# Gauteng Provincial Legislature

# STRAT PLAN REVIEW REPORT 2003 - 2004

Venue : Kopanong Conference Centre
Dates : 8, 9 and 10 June 2002

*Compiled by :*

# TABLE OF CONTENTS

**INTRODUCTION**

## *PART A: VISION, MISSION AND VALUES*

## *PART B: THREE YEAR STRATEGIC PLAN*

List of Strategic Objectives

Strategies, outputs, measures and monitoring mechanisms

MTEF Strategic Objectives (2003 – 2006)

SWOT – Analysis Tables

Legislature Programme No. 6: Information and Liaison Services

List of Strategic Objectives

Strategies, outputs, measures and monitoring mechanisms

MTEF Strategic Objectives (2003 – 2006)

SWOT – Analysis Tables


## PART C: 1 YEAR BUSINESS PLANS

Business Plans
- ? Speaker
- ? Provincial Secretary
- ? Parliamentary Operations Directorate
  - o Committee Support Unit
  - o Proceedings Unit
  - o Public Participation and Petitions Unit
  - o NCOP and Legal Services Unit
  - o Hansard Unit

- ? Deputy Secretary
- ? Institutional Support Services Directorate
  - o Finance Unit
  - o Human Resources Unit
  - o Procurement Unit
  - o Administration unit
- ? Information and Liaison Directorate
  - o Research Unit
  - o Public Relations Unit
  - o Information Centre Unit
- ? Operational Support Directorate
  - o IT and Technology Unit
  - o Document and Services Unit
  - o Security and Building Maintenance Unit

*PART D :*

Title

Financial Management

Performance Management

Audit Queries

Personnel

Implementation of PFMA

IT Systems

Internal Audit

Organisational Design

# GPL Strategy Review and Evaluation Report

---

# Part A : Vision, Mission and Values

---

## *Introduction*

Planning is defined in as many ways and from different perspectives as there are authorities in the fields of management.

Whilst Bateman & Zeithamel (1993) defined planning as :

*"a conscious systematic process during which*
*decisions are made about goals and activities that an*
*individual , group work units, or organisations will*
*procure in the future !"*

Strat Excell (1998) supplemented this definition by stating that …

*"Planning is a management activity of formulating*
*organisations goals and developing action programmes*
*to realise defined goals for an appropriate budget."*

It is in the light of these definitions that Gauteng Legislature had held various strategic planning sessions which formed the basis on which annual budgets were based.

This narrative report seeks to address the challenge faced by Legislatures and Executive Departments to ensure that strategic planning is developed and synchronised with the entire planning, budgeting and monitoring framework that the PFMA postulates.

## *Part A : Vision, Mission and Values*

# A.1 : Statement of Policy and Commitment by the Speaker

The Speaker of the Gauteng Provincial Legislature, as the political head of the institution, has, as in the past strategic planning sessions, delivered an elaborate speech on policy priorities.  His speech informed and guided the development of a revised strategic plan and operational plans for the year 2003/2004.

The following critical issues were identified during a de-briefing session after the speaker's keynote address.

- ? Mainstreaming of Gender and Youth issues

- ? Increasing the accountability of the Executive e.g. PFMA

- ? Developing the investigative capacity of the Committees.

- ? Ensuring that the process of public participation is fair to all stakeholders; especially in terms of their input into decision-making structures

- ? Give meaning to GPL's Vision, Mission and Values statement ; i.e. in terms of Change Management

- ? Develop a professionalised career path for the Legislative sector.

- ? Enhance the profile of the legislature.

- ? Move to a learning organisation; motivate and retain staff.

- ? Focus and adhere to good corporate governance principles.

- ? Address planning and prioritisation of Legislature business to ensure efficient execution thereof.

- ? Need to internally build capacity in order to initiate and process legislation.

- ? Increased utilisation of information systems / technology to gain "Competitive" advantage.

- ? Benchmarking "Fiscal Discipline" with similar and / or particular world-class organisations

- ? Use of technology for parliamentary processes e.g. receipt of bills; and commitment of MPL's to utilise them effectively.

- ? Total Communication strategy to position GPL as distinct from Executive Departments, other State organs and to be nearer to the public.

- ? To institutionalise the Legislatures capacity so that it can deliver on its oversight – model of PEEA.

- ? Relationship and / or alignment of GPL's Vision with the overall constitutional ideals.

? Effective integrating of the LSB and other structures in decision-making processes.

? Code of Conduct to be (possibly) extended to staff; as well as be changed into an Act of Parliament of Gauteng Province.

? Gauteng Legislature to strive to be self-reliant on key internal processes.

? Find ways to embrace Change /Change Management .

The revised institutional strategic plan and individual directorates / units operational plans, all address these critical issues at appropriate levels of the Legislature.

## A.2. Overview by the Accounting Officer

The accounting officer gave an executive summary of the strategic plan by highlighting the "Planning Cycle" as follows.
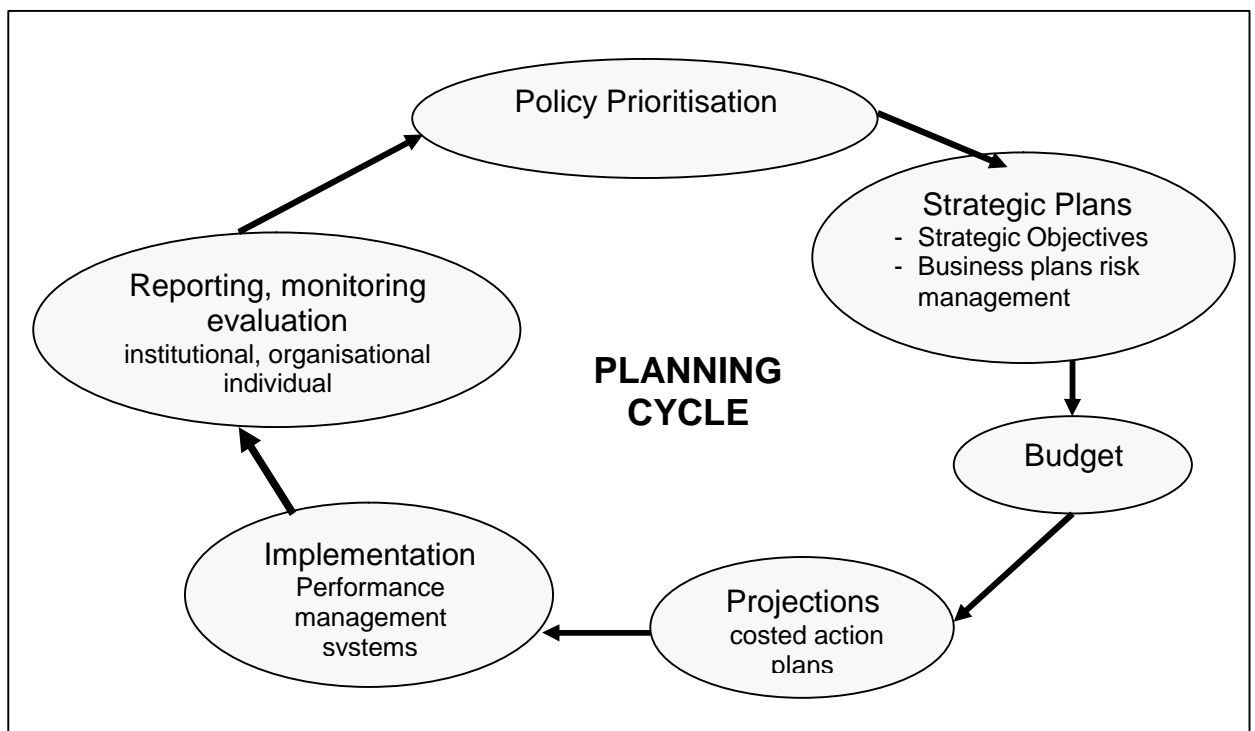
He further outlined the Strategic planning as per Treasury format as follows:

- ? Vision Statement and values
  - o Alignment of vision to mandate of GPL
  - o Understanding of the mandate
  - o Past financial performance

- ? Operational plans
  - o Assumptions for operational plans
  - o Outputs and output indicators
  - o Outcome and outcome indicators
  - o Risk management

- ? Background information or strategies
  - o IT – Financial management
  - o HRD – Policy development

These dimensions of strategic planning were supposed to be translated into plans which are consistent with the policies, political priorities and guidelines laid by the Political Head and Senior Management. These then formed the basis of the budget preparation for the year 2003/4. Thus, the budget issues were outlined as follows:

- ? End product of the strategic planning process

- ? Costing the following -
  - o Strategic objectives
  - o Operational plans

- ? Ensure linkage between the strategic plans and budget

- ? Use same information

- ? Strategic plans & budget

The budget is in addition informed by the future projections which include but not limited to the following:

- ? Strategic plans must
  - o Identify clear projects, actions plans and resources & capabilities required
  - o cost the activities, identifying cost drivers.

- ? Operational plans (business plans)
  - o Specify assumptions
  - o Action plans, resource & capabilities
  - o Cost the activities, identifying cost drivers

- ? CFO submits projections for the year

Strategic plans are just worth the paper they are written on **unless they are implemented.** The accounting officer offered the following recommendations for implementation of strategies and the budget.

- ? Translate plans into
  - o Performance agreed for management
  - o Work plans for staff, of agreed upon outputs for programmes

- ? Implementation measured & monitored against projections by line managers

- ? Monthly, quarterly reviews and feedback.

The following Monitoring, reporting and Evaluation dimensions were presented to ensure effective implementation.

- ? Meeting of the following
  - o Secretariat
  - o Directorates
  - o Units

- ? Monthly expenditure reports

- ? Quarterly reviews and reports
- ? Mid-term strategy review and adjustments

The following **challenges for success** of the institution were highlighted and thoroughly deliberated and agreed upon.

- ? Revitalising the strategic management process
- ? Fiscal discipline (enhance systems, spending and financial management )
- ? Human capital management
- ? Information systems management
- ? Policy management
- ? Operational management

This presentation has, all in all, highlighted the most important aspects of what the Legislature intends doing over the medium term.

# A.3.  Vision & Mission Statement

The Vision Statement of the Gauteng Provincial Legislature is comprised of the vision, mission and broad "strategic goals" of the institution.   The vision statement is hereunder produced as :

We, the Gauteng Legislative community, in observing our constitutional obligations, which include law making, the exercise of oversight, ensuring co-operative governance and public participation, will –

1.  Strive for and maintain a modern, dynamic Legislature in the 21$^{st}$ century, which reflects the values, aspirations and cultures of the South African people;

2.  Strive for and maintain the most competent, accessible, transparent and accountable Legislature;

3.  Foster public confidence and pride in the Legislature;

4.  Enhance government's ability to deliver;

5.  Foster ethical governance;

6.  Aim to attract and retain skilled and professional staff, recognise their roles; reward their efforts and provide a stimulating and exciting environment where people are respected and developed.

## A.4. Gauteng Legislature's Value Statement

We, believe and strive for :

1. **Moral Integrity** : Being honourable and following ethical principles;
2. **Goal orientated** : Working diligently to achieve results;
3. **Teamwork** : Being co-operative and working well with others;
4. **Courtesy** : Being polite and having respect for individual dignity;
5. **Development** : Encouraging the achievement of personal growth learning and development
6. **Economy** : Being responsible and careful in spending ;
7. **Excellence** : Continuous improvement in performance and standards;
8. **Openness** : Being sincere and candid in discussions;
9. **Participation** : Involvement of everyone in decision-making process
10. **Social equality** : No unfair discrimination, directly or indirectly against anyone on one or more grounds, including race, gender, sex, class, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.

## A.5. Legislative and other Mandates

The Gauteng Provincial Legislature is governed by section 104 – 124 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)

The origin of the Provincial Legislative power is Section 114. In exercising its legislative power the Gauteng Provincial Legislature may consider, pass, amend or reject any bill before the Legislature. It may even initiate or prepare legislation except money bills.

However the full extent, of the Gauteng Legislature's legislative responsibilities has to be understood in the context of the framework and the principles of co-operative government set out in Chapter 3 of the constitution.

Within this framework, the National Council of Provinces (NCOP) occupies a central position, as the second Chamber of South Africa's National Parliament it is a co-legislator designed to promote legislative co-operation between National Parliament and Provincial Legislature. Provincial Legislatures participate in the national process of law making by appointing special delegates to participate in committees and plenary sessions of NCOP.

The constitution also contemplates a specific relationship between Provincial Legislature and Provincial Executive. Section 142 mandates the Provincial Legislature to exercise oversight over the Executive by providing a mechanism to ensure that all provincial organs of the state in the province are accountable to it.

Provincial Legislatures are also obliged by the Constitution to conduct its business in an open manner and to facilitate public involvement in its processes. The Gauteng Provincial Legislature has set up an office with its own budget and personnel to fulfil this constitutional mandate.

## A.6. Description of status quo

P.S. This section calls for summaries of the following topics based on detailed information of Part D : Background Information viz:

? Summary of service delivery environment and challenges

? Summary of organisational environment and challenges

May we please set up an appointment to identify relevant issues in this regard.

## A.7. Description of Strategic Planning Process

## 1. Background

The Gauteng Legislature has engaged in a process of strategic planning since 1998. During the first planning session a strategic planning and management cycle was adopted. This cycle consists of three interrelated areas: namely the strategic planning component (at least two sessions), the legislative component (programme based) as well as the budget planning component.

During the latter part of 1999 the Strategic Planning and Management Cycle was initiated by hosting a series of planning sessions. The outcomes of these sessions were:

a) a new vision statement and corporate values; and
b) a fully integrated organisation strategic plan with prioritising mechanisms.

During 2000 and 2001 the adopted strategic plan was reviewed and adjusted accordingly and attempts were made to align the strategic plan with the budget planning process.

The objective of the forthcoming review sessions is to review the progress made with regard to strategic projects and plans and to further strengthen the integrated approach to an organisational development and financial planning. It is to this end that the proposals and quotations were invited form suitable organisations.

## 2. Overall Objectives

We aimed to achieve the following objectives:

? Assess progress made with regard to the adopted strategic plan.

? Ensure that necessary adjustments are made that would enable full implementation of the adopted plan.

? Developing appropriate monitoring mechanisms to ensure effective implementation

? Develop strategic documents as per PFMA requirements

? Initiate the budget process with a view to developing the organisational budget for the 2003/2004 financial year.

? Develop mechanisms and tools to ensure that the strategic plan and budget allocation reflects the priorities of the organisation to strengthen administrative and financial monitoring systems.

## 3.  Methodology

The company Strat Excell (Pty) Limited, an organisational development and transformation consultancy, was engaged to facilitate the processes outlined in the introduction.

External opportunities and threats, and internal strengths and weaknesses that are the basis of current strategies, should be continually monitored for change.  It is not whether these factors will change – but rather when they will change; and in what ways.  It is on the basis of this description that a "Strategy Evaluation Framework" (depicted in FIGURE 1) was employed to facilitate the strategy review and evaluation process.

FIGURE 1

**Action Step 1 : Review the underlaying core of the strategy**

| **1.1   SWOT Analysis** | | **1.2   Key Success Factor Analysis** |
|---|---|---|
| Prepare revised internal factor evaluation | Prepare revised external factor evaluation | Evaluate whether the KSF's for The GPL as a whole as well as for the Directorates are still Important and relevant to achieving the organization's vision. |
| Compare **with** existing internal factor evaluation | Compare with existing **external** factor evaluation | |

*Do significant differences occur?*

YES

NO

**ACTION STEP 2 : EVALUATE ORGANISATIONAL PERFORMANCE**
Compare planned to actual progress toward meeting stated objectives.

**ACTION STEP 3 :**

**Take corrective actions**

*Do significant differences occur?*

YES

NO

*(Adapted from David (1999))*

*Continue present*

**1. LEGISLATURE'S PROGRAMME NO. 1 : POLITICAL REPRESENTATION**

**1.1 List of Key Strategic Objectives (2003 / 2004).**

**1.2 Action Plans.**

**1.3 MTEF Strategic Objectives (2003 – 2006).**

**1.4 SWOT-Analysis Tables.**

P.S.   To be supplied by the Secre

Deputy Secretary and Speak

**2.      LEGISLATURE'S PROGRAMME NO. 2  :  OFFICE OF THE SECRETARY AND SP**

**2.1      List of Key Strategic Objectives (2003 / 2004).**

Strategic Objective No. 1  :     Capacity Building for the Board and Secretariat

Strategic Objective No. 2  :     Building relationships with international and national org

Strategic Objective No. 3  :     Service excellence.

Strategic Objective No. 4  :     Capacity improvement of PEBA.

**LEGISLATURE PROGRAMME NO. 2 : OFFICE OF THE SECRETARY**

**2.       STRATEGIC OBJECTIVE NO. 1 : CAPACITY BUILDING FOR THE BOARD AND SEC**

| No. | Action Steps | Output standards | Resources | Unit of measure | Timing |
|---|---|---|---|---|---|
| 1. | Organise capacity building for the Board and Secretariat. | Effective functioning of the Board and Secretariat. | ?    Time<br>?    Budget<br>?    Research<br>?    Experts | ?    Time<br>?    Quality | Quarterly |
| 2. | Organise team building exercises. | ?    Further role clarification<br>?    Effective teams at all levels | Service providers Budget | ?    Time<br>?    Quality | Q3 |

—

**LEGISLATURE PROGRAMME NO. 2 : OFFICE OF THE SECRETARY AND SPEAKER**

**3. STRATEGIC OBJECTIVE NO. 1 : BUILDING RELATIONSHIPS WITH ORGANISATIONS**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Identify funders and organisations to create relationship relevant organisations. | ? Funders identified and fund in sourced<br>? Extend the legislature's capabilities. | Time<br>Budget | Quality and quantity |
| 2. | Establish relationships and programmes of enhancement | ? Increased resources availability<br>? Access to skills, training and development opportunities. | Time<br>Budget | Quality quantity |
| 3. | Establish a systematic way of sustaining the relationships. | Well established network / relationship. | Time<br>Budget | Quality |

**LEGISLATURE PROGRAMME NO. 2 : OFFICE OF THE SECRETARY AND SPEAKER**

**4.     STRATEGIC OBJECTIVE NO. 3 : SERVICE EXCELLENCE**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Conduct customer surveys to Chairpersons at least 4 times a year. | ? Satisfied Chairpersons and Officials.<br>? Improved service delivery. | * Service providers<br>* Budget | * Time<br>* Quality |
| 2. | Conduct surveys to all MPL's at least twice (2 times) per year. | ? Satisfied MPL's<br>? Well serviced MPL's | * Service providers<br>* Budget | * Time<br>* Quality |

**LEGISLATURE PROGRAMME NO. 2 : OFFICE OF THE SECRETARY AND SPEAKER**

**5.     STRATEGIC OBJECTIVE NO. 1 : CAPACITY BUILDING FOR THE BOARD AND SEC**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Organise capacity building for the Board and Secretariat. | * Effective functioning of the Board and Secretariat. | * Time<br>* Budget<br>* Research<br>* Experts | * Time<br>* Quality |
| 2. | Organise team building exercises. | * Further role clarification.<br>* Effective teams at all levels. | * Service providers<br>* Budget | * Time<br>* Quality |

**LEGISLATURE PROGRAMME NO. 2 : OFFICE OF THE SECRETARY AND SPEAKER**

**STRATEGIC OBJECTIVE NO. 2 : BUILDING RELATIONSHIPS WITH INTERNATIONAL AN**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Identify funders and organisations to create relationship relevant organisations. | * Funders identified and fund in-sourced. <br> * Extend Legislature's capabilities. | * Time <br> * Budget | * Quality <br> * Quantity |
| 2. | Establish relationships and programmes of enhancement. | * Increased resources availability. <br> * Access to skills, training and development opportuni- ties. | * Time <br> * Budget | * Quality <br> * Quantity |
| 3. | Establish a systematic way of sustaining the relationship | Well established network / relationships. | * Time <br> * Budget | * Quality |

**LEGISLATURE PROGRAMME NO. 2 : OFFICE OF THE SECRETARY AND SPEAKER**

**STRATEGIC OBJECTIVE NO. 3 : SERVICE EXCELLENCE**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Conduct customer surveys to Chairpersons at least four (4) times a year. | * Satisfied Chairpersons and officials.<br>* Improved service delivery. | * Service providers.<br>* Budget. | * Time<br>* Quality |
| 2. | Conduct surveys to all MPL's at least twice (2 x) per year. | * Satisfied MPL's.<br>* Well serviced MPL's. | * Service providers.<br>* Budget. | * Time<br>* Quality |

**LEGISLATURE PROGRAMME NO. 2  :  OFFICE OF THE SECRETARY AND SPEAKER**

**STRATEGIC OBJECTIVE NO. 4  :  CAPACITY IMPROVEMENT OF FEBA**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|-------------|-----------------|-----------|-----------------|
| 1. | Conduct a resources and capability study on staff and MPL's (i.e. who are to participate in pilot projects). | * Reserve study conducted.<br>* Capability study completed.<br>* Recommendation deliberated upon and approved. | * Service providers.<br>* Budget. | * Quality<br>* Quantity<br>* Costs |
| 2. | Re-skill staff and MPL's. | * Number of staff and MPL's re-skilled on PEBA principles.<br>* Degree of PEBA implementation. | * Service providers.<br>* Budget.<br>* Time. | * Quality<br>* Quantity<br>* Costs |

**LEGISLATURE PROGRAMME NO. 2 : OFFICE OF THE SECRETARY AND SPEAKER**

**2.3 STRATEGIC OBJECTIVES (2003 – 2006)**

| | 2003 / 2004 | 2004 / 2005 | |
| --- | --- | --- | --- |
| | **Strategy / Activity** | **Strategy / Activity** | |
| 1 | Capacity Building for Board and staff. | Capacity Building for Board and staff. | C |
| 2 | Building strategic relationships. | Building strategic relationships. | E |
| 3 | Service excellence. | Service excellence. | S |
| 4 | PEBA capacity building. | PEBA capacity building. | F |
| 5 | Policy development and management. | Policy development and management. | F |

