responsibilities of public administration and its role, which were extensively examined to underscore the importance of implementing the employability programme as a tool for employment creation within DEL. This study illustrated the interconnections, impacts, and significance of expediting economic growth to improve labour absorption. The study discovered that an effective solution necessitates a comprehensive understanding of a problem, with a prominent aspect of the international unemployment issue being the predominance of youth unemployment. The study infers that DEL employees are aware of their implied role and responsibilities towards the implementation of the employability programme within the organisation. The implementation of the employability programme was concluded as a response to a huge and growing rate of unemployment in the country exacerbated by inequality, and constrained economy. The research conclude that the employability programme was designed to equip the beneficiaries not only for re-employment but also to create ED programmes that encourage work-seekers to be employers instead of employees, allowing them to

enter the mainstream economy and strengthen the small micro enterprise, space. It has become apparent that the ultimate goal of the employability programme is to make sure that young people and as well all jobseekers acquire essential skills required to close the skills gap and help jobless youth and UIF beneficiaries fulfil the demands of the work-force. Conclusion drawn that the implementation of the employability programme is in line with DEL's vision and mission which is to promote employment, enforce labour legislation and to strive for a labour market which is conducive to investment, economic growth, employment creation and decent work. The study concluded that the employability programme implementation not only aids personal livelihoods but also advances wider national objectives of social and economic progress. DEL staff are quite hopeful that the rollout of the Employability Programme will reduce the number of individuals staying at home awaiting grants or relying on others or even resorting to crime and other harmful survival methods. The study expects that following the introduction of the employability programme, most unemployed individuals will find jobs, launch their own enterprises, enhance their socio-economic status, and alleviate poverty. The programme will enhance job preparedness, equipping them with hands-on abilities, opportunities to obtain and retain jobs, heightened awareness of career paths, skill enhancement, and real-world experience for the unemployed. DEL staff concluded that the rollout of the employability programme will create inclusive routes to education and job access throughout the economy, enabling collaborative responses to unemployment through hands-on interventions, which will subsequently tackle the disconnect between demand and supply. Jobseekers will gain skills, confidence, and knowledge regarding pursuing opportunities from the information acquired during the and after the implementation of the programme. It worth noticing that DEL employees are adamant that the employability programme will bring about transformation, development, support, and transferable skills that will enhance the experiences of those seeking employment, and upon finishing the programme, beneficiaries will either find jobs or start their own businesses, which will positively impact South Africa's economic development. This all-encompassing strategy guarantees that job seekers are not just prepared but fully enabled to obtain better employment prospects within their existing fields or transition into high-demand, crucial, specialised, and rare sectors, and more. The conclusion reached is that the employability programme will be encouraged to adopt the principles of self-employment. Moreover, additional expected results reach

well beyond the temporary complexities of simple employment placement. DEL employees are highly confident that the programme beneficiaries will show an enhanced employability profile by mastering in-demand skill sets, making them competitive candidates for positions in emerging and niche markets. Besides the favourable views expressed by DEL staff concerning the execution of the employability programme. It's important to point out and conclude that certain DEL employees have never encountered any success story since the start of the employability programme. DEL employees argued that the success rate is insufficient to provide any meaningful impact on job creation. DEL employees determined that the execution of the employability programme serves more as a training intervention rather than a method for job creation.

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ANNEXURE A: DATA COLLECTION TOOL



DATA COLLECTION TOOL

RESEARCH PROJECT TITLE:

The Implementation of Employability Programme as a mechanism for job creation in the Department of Employment and Labour.

Primary Researcher : Sabelo V Mafuleka
Supervisor : Prof HM Nkwana
Faculty : College of Economic and Management Sciences
University : University of South Africa (UNISA)

Dear Research Participant,

You are invited to complete this data collection tool that will form part of my Masters' studies. The purpose of the study is to examine, evaluate and make recommendations on the implementation of the employability programme as a mechanism for job creation within the Department of Employment and Labour – KZN Provincial Office.

As a member of UIF, PES and LAP you are invited to express your view on the implementation of the employability programme as a mechanism for employment creation within DEL. To this end you are asked to answer the following questions honestly and openly. Your opinion is very important as it will assist managers at all levels in improving the implementation of this programme.

The tool consists of three sections i.e. section A, B & C. Completing the tool will take more or less 30 (Thirty) minutes of your time. Your views, concerns and opinions will be treated with the utmost confidentiality, and your participation is voluntary. For this reason, you need not identify yourself by name on this research tool. The information supplied will be used solely for research purposes and in accordance with the ethical rules of research applicable at the University of South Africa.



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www.unisa.ac.za

The Implementation of Employability Programme as a mechanism for job creation in the Department of Employment and Labour.

HOW TO COMPLETE THIS QUESTIONNAIRE?

This tool is designed to make completion as easy and as fast as possible.

Some of the questions can be answered by simply ticking boxes. The research approach is qualitative therefore the data collection tool will comprise of open-ended questions, whereby informants are expected to expand on their responses. The anonymity of all respondents will be strictly observed.

If you have any queries, please contact the researcher at:

Sabelo Mafuleka
Tel. 031 366 2248 / Cell. 073 099 7600
E-mail: Sabelo.mafuleka@labour.gov.za



SECTION A: Employees' awareness about the implementation of employability programme within the Department of Employment and Labour.

A1. How would you rate your knowledge regarding the implementation of the employability programme in the Department of Employment and Labour?

Total aware	Aware	Partial aware	Not aware at all

A2. What is your understanding about the implementation of employability programme within UIF/DEL in relation to employment creation?

A3. In your view, what actions should be taken to enhance awareness and encourage employee involvement in the implementation of the employability program at all levels within DEL?

A4. In your understanding, what does "employability programme" mean, and why is it important for the DEL to carry out this initiative?

