

FREE STATE LEGISLATURE

Strategic Objectives: 2005 - 2007 Financial Years

1. Introduction

The strategic objectives of the Free State Legislature are intended to give practical effect to the vision and mission statements of the Legislature. These are as follows;

Vision

To create an institution which upholds the Constitution in an effort to promote good governance through participatory democracy and embraces the principle of co-operative governance.

Mission

To fulfill its constitutional obligations through upholding the executive council accountable, facilitating public access, involvement and participation in the legislative process and to serve the citizens of the Free State in a manner that empowers and educates.

In fulfilling these vision and mission statements, the Free State Legislature provides key procedural and administrative support services to elected representatives of the Legislature. Following a major review of the organizational structure of the Legislature during the 2004/2005 financial year, these services are rendered through the following key areas;

- Office of the Secretary to the Legislature, which includes units dealing with the functional areas of internal audit, public participation and education, security services and a centralized administration services. The Office of the Deputy Secretary: Procedural Services includes the provision of table services to the House.
- The Office of the Legal Advisor who is responsible for legal services.
- The Directorate: Hansard who is responsible for the provision of language services (transcription, translation and interpretation)
- The Directorate: Legislation and Oversight who is responsible for the provision of NCOP, Committee Services, Research and Library Services
- The Directorate: Finance who is responsible for provision of all financial support services, including the budget, payroll and payment services as well as asset and fleet management.
- The Office of the Deputy Secretary : Corporate Services oversees directorates Human Resources and Institutional Support.
- The Directorate: HR Management who is responsible for all human resource related matters.
- The Directorate: Institutional Support who is responsible for matters pertaining to information technology, general and specific support services for Members and household services. The Directorate became operational during the 2004/2005 financial year.

Details regarding the attainment of the objectives outlined in the vision and mission are incorporated into the strategic objectives of each Directorate outlined below.

2. Office of the Secretary to the Legislature

The Office of the Secretary to the Legislature incorporates the internal audit -, public participation and education -, security services - and a centralized administration services component. The strategic objectives of these components are aimed at ensuring compliance with national and provincial legislation with regard to matters pertaining to the establishment and functioning of a comprehensive and efficient internal audit programme and access to information. The public participation and education unit will also facilitate programmes and processes that will promote and enhance participation, awareness and education of civil society in the activities of the Legislature. Strategic objectives of the respective components include the following;

2.1 Internal Audit Unit

The Internal Audit Unit will continue to build on the foundation laid during the past financial year. An Internal Audit Committee has been established in compliance with the provisions of the PFMA and this will enable the unit to become fully functional. The key strategic objectives of the internal audit component remains to ensure the Free State Legislature's internal compliance to relevant provincial and national legislation as well as its internal policies and procedures and to ensure the effective and efficient utilization of all resources.

The unit will finalize an internal audit charter and audit plan that will guide and structure its work in a coordinated manner. Specific tasks undertaken by the unit during past financial years, e.g. half-yearly leave audit and the monitoring of the implementation of corrective measures based on recommendations of the Office of the Auditor-General (contained in management letters and audit reports) will be incorporated into the audit plan. Risk identification and management strategy and plan will also be developed. The unit will also be required to conduct certain *ad hoc* investigations into specific matters brought to its attention. A further key aspect that will be addressed is training and development not only pertaining to the work of the unit itself, but also at a broader senior and middle management level.

2.2 Public Participation and Education Unit

The Public Participation and Education Unit will develop and implement a comprehensive programme to facilitate the Legislature's continuous task to promote and enhance participation, awareness and education of civil society in the activities of the Legislature.

A key objective which had been achieved during the 2004/2005 financial year was the finalization of the reviewed organizational structure of the unit as this ensured the allocation of sufficient resources, both human and financial, to enable the unit to achieve its intended objectives.

One of the strategic objectives of the unit during the coming financial year will be to promote good governance through participatory democracy by developing programmes that facilitates public access, involvement and information in a more comprehensive and integrated manner in the work done by Portfolio Committees of the Legislature.

Another critical aspect that will be addressed by the unit is to establish a strategic link between the respective constituency offices established by political parties represented in the Legislature and the unit. The interaction between constituency offices and the administration of the Legislature will further be guided and strengthened by the new provision in the Standing Rules and Orders for “Reports from Constituencies” from Members of the Legislature.

2.3 Security Services component

The security services component will be interacting with relevant national bodies and institutions to ensure the physical safety requirements regarding the legislative precincts. A key objective to be achieved during the financial year will be its focus on the management of information and an assessment regarding the security levels of information technology systems.