**LEGISLATURE PROGRAMME NO. 2 : OFFICE OF THE SECRETARY AND SPEAKER**

**2.4 SWOT-ANALYSIS TABLES**

| Strengths | |
|---|---|
| ? Excellence vision<br>? Committed staff<br>? Adequate resources<br>? Capacity to innovate<br>? Sound business processes | ? Leadership that is in<br>? Inadequate manage<br>? People developmen<br>? Static information m<br>? Rigid to inadequate<br>? Poor communication |
| **Opportunities** | |
| ? PFMA & King 2 Report<br>? Information systems and technology<br>? Constitutional and legislative obligations<br>? Cultural and Heritage development<br>? Programme evaluation and budget analysis | ? Declaring the victory<br>? Change fatigue<br>? Low moral of staff<br>? Non-responsive ma<br>? Not implementing o |

**LEGISLATURE PROGRAMME NO. 3  :  PARLIAMENTARY OPERATIONS**

**1.1      LIST OF STRATEGIC OBJECTIVES**

**UNIT  :  COMMITTEE SUPPORT**

      STRATEGIC OBJECTIVE 1          :          Programme Evaluation and Budget Analysis (PE

      STRATEGIC OBJECTIVE 2          :          Committee Enquiries

      STRATEGIC OBJECTIVE 3          :          Teambuilding

      STRATEGIC OBJECTIVE 4          :          Seminar Series

**UNIT  :  HOUSE PROCEEDINGS**

      STRATEGIC OBJECTIVE 1          :          Development of an Annual Rulings Report

      STRATEGIC OBJECTIVE 2          :          Development of Procedural Research Papers

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS**

**1.2    LIST OF STRATEGIC OBJECTIVES**

**UNIT : PUBLIC PARTICIPATION & PETITIONS**

STRATEGIC OBJECTIVE 1    :    Development of Youth Programme

STRATEGIC OBJECTIVE 2    :    Development of Women's' Programme

STRATEGIC OBJECTIVE 3    :    Implementation of PP decision making model

STRATEGIC OBJECTIVE 4    :    Implementation of new PP programme

**UNIT : NCOP, PROGRAMMING AND LEGAL SERVICES**

STRATEGIC OBJECTIVE 1    :    Implementation of the NCOP Efficacy Study

STRATEGIC OBJECTIVE 2    :    Drafting of Legislation regulating subordinate leg

STRATEGIC OBJECTIVE 3    :    Implementation of Legislation relating to the con of Legislature

STRATEGIC OBJECTIVE 4    :    Develop a data base for Legal Profession

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS**

**1.3    LIST OF STRATEGIC OBJECTIVES**

**UNIT  :  HANSARD UNIT**

STRATEGIC OBJECTIVE 1          :          Evaluation of implementation of language policy

STRATEGIC OBJECTIVE 2          :          Succession plan  :  Hansard Manager

STRATEGIC OBJECTIVE 3          :          Digitalisation of House & Committees

STRATEGIC OBJECTIVE 4          :          Implementation of Office Bearer's decision on la

**LEGISLATURE PROGRAMME NO. 3  :  PARLIAMENTARY OPERATIONS (COMMITTEE SU**

**3.2    STRATEGIC OBJECTIVE NO. 1  : PROGRAMME EVALUATION AND BUDGET ANAL**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Assessment of PEBA pilots. | *  Assessment report produced.<br>*  Identified gaps addressed by relevant structures. | No direct costs. | *  Time<br>*  Quality |
| 2. | Review process for second round of pilots. | *  Pilots run for second round.<br>*  Progress reviews conducted as scheduled. | No direct costs. | *  Time<br>*  Quality |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (COMMITTEE SU**

**3.2    STRATEGIC OBJECTIVE NO. 2 : COMMITTEE ENQUIRIES**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Assessment of first pilot exercise. | Assessment report produced. | Venue, catering, transport and Service Provider. | * Time<br>* Quantity |
| 2. | Extension of pilot programme to other Committees. | Pilot programme extended to other Committees. | Venue, catering, transport and Service Provider. | Time |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (COMMITTEE SU**

**3.2    STRATEGIC OBJECTIVE NO. 3 : TEAMBUILDING EXERCISES**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|-------------|-----------------|-----------|-----------------|
| 1. | Conduct teambuilding exercises. | Exercise attended by all staff members. | Venue, catering, transport, facilitator | Quality |
| 2. | Conduct role clarification exercises. | * Roles clarified.<br>* Bottlenecks sorted out. | As above | Quality |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (COMMITTEE SU**

**3.2    STRATEGIC OBJECTIVE NO. 4 : SEMINAR SERIES**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|-------------|-----------------|-----------|-----------------|
| 1. | Assessment of seminar programmes. | Streamlined seminar programme. | No direct costs. | Time |
| 2. | Organise seminars as planned. | Seminars attended as scheduled. | Seminar costs, travelling and accommoda-tion. | Quantity |
| 3. | Draft and distribute seminar papers. | Papers produced per seminar. | No direct costs. | * Quantity<br>* Quality |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (HOUSE PROCE**

**3.2    STRATEGIC OBJECTIVE NO. 1 :  DEVELOPMENT OF ANNUAL RULINGS REPORT**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Conduct workshop for table staff. | Workshop attended by all table staff members. | Refreshments | * Quantity<br>* Quality |
| 2. | Obtain the Speaker's input. | Speaker's input identified and used as guideline. | No direct costs. | Quality |
| 3. | Compile arguments and ruling. | Report produced. | No direct costs. | * Time<br>* Quality |
| 4. | Produce a bounded Rulings Report | Bound report produced | Printing costs | Quantity |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (HOUSE PROCE**

**3.2 STRATEGIC OBJECTIVE NO. 2 : DEVELOPMENT OF PROCEDURAL RESEARCH**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Identify gaps in internal procedures. | Gap identified and captured. | No direct costs. | Time |
| 2. | Draft terms of reference. | Terms of Reference drafted and distributed. | No direct costs. | Time |
| 3. | Allocate number of papers per year. | Six (6) papers allocated per year. | No direct costs. | Quantity |
| 4. | Present number of papers per year. | Two (2) papers presented per term. | Research costs. | * Time<br>* Quality |
| 5. | Obtain feedback from stakeholders. | Feedback obtained from stakeholders. | Survey costs. | Quality |
| 6. | Compile journal on papers produced. | Journal compiled. | Printing costs. | Time |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (P.P.P. UNIT)**

**3.2    STRATEGIC OBJECTIVE NO. 1 : DEVELOPMENT OF YOUTH PROGRAMME**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Develop concept paper. | Concept paper produced and approved. | No direct costs. | Time |
| 2. | Organise consultation session(s). | Consultations held as scheduled. | Venue and transport costs. | * Quantity<br>* Quality |
| 3. | Plan meetings / workshop / conferences. | Meetings / workshops and conferences conducted. | Catering<br>Venue<br>Transport<br>Service<br>Providers | * Quantity<br>* Quality |
| 4. | Develop youth programme | Youth programme produced and approved. | No direct costs. | Time |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (P.P.P. UNIT)**

**3.2    STRATEGIC OBJECTIVE NO. 1 : DEVELOPMENT OF YOUTH PROGRAMME**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|-------------|-----------------|-----------|-----------------|
|  |  |  |  |  |
| 5. | Implement the adopted programme. | *   Programme implemented as planned. <br>*   Progress reports produced. | No direct costs. | *   Time <br>*   Quality |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (P.P.P. UNIT)**

**3.2   STRATEGIC OBJECTIVE NO. 2 : DEVELOPMENT OF WOMEN'S  PROGRAMME**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Develop concept paper. | Concept paper produced and approved. | No direct costs. | Time |
| 2. | Organise consultation sessions. | Consultation sessions held as scheduled. | Venue and transport costs. | * Quantity<br>* Quality |
| 3. | Plan and conduct meetings / workshops / conferences | Meetings / workshops and/or conferences conducted. | Venue<br>Catering<br>Transport<br>Service<br>Providers | * Quantity<br>* Quantity |
| 4. | Develop Women's programme | Women's programme produced and approved. | No direct costs. | Time |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (P.P.P. UNIT)**

**3.2    STRATEGIC OBJECTIVE NO. 2 : DEVELOPMENT OF WOMEN'S  PROGRAMME**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 5. | Implement the adopted programme. | * Programme implemented as planned.<br>* Progress reports produced. | No direct costs. | * Time<br>* Quality |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (P.P.P. UNIT)**

**3.2    STRATEGIC OBJECTIVE NO. 3 : IMPLEMENTATION OF P.P. IN DECISION MAKING**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Develop a concept paper. | Concept paper produced and approved. | No direct costs. | Time |
| 2. | Develop an Action Plan | Action Plan drafted and approved. | No direct costs. | * Time<br>* Quality |
| 3. | Market the concepts. | Concept marketed as planned. | Marketing costs.<br>Transport<br>Venue | * Quality<br>* Quantity |
| 4. | Implement the adopted decision making model. | * Model implemented as planned.<br>* Progress reports produced. | No direct costs. | * Time<br>* Quality |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (P.P.P. UNIT)**

**3.3     STRATEGIC OBJECTIVE NO. 4 : IMPLEMENTATION OF NEW P.P. PROGRAMMES**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Review recommendations of revised P.P. programme. | Revised programme adopted and approved. | No direct costs. | Time |
| 2. | Implement revised plan. | * Revised plan implemented.<br>* Progress reports compiled. | No direct costs. | * Time<br>* Quality |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (NCOP, PROGR**

**3.4     STRATEGIC OBJECTIVE NO. 1 : IMPLEMENTATION OF THE NCOP EFFICACY ST**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|-------------|-----------------|-----------|-----------------|-----|
| 1. | Implement efficacy study recommendations. | Recommendations implemented. | No direct costs. | Quality | |
| 2. | Put systems and processes in place to ensure efficient implementation. | Systems and process in place. | No direct costs. | Quality | |
| 3. | Enhance Unit's capacity to ensure effective implementation. | Capacitated Unit staff. | No direct costs. | Quantity | |

**LEGISLATURE PROGRAMME NO. 3  :  PARLIAMENTARY OPERATIONS (NCOP, PROGR**

**3.5     STRATEGIC OBJECTIVE NO. 2  :  DRAFTING OF LEGISLATION REGULATING SUB**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|--------------|-----------------|-----------|-----------------|----|
| 1. | Obtain terms of reference. | Terms of reference approved. | No direct costs. | Time | |
| 2. | Engage in tendering process. | Service provider appointed. | Consultation fees. | Quality | |
| 3. | Draft the legislation in question. | Appropriate legislation drafted. | No direct costs. | Time | |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (NCOP, PROGR/**

**3.6     STRATEGIC OBJECTIVE NO. 3 :   IMPLEMENTATION OF LEGISLATION REI
         OBLIGATIONS OF LEGISLATURE**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|--------------|-----------------|-----------|-----------------|----|
| 1. | Clarify objectives of each relevant legislation. | Objectives of relevant legislation clarified. | No direct costs. | Quality | C t |
| 2. | Identify internal gaps. | Recommendations made on identified gaps. | No direct costs. | Quality | C t |
| 3. | Recommend mechanisms to be put in place. | Mechanisms in place to ensure compliance. | No direct costs. | Quality | C t |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (NCOP, PROGR**

**3.2 STRATEGIC OBJECTIVE NO. 4 : DEVELOP DATA BASE OF LEGAL PROFESSION/**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|-------------|-----------------|-----------|-----------------|----|
| 1. | Draft terms of reference. | Terms of reference drafted. | No direct costs. | Time | |
| 2. | Obtain approval of terms of reference. | Terms of reference approved. | No direct costs. | Time | |
| 3. | Advertise for services required. | Adverts placed with relevant media. | Advertising costs. | * Cost<br>* Quantity | |
| 4. | Appoint appropriate professionals. | Capable service providers appointed. | Service providers' fees. | Quality | |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (HANSARD UNIT**

**3.3   STRATEGIC OBJECTIVE NO. 1 :  EVALUATION OF IMPLEMENTATION OF LANGUA**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Timi |
|-----|--------------|-----------------|-----------|-----------------|------|
| 1. | Evaluate progress on Language Policy implementation. | Progress reports produced. | No direct costs. | Time | Q2 |
| 2. | Draft a progress report. | Findings and recommendations submitted to relevant structures. | No direct costs. | * Time<br>* Quality | Q1 |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (HANSARD UNIT**

**3.3   STRATEGIC OBJECTIVE NO. 2 :  SUCCESSION PLAN : HANSARD MANAGER**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|--------------|-----------------|-----------|-----------------|----|
| 1. | Identify possible successors for Manager's positions. | Two – four successors identified and informed. | No direct costs. | Time | |
| 2. | Select a few short listed candidates. | 1 or 2 candidate successors short listed for accelerated development. | No direct costs. | Time | |
| 3. | Train & develop the short listed persons. | 1 or 2 candidate successors trained and developed as planned. | Training & development costs. | Quality | |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (HANSARD UNIT**

**3.3   STRATEGIC OBJECTIVE NO. 3 : DIGITALISATION OF HOUSE & COMMITTEES**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|-------------|-----------------|-----------|-----------------|----|
| 1. | Retrain staff and MPL's for the digitalisation of House & Committees. | Retrained staff and MPL's. | Service Providers and Capital Budget. | * Time<br>* Quality<br>* Quantity | Q<br>t |
| 2. | Digitalise current archived material. | Current material digitalised. | Service Providers | * Time<br>* Quality | |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS (HANSARD UNIT**

**3.3 STRATEGIC OBJECTIVE NO. 4 : IMPLEMENTATION OF OFFICE BEARERS DECISI**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|-------------|-----------------|-----------|-----------------|----|
| 1. | Set up a new system. | New systems set up. | Installation costs. | Time | |
| 2. | Develop internal / external translation and interpretation capacity. | * Translation and interpretation capacity developed.<br>* Implementation guidelines in place. | * Service Providers.<br>* Budget. | * Time<br>* Quality | |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS**

**3.3 STRATEGIC UNITS : PROJECTED STRATEGIC OBJECTIVES (MTEF)**

**(i)     COMMITTEE SUPORT UNIT**

|   | 2003 / 2004 | 2004 / 2005 | |
|---|---|---|---|
|   | **Strategy / Activity** | **Strategy / Activity** | |
| 1 | Programme evaluation and budget analysis. | Programme evaluation and budget analysis. | P |
| 2 | Committee Enquiries. | Committee Enquiries. | C |
| 3 | Teambuilding. | Teambuilding. | T |
| 4 | Seminar Series. | Seminar Series. | S |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS**

**3.4 STRATEGIC UNITS : PROJECTED STRATEGIC OBJECTIVES (MTEF)**

**(ii) HOUSE PROCEEDINGS UNIT**

|  | **2003 / 2004** | **2004 / 2005** |  |
|---|---|---|---|
|  | **Strategy / Activity** | **Strategy / Activity** |  |
| 1 | Development of Annual Rulings Report. | Development of Annual Rulings Report. | D |
| 2 | Development of Procedural Research Programme. | Development of Procedural Research Programme. | D F |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS**

**(iii)    PUBLIC PARTICIPATION & PETITIONS**

| | 2003 / 2004 | 2004 / 2005 | |
|---|---|---|---|
| | **Strategy / Activity** | **Strategy / Activity** | |
| 1 | Development of Youth Programme. | Development of Youth Programme. | D |
| 2 | Development of Women's programmes | Development of Women's programmes | D |
| 3 | Implementation of P.P. in decision making model. | Implementation of P.P. in decision making model. | I n |
| 4 | Implementation of new P.P. programme. | Implementation of new P.P. programme. | I |
| 5 | Accreditation of the "Learning for Democratic Participation Programme" for Secondary & Tertiary Institutes. | Accreditation of the "Learning for Democratic Participation Programme" for Secondary & Tertiary Institutes. | A D S |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS**

**(iv)    NCOP, PROGRAMMING & LEGAL SERVICES**

|  | 2003 / 2004 | 2004 / 2005 | |
|---|---|---|---|
|  | **Strategy / Activity** | **Strategy / Activity** | |
| 1 | Implementation of NCOP Efficacy study. | Implementation of NCOP Efficacy study. | I |
| 2 | Drafting legislation regulating secondary legislation. | Drafting legislation regulating secondary legislation. | D l |
| 3 | Drafting constitutional legislation for subordinate legislation. | Drafting constitutional legislation for subordinate legislation. | D s |
| 4 | Develop data base of legal profession practitioners. | Develop data base of legal profession practitioners. | D p |
| 5 | Evaluate implementation of NCOP efficacy study. | Evaluate implementation of NCOP efficacy study. | E s |

**LEGISLATURE PROGRAMME NO. 3 : PARLIAMENTARY OPERATIONS**

**(v)     HANSARD UNIT**

| | 2003 / 2004 | 2004 / 2005 | |
|---|---|---|---|
| | **Strategy / Activity** | **Strategy / Activity** | |
| 1 | Evaluation of implementation of language policy. | Evaluation of implementation of language policy. | E p |
| 2 | Succession Plan Hansard Manager. | Succession Plan Hansard Manager. | S |
| 3 | Digitalisation of House and Committees. | Digitalisation of House and Committees. | D |
| 4 | Implementation of Office Bearers decision on language policy. | Implementation of Office Bearers decision on language policy. | I o |

## 3.5 DIRECTORATE SWOT ANALYSIS

| Strengths | |
|---|---|
| ? Legislative compliance procedures and processes in place<br>? Oversight mechanisms in place<br>? Team work<br>? Hardworking and energetic staff<br>? Petitions Act and regulations<br>? Support of Office Bearers, Political<br>? Credible programmes for all units<br>? Trend setters / Cutting edge of sector<br>? Ability to track developments at national level<br>? Highly improved scheduling and programming of activities<br>? Culture of strategic planning<br>? Proper functioning of Public Accounts committee as watchdog for public finances<br>? Commitment to high level service (quality, time frames) | ? Lack of sufficient fee<br>? No system to mo Executive.<br>? Lack of capacity to p<br>? Insufficient co-ordina<br>? Inadequate relationsl other committees.<br>? Inadequate mechani programmes.<br>? Inadequate knowledg<br>? Undefined relationsh<br>? Cannot retain staff / I<br>? Inadequate mechani<br>? Inadequate skills rela<br>? Lack of understandir<br>? Few petitions receive<br>? Inadequate human c<br>? Poor implementation |

## 3.6   DIRECTORATE SWOT ANALYSIS

| Opportunities | |
|---|---|
| ?    Staff development.<br>?    Develop intellectual capital in the core area of parliamentary practice.<br>?    Strengthen relationships with CBO's, NGO's.<br>?    Improve communication strategy with stakeholders.<br>?    Influence the tagging of national bills.<br>?    Oversight on Local Government.<br>?    Participation in national joint programming committee meeting.<br>?    Professionalism of the legislative sector.<br>?    Fore runners in deepening oversight. | ?    Inadequate adhere<br>      stakeholders.<br>?    Delivery depending c<br>?    Lack of acknowledge<br>?    Constant changes to<br>?    Inadequate time fo<br>      tagging of bills.<br>?    Negative and uninfor<br>?    Inadequate understa<br>      the operations of the<br>?    Unrealistic timefram<br>?    Lack of staff retentio |

**LEGISLATURE PROGRAMME NO. 4 : INSTITUTIONAL SUPPORT SERVICES**

**4.1    LIST OF STRATEGIC OBJECTIVES**

**UNIT  :  FINANCE**

STRATEGIC OBJECTIVE 1          :          Unqualified audit

STRATEGIC OBJECTIVE 2          :          Achieving fiscal discipline

STRATEGIC OBJECTIVE 3          :          Work flow

STRATEGIC OBJECTIVE 4          :          Risk Management

**UNIT  :  HUMAN RESOURCES**

STRATEGIC OBJECTIVE 1          :          Policy development and reviews

STRATEGIC OBJECTIVE 2          :          Review of employment benefits

STRATEGIC OBJECTIVE 3          :          Enhancement of human capital

STRATEGIC OBJECTIVE 4          :          Career development and succession planning

STRATEGIC OBJECTIVE 5          :          Employee self-service (SAP)

## 4.1    LIST OF STRATEGIC OBJECTIVES

**UNIT  :  PROCUREMENT**

STRATEGIC OBJECTIVE 1          :          Procurement reforms

STRATEGIC OBJECTIVE 2          :          E-Procurement.

STRATEGIC OBJECTIVE 3          :          Procurement Code of Conduct


**UNIT  :  ADMINISTRATION**

STRATEGIC OBJECTIVE 1          :          Rejuvenation of Committee Rooms

STRATEGIC OBJECTIVE 2          :          Disposal of obsolete assets.