A5. What outcomes are anticipated during and after the implementation of the employability program for job seekers?

A6. In your opinion, what factors and obstacles impede the implementation of the employability programme within the Department of Employment and Labour?



SECTION B: The employee's perception on the implementation of employability programme within the Department of Employment and Labour.

B1. In your view, how does the execution of employability programme tackle the problem of unemployment among UIF beneficiaries, jobless youth, and women?

B2. What are the benefits of implementing employability programme in relation to job creation initiatives within DEL?

SECTION C: Recommendations to enhance the implementation of employability programme within the Department of Employment and Labour.

C1. In your opinion, which employability skills are essential for upskilling and reskilling disadvantaged UIF beneficiaries, unemployed young people, and women to improve their job prospects?

C2. In your view, which internal and external stakeholders should be involved in the implementation of the employability program within DEL and why?

C3. 3. In your own understanding, what actions should be taken to enhance the implementation of the employability program within UIF/DEL.



THANK YOU FOR YOUR TIME AND RESPONSE



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ANNEXURE B: FINAL APPROVED RESEARCH ETHICS CLEARANCE – UNISA



College of Economic and Management Sciences_ERC Public Administration and Management

Date: 03/03/2025

Dear: Mr SABELO MAFULEKA

**Decision: Ethics Approval from
03/03/2025 to 02/03/2028**

Ref #: 1325

Name: Mr SABELO MAFULEKA

Student #: 50039628

Researcher: Mr SABELO MAFULEKA

267 Anton Lembede Street,

DURBAN

50039628@mylife.unisa.ac.za 0730997600

Supervisor: Prof Mapula Nkwana

Email address: nkwanm@unisa.ac.za

The Implementation of Employability Programme as a mechanism for job creation in the Department of Employment and Labour.

Qualification: Master in Public Administration

Thank you for the application for research ethics clearance by the College of Economic and Management Sciences_ERC Public Administration and Management for the above mentioned research study Ethics approval is granted for {three years}.

The {low } risk application was reviewed by College of Economic and Management Sciences_ERC Public Administration and Management and it is in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the College of Economic and Management Sciences_ERC Public Administration and Management.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.

5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after the expiry date (02/03/2028). Submission of a completed research ethics progress report will constitute an application for renewal, for Ethics Research Committee approval.

Additional Conditions

1. Disclosure of data to third parties is prohibited without explicit consent from Unisa.
2. De-identified data must be safely stored on password protected PCs.
3. Care should be taken by the researcher when publishing the results to protect the confidentiality and privacy of the university.
4. Adherence to the National Statement on Ethical Research and Publication practices, principle 7 referring to Social awareness, must be ensured: "Researchers and institutions must be sensitive to the potential impact of their research on society, marginal groups or individuals, and must consider these when weighing the benefits of the research against any harmful effects, with a view to minimising or avoiding the latter where possible." Unisa will not be liable for any failure to comply with this principle.

Note

The reference number 1325 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.

Kind regards,



Dr Promise Raseala
Chair of College of Economic and Management Sciences_ERC Public Administration and Management
E-mail: raseaps@unisa.ac.za



Prof Maelekanyo Christopher Mulaudzi
Executive Dean / By delegation from the Executive Dean of College of Economic and Management Sciences_ERC Public Administration and Management
E-mail: tshilmc@unisa.ac.za

ANNEXURE C: APPROVED PERMISSION TO CONDUCT RESEARCH WITHIN DEL

ET/18/2 08/1



Private Bag 1127, PRETORIA, 0001, Johannesburg, 210 Private Bag 1127, PRETORIA,
Tel: 012 309 7603, Fax: 012 309 4100

Enquiries: Thomas Dire
Telephone: 012 309 4186

Mr. S Mahuleka
Department of Employment and Labour
KwaZulu-Natal Provincial Office

Dear Mr Mahuleka

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE DEPARTMENT OF EMPLOYMENT AND LABOUR'S OFFICES

Your letter requesting permission to conduct research refers.

Please be advised that your request to conduct research in the Department of Employment and Labour's Offices is approved.

Please be advised that you will treat the information derived from your research in the Department for the execution of your research as completely anonymous and confidential. Furthermore, the information will not be used for the purpose of victimising the Department in any way. In addition, you must at all times be obliged to safeguard the confidential information in pursuant of your research. It must also be emphasised that no information must be used, reproduced, disclosed or disseminated to any organ of state, firm, corporation, or person, including third parties, except with the express prior consent of the Department.

Furthermore, no data may be modified or merged with any other data, use it for any purpose or do any other thing that may in any manner whatsoever, affect the integrity, security or confidentiality of such data. You are further not to permit any third party to read, copy or use the data other than may be specifically required in terms of your request.

ANNEXURE D: EDITOR'S DECLARATION



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TO WHOM IT MAY CONCERN

This serves to confirm that I have edited and proofread the dissertation entitled

**The Implementation of Employability Programme as a mechanism for job
creation in the Department of Employment and Labour**

prepared by Mr Sabelo Mafuleka, submitted in accordance with the requirements of the degree of Master of Administration in the subject of Public Administration at the University of South Africa, according to the specifications of the University, where available, and the latest standards for language editing and technical (computer-based) layout.

Editing was restricted to language usage and spelling, consistency, formatting and the style of referencing. No structural writing of any content was undertaken.

As an editor I am not responsible for detecting any content that may constitute plagiarism.

To the best of my knowledge, all references have been provided in the prescribed format.

I am not accountable for any changes made to this dissertation by the author or any other party after the date of my edit.

Electronically signed (actual signature withheld for security reasons)

MONICA BOTHA
02 December 2025

Sole Proprietor: Monica Botha

*Business Planning Corporate Systems Engineering Corporate Document Standards
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