2.4 Central administration component

The central administration component will render administrative support services to the Office of the Secretary to the Legislature. One of its key strategic objectives is the development, implementation and management of a comprehensive archive system in compliance with national and provincial legislation for specifically the procedural documentation of the Legislature as well as the records of the Office of the Secretary to the Legislature.

2.5 Office of the Deputy Secretary: Procedural Services

The Table Services section was moved from the Directorate: Parliamentary Proceedings to the Office of the Deputy Secretary: Procedural Services after the review of the Legislature’s organizational structure. The key strategic objectives of the Table Services Section are as follows;

ACTIVITIES	TIME FRAME	RESOURCE
Production, printing, co-ordination and distribution of Parliamentary documents for sittings of the House	An hour before commencement of sitting.	Deputy Secretary Committee Services section
Ensure that there is a Quorum during sitting of the House	Before sitting commences and when decision is to be taken	Presiding Officers Whippery Deputy Secretary
Adherence to time limits for speeches	Throughout the sitting as per the Speaker’s List and provisions of the Standing Rules and Orders.	Presiding Officers Whippery Deputy Secretary
Keeping of Members’ attendance register	Every sitting days	Members Whippery
Production of procedural documents in the 3 languages of the province.	Each sitting day	Deputy Secretary Hansard
Production and safe-keeping	Annually	Deputy Secretary

of bound volumes of procedural papers.		Information Services Directorate (Archiving)
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3. Office of the Legal Advisor

3.1 Legislation

Section 104(1) of the Constitution, 1996 provides that the Legislative Authority of a Province is vested in its Provincial Legislature and confers on the Provincial Legislature the power to, *inter alia*, pass legislation for its Province.

The main objective of the Office of the Legal Adviser is therefore to ensure constitutionality of all legislation passed by this House and to assist and facilitate the legislative process in the Legislature.

WHAT	HOW	WHEN
Constitutional compliance of bills introduced in the Legislature, National Council of Provinces or referred to the National Council of Provinces	Ensure constitutional provisions and requirements and the Free State Legislature: Rules and Orders are adhered to when considering legislation	As introduced in the Legislature, National Council of Provinces or referred to the National Council of Provinces and referred to Committees
Assist and facilitate Legislative process	Attending: i) drafting courses; and ii) Law Advisers and Procedural Staff Cluster meetings	Continued basis

3.2 Oversight

Section 114(2) of the Constitution provides further that a Provincial Legislature must provide for mechanisms:-

- a) to ensure that all provincial executive organs of state in the province are accountable to it; and
- b) to maintain oversight of -
 - i) the exercise of provincial executive authority in the province, including the implementation of legislation; and
 - ii) any provincial organ of state.

It is an objective of the Office of the Legal Adviser to assist the Legislature and its committee in complying with the requirements of the Constitution and to ensure that the oversight function is complied with.

WHAT	HOW	WHEN
Constitutional requirements of providing for mechanisms to ensure accountability and maintain oversight	Ensure that the Free State Legislature: Rules and Orders make provision for:-	Continued basis

	a) the oversight function b) holding executive organs of state in the Province accountable	
WHAT	HOW	WHEN
Ensure accountability and assist oversight function	Assisting the Speaker's office and Committees of the Legislature as and when required to do so, to ensure accountability and maintain oversight	Continued basis
Establish a Committee consisting of the Legal Adviser, the Deputy Secretary: Procedural Services and the Director: Legislation and Oversight to consider mechanisms to ensure accountability and maintain oversight	Committee to consider Free State Legislature: Rules and Orders and Constitutional provisions	Continued basis

The achievement of these strategic objectives will be facilitated through the implementation of a new component in the Office of the Legal Advisor, namely the Monitoring and Compliance Unit. The unit will be tasked with facilitating detailed oversight and monitoring functions to assist Household and Portfolio Committees in the execution of their tasks. The unit will also assist the Legislature with its internal processes to ensure compliance with relevant legislation.

3.3 Policies of the Free State Legislature

A further objective of the Office of the Legal Advisor is to ensure that all the policies of the Free State Legislature are in line with relevant labour legislation. This objective will be undertaken in consultation with the Directorate: HR Management and relevant stakeholders.

WHAT	HOW	WHEN
Ensure all policies comply with relevant labour legislation	Review all current and new/proposed policies to comply with labour legislation	Continued basis
Ensure thorough knowledge of new labour legislation and dispensation	Attend courses/seminars where current Labour Court judgments and CCMA rulings are discussed and considered	Continued basis

The Office of the Legal Advisor will also continuously review the administrative policies and procedures of the Legislature to ensure its compliance with national and provincial legislation, e.g. Access to Information Act and its implications for the Legislature, etc.