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (FINANCE UNIT**

**STRATEGIC OBJECTIVE NO. 1 : UNQUALIFIED AUDIT**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|---|---|---|---|---|---|
| 1. | Review AG's recommendations of prior years. | Recommendations applied and implemented. | External audit costs | Quality Compliance | |
| 2. | Review finance manual in line with AG's recommendations of prior years. | Revised finance manual. | External audit costs | Quality Compliance | |
| 3. | Workshop staff on financial policy and procedure manual. | Workshop attended by all staff. | * Service Provider<br>* Workshop costs | Quantity Compliance | |
| 4. | Train sub-programme managers on Financial Management. | All su-programme managers trained. | Training costs | Quantity Compliance | |
| 5. | Review delegation of authority. | Revised delegation of authority. | * Service providers.<br>* Workshop costs. | Degree of compliance | |
| 6. | Implementation of PFMA requirements. | PFMA requirements adhered to by all concerned. | No direct costs. | Compliance | C<br>t |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (FINANCE UNIT**

**STRATEGIC OBJECTIVE NO. 1 : UNQUALIFIED AUDIT**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|---|---|---|---|---|---|
| 7. | Execute internal audit plan. | Internal audit plan executed. | No direct costs. | Compliance Quality | C T |
| 8. | Management of profiles / user accounts. | Profiles / user accounts monitored as prescribed. | SAP basis support. | Compliance | C T |
| 9. | Reconcile control accounts. | Control accounts reconciled on monthly basis. | No direct costs. | Compliance Time | Mo |
| 10. | Monthly and annual cut off procedures. | Monthly and annual cut off procedures adhered to. | No direct costs. | Compliance Time | Mo Ar |
| 11. | Submission of monthly and quarterly Financial Reports in terms of PFMA. | Financial reports submitted on monthly and quarterly reports. | No direct costs. | Time Quality | Mo C T |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (FINANCE UNIT**

**STRATEGIC OBJECTIVE NO. 1 : UNQUALIFIED AUDIT**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|-------------|-----------------|-----------|-----------------|----|
| 12. | Verify and manage monthly payrolls. | Payroll verified and managed on monthly basis. | No direct costs. | Time Quality Quarterly | Mo |
| 13. | Segregation of duties. | Duties segregated accordingly. | No direct costs. | Compliance | |
| 14. | Close the liaison with AG's office and Treasury. | Approved delegation of authority. | No direct costs. | Compliance Quality | C T |
| 15. | Maintain proper accounting records. | Accounting records kept up to date at all times. | No direct costs. | Compliance | C T |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (FINANCE UNIT**

**STRATEGIC OBJECTIVE NO. 1 : UNQUALIFIED AUDIT**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 16. | Manage assets. | Up-dated fixed asset registers. | No direct costs. | Compliance | ( |
| 17. | Revenue management | Funds received in time. | No direct costs. | Time Quantity | ( |
| 18. | Prepare annual financial statements. | Annual financial statements prepared within set time limit. | No direct costs. | Time Quality | A |
| 19. | Annual Audit | Annual audit conducted as scheduled. | External auditors' costs. | Time | A |
| 20. | Compile final audit report. | Final audit report approved. | External auditors' costs. | Time | A |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (FINANCE UNIT**

**STRATEGIC OBJECTIVE NO. 2 : ARCHIEVING FISCAL DISCIPLINE**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|-------------|-----------------|-----------|------------------|---|
| 1. | Train sub-programme managers on Financial Management. | * Training conducted as scheduled.<br>* Training attended by all targeted Managers. | * Training costs.<br>* Service Providers' costs. | Quantity<br>Quality<br>Compliance | |
| 2. | Execute internal audit plan. | Internal audit plan executed. | No direct costs. | Compliance<br>Quality | |
| 3. | Management of profiles / user accounts. | Profiles / user accounts monitored as prescribed. | No direct costs. | Compliance | |
| 4. | Segregation of duties. | Duties segregated accordingly. | No direct costs. | Compliance | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (FINANCE UNIT**

**STRATEGIC OBJECTIVE NO. 2 : ARCHIEVING FISCAL DISCIPLINE**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|-------------|-----------------|-----------|-----------------|---|
| 5. | Maintain good financial system (i.e. SAP). | Accurate financial records. | No direct costs. | Accuracy Time | ( M |
| 6. | Comply with PFMA, Treasury regulations and audit recommendations. | Adherence to statutory requirements. | No direct costs. | Compliance | M ( |
| 7. | Refine procurement processes to ensure value for money. | Refined procurement system. | Service Providers. | Compliance | |
| 8. | Re-evaluate adjudication processes and delegations. | Adjudication processes and delegations report submitted. | Service Providers' costs. | Quality | |
| 9. | Review delegation of authority. | Revised and approved delegation of authority. | No direct cost. | Compliance | M |
| 10. | Develop cost tracking system. | Tracking system in place. | Service Providers' costs. | Costs | M |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (FINANCE UNIT**

**STRATEGIC OBJECTIVE NO. 3 : IMPROVED WORK FLOW**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 1. | Draft specifications. | Specs defined and approved. | Service Providers' costs | Quality | |
| 2. | Present business case. | Business case presented. | No direct costs. | Quality | |
| 3. | Obtain approval of Secretariat. | Workflow approved by Secretariat. | No direct costs. | Time | |
| 4. | Advertise tender. | Tender advertised. | | Cost Quality | |
| 5. | Adjudicate tender. | Tender adjudicated. | No direct costs. | Time Quality | |
| 6. | Approval by Secretariat. | Funding approved. | No direct costs. | Costs | |
| 7. | Map process flows. | Process flows mapped. | Service Providers' costs. | Quality Quantity | |

**LEGISLATURE PROGRAMME 4  :  INSTITUTIONAL SUPPORT SERVICES (FINANCE UNIT**

**STRATEGIC OBJECTIVE NO. 3  :  IMPROVED WORK FLOW**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 8. | Determine blue print. | Blue print determined. | Service Providers' costs. | Time | |
| 9. | Draw up contract. | Contract drawn up. | Service Providers' costs. | Time | |
| 10. | Implement the revised work flow. | Revised work flow implemented. | Service Providers' costs. | Time<br><br>Quality | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (FINANCE UNIT**

**STRATEGIC OBJECTIVE NO. 4  RISK MANAGEMENT**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 1. | Conduct risk assessment exercise. | Risk management exercise completed. | Internal audit consultants. | Quality | |
| 2. | Identify risk areas | Risk areas identified. | No direct costs. | Quality | ( |
| 3. | Map appropriate control. | Controls mapped accordingly. | No direct costs. | Time | |
| 4. | Implement internal controls. | * Revised procedures implemented. <br> * Progress reports compiled. | Service Providers' costs. | Time Quality | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESOU**

**STRATEGIC OBJECTIVE NO. 1 : POLICY DEVELOPMENT AND REVIEWS**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|-------------|-----------------|-----------|-----------------|---|
| 1. | Review of policy document. | Policy document reviewed. | No direct costs. | Quality | |
| 2. | Submit proposal to Secretariat. | Proposal approved by Secretariat. | No direct costs. | Time Quality | |
| 3. | Conduct consultation sessions with staff and Union. | Consultation sessions concluded. | No direct costs. | Time Quality | |
| 4. | Consideration by HRD Committee. | Policies approved by HRD-Committee. | No direct costs. | Quality Time | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESO**

**STRATEGIC OBJECTIVE NO. 1 : POLICY DEVELOPMENT AND REVIEWS**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 5. | Develop revised policy documents. | Revised policy documents developed. | Service Providers' costs. | Quality | |
| 6. | Consideration by LSB. | Policies approved by LSB. | No direct costs. | Quality Time | |
| 7. | Implement revised policies. | Policy implemented as scheduled. | No direct costs. | Quality | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESO**

**STRATEGIC OBJECTIVE NO. 2 : REVIEW OF EMPLOYMENT BENEFITS**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 1. | Conduct staff benefits survey. | Staff survey completed. | Service Providers' cost. | Quality | |
| 2. | Research existing benefits i.e. medical and allowance, restructuring remuneration package. | Research report submitted. | Service Providers' costs. | Quality | |
| 3. | Brief Secretariat on results and proposals. | Proposals approved by Secretariat. | No direct costs. | Quality | |
| 4. | Consultation with extended Secretariat. | Consultations concluded with extended Secretariat. | No direct costs. | Quality Quantity | |
| 5. | Consultation with staff and Union. | Consultations concluded with staff and Union. | No direct costs. | Quantity Quality | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESO**

**STRATEGIC OBJECTIVE NO. 2 : REVIEW OF EMPLOYMENT BENEFITS**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|---|---|---|---|---|---|
| 6. | Consideration by HRD Committee. | Revised benefits approved by HRD Committee. | No direct costs. | Time Quality | |
| 7. | Consideration by LSB. | Revised benefits approved by LSB. | No direct costs. | Time Quality | |
| 8. | Implementation of revised benefits. | Revised benefits implemented as scheduled. | Costs of additional revenue for revised benefits. | Costs | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESO**

**STRATEGIC OBJECTIVE NO. 3 : ENHANCEMENT OF HUMAN CAPITAL**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|---|---|---|---|---|---|
| 1. | Reviewal of policy document. | Policy reviewed. | No direct costs. | Quality | |
| 2. | Benchmark identified policies and practices. | Benchmark report submitted. | Service Providers' costs. | Quality | |
| 3. | Submit proposal to Secretariat. | Proposal approved by Secretariat. | No direct costs. | Quality Costs | |
| 4. | Consultations with staff and Union. | Consultations concluded with staff and Union. | No direct costs. | Quality Quantity | |
| 5. | Consideration by the HRD-Committee. | Policy and Programmes approved by HRD-Committee. | No direct costs. | Time Quality | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESO**

**STRATEGIC OBJECTIVE NO. 3 : ENHANCEMENT OF HUMAN CAPITAL**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|---|---|---|---|---|---|
| 6. | Consideration by the LSB. | Policies and Programmes approved by LSB. | No direct costs. | Time Quality | |
| 7. | Implementation of identified policies and programmes. | Policies and programmes implemented as scheduled. | Service Providers' costs. | Costs | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESOU**

**STRATEGIC OBJECTIVE NO. 4 : CAREER DEVELOPMENT AND SUCCESSION PLANNIN**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 1. | Research career development and succession planning policies and practices. | Research exercise concluded and report submitted for review. | Service Providers' costs. | Quality | |
| 2. | Develop proposals for consultation purposes. | Proposal developed and approved. | Service Providers' costs. | Quality | |
| 3. | Submit proposal to Secretariat. | Proposal approved by Secretariat. | No direct costs. | Quality Costs | |
| 4. | Consultations with staff and Union. | Consultations concluded with staff and Union. | No direct costs. | Quantity Quality | |
| 5. | Consideration by HRD-Committee. | Proposal approved by HRD-Committee. | No direct costs. | Time Quality | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESO**

**STRATEGIC OBJECTIVE NO. 4 : CAREER DEVELOPMENT AND SUCCESSION PLANNIN**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 6. | Consideration by LSB. | Proposal approved by LSB. | No direct costs. | Time Quality | |
| 7. | Implementation of the best practice in Career Development and Succession Planning. | Career Development and Succession Plans implemented as scheduled. | Budget for Development Programmes. | Quality Cost | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESO**

**STRATEGIC OBJECTIVE NO. 5 : EMPLOYEE SELF-SERVICE (SAP)**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 1. | Review remuneration policy and practice. | Reviewed / revised remuneration policy. | No direct costs. | Quality | |
| 2. | Mapping of work flow processes. | Work flow processes mapped. | Service Providers' costs. | Quality | |
| 3. | Develop a blue print. | Blue print developed. | No direct costs. | Quality | |
| 4. | Access to development and production server. | Access obtained from development and production server. | No direct costs. | Quality<br><br>Time | |
| 5. | Implementation and configuration of work flow. | Work flow configured and implemented. | No direct costs. | Time | |
| 6. | Testing phase of work flow. | Testing phase completed. | No direct costs. | Quality<br>Compliance | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (HUMAN RESO**

**STRATEGIC OBJECTIVE NO. 5 : EMPLOYEE SELF-SERVICE (SAP)**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|-------------|-----------------|-----------|-----------------|---|
| 7. | Transportation of transactions to production server. | Transactions transported to server. | No direct costs. | Compliance. | |
| 8. | Utilisation of the modules. | Modules utilised by end users. | No direct costs. | Quantity Quality | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (PROCUREMEN**

**STRATEGIC OBJECTIVE NO. 1 : PROCUREMENT REFORMS**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|-------------|-----------------|-----------|-----------------|---|
| 1. | Obtain shared services centre guidelines. | Shared services centre guidelines obtained. | No direct costs. | Time | |
| 2. | Develop a proposal for an accredited procurement unit. | Proposal developed. | No direct costs. | Quality | |
| 3. | Submit proposal to Secretariat. | Proposal approved by Secretariat. | No direct costs. | Quality | |
| 4. | Submit proposal to LSB. | Proposal approved by LSB. | No direct costs. | Time Quality | |
| 5. | Implement procurement reforms. | Procurement reforms implemented. | No direct costs. | Quality Costs | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (PROCUREMEN**

**STRATEGIC OBJECTIVE NO. 2 : E - PROCUREMENT**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|---|---|---|---|---|---|
| 1. | Investigate and research E-procurement platforms. | Investigation and research completed. | Service Providers' costs. | Quality | |
| 2. | SAP configurations implications. | Analysed system software. | No direct costs. | Quality | |
| 3. | Submit proposal to Secretariat. | Proposal approved by Secretariat. | No direct costs. | Quality | |
| 4. | Validate suppliers. | Suppliers validated. | No direct costs. | Quality | |
| 5. | Obtain relevant software. | Relevant software purchased. | Software costs. | Cost Quality | |
| 6. | Delegation of authority. | Authorised users appointed. | No direct costs. | Quantity | |
| 7. | Install internal controls. | Internal controls in place. | No direct costs. | Compliance | |
| 8. | Barring of improper software. | Improper software barred. | Service Providers' costs. | Cost | |
| 9. | Conduct audit trial. | Audit trial reports compiled. | No direct cost. | Quality | |
| 10. | Implement and use E-Procurement. | E-Procurement system implemented. | No direct cost. | Costs | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (PROCUREMEN**

**STRATEGIC OBJECTIVE NO. 3 : PROCUREMENT CODE OF CONDUCT**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|-----|--------------|-----------------|-----------|-----------------|---|
| 1. | Prepare a draft document. | Draft completed. | No direct costs. | Quality | |
| 2. | Circulate draft for input from management. | Amendments made as per input received. | No direct costs. | Quantity Quality | |
| 3. | Draft final Code of Conduct. | Final draft completed. | Service Providers' costs. | Quality | |
| 4. | Submit proposal to Secretariat. | Proposal approved by Secretariat. | No direct costs. | Quality | |
| 5. | Submit proposal to EXCO. | Proposal approved by EXCO. | No direct costs. | Quality | |
| 6. | Submit proposal to LSB. | Code adopted by LSB and implemented. | No direct costs. | Compliance | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (ADMINISTRATION)**

**STRATEGIC OBJECTIVE NO. 1 : REJUVENATION OF COMMITTEE ROOMS**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|---|---|---|---|---|---|
| 1. | Develop floor plan. | Floor plan developed and approved. | Service Providers' costs. | Quality | |
| 2. | Develop colour board. | Colour board developed. | Service Providers' costs. | Quality | |
| 3. | Procure furniture, carpets, etc. | Furniture, carpets, etc. procured. | Service Providers' costs. | Costs | |
| 4. | Installation of furniture, carpets, etc. | Furniture, carpets, etc. installed. | Installation costs | Costs | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES (ADMINISTRATI**

**STRATEGIC OBJECTIVE NO. 2 : DISPOSAL OF OBSELETE ASSETS**

| No. | Action Steps | Output Standard | Resources | Unit of measure | T |
|---|---|---|---|---|---|
| 1. | Distribute draft policy to extended Secretariat. | Policy on disposal of assets rectified by extended Secretariat. | No direct costs. | Quality | |
| 2. | Submit final draft to Secretariat. | Final draft approved by Secretariat. | No direct costs. | Quality | |
| 3. | Establish Asset Disposal Committee. | Assets Disposal Committee established. | No direct costs. | Quality | |
| 4. | Appoint auctioneers. | Auctioneers appointed. | Service Providers' costs. | Quality Compliance | |
| 5. | Submit revenue to Finance Department. | Revenue submitted to Finance Department. | Service Providers' costs. | Revenue costs | |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES**

**4.2    STRATEGIC UNITS : PROJECTED STRATEGIC OBJECTIVES (MTEF)**

   **(i)    FINANCE UNIT**

|  | 2002 / 2003 YEAR 0 | 2003 / 2004 YEAR 1 | 2004 / 2005 YEAR 2 |
|---|---|---|---|
| 1 | Unqualified audit | Unqualified audit | Unqualified audit |
| 2 | Measures for ensuring fiscal discipline | Measures for ensuring fiscal discipline | Measures for ensuring discipline |
| 3 | Risk Management Strategy | Work flow (SAP) | Implementation of warehouse and enterprise management |
| 4 | EFT Electronic payments on SAP | Risk Management Strategy | Risk Management Strate |
| 5 | Alignment of strategies to the budget process |  | Payroll Enhancements |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES**

**4.3 STRATEGIC UNITS : PROJECTED STRATEGIC OBJECTIVES (MTEF)**

**(ii) HUMAN RESOURCES UNIT**

| | **2002 / 2003** | **2003 / 2004** | **2004 / 2005** |
|---|---|---|---|
| | **YEAR 0** | **YEAR 1** | **YEAR 2** |
| 1 | Redefining the leadership programme / bursary | Policy development | Harnessing intellectual capital. Training and orientation of Members. |
| 2 | Policy Development – Enhancement of Leadership Development Programme | Renewal of employee benefits | Policy development |
| 3 | Renewal of employee benefits | Enhancement of Learner- ship / Internship programme | Employee Self Service (SAP) |
| 4 | Work flow (SAP) | Career and succession planning | - |
| 5 | Restructuring of remuneration for tax efficiency purposes | Employee Self Service (SAP) | - |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES**

**4.3    STRATEGIC UNITS : PROJECTED STRATEGIC OBJECTIVES (MTEF)**

   **(iii)    PROCUREMENT  UNIT**

|  | 2002 / 2003<br><br>YEAR 0 | 2003 / 2004<br><br>YEAR 1 | 2004 / 2005<br><br>YEAR 2 |
|---|---|---|---|
| 1 | Procurement policy review | Procurement reforms | Procurement reforms |
| 2 | E-Procurement reviews | E-Procurement | E-Procurement |
| 3 | - | Procurement Code of Conduct | Procurement Code of Condu |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES**

**4.3   STRATEGIC UNITS : PROJECTED STRATEGIC OBJECTIVES (MTEF)**

**(iv)   ADMINISTRATION UNIT**

|  | **2002 / 2003** | **2003 / 2004** | **2004 / 2005** |
|---|---|---|---|
|  | **YEAR 0** | **YEAR 1** | **YEAR 2** |
| 1 | New vehicle for Members and staff. | - | - |
| 2 | - | Rejuvenation of Committee rooms. | Re-imaging of new key office |
| 3 | - | Disposal of obsolete assets. | Debit card for facility for canteen. |

**LEGISLATURE PROGRAMME 4 : INSTITUTIONAL SUPPORT SERVICES**

**4.4    INSTITUTIONAL SERVICES  :  SWOT ANALYSIS TABLES**

| Strengths | |
|---|---|
| ? Effective budget control<br>? Availability of policies<br>? SAP system<br>? Market related remuneration<br>? Leadership development<br>? Generous employment benefits<br>? Integrated processes<br>? Financial management | ? Training and develop<br>? PPMS<br>? Procurement Functic<br>? EE Committee not fu<br>? Stability within units<br>? Recruitment process<br>? Leadership developn |
| **Opportunities** | |
| ? Availability of Resources<br>? Utilisation of new technology<br>? New legislation<br>? PFMA<br>? Employment Equity<br>? Skills Development Act,  Labour Relations Act<br>? Basic Conditions of Employment Act<br>? Access to Information Act<br>? New Senior Management and Structure<br>? Procurement Reforms | ? Discontinuation of dor<br>? MTEF indicative budg<br>? HIV / Aids<br>? Changing Technology<br>? Structural change in p<br>? New Senior Managen<br>? Procurement Reforms |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES**

**5.1    LIST OF STRATEGIC OBJECTIVES**

**(i)    UNIT : DOCUMENT AND SERVICES**

**STRATEGIC OBJECTIVE 1  :**    Electronic document management systems
(Multi-year project)

**(ii)    UNIT : INFORMATION TECHNOLOGY**

**STRATEGIC OBJECTIVE 1  :**    Technological services for other Units of the

**STRATEGIC OBJECTIVE 2  :**    Selbourne Hall Project (Multi-year project)

**(iii)    UNIT : BUILDING MANAGEMENT**

**STRATEGIC OBJECTIVE 1  :**    City Hall Project (Multi-year project)

**(iv)    UNIT : SECURITY MANAGEMENT**

**STRATEGIC OBJECTIVE 1  :**    Security Operational Project

**(v)    UNIT : OPERATIONS SUPPORT**

**STRATEGIC OBJECTIVE 1  :**    Elections Operational Project (Multi-year pro

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES**

**5.2    STRATEGIC OBJECTIVE NO. 1 : ELECTRONIC DOCUMENT MANAGEMENT SY**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Process Engineering & GAP Analysis. | Proposal on way forward with LIMS submitted. | * R 500 400<br>* Project Manager<br>* Business Systems Analyst<br>* Process Analyst | Quality Cost |
| 1a. | Draft specifications | Tender documents prepared | Consultant to do work | Compliance |
| 1b. | Procurement | Contract awarded | Consultant to advise | Compliance |
| 1c. | Implement | Proposal drafted | Consultant to advise | Compliance |
| 1d. | Adopt | Proposal adopted | Secretariat EXCO | Compliance |
| 2. | Document Management System | DMS commissioned | * R 1 708 000<br>* Project Manager<br>* Business Systems Analyst<br>* Developer<br>* Software<br>* Platform<br>* Hardware | Quality Cost |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES**

**5.3    STRATEGIC OBJECTIVE NO. 1 :  ELECTRONIC DOCUMENT MANAGEMENT SY**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 3. | Workflow Management System | WMS commissioned | * R 1 672 406<br>* Project Manager<br>* Business Systems Analyst<br>* Developer<br>* Process Analyst<br>* Software<br>* Hardware | Quality and costs |
| 4. | Contact Management System | CMS commissioned | * R 1 564 275<br>* Project Manager<br>* Business Systems Analyst<br>* Developer<br>* Data Capturers<br>* Software<br>* Hardware | Quality and costs |
| 5. | Event Management System | EMS commissioned | * R 1 589 200<br>* Project Manager<br>* Business Systems Analyst<br>* Developer<br>* Software<br>* Hardware | Quality and costs |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES**

**5.3    STRATEGIC OBJECTIVE NO. 1 :  ELECTRONIC DOCUMENT MANAGEMENT SY**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 6. | Financial System | FS commissioned | * R 204 800 + <br> * Project Manager <br> * Business Systems Analyst <br> * Developer <br> * Software <br> * Hardware | Quality and costs |
| 7. | Human Resources System | HRS commissioned | * R 201 560 + <br> * Project Manager <br> * Business Systems Analyst <br> * Developer <br> * Software | Quality and costs |
| 8. | Distribution System | DS commissioned | * R 925 200 <br> * Project Manager <br> * Business Systems Analyst <br> * Vendor development <br> * Software <br> * Hardware | Quality and costs |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES**

**5.3    STRATEGIC OBJECTIVE NO. 1 :  ELECTRONIC DOCUMENT MANAGEMENT SY**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 9. | Information Management System | IMS commissioned | * R 1 558 800<br>* Project Manager<br>* Business Systems Analyst<br>* Vendor development<br>* Process Analyst<br>* Software<br>* Hardware | Quality and cost |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SER VICES (INFORMATIO**

**5.2    STRATEGIC OBJECTIVE NO. 1 :  TECHNOLOGY SERVICES FOR OTHER UNITS**

| No. | Action Steps | Output Standard | Resources | Unit of measure | |
|-----|-------------|-----------------|-----------|-----------------|---|
| 1. | Improvement of response rate to clients (I & L – GLIC-4) | OPAC on intranet – unlimited license agreement. | * Web publisher software<br>* Laser printers<br>* Pentium 4 PC's | Quality | |
| 2. | Expansion and maintenance of information resources (I & L – GLIC-4) | Expand electronic databases. | * SABINET<br>* EBSCO<br>* E-journals<br>* E-Secondary ref. Sources | Quality | |
| 3. | Preparation for the digitalisation of the house and committees (PO-Hansard-6) | Digitalise current archive material. | * Selbourne Hal project Phase 1 to be completed.<br>* PC based recording and transcription system. | Quality | |
| 4. | Work flow (ISS – Finance - 3) | Implementation of work flow. | Provide additional hardware if required. | Quality | |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES (INFORMA**

## 5.2 STRATEGIC OBJECTIVE NO. 2 : SELBOURNE HALL PROJECT

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|-------------|-----------------|-----------|-----------------|
| 1. | Confirm technical design is appropriate. | Design approved. | None. | Quality |
| 2. | Draw up tender specifications for Phase 1. | Tender specifications approved. | Technical Contractor. | Quality |
| 3. | Tender process for Phase 1. | Contract awarded. | Technical contractor to advise. | Compliance |
| 4. | Implement Phase 1 | Phase 1 commissioned | * R 2 000 000<br>* Contractor<br>* Selbourne Hall to be vacant for at least 10 weeks. | Quality and costs |
| 5. | Draw up tender specifications for Phase 2 | Tender specifications approved. | Technical contractor | Time |
| 6. | Tender process for Phase 2. | Contract awarded. | Technical contractor to advise. | Compliance |
| 7. | Implement Phase 2. | Phase 2 commissioned. | * R 3 000 000<br>* Contractor<br>* Selbourne Hall to be vacant for at least 10 weeks. | Quality and costs |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES (BUILDING M.**

**5.2    STRATEGIC OBJECTIVE NO. 3 : CITY HALL PROJECT**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|-------------|-----------------|-----------|-----------------|
| 1. | Legal Compliance Projects. | Building obtains necessary legal documentation to operate as a public venue. | * Professional team<br>* Money<br>* Time<br>* Co-operation with Council | Compliance |
| 1a. | Outline problems | One page memo. | None. | Quality |
| 1b. | Detailed evaluation of problems and probable solutions. | Study of existing infrastructure, draft design of legal solution, draft project plan produced. | None. | Quality |
| 1c. | Appoint appropriate professional(s). | Award of contract(s). | None. | Quality |
| 1d. | Draw up detailed specifications and tender. | * Tender(s) documents issued.<br>* Contracts awarded. | Professional team. | Quality |
| 1e. | Implement work. | Work implemented. | * Builders<br>* Electricians<br>* Etc. | Compliance |
| 1f. | Certification | Certificates obtained. | None. | |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES (BUILDING M**

**5.2    STRATEGIC OBJECTIVE NO. 3 :  CITY HALL PROJECT**

| No. | Action Steps | Output Standard | Resources | Unit of measure | |
|---|---|---|---|---|---|
| 2. | Ancillary projects such as Public Toilets, Harry Hofmeyer, precinct (Phase 1). | Commission of designed projects. | * Professional team<br>* Contractors | Quality | |
| 2a. | Draft details of work. | Proposal tabled. | None | Quality | |
| 2b. | Appoint professionals | Contract(s) awarded. | None | Quality | |
| 2c. | Draw up specifications and tender. | Tenders issued. | Professional team. | Quality | |
| 2d. | Implement | Projects commissioned. | Contractors | Quality | |
| 3. | Legislature Sub-projects. | Projects commissioned. | Contractors | Quality | |
| 4. | City Hall rehabilitation project. | Projects commissioned. | Contractors | Quality | |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES (SECURITY M**

**5.2    STRATEGIC OBJECTIVE NO. 1 :  SECURITY OPERATIONAL PROJECT**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|-------------|-----------------|-----------|-----------------|
| 1. | Complete security project (capital work). | Project commissioned. | As per project plan. | Quality |
| 2. | Draft procedures and policy that match new security equipment. | Security Plan approved. | None | Quality |
| 3. | Draw up tender specifications for required service provider(s). | Tender specifications approved. | No direct costs. | Quality and costs |
| 4. | Tender process | Contract(s) awarded. | No direct costs. | Quality |
| 5. | New procedures activated. | Contractor(s) start work. | | Quality |
| 6. | Manage, monitor and evaluate the implementation process. | Evaluation reports drafted and submitted on quarterly basis. | No direct costs. | Quality |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES**

**5.2 STRATEGIC OBJECTIVE NO. 1 : ELECTIONS OPERATIONAL PROJECT**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Determine detailed "Assumption". | Detailed Assumptions drafted and approved. | None. | Quality |
| 2. | Identify office and space implications. | Office and space implications identified. | * Consultants<br>* R 100 000 | Quality |
| 3. | Identify IT implications. | IT implications identified. | None. | Quality |
| 4. | Identify technical implications. | Technical implications identified. | None. | Quality |
| 5. | Identify services implications. | Services implications identified. | None. | Quality |
| 6. | Prepare budgets on basis of findings / recommendations of steps 1, 2 ,3, 4 and 5 above. | Budgets prepared and approved. | None. | Costs |
| 7. | Go on tender and award contracts. | Contracts signed with appointed service providers. | Budget to be available for next year. | Compliance |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES**

**5.3    MTEF STRATEGIC OBJECTIVES 2003 – 2006**

|     | **2003 / 2004** | **2004 / 2005** |
| --- | --- | --- |
| 1. | Electronic document management system (LIMS). | Electronic document management system (LIMS). |
| 2. | Selbourne Hall Project. | Selbourne Hall Project. |
| 3. | City Hall Project. | City Hall Project. |
| 4. | Security operational project | - |
| 5. | "Elections" operational project. | "Elections" operational project. |

**LEGISLATURE PROGRAMME 5 : OPERATIONAL SUPPORT SERVICES**

**5.4    SWOT-ANALYSIS TABLES**

| Strengths | |
|---|---|
| ? Developed a strong teamwork with weekly meetings to measure proficiency in Docs and Services especially.<br>? Timeous response to customers' needs.<br>? Participate in most task teams within the institution.<br>? Improvement in building security.<br>? Establishment of basic SAP Basis support.<br>? Sound operational control systems in place.<br>? Hands-on management.<br>? Teamwork and mutual strategy.<br>? Clear understanding of operational mandate.<br>? Compliance with National Archives Act & Legal Deposit Act.<br>? Strong and robust network, communications, facilities and building infrastructure.<br>? Achievement of extremely high network and SAP uptime. | ? No permanent sec<br>? Contractual and b<br>? Ageing of servers<br>? Too many projects<br>? Insufficient staff c<br>? Staff in Security<br>     Hansard feel alie<br>     of understanding<br>? Insufficient trainin<br>? No upward mob<br>     functions).<br>? Management hand<br>? Limited range of e<br>? Insufficient SAP B<br>? Inadequate buildir<br>? Lack of IT security<br>? Implementation of<br>? Lack of formalised<br>? Lack of Business<br>? Risk assessment |

**LEGISLATURE PROGRAMME 5 : OPER ATIONAL SUPPORT SERVICES**

**5.4    SWOT-ANALYSIS TABLES**

| **Opportunities** | |
|---|---|
| ?    Development of SAP R/3 Basis support and business process.<br>?    The development of City Hall.<br>?    Improve business relations with service providers.<br>?    Change-over from analogue to digital system in Selbourne Hall.<br>?    Provision of Remote Access to the network.<br>?    Rapid technological change. | ?    There is a limited<br>     many technical ar<br>?    Undue pressure<br>     submissions of sp<br>?    Risk of losing com<br>?    High cost of chasi<br>?    Functional life of e<br>?    Growth in number<br>?    Network security a<br>?    September 11th. |

**LEGISLATURE PROGRAMME 6  :  INFORMATION AND LIAISON**

**6.1    LIST OF STRATEGIC OBJECTIVES (2003 / 2004)**

**UNIT  :        A.        PUBLIC RELATIONS AND MEDIA LIAISON**

| | | |
|---|---|---|
| **STRATEGIC OBJECTIVE 1** | **:** | Marketing strategy for new GPL brand |
| **STRATEGIC OBJECTIVE 2** | **:** | Development of standard manual |
| **STRATEGIC OBJECTIVE 3** | **:** | Multi-skilled and dedicated staff |

**UNIT  :        B.        INFORMATION CENTRE**

| | | |
|---|---|---|
| **STRATEGIC OBJECTIVE 1** | **:** | Information support service to enhance PEE |
| **STRATEGIC OBJECTIVE 2** | **:** | User guidance and instruction for optimal re |
| **STRATEGIC OBJECTIVE 3** | **:** | Expansion and maintenance of information |
| **STRATEGIC OBJECTIVE 4** | **:** | Improvement of response rate to clients |
| **STRATEGIC OBJECTIVE 5** | **:** | Increase capacity through a multi-skilled pro |

**UNIT  :        C.        RESEARCH UNIT**

| | | |
|---|---|---|
| **STRATEGIC OBJECTIVE 1** | **:** | Programme evaluation and budget analysis |
| **STRATEGIC OBJECTIVE 2** | **:** | Produce and develop research material on t and relevance to committees. |
| **STRATEGIC OBJECTIVE 3** | **:** | Creating a conducive environment for condu |
| **STRATEGIC OBJECTIVE 4** | **:** | Producing and developing procedural manu |
| **STRATEGIC OBJECTIVE 5** | **:** | To build sufficient capacity in the research u |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (PR AND MEDIA UNIT**

**STRATEGIC OBJECTIVE NO. 1 : MARKETING STRATEGY FOR NEW GPL BRAND**

| No. | Action Steps | Output Standard | Resources | Unit of measure | |
|-----|--------------|-----------------|-----------|-----------------|---|
| 1. | Develop a marketing plan. | Marketing plan in place. | Service Providers' costs. | Quality Costs | |
| 2. | Formulate a brand management manual. | Policy document formulated. | Service Providers' costs. | Quality | |
| 3. | Appoint marketing firm. | Marketing firm appointed. | Service Providers' costs. | Quality Costs | |
| 4. | Roll-out an intensive marketing plan. | Campaign rolled out as scheduled. | Service Providers' costs. | Quality | |
| 5. | Evaluation of campaign. | Campaign evaluated. | Service Providers' costs. | Quality | |

**LEGISLATURE PROGRAMME 6  :  INFORMATION AND LIAISON (PR AND MEDIA UNIT**

**STRATEGIC OBJECTIVE NO. 2  :  DEVELOPMENT OF STANDARD MANUAL**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Develop terms of reference. | Terms of reference developed and approved. | No direct costs. | Quality |
| 2. | Develop content of the manual. | Content developed. | No direct costs. | Quality |
| 3. | Finalise the editing, layout, setting and printing. | Final manual produced and packaged. | Editing and production costs. | Costs |
| 4. | Conduct workshops i.e.<br>*  Public Relations<br>*  Procurement<br>*  Finance<br>*  Administration<br>*  ECC | *  Workshops conducted as scheduled.<br>*  Workshops attended by all concerned. | Workshop costs. | Quantity<br>Quality |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (PR AND MEDIA UNIT**

**STRATEGIC OBJECTIVE NO. 3 : MULTI-SKILLED AND DEDICATED STAFF**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Define competencies per role. | Competencies per role well defined. | No direct costs. | Quality |
| 2. | Develop Unit's competency profile. | Unit competency profile in place. | No direct costs. | Quality |
| 3. | Conduct competency assessments. | Up-dated PDP's for all staff. | Service Providers' costs. | Quality |
| 4. | Develop individual / Units training and development plans. | Training and Development (i.e. Units SDP) in place. | No direct costs. | Quality |
| 5. | Implement the approved Training and Development plans. | Training and Development conducted and attended as scheduled. | Training and Development costs. Service Providers' costs. | Quantity Costs |
| 6. | Recruit staff (i.e. for media liaison services). | Increased capacity of unit. | Adverts and recruitment costs. | Costs Time |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (INFORMATION CENT**

**STRATEGIC OBJECTIVE NO. 1 : INFORMATION SUPPORT SERVICE TO ENHANCE F**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Participate in internal information sharing forums. | Quality information is provided and incorporated into matrices. | No direct costs. | Quality Quantity |
| 2. | Identify and obtain information sources. | Relevant material available and accessible. | No direct costs. | Quantity Quality |
| 3. | Appoint additional staff. | Increased capacity. | Adverts and recruitment costs. | Cost Time |
| 4. | Capacity building for staff. | Competent and professional staff. | Training and Development costs. | Quantity Costs |
| 5. | Implement alert service based on PEBA requirements. | Client empowerment. | No direct costs. | Quantity |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (INFORMATION CENT**

**STRATEGIC OBJECTIVE NO. 2 : USER GUIDANCE AND INSTRUCTION FOR OPTIMA**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Conduct user need survey. | Questionnaire circulated to relevant stakeholders. | No direct costs. | Quantity |
| 2. | Develop and conduct training programme. | Training conducted as scheduled. | Training and Development costs. | Quantity Quality |
| 3. | Produce manuals for self-instruction. | Back-up print manuals available. | Printing costs. | Quantity Costs |
| 4. | Conduct pilot projects. | Pilot projects conducted. | Service Providers' costs. | Quality Time |
| 5. | Full implementation of the project. | Project implemented as scheduled. | No direct costs. | Quality |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (INFORMATI**

**STRATEGIC OBJECTIVE NO. 3 : EXPANSION AND MAINTENANCE OF INFORMATIO**

| No. | Action Steps | Output Standard | Resources | Unit of measure | |
|-----|--------------|-----------------|-----------|-----------------|---|
| 1. | Develop and expand information collection through : | | | | |
| | * Obtaining information resources through exchanges. | Formal exchange programmes exists. | Corporate membership and interlending fees. | Quantity | |
| | * Expand electronic databases. | Full text electronic journals, electronic current awareness service, statistical databases. | SABINET, EBSCO, e-journals, e-secon-dary reference sources. | Costs | |
| | * Acquire new books. | Expanded collection coverage of focused subject areas (poverty alleviation, socio-economic develop-ment, gender and youth issues, human rights, democracy, legislation, change management). | Average cost R600 per book. Subject guide to books in print. | Quantity Costs | |
| 2. | Bind and process journals and Gazettes. | Complete issue runs are bound with indexes for efficient retrieval. | Binding material. Two interns for processing of materials. | Quality Quantity | |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (INFORMATION CENT**

**STRATEGIC OBJECTIVE NO. 4 : IMPROVEMENT OF RESPONSE RATE TO CL IENTS**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|---|---|---|---|---|
| 1. | Conduct analysis to simplify access, retrieval and delivery system. | Simplified access and retrieval systems in place. | No direct costs. | Quality |
| 2. | Conduct hardware and software needs analysis. | Needs analysis report produced. | No direct costs. | Quality |
| 3. | Integrate access and retrieval systems into network environment. | * OPEL on intranet. * Unlimited licence agreement. | * Service Providers' costs. * Software and hardware costs. | Quality Costs |
| 4. | Obtain training on utilisation of new software. | Training attended by all staff. | Training and Development costs. | Quantity Quality |
| 5. | Conduct training on new access and retrieval system. | Training attended by all end-users. | Training and Development costs. | Quantity Quality |

**LEGISLATURE PROGRAMME 6  :  INFORMATION AND LIAISON (INFORMATION CENT**

**STRATEGIC OBJECTIVE NO.  5  :  INCREASE CAPACITY THROUGH MULTI-SKILLIN(**

| No. | Action Steps | Output Standard | Resources | Unit of measure |
|-----|--------------|-----------------|-----------|-----------------|
| 1. | Define competencies per role. | Competencies per role well defined. | No direct costs. | Quality |
| 2. | Develop Unit's competency profile. | Unit competency profile in place. | No direct costs. | Quality |
| 3. | Conduct competency assessments. | Updated PDP's for all staff. | Service Providers' costs. | Quality |
| 4. | Develop individual / Units training and development plans. | Training & Development (i.e. Units SDP) in place. | No direct costs. | Quality |
| 5. | Implement the approved training and development plans. | Training and Development conducted and attended as scheduled. | Training and Development costs. Service Providers' costs. | Quantity Cost |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (RESEARCH UNIT)**

**6.2  STRATEGIC OBJECTIVE NO.  1  :  PROGRAMME EVALUATION AND BUDGET AN**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|-------------|-----------------|-----------|-----------------|----|
| 1. | Pilot PEBA model. | PEBA model has been piloted. | No direct costs. | Quality | |
| 2. | Implement PEBA model. | PEBA model implemented. | No direct costs. | Quality | |
| 3. | Review model. | Model reviewed. | No direct costs. | Quality | |
| 4. | Evaluate PEBA model. | PEBA model evaluated. Improved investigative and oversight capacity of committees. | No direct costs. | Quality | |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (RESEARCH UNIT)**

**6.2 STRATEGIC OBJECTIVE NO. 2 : PRODUCE AND DEVELOP RESEARCH MATE OF INTEREST AND RELEVANCE TO COMMITTEES - 2003 / 2004**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|--------------|-----------------|-----------|-----------------|----|
| 1. | Brief researchers on the need for research on topical issues. | Researcher briefed on the need for research on topical issues. | No direct costs. | Quality | |
| 2. | Discuss possible topics with Researchers on a regular basis. | Possible topics discussed with researchers on regular basis. | No direct costs. | Quantity | |
| 3. | Prioritise topics identified. | Topics identified have been prioritised. | No direct costs. | Quantity | |

**6.2 STRATEGIC OBJECTIVE NO. 3 : CREATING A CONDUCIVE ENVIRONMENT 2004**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|--------------|-----------------|-----------|-----------------|----|
| 1. | Conduct a benchmarking exercise. | Benchmarking exercise completed. | No direct costs. | Quality | |
| 2. | Implement the findings of our benchmarking exercise. | Findings of benchmarking exercise implemented. | No direct costs. | Quality | |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (RE SEARCH UNIT)**

**6.2 STRATEGIC OBJECTIVE NO. 4 : PRODUCING AND DEVELOPING PROCEDUR/**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|--------------|-----------------|-----------|-----------------|-----|
| 1. | Produce procedural manuals on each of the Research services. | Manuals for all categories of research. | No direct costs. | Quantity Costs | |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON (RESEARCH UNIT)**

**6.2 STRATEGIC OBJECTIVE NO. 5 : TO BUILD SUFFICIENT CAPACITY IN THE RES**

| No. | Action Steps | Output Standard | Resources | Unit of measure | Ti |
|-----|--------------|-----------------|-----------|-----------------|-----|
| 1. | Recruit researchers who are sufficiently experienced. | Experienced researchers capable of handling complex research tasks have been recruited. | Adverts and recruitment costs. | Quality Costs | |
| 2. | Encourage the existing group of Researchers to continuously improve their qualifications. | Existing group of Researchers taking steps to improve quail-fications. | Training and Development costs. | Quality | |
| 3. | Specialisation | Specialisation is taking place. | Training and Development costs. | Quality | |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON**

**6.3    STRATEGIC UNITS : PROJECTED STRATEGIC OBJECTIVES (MTEF)**

**UNIT  :  PUBLIC RELATIONS AND MEDIA LIAISON**

|  | **2003 / 2004** | **2004 / 2005** |
|---|---|---|
| 1. | Marketing strategy. | Measurement of public sentiments – survey. |
| 2. | Development of Standard Manual | Cultural and heritage project – development of GPL as an integrated Tourism, Arts and Cultural site. |
| 3. | Multi-skilled and dedicated staff. | |

**LEGISLATURE  PROGRAMME  6  :  INFORMATION  AND  LIAISON**

**6.4   STRATEGIC UNITS : PROJECTED STRATEGIC OBJECTIVES (MTEF)**

**UNIT  :  INFORMATION CENTRE**

|   | **2003 / 2004** | **2004 / 2005** |
|---|---|---|
| 1. | Information Support service to enhance PEBA. | Updating operational manuals and development of standards. |
| 2. | User guidance and instruction for optimal retrieval of information. | Expand resources through forging partnerships. |
| 3. | Expansion and maintenance of Information Resources. | Further development of human resource capacity. |
| 4. | Improvement of response rate to clients. | |
| 5. | Increase capacity through a multi-skilled professional staff. | |

**UNIT  :  RESEARCH**

|   | **2003 / 2004** | **2004 / 2005** |
|---|---|---|
| 1. | Programme evaluation and budget analysis. | Lack of infrastructural resources. |
| 2. | Produce and develop research material on topical issues that are of interest and relevance to committees. | Lack of receptiveness from Chairpersons. |
| 3. | Creating a conducive environment for conducting research. | Quality control. |
| 4. | Producing and developing procedural manuals. | Identifying and attending courses on the latest research methods. |
| 5. | To build sufficient capacity in the Research Unit. | |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON**

**6.4    SWOT-ANALYSIS TABLES : RESEARCH UNIT**

| Strengths | |
|---|---|
| The Unit : <br> ? Enjoys the highest level of formal training per unit in the Legislature. <br> ? Has a good and clear sense if its mandate. <br> ? Has seen ongoing improvements in the motivation of its staff. <br> ? Has sound management systems in place. <br> ? Has developed a strong teamwork ethic. <br> ? Has improved in information support. <br> ? Young dynamic group of researchers. <br> ? Fairly competent staff. | The Unit : <br> ? Motivation levels a <br> ? Has insufficient <br>    clusters – being a <br> ? Does not netwo <br>    community. <br> ? The individual res <br>    subject fields – b <br> ? Relatively inexper |
| **Opportunities** | |
| ? Considerable room exists for Units to make innovative policy proposals. <br> ? There is public and widespread goodwill towards the legislature. (Researchers benefit by being able to draw on this goodwill). <br> ? The Unit can benefit from ongoing increases in accessibility of necessary information and data through IT. <br> ? PEBA – more support to committees and clarifying research role. <br> ? Publication – CPS. <br> ? Training and Development. <br> ? More staff – review of the organogram. | ? The Unit is threate <br> ? Researchers are <br>    research tasks. <br>    underestimation <br> ? External service p <br>    and deadlines or <br> ? The quality of the <br>    disparate deman <br> ? Usage of consulta <br> ? Lack of receptiver |

## LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON

## 6.4   SWOT-ANALYSIS TABLES : INFORMATION CENTRE UNIT

| Strengths | |
|---|---|
| ?  Improved systems<br>?  Dedicated staff<br>?  Competency achieved with experience<br>?  Sound relationship with other units<br>?  Improved interaction between Information Centre and MPL's | ?  Insufficient broad<br>?  Insufficient staff c |
| **Opportunities** | |
| ?  Sound relationships with outside libraries and NGO's<br>?  Sound relationship with other legislatures<br>?  Change in delivery of Information Systems and Technology e.g. online services (EBSCO, SABINET).<br>?  SAP  -  Management Information System.<br>?  Improved relationship with Research Committees and MPL's<br>?  PEBA for a sharper focus<br>?  Training and Development opportunities | ?  Termination of co providers due to<br>?  Reliance on over delays and impa<br>?  Demand from ext products.<br>?  Too many projects |

**LEGISLATURE PROGRAMME 6 : INFORMATION AND LIAISON**
**6.4   SWOT-ANALYSIS TABLES : PUBLIC RELATIONS AND MEDIA LIAISON UNIT**

| Strengths | |
|---|---|
| ?   Professional approach.<br>?   Young, active, enthusiastic and analytical staff.<br>?   Creative and innovative processes.<br>?   Sound relationship between PR, PPP, Committees, Speaker's Office and Proceedings to a certain extent.<br>?   Communication and Publications.<br>?   Sound interpersonal relationships amongst staff.<br>?   Stronger media focus.<br>?   Staff more focused and have clearer direction.<br>?   Clear communication and constant feedback. | ?   Lack of infrastruct<br>?   Lack of commit members.<br>?   Insufficient networ<br>?   Lack of concrete committee's wo cluster.<br>?   Insufficient staff c<br>?   Lack of capacity, staff members - plans and Trainir |
| **Opportunities** | |
| ?   Sound relationships with GPG and national departments e.g. DFA.<br>?   Further improvement in media relationships.<br>?   Extended and sound relationships with Parliament and other legislatures.<br>?   Further improvement with the private sector and provincial organisations.<br>?   Clearer understanding of PEBA (Programme Evaluation and Budget Analysis).<br>?   SAP and PFMA. | ?   Protocol function i<br>?   System breakdow<br>?   External service specifications.<br>?   Late booking by internal and exte<br>?   Too many proje commitments.<br>?   Lack of maintainir with PPP – not programme docu<br>?   Insufficient techni of the website.<br>?   Lack of notificatic being addressed |

# GPL Strategy Review and

# Evaluation Report

## Part C: One-Year Operational Plan

# BUSINESS PLAN
# SUB-PROGRAMME : SPEAKER'S OFFICE
# YEAR : 2003/4

### KEY LEGISLATURE OBJECTIVES

**Overall Office Objectives**
To ensure that:

- ? The Speaker is able to provide strategic vision for the institution with particular emphasis on the following areas: **Investigative Oversight/ Committee Hearings; Programme Budgeting; Procedural Services; Parliamentary Modernisation**

- ? The Speaker develops appropriate relations with all political parties and to act as the guardian of fair processes,

- ? Parliamentary democracy and public participation in the Legislature processes is promoted,

- ? The Speaker fosters and strengthens relations with the diplomatic community, representative bodies, elected representatives and organisations supporting representative democracy in their countries,

- ? The Speaker projects the Legislature more effectively in the public arena – Media & the Public,

- ? The processes of transformation initiated by the Speaker are placed are operating on a sustainable basis,

- ? The process of developing resources in the institution is in place,

- ? There is an effective functioning of the decision-making structures in which the roles of the different structures are clear,

**Key Action Items:**

- ? The Office functions effectively & optimally in relation to the institution,

- ? The Standing Rules of the House are adhered to,

- ? The Speaker hosts visiting dignitaries, special visitors and delegations,

- ? Non-partisan and efficient service is rendered to the House,

- ? The Parliamentary precincts are controlled and managed,

- ? The Speaker is informed of current global and local issues,

- ? The Office Bearers are informed regularly about the events in the Legislature through Office Bearers meetings,

- ? The Board functions optimaly, Legislature management keeps the Speaker informed at all times,

- ? Non-partisan, efficient and convenient services are provided to Members of the Legislature,

**2. DECISION UNITS / KEY AREAS OF LEVERAGE**
   (AREAS OF ACTIVITY IN LINE WITH STRATEGIC OBJECTIVES AND STRATEGIC PLANS)

? Effective Legislature Processes

? Improved Relations with International players

? Improved relations with other Parliamentary institutions both locally and internationally

? Improved effectiveness in managing the co-ordination of international visits

? Increased awareness of the Legislature Business, Speaker and Deputy Speaker's profiles

? Increased Public Participation

## *Optimal delivery in the following areas:*

? Increased awareness of the Speaker, Deputy Speaker and the role of the Legislature by the public
? Improved service delivery of the office to the Speaker and Deputy Speaker
? Improved co-ordination with the directorates and units
? Improved and efficient service of the management structures
? Improved research and information delivery capacity to the Speaker and the Deputy Speaker

**3. PROJECTS**

? General improvement of processes and procedures in the Office( develop a procedural manual for the office w.r.t. the personal advisor

? More functions hosted for external relations

? Investigations into Parliamentary Modernisation, Committee Enquiries, improved Procedural Services

**4.    SUB-PROGRAMME DESCRIPTION AND KEY OUTPUTS**

| OFFICE OF THE SPEAKER - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | | |
|---|---|---|---|---|---|---|---|
| Outcome | Description of Outputs | Unit of Measure | TARGET | | | Standard | Source of Data |
| | | | 2003/04 | 2004/05 | 2005/06 | | |
| **Maintaining current relations and improving relations with other Parliamentary institutions both locally and internationally** | Attendance of Speaker's Forum Meetings, and | No. of meetings | 9 meetings scheduled 1 hosted by GPL | 9 meetings scheduled 1 hosted by GPL | 9 meetings scheduled 1 hosted by GPL | 9 meetings | Speaker's Forum Secretariat |
| | Attendance of CPA Meetings, | No. of meetings | 1 Africa Region Meeting 1 Int meeting | 1 Africa Region Meeting 1 Int meeting | 1 Africa Region Meeting 1 Int meeting | 2 meetings | CPA Secretariat |
| | Attending Speaker's Forum sub-committee meetings | No. of meetings | 6 meetings 3 Dep Speaker 3 Speaker | 6 meetings 3 Dep Speaker 3 Speaker | 6 meetings 3 Dep Speaker 3 Speaker | 36 meetings | Speaker's Forum Secretariat |
| **The Speaker hosts visiting dignitaries, special visitors and delegations,** | International Delegations, Local delegations, Consul –Generals and VIPs | No. of meetings | Estimated at 4 p.a (int) 1 p.a (loc) 5 times(VIP) | Estimated at 4 p.a (int) 1 p.a (loc) 5 times(VIP) | Estimated at 4 p.a (int) 1 p.a (loc) 5 times(VIP) | Estimated at 4 p.a (int) 1 p.a (loc) 5 times(VIP) | Estimation |
| **Board functions optimally** | Preparation of Board meetings to be co-ordinated effectively | No. of meetings | 4 meetings annually | 4 meetings annually | 4 meetings annually | 4 meetings | Recommended |
| **Legislature management keeps the Speaker** | Implementation of and adherence to set meeting dates for management meetings | No. of meetings | Minimum - 10 meetings | Minimum - 10 meetings | Minimum - 10 meetings | Minimum - 10 meetings | Recommended |

| | | | | | | |
|---|---|---|---|---|---|---|
| **informed at all times** | | | | | | |
| **The Speaker represents the House at public events, the media,** | As and when required | No of appearances | As and when required | As and when required | As and when required | As and when required | |
| **Improved service delivery of the office to the Speaker and Deputy Speaker** | Improved support services to the Speaker and the Deputy Speaker | Improved Services | | | | | |

## 7. SPECIFIC / GENERAL ASSUMPTIONS

1. Staff complement of unit does not exceed 6

2. The Speaker and/or Deputy Speaker will go on at least three overseas study tours

3. The current workload does not increase significantly

4. Speaker and Deputy Speaker remain in their current portfolios

## 8. ACTIVITIES / TASKS

Rank of activities
1 - Extremely important
2 - Average importance
3 - Not important

| ACTIVITY / TASKS | RANK 1 | RANK 2 | RANK 3 |
|---|---|---|---|
| ? Accommodation Bookings Locally & Internationally | 1 | | |
| ? Air Travel Local & International | 1 | | |
| ? Coordination of functions and hosting of delegations & guests | 1 | | |
| ? Provision of Refreshments | 1 | | |
| ? Provision of Gifts outside normal protocol | 1 | | |
| ? Subsistence and travel allowance for Local & International Travel | 1 | | |
| ? Hosting and attending conferences | 1 | | |
| ? Process incoming requests from internal and external communication | 1 | | |
| ? Presentation of papers at conferences | 1 | | |

## 9. ORGANIZE ACTIVITIES INTO ASSOCIATED COST CODES

? Accommodation – (local & International)

? Air travel – (domestic & International

? Entertainment & Hospitality

? Travel & Subsistence

? Workshops and Functions

? Gifts & Flowers

**Centralised costs**

? Subscriptions

? Postage

? Refreshments

? Staff Bursaries

? Staff Training

? Staff Recruitment

? Telephone

? Stationery

? Photocopy consumables

? IT services

- ? Transport Motor
- ? Office Equipment
- ? Furniture

## 10. STAFF BUDGET

Specific assumptions:

- job evaluation for new / re-structured posts only
- No retrenchment

| CURRENT POSITION | GRADE | POSITION REDUNDANT | NEW POSITION REQUIRED | POSITION BUDGETED |
|---|---|---|---|---|
| Manager | P8 | 0 | 0 | 1 |
| Personal Advisor | P8 | 0 | 0 | 1 |
| Senior Admin Secretary - Speaker | P10 | 0 | 0 | 1 |
| Senior Admin Secretary – Deputy Speaker | P12 | 0 | 0 | 1 |
| Admin Secretary | P12 | 0 | 0 | 1 |
| Additional Assistance | P10 | 0 | 1 | 1 |
| **TOTAL** | | **0** | **1** | **6** |
| | | | | |

# BUSINESS PLAN
# SUB-PROGRAMME: SECRETARY'S OFFICE
# YEAR: 2003/4

### KEY PROGRAMME OBJECTIVES

? To provide strategic leadership and management in the institution and its business processes.

? To provide direction, leadership and secretariat support the Board and its subcommittees.

? To build, manage and facilitate relationship between the Legislature and its stakeholders.

? To build and manage operational efficiency by ensuring that the business processes are aligned to priorities, there implementation plans, there are monitoring reporting and evaluation systems.

? To provide a service to political parties in the Legislature and the MPLs

? To implement the Constitution and all laws that are binding to the Legislature

### 2. DECISION UNITS / KEY AREAS OF LEVERAGE
(AREAS OF ACTIVITY IN LINE WITH STRATEGIC OBJECTIVES AND STRATEGIC PLANS)

? Strategy planning, implementation, monitoring, reporting and evaluation/review

? Budgetary formulation, compilation, control and management

? Policy development, implementation, monitoring and review

? Human resource development, proper utilisation, competency alignment to strategy, monitoring, reporting and review

? Proper procurement systems, tender procedures, controls and integri

? ty of the system

? Asset management, risk management and fraud prevention

? Proper communication of legislature's intentions, success and challenges

? Efficient and effective provision of service to MPL's and political parties

? Legislative business management and co-ordination

? Manage the affairs of the CPA branch

? Manage the interaction with other Legislatures, through SALSA and the Speaker 's forum

## 3. PROJECTS

? Strategy intervention

? Fiscal discipline

? Policy alignment

? Information management system

? Special Projects

## 4. STRATEGIC OBJECTIVES TABLE (AS PRESENTED AT STRATEGIC PLANNING MEETING IN KOPANONG)

### 4.1 Capacity Building for the Board and Secretariat

| Project | Action step | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---------|-------------|------------------|-----------|-----|-----|-----|-----|-------------|
| | ? Organise capacity building course for the Board and Secretariat<br>? Organize team building exercises | ? Effective functioning board<br>? Further role clarification | Time. Budget. Research Experts | | 3006 – 30/07 | 30/08 – 30/9 | | Gengezi, Margaret, Edith and Joy |

### 4.2 Build relationships with international and national organizations

| Project | Action step | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---------|-------------|------------------|-----------|-----|-----|-----|-----|-------------|
| | ? **Identify funders and organization to create relationship with**<br>? **Establish relationships & programmes of enhancement**<br>? **Set up a system way of sustaining the relationships** | ? Extend the Legislatures' capabilities<br>? Increase the resource availability<br>? Access to skills and training | Time. Budget. | 30/06 | 15/06 | 31/09 | | PO director, Tshepiso, Nnana |

### 4.3 Service Excellence

| Project | Action step | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---------|-------------|------------------|-----------|-----|-----|-----|-----|-------------|
| | ? **Conduct customer surveys to Chairpersons 4 times per year**<br>? **Conduct customer surveys to all MPL's 2 times per year** | ? Improve service delivery and ensure the satisfaction of the recipients of services | Time. | 30/4 | 30/07 | 30/11 / | 30/02 | PO Director & Tshepiso<br><br>PO director Nnana, Bafana, Tshepiso & Sigidikazi |

**4.4** **Capability improvement for PEBA**

| Project | Action step | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---------|-------------|------------------|-----------|-----|-----|-----|-----|-------------|
| | ✍ Conduct a resources and capabilities study on staff and MPL's who are going to participate in the pilots<br><br>✍ Reskill staff and MPLs | ? Re-skilled staff and MPLs<br>? Effective and efficient implementation of the pilots | Time. Budget. | 30/04 | | | | PO director, Tshepiso and HR |

## 6. SUB-PROGRAMME DESCRIPTION AND KEY OUTPUTS

| | | | SECRETARY' OFFICE - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | |
|---|---|---|---|---|---|---|---|
| **Outcome** | **Description of Outputs** | **Unit of Measure** | **TARGET** | | | **Standard** | **Source of Data** |
| | | | **2003/04** | **2004/05** | **2005/06** | | |
| Effective Board | Arrange Board meetings and provide secretariat support | Time Quality Accuracy | Once per quarter 70% | Once per quarter 85% | Once per quarter 98% | Quality decision making 100% | Board meetings |
| Effective Secretariat | Arrange Secretariat meetings and provide secretariat support | Time Quality Accuracy | At least twice per month 70% | At least twice per month 85% | At least twice per month 98% | Quality decision making 100% | Secretariat meeting |
| Effective co-operation between Legislatures | Attend and participate effectively in Speaker's Forum and SALSA | Time Quality Accuracy | At least once in two months | At least once in two months | At least once in two months | Quality decision making | Minutes of meetings |
| Strategic management | Implement the strategic management systems | Time Quality Accuracy | Time Quality Accuracy | Within 15 days after each quarter | Within 15 days after each quarter | Within 15 days after each quarter | PFMA / Treasury regulations |
| Effective financial management system | Implementation of the PFMA and other legislation | Time Quality Accuracy | 90% | 95% | 100% | Compliance | AG reports Internal audit |
| Effective human capital development and management | Implementation of human resources strategies and systems | Quality Quantity | 90% | 95% | 100% | Implement according to plans | Reports |
| Policy development and management | Policy aligned to strategy, implementation of policy & evaluation | Quality Quantity Effectiveness | 70 % | 90% | 98% | Implement according to plans | Reports |
| Effective information management system | Implement an efficient information management system | Quality Quantity Effectiveness | 50 % | 70 % | 90 % | Implement according to plans | Treasury Correspondence |
| Operational efficiency | Delivery of service to members and stakeholders | Quality Quantity Effectiveness | 90 % | 95 % | 98 % | Implement according to plans | Reports |

**10. ASSUMPTIONS**

**7.1**   Specific assumptions

5.   The needs of the organization have changed

6.   the organogram has changed

7.   the operation of the Board has changed

7.2   Generic assumptions

1.   Complement of Members of the Legislature not to exceed 73 and support staff does not exceed

170

2.   Legislature to use same premises in the next financial year

3.   Inflation rate is 8%

4.   No fundamental changes to amended PFMA

5.   Economic stability and stable currency

6.   No changes in Programme and Sub-Programme structure

7.   No changes in political structure

**11. ACTIVITIES / TASKS**

*Rank of activities*
1   -   Extremely important
2   -   Average importance
3   -   Not important

| ACTIVITY / TASKS | RANK 1 | RANK 2 | RANK 3 |
|---|---|---|---|
| ?   Execute contracts | 1 | | |
| ?   Execute requisitions | 1 | | |
| ?   Arrange, prepare for and advise the board meetings | 1 | | |
| ?   Arrange, prepare and chair the Secretariat | 1 | | |
| ?   Approve expenditure reports | 1 | | |
| ?   Approve audit reports | 1 | | |
| ?   Approve the budget | 1 | | |
| ?   Approve annual report | 1 | | |
| ?   Approve contract of employment | 1 | | |
| ?   Approve projections | 1 | | |
| ?   Approve virements over 8% | 1 | | |
| ?   Convene extended secretariat meetings | 1 | | |
| ?   Convene staff meetings | 1 | | |
| ?   Approve policy | 1 | | |
| ?   Approve a risk management process | 1 | | |
| ?   Attend Audit Committee meetings | 1 | | |
| ?   Implement PFMA requirements and fulfill PFMA responsibilities | 1 | | |

| | | | | |
|---|---|---|---|---|
| ? | Approve Annual Financial Statements | 1 | | |
| ? | Attend the Members Affairs Committee | 1 | | |
| ? | Financial & Budget reports - internal | 1 | | |
| ? | Facilitate Budget Process | 1 | | |
| ? | Attend the Human Resources Committee | 1 | | |
| ? | Approve the fraud prevention plan | 1 | | |
| ? | Petty cash management | | 2 | |
| ? | Attend Programming Committee | 1 | | |
| ? | Attend the Rules Committee | 1 | | |
| ? | Arrange and attend Office Bearers meeting | 1 | | |
| ? | Develop policies | 1 | | |
| ? | Organize workshops | | 2 | |
| ? | Travel by air and road | | 2 | |
| ? | Hotel accommodation | | | 3 |
| ? | Organize/ Attend meetings | | 2 | |
| ? | Subscribe to journals and professional bodies | | 2 | |
| ? | Use of professional consultants | 1 | | |

## 12. ORGANIZE ACTIVITIES INTO ASSOCIATED COST CODES

- ? Personnel Expenditure

    - ? Basic salary

    - ? Motor Allowance

    - ? Cell phone allowance

    - ? Medical Aid

    - ? Provident fund

    - ? PPMS awards

    - ? UIF

- ? Accommodation - local

- ? Air travel - domestic

- ? Entertainment

- ? Travel & Subsistence

- ? Workshops and Functions

- ? Subscriptions

- ? Consultants

- ? Fraud Prevention planning

**Centralised costs**

- ? Postage

- ? Refreshments

- ? Staff Bursaries

- ? Staff Training

- ? Staff Recruitment

- ? Telephone

- ? Stationery

- ? Photocopy consumables

- ? IT services

- ? Transport Motor

## 10. STAFF BUDGET

Specific assumptions:

- The needs of the office have changed based on the demands
- The operations of the Legislature Service Board and its subcommittees have changed, hence there is a need for dedicated secretariat support for the LSB & subcommittees and the Secretariat and Subcommittees
- There is a need for secretary to the Deputy Secretary.

| CURRENT POSITION | GRADE | POSITION REDUNDANT | NEW POSITION REQUIRED | POSITION BUDGETED |
|---|---|---|---|---|
| Provincial Secretary | P 3 | 0 | 0 | 1 |
| Deputy Provincial Secretary | P 4 | 0 | 0 | 1 |
| Executive Assistant | P8 | 0 | 0 | 1 |
| Secretariat officer | P10 | 0 | 1 | |
| Senior Secretary | P 11 | 0 | 0 | 1 |
| Senior Secretary to the Deputy Secretary | P11 | 0 | 1 | 1 |
| **TOTAL** | | **0** | **2** | **5** |

# BUSINESS PLAN
# SUB-PROGRAMME : PARLIMENTARY OPERATIONS MANAGEMENT
# YEAR : 2002/3

### 1. Mandate of the Directorate

The mandate of the directorate is derived from the Constitution and relevant legislation, which is to provide secretariat and professional services to the following legislative business processes:
(a) pass laws and ensure that they are implemented;
(b) exercise oversight over the actions of the Executive and other provincial organs of state;
(c) ensure that the public participates in the legislative processes; and
(d) facilitates participation in the national legislative processes and ensures co-operative governance between the three spheres of government.

The management subprogramme supports this process by providing the following:

? overall strategic direction through planning, implementation, management and evaluation;
? alignment of strategic plans to budget;
? ensure effective and efficient allocation and management of resources, i.e. finance, human resources;
? ensure effective delivery of quality services;
? ensure implementation of the Constitution, the Standing Rules and the other laws of the country in facilitating the legislative processes;
? ensure direction and co-ordination of outputs of subprogrammes.

### 2. OBJECTIVES OF THE MANAGEMENT SUBPROGRAMME

To support the function of the Legislature through the provision of a professional, effective and efficient secretariat service to the legislative business processes by:

? Strategic direction and planning, implementation in the strategies, monitoring and evaluation mechanisms;
? Align budgets to strategies, ensure implementation, monitoring and evaluation;
? Ensure effective use of human resources, development, and evaluation of the outputs;
? Facilitation and management of the legislative programme, the committee system and support, the House business, public participation and petitions process, NCOP processes and legal services.