3.4 Rules and Orders of the Free State Legislature

Section 116 of the Constitution, 1996 provides that a Legislature may determine and control its internal arrangements, proceedings and procedure and make rules and orders concerning its business, with due regard to representative and participatory democracy, accountability,

transparency and public involvement. It is a continuous objective of the Office of the Legal Adviser to ensure that the Rules and Orders of the Free State Legislature comply with the requirements of the Constitution and also assist the Legislature with the practical day to day running of the Legislature

WHEN	HOW	WHEN
Compliance with Constitution	Review Rules and Orders to comply with provisions of the Constitution, 1996 and subsequent constitutional amendments	Continued basis
Compliance with Public Finance Management Act	Review Rules and Orders to comply with requirements of the Public Finance Management Act	Continued basis
Practicality of Rules and Orders to ensure smooth running of the Legislature	Draft amendments to existing Rules & new Rules as instructed by the Speaker's Office, Office of the Secretary or Committees of the Legislature to be submitted to the Rules and Orders Committee	Continued basis

3.5 Enhanced capacity

It is an objective of the Office of the Legal Adviser to enhance its capacity, to be informed of Court Judgments and new legislation, thus improving its knowledge in order to serve the Legislature. The focus in this regard will continue to be on aspects of labour legislation and general matters affecting labour relations as well as the drafting and interpretation of labour legislation.

4. Hansard Directorate

The key strategic objectives of the Hansard Directorate is the production of verbatim report of the proceedings of the House and the provision of professional language services to the Legislature, its Portfolio Committees and the administration, if and when required. Terminology development, specifically in African languages, remain a key focus area for the Directorate. The establishment of a dedicated unit in the Directorate will facilitate a continuous process to ensure terminology development in all languages, but specifically with regard to African languages.

Strategic objectives for the 2005/2006 financial year of the Directorate will include;

- a) The timeous production of verbatim reports of the House. A preliminary unedited Hansard edition (English-text) of a sitting should be available within 48 hours after any sitting day.
- b) The printing of outstanding Hansard volumes. Given the operational problems faced by the Directorate in terms of staff as well as budget constraints, the achievement of this strategic objective will largely be determined by the allocation of resources to the Directorate.

- c) To internalize the lay-out and design of the Hansard. Although the lay-out and design of Hansard is currently done as an in-house function, unfilled vacancies in other Directorates which was initially tasked with this function has contributed to delays in the production process. The matter will be reviewed during the 2005/2006 financial year in order to resolve the problems and challenges that have been experienced in this regard.
- d) Electronic distribution of the Hansard. The distribution of Hansard has been problematic in various instances. During the previous financial year, a service provider was contracted to physically distribute printed Hansards to libraries and schools across the province as the postal system was found to be too expensive and unreliable in many instances. Various possibilities and advantages have been identified with regard to the electronic distribution of Hansard but the implementation of this phase of distribution is largely dependent on the advances made with regard to accessibility to information technology to all communities in the Free State.
- e) To establish exchange programmes with Parliament and other Provincial Legislatures. This objective will develop and enhance the internal capacity of staff in the Directorate in the fields of language skills, terminology development as well as procedural knowledge.
- f) The continuous provision of interpretation services to the Legislature and Portfolio Committees. Simultaneous interpretation services are currently available in three languages to the House and Committee-proceedings. An assessment on the level of and continued need for the service must be conducted during the 2005/2006 financial year in order to determine the future of interpretation services.

5. Directorate: Legislation and Oversight

The Directorate Legislation and Oversight incorporates the following components;

- a) Committee and Research Services
- b) NCOP and Library Services

The Directorate was also affected by the review of the organizational structure and additional posts have been allocated to specifically the committee and research services sections. The Library Services section was also transferred from its previous location in the Directorate: Information Services to the section in order to establish a more integrated approach between relevant sections. One of the key strategic objectives will be to ensure the implementation of the new structure in the new financial year.

A need has also been identified to improve the interaction and involvement of the Legislature in processes and procedures of the NCOP. One of the strategic objectives of the NCOP-section will be the requirement for a more proactive approach with regard to NCOP-matters and more extensive involvement of NCOP Permanent Delegates in matters of the Legislature. The foundation for achieving this objective has been laid with the review of the Standing Rules and Orders that has seen the incorporation of all matters pertaining to NCOP-bills in the work of the Chairpersons' Panel.