### DECISION UNITS / KEY AREAS OF LEVERAGE

? Strategic planning, implementation, monitoring and evaluation

? Budgetary formulation, compilation, control and management

? Allocation of resources and management thereof

? Project sponsoring, monitoring and evaluation

? Directing use, management, monitoring and evaluation of human resources

? Direct development of policy, implementation, monitoring and evaluation

? Direct the use, implementation of administrative policies and monitor the impact

? Direct the planning, implementation, monitoring and evaluation of operations

? Direct the development and implementation of legislative programme

? Direct the management of the legislative programme

? Direct the administrative processes of consideration and approval of legislation by the Legislature

? Direct the administrative processes of exercise of oversight over the Executive

? Direct the administrative processes of ensuring public participation and implementing the petitions process

? Direct the administrative process of ensuring participation in the national legislative processes

? Direct the process of ensuring effective oversight

? Direct the provision of procedural advice to Office Bearers and members

? Direct the provision of legal advice

? Direct the provision support to the Integrity Commissioner

### *Optimal delivery in the following areas:*

? Strategic management

? Financial management

? Human resource management

? Consideration and approval of legislation

? Exercise of oversight through

    ? Public hearings

    ? Questions, motions and interperllations

? House papers and other publications

? Committee meetings and deliberations

? House meetings and deliberations

? Public Education workshops

? Public outreach programmes

? Public hearings workshops

? Provision of procedural advice

? Provision of legal advice

? Management of Programme Implementation Committee

? Management of the Office Bearers meeting

? Management of the Legislature Process Transformation Group.

? Management of the Programme Evaluation Transformation Group

? Management of the legislative business (provincial and NCOP processes) using

　　? The Constitution

　　? Standing Rules

　　? Petitions Act and Regulations

　　? Public Finance Management Act

　　? Other laws

? and reporting to

　　? Office Bearers

　　? Programme Committee meeting

　　? Rules Committee meetings

　　? Chairperson's Committee meeting and other 16 Standing Committees

　　? Programme Implementation Committee

　　? The Premier, Leader of the House and Chief Whip meetings

? Management of the Committee System and reporting to

　　? Chairperson of Committees

　　? Chairperson of Committees Meeting

　　? Strategic management processes

　　? 16 Standing Committees

　　? Office Bearers

## 3.  PROJECTS

? Information management system
? Capacity building
? Service Excellence
? Programme evaluation and budget analysis (PEBA)

## 4. STRATEGIC OBJECTIVES

### 4.1 Information Management System

| Project | Action step | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---|---|---|---|---|---|---|---|---|
| Information management system | ? Implementation of the workflow system<br>? Testing the system<br>? Evaluation | ? Software system loaded<br>? System fully tested<br>? Effective information management system | Time. Budget. Research Experts | 30/05 | 30/08 | 31/10 | | Masego and Bafana |

### 4.2 Capacity Building

| Capacity Building | Action step | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---|---|---|---|---|---|---|---|---|
| Capacity Building | ? **Consider, conclude & send staff to the Legislative drafting course in Rau**<br>? **Send to delegates the Legislative drafting course in India**<br>? **Send one delegate to New Orleans course in USA**<br>? **Attachment training for Petitions Officer** | ? Benchmarking<br>? Trained and developed staff<br>? Increase efficiency and knowledge by staff | Time. Budget. | 30/06 | 15/06 | 31/09 | | PO director, Tshepiso, Nnana |

### 4.3 Service Excellence

| Service Excellence | Action step | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---|---|---|---|---|---|---|---|---|
| Service Excellence | ? **Conduct customer surveys to Chairpersons 4 times per year**<br>? **Conduct customer surveys to all MPL's 2 times per year** | ? Improve service delivery and ensure the satisfaction of the recipients of services | Time. | 30/4 | 30/07 | 30/11/ | 30/02 | PO Director & Tshepiso<br><br>PO director Nnana, Bafana, Tshepiso & Sigidikazi |

### 4.4 Capability improvement for PEBA

| Capability improvement for PEBA | Action step | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---|---|---|---|---|---|---|---|---|
| Capability improvement for PEBA | ✎ Conduct a resources and capabilities study on staff and MPL's who are going to participate in the pilots<br>✎ Reskill staff and MPLs | ? Reskilled staff and MPLs<br>? Effective and efficient implementation of the pilots | Time. Budget. | 30/04 | | | | PO director, Tshepiso and HR |

## 5. SUB-PROGRAMME DESCRIPTION AND KEY OUTPUTS

| PARLIAMENTARY OPERATIONS - MANAGEMENT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Outcome** | **Description of Outputs** | **Unit of Measure** | **TARGET** | | | **Standard** | **Source of Data** |
| | | | **2003/04** | **2004/05** | **2005/06** | | |
| Effective strategic management | o        1 annual review and planning session<br>o        3 monitoring, review and reprioritising sessions | Time<br><br><br><br>Accuracy | 4 planning, monitoring & review me per year<br><br>70% | 4 planning, monitoring & review me per year<br><br>85 % | 4 planning, monitoring & review me per year<br><br>98 % | PFMA & LSB requirements<br><br>100% | Management reports |
| Financial Management | Allocation of resources and spending accordingly<br>?     Monthly financial statements | Time<br><br><br>accuracy | Delivery as planned & within budget<br>70% | Delivery as planned & within budget<br>80% | Delivery as planned & within budget<br>90% | PFMA & LSB requirements<br><br>100% | Management reports |
| Human Resources Management | ?     PPMS<br>?     Training & development plans<br>?     Personnel records<br>?     Good industrial relations | Time | Delivery as planned & within budget<br>70% | Delivery as planned & within budget<br>80% | Delivery as planned & within budget<br>90% | PFMA & LSB requirements<br><br>100% | Management reports |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Management, monitoring & evaluation | ? Monthly plans and reports<br>? Monthly monitoring & evaluations<br>? Quarterly and annual evaluations | Time<br>Quality<br>Accuracy | Monthly plans, reports and evaluations<br><br>Within 7 days after each quarter | Monthly plans, reports and evaluations<br><br>Within 7 days after each quarter | Monthly plans, reports and evaluations<br><br>Within 7 days after each quarter | Practice and standards of the directorate | Management reports |
| Management of the legislative business | ? Office Bearers meetings<br>? Programme Implementation Committee<br>? Programme Committee meetings<br>? Rules Committee meetings<br>? Chairpersons Committee meetings | Time<br>Quality<br>Accuracy | Meetings & programme, available within 24hrs 100% quality | Meetings & programme, available within 24hrs 100% quality | Meetings & programme, available within 24hrs 100% quality | Standing Rules | Legislative documents and reports |
| Process enhancement management mechanisms | ? Legislature Process Transformation Group<br>? Monthly meetings with chairpersons<br>? Project team meetings | Time<br>Quality<br>Accuracy | Plans & reports<br><br>100% quality | 100% quality | 100% quality | Standards of the directorate | Management reports |
| Information management system | ✍ Tender<br>✍ Develop an integrated legislative business information management system<br>✍ Business solution for legislative business | Time<br>Quality<br>Accuracy | Development & implementation 60% | Implementation & evaluation 80% | Implementation & evaluation 100% | Implementation according to terms of reference and needs | Management reports |

## 6. GENERAL ASSUMPTIONS

8. There will be 2 sessions of strategic planning attended by 15 staff members.

9. We will receive 5 visitors from the other provinces and 1 from outside the country

10. There will be 1 international conference attendance and study tour

11. There will be three attachments/training

12. There will 10 business meetings with funders/consultants and staff

13. There will be 4 local conferences/workshops

14. Telephone cost is centralized in Administration

15. Stationery costs is centralized in Administration

16. IT services is centralized in IT & Technology Unit

17. Personnel budget is located in the Management budget of ISS

18. Staff training budget is located in Human Resources budget

19. Consultants to assist on projects

20. Telecommuting is not fully underway

21. No fundamental changes to amended PFMA

22. Economic stability and stable currency

23. No changes in Programme and Sub-Programme structure

24. No changes in political structure

## 7. ACTIVITIES / TASKS

Rank of activities
1 - Extremely important
2 - Average importance
3 - Not important

| ACTIVITY / TASKS | RANK 1 | RANK 2 | RANK 3 |
|---|---|---|---|
| ? Chair Programme Implementation committee | 1 | | |
| ? Chair Programme Evaluation Implementation Team | 1 | | |
| ? Convene and organise the Legislative Process Transformation Group | 1 | | |
| ? Convene and organise Office Bearers meetings | 1 | | |
| ? Ensure and publish the legislative programme | 1 | | |
| ? Direct Committees activities | 1 | | |
| ? Direct activities of matters that go to the House | 1 | | |
| ? Direct the public participation business process | 1 | | |
| ? Direct the petitions process | 1 | | |
| ? Ensure a strategic management process | 1 | | |

| ? | Prepare and implement a training and development plan | 1 | | |
|---|---|---|---|---|
| ? | Ensure operational efficiency | 1 | | |

**8.    ORGANIZE ACTIVITIES INTO ASSOCIATED COST CODES**

- ? Personnel Expenditure
    - ? Basic salary
    - ? Motor Allowance
    - ? Cell phone allowance
    - ? Medical Aid
    - ? Provident fund
    - ? PPMS awards
    - ? UIF
- ? Accommodation - local
- ? Air travel - domestic
- ? Entertainment
- ? Travel & Subsistence
- ? Workshops and Functions
- ? Subscriptions


**Centralised costs**

- ? Postage
- ? Refreshments
- ? Staff Bursaries
- ? Staff Training
- ? Staff Recruitment
- ? Telephone
- ? Stationery
- ? Photocopy consumables
- ? IT services

## 9. STAFF BUDGET

Specific assumptions:

- No job evaluation
- No retrenchment

| CURRENT POSITION | GRADE | POSITION REDUNDANT | NEW POSITION REQUIRED | POSITION BUDGETED |
|---|---|---|---|---|
| Director | P5 | 0 | 0 | 1 |
| Snr administrative secretary | P11 | 0 | 0 | 1 |
| Intern | P | 0 | 0 | 0 |
| **TOTAL** | | **0** | **0** | **2** |

# BUSINESS PLAN
# SUB-PROGRAMME: COMMITTEES SUPPORT UNIT
# YEAR 2003/ 2004

**1.    KEY LEGISLATURE OBJECTIVES**

?    To provide effective and efficient management and administration of committees

?    To provide efficient co-ordination of Committee activities  -  scheduling, public hearings, meetings, workshops, oversight visits

?    To provide high level professional service in relation to committee outputs– writing reports, input on Committee strategic plans, drawing upCommittee action plans

?    To provide a comprehensive service around law making and the exercise of oversight by Committees – monitoring and implementation of Programme Evaluation and Budget Analysis (PEBA), facilitating the conduct of Inquiries by Committees

**2.    DECISION UNIT / KEY AREAS OF LEVERAGE**

?    Law Making - Provide administrative support, procedural and expert advice, to facilitate the processing of legislation by committees

?    Facilitate the Exercise of Oversight - Provide appropriate procedural and expert advice, administrative and logistical support to facilitate the exercise of oversights by all committees

?    Facilitate public participation – Facilitate and provide mechanisms for involvement of the general public in all legislative processes undertaken by Committees

?    Committee Programming and Management– Provide proper planning, co-ordination and management of all committee activities and processes.

**3.    OPTIMAL DELIVERY IN THE FOLLOWING AREAS:**

?    Strategic Management

?    Committee Management

?    Scheduling & Organising Committee Meetings

?    Secretariat support for all Committees

?    Production of Committee Reports

?    Procedural Advice

?    Expert Advice (subject area)

**4.     PROJECTS**

? Programme Evaluation and Budget Analysis (PEBA)

? Committee Inquiries

? Team Building

? Seminar Series

## 5. KEY SUCCESS FACTORS

| No. | Action Step | Output Standards | Resources | Q1 | Q2 |
|-----|-------------|------------------|-----------|----|----|
| 1 | **Programme Evaluation and Budget Analysis (PEBA)**<br>? Assessment of Pilots<br>? Review process for second round of pilots | ? Assessment Report<br><br>? Identified gaps in PEBA | **Project Officer** | 6/03<br><br>6/03 | |
| 2 | **Committee Enquiries**<br>? Assessment of first pilot<br>? Extending to other committees | ? Assessment Report<br><br>? Discussion in relevant fora | ? Venue<br>? Transport<br>? Material<br>? Catering<br>? Equipment<br>? Advertising | | |
| 3 | **Teambuilding** | ? Workshops<br>? Clear understanding of role of support staff<br>? Staff retained<br>? Report | ? Venue<br>? Refreshments<br>? Transport<br>? Facilitator<br>? | X | X |
| 4 | **Seminar Series**<br>? Assessment of seminar programmes<br>? Organise ongoing seminars<br>? *Prepare Seminar Papers* | ? Seminar programme<br>? Seminar papers | ? Refreshments | | 07/03 |

## 6.    SUB-PROGRAMME DESCRIPTION AND KEY OUTPUTS

| COMMITTEE SUPPORT UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | | |
|---|---|---|---|---|---|---|---|
| Outcome | Description of Outputs | Unit of Measure | TARGET | | | Standard | Source of Data |
| | | | 2003/04 | 2004/05 | 2005/06 | | |
| Strategic Management | ? **1 annual review and planning session** ? **3 monitoring, review and reprioritisation sessions** | **Quality** **Time** **Accuracy** | **4 planning, monitoring and review sessions per year** **70%** | **4 planning, monitoring and review sessions per year** **85%** | **4 planning, monitoring and review sessions per year** **98%** | **PFMA, Institutional Priorities** **100%** | **Management Reports and Strategic Plans** |
| Committee Management | **Provision of administrative support to individual committees** | **Time** **Accuracy** | **As per the schedule and plans** **75%** | **As per the schedule and plans** **85%** | **As per the schedule and plans** **95%** | **Service Standards Manual** **100%** | **Committee Plans Committee Schedule** |
| **Committee meetings** | Effective meeting scheduling and organising | Time Accuracy | **Notice of meeting out 7 days before meeting date** **75%** | **Notice of meeting out 7 days before meeting date** **85%** | **Notice of meeting out 7 days before meeting date** **95%** | **Service Standards Manual** **100%** | **Committee Plans Committee Schedule Order Paper** |
| **Notices, Agendas, Minutes** | Provision of effective secretariat support for all committees | Quality Accuracy | **Agendas as per the Committee Plans & Minutes as per** | **Agendas as per the Committee Plans & Minutes as per** | **Agendas as per the Committee Plans & Minutes as per** | **Service Standards Manual** **100%** | **Intranet (Tdrive)** |

| | | | Agendas<br><br>75% | Agendas<br><br>85% | Agendas<br><br>98% | | |
|---|---|---|---|---|---|---|---|
| **Committee Resolutions** | Drafting of qualitative Committee Reports | Quality<br><br>Accuracy | As per committee deliberation<br><br>75% | As per committee deliberation<br><br>85% | As per committee deliberation<br><br>98% | **Service Standards manual**<br><br>**100%** | **Resolutions Tracking Document & Committee Reports** |
| **Procedural Advice** | Provision of advice to members and chairperson | Accuracy | **As and when required**<br><br>**70%** | **As and when required**<br><br>**80%** | **As and when required**<br><br>**90%** | **Service Standards Manual**<br><br>**100%** | **Procedural Briefs Committee Reports and Minutes Management Reports** |
| **Professional Advice** | Provision of expert advice in relation to committee's subject area | Accuracy | **As and when required**<br><br>**75%** | **As and when required**<br><br>**85%** | **As and when required**<br><br>**95%** | **Service Standards Manual**<br><br>**100%** | **Committee Reports and Minutes Management Reports** |

## 7.    ASSUMPTIONS

## A:    Specific Assumptions

6.1    Roll out of PEBA and Committee Inquiries – general increase in level of Committee business

6.2    An estimated 15 provincial Bills to be introduced

6.3    An estimated 300 committee meetings to be held

6.4    Total number of Committees to be serviced increases by one (1)

6.5    At least 6 public hearings plus 3 Committee Inquiries to be conducted on topical or referred matters

6.6    Advertisements to be placed for each public hearing and Committee Inquiry

6.7    An estimated total of 60 oversight and site visits to be undertaken by Committees

6.8    No changes with financial implications to the Committee study tour policy

6.9    4 international study tours to be undertaken = 3 Committee Study Tours, plus 1 for Chairperson of Committees – as per policy

6.10   An estimated total of 17 strategic planning sessions to be conducted for the individual Committees and the Chaipersons Committee

6.11   Consultants to assist in some projects / assignments – as facilitators and as expert advisers

6.12   Unit total staff complement does not exceed 31 – permanent and contract staff

## B:    General Assumptions

6.13   Inflation rate is 8%

6.14   Personnel budget located in Programme: ISS Management

6.15   Staff Training funding in Human Resources budget

6.16   Telephone cost centralized in Administration

6.17   Stationery centralized in Administration

6.18   Motor Transport costs centralized in Administration

6.19   No major staff turn-over

## 8.  ACTIVITIES / TASKS

Rank of activities
1   -    Extremely important
2   -    Average importance
3   -    Not important

| ACTIVITY / TASKS | RANK 1 | RANK 2 | RANK 3 |
|---|---|---|---|
| ?    Prepare Schedule of Committee Meetings | 1 | | |
| ?    Update schedule as and when necessary | 1 | | |
| ?    Committee administration (notices, agendas, minutes) | 1 | | |
| ?    Committee planning (strategic plans, action plans) | 1 | | |
| ?    Implementation of plans | 1 | | |
| ?    Development of material (policies, guidelines, formats, forms) | | 2 | |
| ?    Preparation of requisitions for committee services | 1 | | |

| ? | Preparation for Committee meetings | 1 | | |
|---|---|---|---|---|
| ? | Prepare and Produce Committee outputs (reports, minutes) | 1 | | |
| ? | Organize committee catering and refreshment | 1 | | |
| ? | Develop policies | | 2 | |
| ? | Organize and attend workshops / seminars for staff | | 2 | |
| ? | Organize Committee travel by air and road | | 2 | |
| ? | Organize hotel accommodation | | 2 | |
| ? | Attend meetings | | 2 | |
| ? | Subscribe to journals and professional bodies | | 2 | |
| ? | Use of professional consultants | | 2 | |
| ? | Plan staffing requirements and deployments | 1 | | |

## 9.    ORGANIZE ACTIVITIES INTO ASSOCIATED COST CODES

  ?    Personnel expenditure
  ?    Advertising
  ?    Communications
  ?    Workshops
  ?    Public hearing venues
  ?    Consultants
  ?    International travel
      ?    Subsistence allowances
      ?    Accommodation: international
      ?    Airport taxes and visas
      ?    Air travel: international
      ?    Gifts and info packs
  ?    Domestic travel
      ?    Subsistence allowances
      ?    Accommodation: local
      ?    Air travel: domestic
      ?    Shuttle services
  ?    Transport – motor
  ?    Transport claims
  ?    Strategic planning

### Centralised costs
  ?    Postage
  ?    Refreshments
  ?    Staff Bursaries
  ?    Staff Training
  ?    Staff Recruitment
  ?    Telephone
  ?    Stationery
  ?    Photocopy consumables
  ?    IT Services

## 10.    STAFF BUDGET

Specific assumptions:
? Approval to upgrade Committee Co-ordinator  positions to senior positions
? The services of Project Co-ordinator for PEBA are required for the financial year 2003/4
? Approval of additional position of Committee Co-ordinator

| CURRENT POSITION | GRADE | POSITIONS REDUNDANT | NEW POSITION REQUIRED | POSITION BUDGETED |
|---|---|---|---|---|
| Committee Support Manager | P7 | N/A | N/A | 1 |
| Group Committee Co-ordinator | P8 | N/A | N/A | 4 |
| PEBA Project Co-ordinator | P8 | N/A | 1 | 1 |
| Senior Committee Co-ordinator | P9 | N/A | Upgrade existing positions of Co-ordinator | 0 |
| Committee Co-ordinator | P10 | N/A | 1 | 13 |
| PA to Chair of Chairs | P10 | N/A | N/A | 1 |
| Senior Administrative Secretary | P11 | N/A | N/A | 1 |
| Administrative Assistants to Chairpersons | P12 | N/A | N/A | 10 |
| Administrative Secretary | | 1 | N/A | 0 |
| **TOTAL** | | **1** | **2** | **31** |

### 13. COMMITTEES BUDGET CONSOLIDATED

| ctorate | Dept code | Dept Name | C/ code | Account description | Submitted | Revised | ANNUAL |
|---|---|---|---|---|---|---|---|
| 2000 | 2010 | Committees | 2006 | Basic Sal | | | |
| 2000 | 2010 | Committees | 2007 | Temporary Staff | | | |
| 2000 | 2010 | Committees | 2008 | Housing subsidy | | | |
| 2000 | 2010 | Committees | 2009 | Overtime pay | | | |
| 2000 | 2010 | Committees | 2010 | Car allowance | | | |
| 2000 | 2010 | Committees | 2013 | Leave pay | | | |
| 2000 | 2010 | Committees | 2014 | Non-pensionable allowance | | | |
| 2000 | 2010 | Committees | 2025 | Medical Aid - Staff | | | |
| 2000 | 2010 | Committees | 2040 | Provident fund | | | |
| 2000 | 2010 | Committees | 2045 | UIF fund | | | |
| 2000 | 2010 | Committees | 2204 | Advertising | 334 800 | | |
| 2000 | 2010 | Committees | 2205 | Recruitment costs | 19 224 | | |
| 2000 | 2010 | Committees | 2701 | Staff training | 470 736 | | |
| 2000 | 2010 | Committees | | Relocation expenses | 232 200 | | |
| 2000 | 2010 | Committees | | EAP expenses | 46 750 | | |
| 2000 | 2010 | Committees | 2702 | Staff bursaries | 324 000 | | |
| 2000 | 2010 | Committees | | Staff insurance | 274 320 | | |
| 2000 | 2010 | Committees | 2721 | Accommodation - local | 145 800 | | |
| 2000 | 2010 | Committees | 2718 | Subsistence & Travel | 48 300 | | |
| 2000 | 2010 | Committees | 3882 | Consultants | 27 000 | | |
| 2000 | 2010 | Committees | 2728 | Transport-motor | | | |
| 2000 | 2010 | Committees | 2733 | Water & electricity | | | |
| 2000 | 2010 | Committees | 2800 | Official gifts & flowers | | | |
| 2000 | 2010 | Committees | 2801 | Photographs - official | | | |
| 2000 | 2010 | Committees | | | | | |
| 2000 | 2010 | Committees | | | | | |
| 2000 | 2010 | Committees | | | | | |

# BUSINESS PLAN
# SUB- PROGRAMME: PROCEEDINGS UNIT
# YEAR: 2003/4

## 1. KEY LEGISLATURE OBJECTIVES

? Enhance/Improve level of procedural expertise and advice.

? Enhance/Improve level of understanding and application of Standing Rules by Members and staff.

? Enhance/Improve relations with Government Departments at administration level.

? Enhance/Improve and streamline operational systems.

## 2. DECISION UNITS/KEY AREAS OF LEVERAGE
(AREAS OF ACTIVITY IN LINE WITH STRATEGIC OBJECTIVES AND STRATEGIC PLANS)

? Compilation and processing of the following House papers:

  ? Order Paper
  ? Question Paper
  ? Notices of Sittings
  ? Notices of Programming Committee meetings
  ? Notices of LPTG meetings
  ? Speaking List
  ? Website documents
  ? Procedural Brief

? Compilation and processing of Minutes of Proceedings of the House, Office Bearers and Programming Committee meetings

? Compilation and processing of Agenda of Programming Committee

? Tabling of announcements, motions, committee reports, annual reports and other reports as required in terms of the Constitution and PFMA from Government Departments and other Statutory bodies onto an ATC.

? Extraction, compilation and distribution of rulings made in the House to Office Bearers.

? Liaison with whips as to the time allocation for debates and the co-ordination of the whips meeting prior to a sitting

? Conducting compliance audits, referral of draft bills to the relevant committee, the processing of provincial legislation and the enrolment of the same with the Constitutional Court

? Receiving and processing of all questions and motions received from MPL's

? Providing procedural advice to Office Bearers as well as MPL's

? Administrative support to the Integrity Commissioners Office

? Conducting research on procedural matters

? Progress reports on Reports received from Government Departments and other Statutory bodies

? Compilation of tracking documents on all questions

**3. OPTIMAL DELIVERY IN THE FOLLOWING AREAS:**

The optimal delivery of the Unit is guided by the types of services it renders to the clients. In terms of the Service Standards of the Unit, services are categoized as follows:

? House Publications
? House Plenaries
? Legislation Processing
? Procedural Services
? Other Services

*House Publications*

House documents are official publications of the House by which Members and other stakeholders (including the public) are informed about the business of the House. It is therefor critical that the Unit ensures accuracy in compilation of information and timely distribution of the documents in accordance with the Standing Rules of the House.

*House Plenaries*

The Unit is responsible for preparation and coordination of House Plenaries (Sittings). The success of sittings is measured by thorough preparation of House documents that are needed for a sitting, which should be distributed within timeframes stipulated in the Standing Rules. There should also be effective procedural advice to the Presiding Officers to facilitate smooth running of House proceedings.

*Processing of Provincial legislation*

It is the responsibility of the Unit to ensure close coordination and management of this process. The Unit is expected to guide the process form submission of Bills for publication and introduction in the House, through to referral to committees for consideration and reporting, and adoption and promulgation as Acts. The process has a number of stages that have various requirements in terms of the Standing Rules, which the Unit must ensure at all times.

*Procedural Services*

This service indispensable to ensure compliance and adherence to Standing Rules. This involves application of guidelines and general parliamentary conventions in the business of the House. The procedural services should help Presiding Officers, Members and the Staff to execute their functions. There should be thorough research conducted ensure proper procedural service and best practice.

*Other Services*

Apart from the above, the Unit is responsible for provision of administrative support such as coordination of meetings and secretarial support. These meetings should be properly coordinated to effect thorough progress reporting and monitoring of Legislature's programs. The Unit coordinates the following meetings:

? Office Bearers (every Monday)
? Rules Committee (according to Committee meetings schedule)
? Legislature Process Transformation Group (six meetings to be held in a year)
? Programming Committee (as convened by the Speaker)
? Office of the Integrity Commissioner


## 4. PROJECTS

? Development of an Annual Rulings Booklet

? Development of Procedural Research Papers

## 5. KSF TABLE

| ction Steps | Output standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsi-ble |
|---|---|---|---|---|---|---|---|
| **nnual Rulings Booklet** Workshop with Table staff Consultation with Speaker Compilation of arguments & rulings Ongoing consultation with Speaker | ? 1ST Draft ? 2nd Draft ✍ Final Draft ✍ Printing ✍ Distribution to Stakeholders | ? Venue ? Refreshments ? Hansard | | Sept | Oct Dec | Jan Mar | Nnana ,Eliza Thembelizwe Malose , (guidance Director ) |
| **evelopment of Procedural esearch Papers** | ? Identify gaps in internal procedures ? Draft terms of reference ? Allocation of 6 papers per year ? Presentations - 2 papers per term ? Feedback from stakeholders ? Compilation of Unit Journal on papers | ? Reference material ? Venue ? Refreshments | April April April July | Sept | Dec | Jan Feb | Nnana ,Eliz Thembelizwe ,Malose Jenny (with guidance o Director) |

## 6. SUB-PROGRAMME DESCRIPTION AND KEY OUTPUT

| HOUSE PROCEEEDINGS UNIT- KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | |
|---|---|---|---|---|---|---|
| Outcome | Description of Outputs | Unit of Measure | TARGET | | | Standa |
| | | | 2003/04 | 2003/04 | 2004/05 | |

| 1. Strategic Management<br>? Annual Unit Budget | ? Preparation of budget<br>? Presentation to Secretariat | Approved Budget | July 31st | July 31st | July 31st | The buc<br>must l<br>approve<br>the 31st<br>annua |
|---|---|---|---|---|---|---|
| ? Annual Business Plan | ? Preparation of budget<br>? Presentation to Secretariat | Approved Budget | July 31st | July 31st | July 31st | The buc<br>must l<br>approve<br>the 31st<br>annua |

| HOUSE PROCEEEDINGS UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | |
|---|---|---|---|---|---|---|
| **Outcome** | **Description of Outputs** | **Unit of Measure** | **TARGET** | | | Standa |
| | | | **2003/4** | **2004/5** | **2005/6** | |
| ? Monthly Plans | ? Implementation and management of activities in accordance with the budget<br>? Presentation to Directorate | 12 x monthly | 1st of each month | 1st of each month | 1st of each month | ? Plans inforn Direc of progr of pro and c activi<br>? Plans appro by Di |
| ? Expenditure Reports & Projections | ? Quarterly reports on expenditure / non- expenditure of budget | 1 x quarterly | Within 7 days | Within 7 days | Within 7 days | ? Budg utilise per proje |

| | | | | | | |
|---|---|---|---|---|---|---|
| | ? Quarterly report on projected expenditure on items listed in budget | | | | | |

| HOUSE PROCEEEDINGS UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | |
|---|---|---|---|---|---|---|
| **Outcome** | **Description of Outputs** | **Unit of Measure** | **TARGET** | | | **Standa** |
| | | | **2003/4** | **2004/5** | **2005/6** | |
| ? Staff Performance Management and Appraisal | ? Quarterly progress reviews conducted with staff <br> ? Presentation to Director <br> ? Submission to HR unit | 1 x quarterly | Within 7 days | Within 7 days | Within 7 days | ? Revis workp <br> ? Progre Repor compl with workp |
| **2.Management of House Business and related Committees** <br> ? Sittings of the House and Agenda Items | ? House documents processed timeously | 40 x annually | 75% | 85% | 98% | ? Accur public <br> ? Comp with Legisl Progra <br> ? Servic Stand Docur <br> ? 100% |
| | | | | | | |

| HOUSE PROCEEEDINGS UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | |
|---|---|---|---|---|---|---|
| **Outcome** | **Description of Outputs** | **Unit of Measure** | **TARGET** | | | **Standa** |
| | | | **2003/4** | **2004/5** | **2005/6** | |
| ? Legislation processing | ? Publication in News papers and Gazette <br> ? Facilitation of introduction of a Bill <br> ? Referral to the relevant Committee <br> ? Facilitation for adoption of the bill by the house <br> ? Facilitation for promulgation into law | 15 x Annually | 75% | 85% | 98% | ? Bills proce within frame and alloca budge <br> ? Servi Stand Book <br> ? 100% |
| HOUSE PROCEEEDINGS UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | |
| **Outcome** | **Description of Outputs** | **Unit of Measure** | **TARGET** | | | **Standa** |
| | | | **2003/4** | **2004/5** | **2005/6** | |
| ? Rules Committee | ? Procedural support and research | 18 x Annually | 75% | 85% | 95% | ? Amer Revis Stand Rules <br> ? 100% |

| Outcome | Description of Outputs | Unit of Measure | TARGET | | | Standa |
|---|---|---|---|---|---|---|
| | | | | | | ? Progra items select and sched |
| ? Programming Committee | ? Co-ordination, administrative and procedural support of meetings | 30 x Annually | 80% | 85% | 95% | ? Legisl Progra of sitti ? Servic Stand Bookl ? 100% |

| | HOUSE PROCEEEDINGS UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | |
|---|---|---|---|---|---|---|
| **Outcome** | **Description of Outputs** | **Unit of Measure** | **TARGET** | | | **Standa** |
| | | | **2003/4** | **2004/5** | **2005/6** | |
| ? Privileges & Ethics Committee | ? Co-ordination, administrative and procedural support of meetings | 4 x Annually | 80% | 90% | 98% | ? Imple ation Code Cond ? Regis Meml Intere ? 100% |

| HOUSE PROCEEDINGS UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | |
|---|---|---|---|---|---|---|
| Outcome | Description of Outputs | Unit of Measure | TARGET | | | Standa |
| | | | 2003/4 | 2004/5 | 2005/6 | |
| ? Motions & Questions | ? Questions / Motions processed and tabled within time frames and in accordance with the Standing Rules and Guidelines to Questions<br>? Presentation to Secretariat | ? Accuracy<br>? Timeously | 80% | 90% | 95% | ? Proce in accord with Stand Rules Guide to Quest<br>? Proce with ti frame<br>? Accur<br>? Servic Stand Bookl<br>? 100% |
| ? Procedural Advice | ? Research on procedural matters<br>? Preparation of briefs and conduct procedural advice before and during sittings | ? Accuracy<br>? Timeously | 75% | 85% | 98% | ? Resea Briefs<br>? Presic officer thorou briefe |
| HOUSE PROCEEDINGS UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | |
| Outcome | Description of Outputs | Unit of Measure | TARGET | | | Standa |
| | | | 2003/4 | 2004/5 | 2005/6 | |
| | | | | | | ? 100%<br>? Servic Stand Bookl |

## 7. SPECIFIC ASSUMPTIONS

1. Staff complement of the unit does not exceed 8

2. Complement of Members of the Legislature does not exceed 73

3. All Proceedings Unit staff need training

4. Consultants to assist on projects

5. An estimated 15 Bills will be introduced.

6. An estimated 40 sittings of the House comprising 73 members.

7. An estimated 40 publications of minutes of proceedings in the House.

8. An estimated 10% increase on production of House pap

## 8.    ACTIVITIES / TASKS

Rank of activities
1    -    Extremely important
2    -    Average importance
3    -    Not important

| ACTIVITY / TASKS | RANK 1 | RANK 2 | RANK 3 |
|---|---|---|---|
| ? Tabling of reports, questions and motions | * | | |
| ? Publication of Bills in Government Gazette | * | | |
| ? Compilation and publication of House documents | * | | |
| ? Provision of procedural advice | * | | |
| ? Review of Standing Rules | * | | |
| ? Processing of questions and motions | * | | |
| ? Planning and organization of plenaries (sittings) | * | | |
| ? Administrative support at meetings | * | | |
| ? Research on procedural and parliamentary practice | * | | |
| ? Tracking of progress on Provincial Bills and reports | * | | |
| ? Tracking of progress on questions and motions | * | | |

## 9. ORGANISE ACTIVITIES INTO ASSOCIATED COST CODES

- ? Advertising
- ? General stationery
- ? Printing: official
- ? Technical equipment
- ? Conferences
- ? Consultants
- ? International travel
- ? Subsistence allowances
- ? Accommodation: international
- ? Airport taxes and visas
- ? Air travel: international
- ? Air Travel-Domestic
- ? Subsistence allowances
- ? Accommodation: local
- ? Air travel: domestic
- ? Telephone
- ? Refreshments:
- ? Staff training and development
- ? Strategic planning: venues and catering

## 10. STAFF BUDGET

Specific assumptions:

- No retrenchment
- No job re-evaluation

| CURRENT POSITION | GRADE | POSITION REDUNDANT | NEW POSITION REQUIRED | POSITION BUDGETED |
|---|---|---|---|---|
| Manager | P7 | 0 | 0 | 1 |
| Principal Table Assistant | P8 | 0 | | 3 |
| Table Assistant | P9 | 0 | 0 | 2 |
| Senior Secretary | P11 | 0 | 0 | 1 |
| Administrative Secretary | P12 | 0 | 0 | 1 |
| **TOTAL** | | **0** | **0** | **8** |

# BUSINESS PLAN
# SUB-PROGRAMME : PUBLIC PARTICIPATION AND PETITIONS
# UNIT: 2003/4

### KEY LEGISLATURE OBJECTIVES

? To enhance public participation programmes, systems and policies.

? To develop and implement new programmes in line with PPP mandate.

? To increase the number of petitions processed by the legislature.

? To develop an empowerment model for public participation in the legislative decision making processes

### 2. DECISION UNITS / KEY AREAS OF LEVERAGE

? Conducting public outreach and public education.

? Networking with various stakeholders.

? Developing and distributing education and information material.

? Making logistical arrangement for workshops and meetings.

? Processing of petitions.

? Compiling weekly, monthly and yearly reports.

? Reporting to various stakeholders within the legislature.

? Monitoring and evaluating expenditure.

? Communicating with local and provincial government.

### 3. PROJECTS

? Implement public participation in decision making model.
? Youth programmes
? Women's programmes
? Implementation of new programmes

## 4. KSF TABLE (AS PRESENTED AT STRATEGIC PLANNING MEETING IN KOPANONG)

| Project | Action step | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---|---|---|---|---|---|---|---|---|
| Development of youth programme | * Develop concept paper. *Organise consultation meetings/workshops/conferences. * Develop programme. * Implementation. | ? Concept paper. ? Data base. ? Programme. ? Report. ? Implementation plan. | ? Time. ? Budget. ? Research ? Equipment. ? Material. | 30/04 | 30/06 31/07 | 31/10 | | Bafana / Lulu |
| Development of women's programme | * Develop concept paper. *Organise consultation meetings/workshops/conferences. * Develop programme. * Implementation. | ? Concept paper. ? Data base. ? Programme. ? Report. ? Implementation plan. | ? Time. ? Budget. ? Research ? Equipment. ? Material. | 30/04 | 31/08 | 31/10 | 28/02 | Lulu (Bafana) |
| Implement Public Participation in decision making model | * Develop concept paper. * Develop action plan. * Market the concept. * Implement action plan. | ? Concept paper. ? Action plan. ? Marketing plan. ? Action plan. | ? Time. ? Budget. ? Research. ? Equipment. ? Material. | | 31/07 31/07 | 31/10 | 28/02 | Bafana / Lulu |
| Implementation of new PP programmes | * Review recommendations * Implement recommendations. | ? Recommendation report. ? Implementation plan. | ? Time. ? Budget. ? Equipment. ? Material | | 31/07 | | 31/03 | Lulu (Bafana) |

## 5. SUB-PROGRAMME DESCRIPTION AND KEY OUTPUTS

| PPP Unit - KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | |
|---|---|---|---|---|---|---|
| **Outcome** | **Description of Outputs** | **Unit of Measure** | **TARGET** | | | **Standard** |
| | | | **2003/04** | **2004/05** | **2005/06** | |
| Informed public on legislative processes | Organise and facilitate public education workshops at the legislature and in communities. | Attendance. Time. Participation. | 133 W/shops | 140 W/shops | 150 Workshops | Service Standards Manual. |
| Stakeholders have made submission on bills and policies | Inform members of the public about proposed bills and inform them on how to make submission to committees. | Attendance. Time. Participation. | 40 W/shops | 50 W/shops | 60 W/shops | Service Standards Manual. |
| Stakeholders are informed and participate in the budget process | Inform and educate the public on the budget process. | Attendance. Time. Participation | 24 W/shops | 48 W/shops | 60 W/shops | Service Standards Manual. |
| Profile of the legislature is increased. | Inform members of the public about the Legislature and | Information. Brochures. Time. | 12 Road Shows | 13 Road Shows | 14 Road Shows | Service Standards Manual. |

| Women participate in the legislative processes | Inform, educate and engage women regarding participation in decision making. | Attendance. Time. Participation | 10 W/shops | 16 W/shops | 20 W/shops | Service Standards Manual. |
|---|---|---|---|---|---|---|
| Petitions are resolved | Process petitions. | Attendance. Time. Participation | 480 Petitions | 560 Petitions | 700 Petitions | Service Standards Manual. |

## 13. GENERAL  ASSUMPTIONS

25. Staff complement of unit does not exceed 8

26. The two Public Outreach Officers are allocated an equal number of workshops according to area of op

27. The schools project is taken over by the department and co-ordinated separately from the rest of the  

28. The Petitions Administrator is employed.

29. Media and publicity campaign on petitions is carried out.

30. All targets are met.

31. There is an improved co-ordination between the various units around public participation issues.

32. Concept papers on the various strategic projects and developed and approved.

33. Operational and co-ordinating systems have improved.

34. New programmes are developed, enhanced and implemented.

## 7.1    SPECIFIC ASSUMPTIONS

? 66 Public Education Workshops at the Legislature with 2904 participation.

? 40 workshops on behalf of committees with 8000 participants.

? 10 women's workshops with 1200 participants.

? 24 budget process workshops with 1200 participants.

? 66 Workshops away from the legislature 2904.

? 40 public outreach workshops for committees.

## 14. ACTIVITIES / TASKS

Rank of activities
1 - Extremely important
2 - Average importance
3 - Not important

| ACTIVITY / TASKS | Rank 1 | Rank 2 | Rank 3 |
|---|---|---|---|
| ? Plan staffing requirements | 1 | | |
| ? Facilitation of workshops. | 1 | | |
| ? Evaluation of workshops. | 1 | | |
| ? Set up meetings. | 1 | | |
| ? Presentation sessions. | 1 | | |
| ? Organise transport. | 1 | | |
| ? Organise catering. | 1 | | |
| ? Organise venues. | 1 | | |
| ? Prepare materials. | 1 | | |
| ? Filling. | | 2 | |
| ? Keep records. | 1 | | |
| ? Prepare reports. | | 2 | |
| ? Respond to queries. | 1 | | |
| ? Collect and capture data. | | 2 | |
| ? Prepare monthly workshop schedules. | 1 | | |
| ? Monthly work plans. | 1 | | |
| ? Acknowledge petitions. | 1 | | |
| ? Register petitions. | 1 | | |
| ? Keep petitioners informed. | 1 | | |
| ? Process petitions. | 1 | | |
| ? Write quarterly reports. | 1 | | |
| ? Table closure in ATC. | | 2 | |
| ? Monitor and update budget. | 1 | | |
| ? Develop education programmes. | 1 | | |
| ? Present reports to various stakeholders. | 1 | | |

| | | | |
|---|---|---|---|
| ? | Recruitment of staff. | | 2 | |
| ? | General administration of the office. | | 2 | |
| ? | Strategic planning and evaluation. | 1 | | |
| | | | | |

## 15. ORGANIZE ACTIVITIES INTO ASSOCIATED COST CODES

- ? Workshops and Functions
- ? Consultants
- ? Printing General
- ? Communications

## 10. STAFF BUDGET

| CURRENT POSITION | GRADE | POSITION REDUNDANT | NEW POSITION REQUIRED | POSITION BUDGETED |
|---|---|---|---|---|
| PPP Manager | P7 | 0 | 0 | 1 |
| Public Education Co-ordinator | P8 | 0 | 0 | 1 |
| Petitions Officer | P9 | 0 | 0 | 1 |
| Public Outreach Officers | P10 | 0 | 0 | 2 |
| Admin Secretary | P11 | 0 | 0 | 1 |
| Petitions Administrator | | 0 | 0 | 1 |
| Interns | | 0 | 0 | 3 |
| **TOTAL** | | **0** | | **8** |

**BUSINESS PLAN**
**SUB-PROGRAMME: NCOP, PROGRAMMING & LEGAL SERVICI**
**YEAR : 2003/4**

4. **KEY UNIT OBJECTIVES**

(i)     To improve the management of NCOP business in the Legislature.
(ii)    To improve the quality of the Legislature participation in the NCOP
(iii)   To facilitate effective involvement of local government in the Legislature when consic
(iv)    To review the management of NCOP processes
(v)     To facilitate the effective involvement of the Executive in NCOP business.
(vi)    To develop a programme for the house which is aligned to the national programme
(vii)   To provide legal services to the Office Bearer's and staff.

2. **DECISION UNITS / KEY AREAS OF LEVERAGE**

(i)     NCOP Programme
(ii)    NCOP business
(ii)    Legal Services
(iii)   Local Government Participation in Legislative Processes

3. **PROJECTS**

(i)     Develop a Data Base for Legal Professionals
(ii)    Implementation of Efficacy Study

(iii)  Drafting of subordinate legislation

## 4. OPTIMAL DELIVERY IN THE FOLLOWING AREAS

**NCOP CO-ORDINATION**
? NCOP Programme
? Tracking of NCOP Bills
? Services to Special Delegates
? Services to Permanent Delegates
? Services to Committees
? Services to the Executive

**LEGAL SERVICES**
? Submission of legal brief
? Drafting of contracts and opinions
? Legal research
? Development of Policies
? Checking legality of questions

## 5.  KSF TABLE

| No | Action Steps | Output Standards | Resources | Q1 | Q2 |
|---|---|---|---|---|---|
| 1. | Implementation of the NCOP Efficacy Study | ✍ Implementation of the recommendations<br>✍ putting in place systems and processes,<br>✍ Enhancing the Unit capacity | Staff | June | |
| 2 | Drafting of Legislation regulating subordinate | ✍ Terms of Reference<br>✍ Tender process | Consultant fees | June | Aug |

| | | | | | |
|---|---|---|---|---|---|
| | Legislation | ✍ Drafting | | | |
| 3 | Ensuring Implementation of Legislation relating to the Constitutional obligations of the legislature | ✍ Clarify objectives of each legislation; <br> ✍ Identify internal gaps <br> ✍ Recommend mechanisms put in in place | Staff | X | X |
| 4 | Development of data base for Legal professionals | **Precise and updated data base in place** <br> ✍ Terms of reference <br> ✍ approval <br> ✍ advertise <br> ✍ selection | staff capital | June | July Aug Sep |

## 6.     SUB-PROGRAMME DESCRIPTION AND KEY OUTPUTS

**NCOP, Programming & Legal Services Unit**

✍ Effective co-ordination of NCOP processes.

✍ Provide legal services to Speaker, Secretary, Chief Whip, Members and the staff.

| Outcome | Description of Outputs | Unit of Measure | TARGET | | | |
|---|---|---|---|---|---|---|
| | | | 2003/04 | 2004/05 | 2005/06 | STA |

| | | | July 31 | July 31 | July 31 | Prac |
|---|---|---|---|---|---|---|
| **Strategic Management** | ? Business Plan<br>? Monthly Plan<br>? Progress Reports on Strategic Projects | Time<br><br>Accuracy | July 31<br>Monthly<br>Monthly<br>70% | July 31<br>Monthly<br>Monthly<br>85% | July 31<br>Monthly<br>Monthly<br>98% | Prac<br>star<br>Dire<br>on t<br>LSE |
| **Financial Management** | ? Expenditure Reports<br>? Budget<br>? Financial Projections | Time<br><br>Accuracy | June 30<br><br>70% | June 30<br><br>85% | June 30<br><br>98% | Prac<br>star<br>Dire<br>on t<br>LSE |
| **Human Resources Management** | ? Staff Training & Development<br>? Performance Management | Review & Evaluation<br><br>Attendance of Courses and Training | Quarterly as per Policy<br>78% | Quarterly as per Policy<br>85% | Quarterly as per Policy<br>98% | |

| Operational Management | ? NCOP Co-ordination<br>? Legal Services<br>? Support to Permanent Delegates<br>? Support to Special Delegates<br>? Support to the Executive | Time<br><br>Accuracy<br><br>Quality | 95% | 98% | 98% | Ser<br>Star<br><br>Upc<br><br>doc |
|---|---|---|---|---|---|---|

## 7.    SPECIFIC ASSUMPTIONS

- ? About 5 members will attend the budget vote
- ? The number of s76 Bills will increase (about 18 Bills expected)
- ? The Liaison Officer will come to the Legislature 1 every 4 months
- ? Chief Whip to attend 4 NCOP meetings
- ? Members to attend 10 Plenaries
- ? All Unit staff need training
- ? Consultants to assist on projects

## 8.    ACTIVITIES / TASKS

Rank of activities
1  -      Extremely important
2  -      Average importance
3  -      Not important

| ACTIVITY / TASKS | RANK 1 | RANK 2 | R |
|---|---|---|---|
| **NCOP CO-ORDINATION** | | | |
| ? NCOP Programme | 1 | | |
| ? Tracking of NCOP Bills | 1 | | |
| ? Services to Special Delegates | 1 | | |
| ? Services to Permanent Delegates | 1 | | |
| ? Services to Committees | 1 | | |
| ? Services to the Executive | 1 | | |
| ? | | | |
| **LEGAL SERVICES** | | | |
| ? Submission of legal brief | 1 | | |
| ? Drafting of contracts and opinions | 1 | | |
| ? Legal research | 1 | | |
| ? Development of Policies | 1 | | |

| ? | Checking legality of questions | | 2 | |
|---|---|---|---|---|

## 9. ORGANISE ACTIVITIES INTO ASSOCIATED COST CODES

- ? Temporary staff
- ? Subsistence & travel local
- ? Subsistence & travel overseas
- ? Conferences
- ? Workshops and functions
- ? Accommodation – local
- ? Accommodation – overseas
- ? Air travel local
- ? Air travel overseas
- ? Refreshments
- ? Storage Consumables
- ? Stationery
- ? Subscriptions
- ? Telephones/cell phone usage
- ? Interpretation/Translations
- ? Salaries

### Centralised costs

- ? Postage
- ? Refreshments

- ? Staff Bursaries
- ? Staff Training
- ? Staff Recruitment
- ? Telephone
- ? Stationery
- ? Photocopy consumables
- ? IT services
- ? Transport Motor

## 10. STAFF BUDGET

Specific assumptions:
- ? No job evaluation
- ? No retrenchment

| Current Position | Grade | Position Redundant | New Position Required | Position Budgeted |
|---|---|---|---|---|
| Unit Manager | P7 | 0 | 0 | 1 |
| Liaison Officer | P10 | 0 | 0 | 1 |
| Legal & Procedural Assistant | P8 | 0 | 0 | 1 |
| NCOP Co-ordinator | P10 | 0 | 0 | 1 |
| **Total** | | 0 | 0 | 4 |

# BUSINESS PLAN
# SUB-PROGRAMME : HANSARD
# YEAR : 2003/4

### 5. KEY UNIT OBJECTIVES

(viii) To provide audible recordings of proceedings of the House; and of committee meetin

(ix) To provide accurate transcribing (reporting) of the debates in the House and, where r proceedings;

(x) To publish Hansard (official record of debates of the House)

(xi) To archive all recordings for posterity;

(xii) To provide interpretation services to all proceedings of the House and, where require hearings

(xiii) To provide translation services as and when required

### 2. DECISION UNITS / KEY AREAS OF LEVERAGE
(AREAS OF ACTIVITY IN LINE WITH STRATEGIC OBJECTIVES AND STRATEGIC PLAN

? Recording –
 (a) sittings of the House;
 (b) committee meetings
 (c) public hearings;
 (d) workshops
 (e) any other meetings where requested to do so.
? Transcribing all recordings as described above.
? Archiving – archiving all information recorded on tape as mentioned above
? Printing/Publishing – weekly soft cover Hansards; annual/biennial hard cover Hansards
? Interpreting – supply of interpreters at sittings/meetings/public hearings, etc as per contra
? Translations – translation of bills, technical documents, etc – as per contract

? Consumables (cassettes, tapes, paper)
? Admin duties – as required

## 3. PROJECTS

? Preparation for Third Legislature

? Finalise hard cover printing of Hansard

? Evaluation of implementation of language policy

? Succession plan: Hansard Manager

## 4. KSF TABLE

| No | Action Steps | Output Standards | Resources | Q1 | Q2 | Q3 | Q4 | Responsible |
|---|---|---|---|---|---|---|---|---|
| 1. | Evaluation of the Implementation of language policy | Identify challenges relating to implementation of language policy | No financial implications involved | | July 2003 | | | Joey |
| 2 | Succession plan: Hansard Manager | Develop succession plan; Identify and train person/s for position development | None | Jan 2003 | | | | Joey |
| 3 | Digitalisation of House and committees | Digitalise currently archived material; Retrain staff | None | | July 2003 | | | Joey |
| 4 | Implementation of office bearers' decision on language policy | Set up new systems Development of internal/extern | None | | July 2003 | | | Joey & Deput |

| | | al translation and interpretation capacity | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Development of guidelines | | | | | | |

## 5.     SUB-PROGRAMME DESCRIPTION AND KEY OUTPUTS

| HANSARD UNIT – KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | |
|---|---|---|---|---|---|---|
| Outcome | Description of Outputs | Unit of Measure | TARGET | | | Standard |
| | | | 2003/04 | 2004/05 | 2005/06 | |
| Recordings Sittings of the House Committee meetings Public Hearings Workshops | Recording equipment | Time | In accord-ance with legislative programme | In accord-ance with legislative programme | In accord-ance with legislative programme | In accord-ance with legislative programme |
| | | Accuracy | 100% | 100% | 100% | 100% |

| Transcribing | Transcri-bing equipment | Time | According to set deadlines | According to set deadlines | According to set deadlines | According to set deadlines |
|---|---|---|---|---|---|---|
| | | Accuracy | 100 % | 100 % | 100 % | 100 % |
| Archiving | Archiving equipment and tapes | Time | For sittings, simulta-neously; within days of date of meeting | For sittings, simulta-neously; within days of date of meeting | For sittings, simulta-neously; within days of date of meeting | For sittings, simulta-neously; within days of date of meeting |
| | | Accuracy | | | | |
| Printing/ Publishing of Hansard | Printed Hansard | Time | Soft cover version within 2 days of a sitting; hard cover version annually | Soft cover version within 2 days of a sitting; hard cover version annually | Soft cover version within 2 days of a sitting; hard cover version annually | Soft cover version within 2 days of a sitting; hard cover version annually |
| | | Accuracy | | | | |

| Interpreting | Interpreta-tion services | Time Accuracy | Each sitting of the House; meetings/ hearings as and when requested | Each sitting of the House; meetings/ hearings as and when requested | Each sitting of the House; meetings/ hearings as and when requested | Each sitting of the House; meetings/ hearings as and when requested |
|---|---|---|---|---|---|---|
| Translations | Translation Services | Time Accuracy | Documents, bills, etc as required | Documents, bills, etc as required | Documents, bills, etc as required | Documents, bills, etc as required |

## 6. SPECIFIC / GENERAL ASSUMPTIONS

| | |
|---|---|
| ? | Meetings decrease or increase |
| ? | Number of sittings increase or decrease |
| ? | Inflation |
| ? | Theft |
| ? | Breakages /damage to equipment |
| ? | Increase in consumption |
| ? | No changes in political structure |
| ? | Telephone costs centralised in administration |
| ? | Stationery costs centralised in administration |
| ? | Personnel budget is located in management budget of ISS |
| ? | Staff training budget is located in Human Resources budget |

## 16. ACTIVITIES / TASKS

Rank of activities
1 - Extremely important
2 - Average importance
3 - Not important

| ACTIVITY / TASKS | | RANK 1 | RANK 2 | RA |
|---|---|---|---|---|
| ? | Recording | 1 | | |
| ? | Transcribing | 1 | | |
| ? | Archiving | 1 | | |
| ? | Printing/Publishing | 1 | | |
| ? | Interpretation | 1 | | |
| ? | Translations | | 2 | |
| ? | Admin | | 2 | |
| ? | Travel by air and road | | 2 | |
| ? | Hotel accommodation | | | |
| ? | Organize/ Attend meetings | | 2 | |
| ? | Subscribe to journals and professional bodies | | 2 | |
| ? | Attend forums & workshops | | 2 | |
| ? | | | | |
| ? | | | | |

## 17. ORGANISE ACTIVITIES INTO ASSOCIATED COST CODES

- ? Temporary staff
- ? Subsistence & travel local
- ? Subsistence & travel overseas
- ? Conferences
- ? Workshops and functions
- ? Accommodation – local
- ? Accommodation – overseas
- ? Air travel local
- ? Air travel overseas
- ? Refreshments
- ? Storage Consumables
- ? Stationery
- ? Subscriptions
- ? Telephones/cell phone usage
- ? Interpretation/Translations
- ? Salaries

### Centralised costs

- ? Postage

? Refreshments

? Staff Bursaries

? Staff Training

? Staff Recruitment

? Telephone

? Stationery

? Photocopy consumables

? IT services

? Transport Motor

## STAFF BUDGET

Specific assumptions:

- No retrenchment
- Broad - banding fully implemented
- Approval for contract positions (one transcriber and one recorder)

| CURRENT POSITION | GRADE | POSITION REDUNDANT | NEW POSITION REQUIRED | POSITION BUDGETED |
|---|---|---|---|---|
| Hansard Manager/Editor | P7 | 0 | 0 | 1 |
| Deputy Editor | P8 | 0 | 0 | 1 |

| Transcriber | P12 | 0 | 1 | 4 |
|---|---|---|---|---|
| Recorder | P13 | 0 | 1 | 4 |
| **TOTAL** | | **0** | **2** | **10** |

# BUSINESS PLAN FOR THE PROGRAMME
# ISS MANAGEMENT YEAR - 2003/4

### KEY ISS OBJECTIVES

? To support the functioning of the Legislature through a professional, effective and efficient financial management system.

? Execute financial management and administration according to PFMA, policies, regulations, treasury regulations and all applicable legislation.

? Apply effective budgetary control to strengthen the accountability of managers for expenditure, overlooking the economical, efficient and effective use of resources

? To provide informative and timeous financial reports to all stake-holders in line with PFMA and Treasury Regulation timeframes

? Striving towards achievement of an unqualified audit report.

? Adherence to all Legislation affecting the workplace and labour relations

? Staff retention and equitable remuneration

? Render excellent support and service to Members of the Legislature to ensure good execution of the Legislative obligations

? Management of staff development and training

? Efficient procurement of goods and services in the most economical and effective manner

? Assets management and disposal thereof

? Policy development and updates and coherence with legislation

? Management of process enhancements initiatives and their continued improvements

? Software improvements and enhancements to ensure continuous improvements in all areas of work

? Management of risk assessment processes and adequate maintenance of systems of internal control

## DECISION UNITS / KEY AREAS OF LEVERAGE

? Budgetary formulation, compilation, control and management

? Financial Management & Administration

? Financial Accounting & Reporting

? Implementation of PFMA responsibilities

? Migration to electronic payment of Suppliers

? Internal and external Audit management

- ? Management of strategic areas and focus

- ? Management of Personnel Performance

- ? Risk Assessment and Internal Controls

- ? Management of consulting work within ISS

- ? Management of tender adjudication processes

**OPTIMAL DELIVERY IN THE FOLLOWING AREAS:**

- ? Financial management of resources within the Legislature

- ? Management of payroll for Members and staff

- ? Audit free of transgressions

- ? Security of financial and payroll information

- ? Implementation of Internal Audit Function

- ? Management of an approved Fraud Prevention Plan

- ? Management of sound labour relations

- ? Constant review of performance measurement system and policy

- ? Staff training on financial policies and procedures

- ? Management of approved education programmes for staff

- ? Management of Financial reporting to

- ? Treasury
- ? Office of the Auditor-General
- ? Department of Finance & Economic Affairs
- ? Legislature Services Board
- ? Public Accounts Committee
- ? Ad-hoc Committee
- ? Audit Committee
- ? Management of the Legislature

**PROJECTS**

- ? Consolidated budget process on SAP

- ? Employee Self Service module in SAP

- ? Payroll enhancements

- ? SAP Reporting enhancements

? Business Warehouse reporting on SAP

**KSF TABLE (AS PRESENTED AT STRATEGIC PLANNING MEETING IN KOPANONG)**

**SUB-PROGRAMME DESCRIPTION AND KEY OUTPUTS**

| FINANCE UNIT – KEY OUTPUTS AND SERVICE DELIVERY TRENDS | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Outcome** | **Description of Outputs** | **Unit of Measure** | **TARGET** | | | **Standard** | **Source of Data** |
| | | | **2003/04** | **2004/05** | **2005/06** | | |
| Remunerated Members and staff | Payroll execution for Members and Staff | Time<br><br>Accuracy | $15^{th}$ and $25^{th}$ of the month respectively<br><br>100% | $15^{th}$ and $25^{th}$ of the month respectively<br><br>100% | $15^{th}$ and $25^{th}$ of the month respectively<br><br>100% | $15^{th}$ and $25^{th}$ of the month respectively<br><br>100% | POB Remuneration Act/ Finance Manual |
| Cordial relations with Suppliers/ Liabilities settled | Management of Creditors and maintaining payment accuracy | Time<br><br>% | 21 days from invoice<br><br>100 % | 15 days from invoice<br><br>100 % | 7 days from invoice<br><br>100 % | 30 days | Finance Manual |
| Adherence to PFMA | Monthly Financial reporting to Treasury | Time | Within 15 days after month-end | Within 15 days after month-end | Within 15 days after month-end | Within 15 days after month-end | PFMA / Treasury regulations |
| Adherence to PFMA | Quarterly Financial reporting to Treasury | Time | Within 15 days after each quarter | Within 15 days after each quarter | Within 15 days after each quarter | Within 15 days after each quarter | PFMA / Treasury regulations |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Adherence to PFMA | Submission of Annual Financial Statements to the Office of the Auditor-General and Treasury | Time | 60 days after year-end | 60 days after year-end | 60 days after year-end | 60 days after year-end | PFMA / Treasury regulations |
| Effective Financial Management | Implementation of and adherence to external Audit recommendations | % | 100 % | 100% | 100% | 100% | Finance Manual |
| Effective Internal Controls | Implementation of and adherence Internal Audit recommendations | % | 100 % | 100% | 100% | 100% | Audit Committee |
| Adherence to PFMA | Budget compilation and submission to Treasury | Date | 31$^{st}$ July or as determined by Treasury | 31$^{st}$ July or as determined by Treasury | 31$^{st}$ July or as determined by Treasury | 31$^{st}$ July or as determined by Treasury | Treasury Correspondence |
| Accurate Financial Reporting | Maintenance of accurate accounting records | % of Accuracy | 100 % | 100 % | 100 % | 100 % | Finance Manual |
| Adherence to PFMA | Financial management and administration in line with PFMA and Treasury Regulations | % Compliance | 100 % | 100% | 100% | 100% | Finance Manual |

**SPECIFIC / GENERAL ASSUMPTIONS**

? Staff complement of unit does not exceed 7

? Position of CFO and Finance Manager to be segregated

? Complement of Members of the Legislature not to exceed 73 and support staff does not

exceed 170

? Legislature to use same premises in the next financial year

? Inflation rate is 8%

? SAP is fully operational

? Telephone cost is centralized in Administration

? Stationery costs is centralized in Administration

? IT services is centralized in IT & Technology Unit

? Personnel budget is located in the Management budget of ISS

? Staff training budget is located in Human Resources budget

? All Finance staff need training

? Consultants to assist on projects

? Telecommuting is not fully underway

? No fundamental changes to amended PFMA

? Economic stability and stable currency

? No changes in Programme and Sub-Programme structure

? No changes in political structure

**ACTIVITIES / TASKS**

Rank of activities
1    -    Extremely important
2    -    Average importance
3    -    Not important

| ACTIVITY / TASKS | RANK 1 | RANK 2 | RANK 3 |
|---|---|---|---|
| ? Execute payroll | 1 | | |
| ? Effect salary transfers | 1 | | |
| ? Prepare and disburse salary slips | 1 | | |
| ? Salary reconciliation and IRP 5 submissions | 1 | | |
| ? Process creditors | 1 | | |
| ? Reconcile creditors | 1 | | |
| ? Prepare cheque payments / electronic transfers | 1 | | |
| ? Authorize cheques / electronic transfers | 1 | | |
| ? Maintain cheque/EFT delivery register | 1 | | |
| ? Statutory payments | 1 | | |
| ? Implementation and maintenance of Internal Controls | 1 | | |
| ? Convene FPP Operational Committee meetings | 1 | | |
| ? Implement Fraud Prevention Policy | 1 | | |
| ? Co-ordinate strategic planning process | 1 | | |
| ? Co-ordinate risk management process | 1 | | |
| ? Attend Audit Committee meetings | 1 | | |
| ? Implement PFMA requirements and fulfill PFMA responsibilities | 1 | | |
| ? Preparation of Annual Financial Statements | 1 | | |
| ? Financial & Budget reports – external | 1 | | |
| ? Financial & Budget reports - internal | 1 | | |
| ? Facilitate Budget Process | 1 | | |
| ? Complete and submit budget to Treasury | 1 | | |
| ? Cash Management and Bank reconciliation | 1 | | |
| ? Petty cash management | | 2 | |
| ? Maintain accurate Accounting records | 1 | | |
| ? Facilitate Statutory External Audit | 1 | | |
| ? Facilitate Internal Audit | 1 | | |
| ? Develop policies | | 2 | |
| ? Organize workshops | | 2 | |
| ? Travel by air and road | | 2 | |
| ? Hotel accommodation | | | 3 |
| ? Organize/ Attend meetings | | 2 | |
| ? Subscribe to journals and professional bodies | | 2 | |
| ? Use of professional consultants | 1 | | |
| ? Plan staffing requirements | 1 | | |
| ? Reimburse S & T claims | | 2 | |
| ? Do banking | 1 | | |
| ? Attend forums & workshops | | 2 | |
| ? Organize travelers cheques | 1 | | |
| ? Process S&T claims | 1 | | |

## ORGANIZE ACTIVITIES INTO ASSOCIATED COST CODES

? Personnel Expenditure

? Basic salary

- ? Motor Allowance
- ? Cell phone allowance
- ? Medical Aid
- ? Provident fund
- ? PPMS awards
- ? UIF
- ? Accommodation - local
- ? Air travel - domestic
- ? Banking charges
- ? Entertainment
- ? Travel & Subsistence
- ? Workshops and Functions
- ? Subscriptions
- ? External Audit fees
- ? Consultants
- ? Internal Audit fees
- ? Fraud Prevention planning

## CENTRALISED COSTS

- ? Postage
- ? Refreshments
- ? Staff Bursaries
- ? Staff Training
- ? Staff Recruitment
- ? Telephone
- ? Stationery
- ? Photocopy consumables
- ? IT services
- ? Transport Motor

## STAFF BUDGET

Specific assumptions:

- ? job evaluation for new / re-structured posts only
- ? No retrenchment
- ? Broad - banding fully implemented

?      Finance Unit re-structuring subject to approval by Secretariat & LSB

| CURRENT POSITION | GRADE | POSITION REDUNDANT | NEW POSITION REQUIRED | POSITION BUDGETED |
|---|---|---|---|---|
| Chief Financial Officer | Subject to job evaluation | 0 | 0 | 1 |
| Finance Manager | P7 | 0 | 1 | 1 |
| Accountant | P8 | 0 | 0 | 1 |
| Accounting Controller | P8 | 0 | 0 | 1 |
| Senior Accounts Clerk | P10 | 0 | 0 | 1 |
| Creditors Clerk | P11 | 0 | 0 | 1 |
| Secretary | P12 | 0 | 0 | 1 |
| **TOTAL** | | **0** | **1** | **7** |