Details of strategic objectives of the individual components are as follows;

5.1 Committee and Research Services Section

The Committee Services section should be allocated sufficient resources to enable the section to provide professional, efficient and effective procedural and administrative support services

to Portfolio Committees of the Legislature. The Committee Services section derives its strategic objectives from the powers and functions of Portfolio Committees as provided for in the Standing Rules and Orders of the Legislature. Strategic objectives include the following;

a) Holding the Executive Accountable

Sections: Committee Services sections

ACTIVITIES	TIME FRAME	RESOURCE
Ensure compliance to tabling of annual reports and audited financial statements by government departments and organs of state	September 2005	Leader of the House MECs Presiding Officers Deputy Secretary
Ensure that the Executive Council furnish the legislature with regular reports	Quarterly	Leader of the House MECs Presiding Officers Deputy Secretary.
Convening of Committee meetings to consider departmental reports and compilation of reports thereof.	As per the programme of the legislature.	Rules Committee Chairpersons of Committees MECs
Prepare for site visits and public hearings to be conducted by Committees and compile reports thereafter.	2 weeks prior the date of site visits and public hearings	Committees MECs Stakeholders Dir. Information Services
Follow-up on the implementation of the Resolutions adopted by the House	As per the provision of the Standing Rules and Orders	Speakers' Office Secretary to the Legislature

b) Monitoring of departmental programmes/projects

Section: Committee Services and Research sections

ACTIVITIES	TIME FRAME	RESOURCE
Compile data on departmental programmes/projects and submit that to Committees	Quarterly	MECs HODs
Attend to logistics for site visits	Quarterly	Chairpersons Secretary to the Legislature

c) Improved research services

Section: Research section

ACTIVITIES	TIME FRAME	RESOURCE
Identification and gathering of information on programmes of departments and organs of state	After budget approval.	Committees Chairpersons Members MECs

Preparation of legislative analysis on Bills and related matters	At least a week upon request	Committees Chairpersons Members MECs Office of the Legal Adviser
Gathering and compilation of background information on site visits to be undertaken.	At least a week upon request and a week before site visits	Committees Chairpersons Members MECs Stakeholders
Compilation of budget analysis, vis-à-vis strategic plans on all Votes	Quarterly (Recess period)	Committees Chairpersons Members MECs
Networking with organs of civil society	Continuous process	Committees Departments NGOs CBOs Faith-Based organisations Business community
Conduct field work for gathering information for Committees, Chairpersons and Members	Quarterly (Recess period)	Committees Chairpersons Members Secretary to the Legislature

d) Effective participation in national law-making processes

Section: NCOP, Research and Committee Services sections

ACTIVITIES	TIME FRAME	RESOURCE
Gathering of information on Bills to be considered by NCOP	After referral by the National Assembly	Internet, NCOP programme
Distribution of information on Bills to relevant stakeholders	Upon receipt of information	Speaker, MECs
Presentation of Bills to the Chairpersons' Panel /Speakers Office for consideration and decision	Before commencement of the NCOP processes	Internet, NCOP Programme Chairperson and Chairpersons Panel, Office of the Legal Adviser
Consideration of the Bills referred by Chairpersons' Panel/Speakers Office.	Within the stipulated time frames	NCOP Programme, Programme of the Legislature Committee & Research sections, Office of the Legal Adviser, Government Departments, stakeholders
Formulation and submission of provincial mandates to NCOP	Within the stipulated time frames	Chairperson of Committee Secretary to the Legislature MECs, Designated Delegates Committee Services section NCOP section
Co-ordination of participation of Special Delegates in NCOP Plenary/Committee meetings	Before Plenary/Committee meetings	Speakers' Office, MECs, Chairpersons, Special Delegates, Chief Whip, Provincial Whip, Secretary to

		the Legislature
Co-ordination of participation of Permanent Delegates in the debates of the Legislature or Committee meetings	Before debates/Committee meetings	Speakers' Office, Chief Whip Chairpersons, Deputy Secretary
Facilitate flow of information and activities between the Legislature and NCOP	Daily	Speakers Office Provincial Whip Secretary to the Legislature
Compilation of reports on all provincial mandates submitted to the NCOP by Committees	Quarterly	Chair: Chairpersons' Panel Whippery Deputy Secretary
Publication of short titles of NCOP Bills in the Minutes of Proceedings as directed by the Chairpersons' Panel	Monthly	Chairpersons' Panel Deputy Secretary

e) Compliance to the Programme of the legislature

Section Committee Services section

ACTIVITIES	TIME FRAME	RESOURCE
Convene Committee meetings as per the programme of the Legislature	Week preceding the forthcoming week.	Committee Chairpersons Programme of the Legislature Committee section
ACTIVITIES	TIME FRAME	RESOURCE
Convene Committee meetings outside the programme of the Legislature	Daily, as per directives of Chairpersons	Committee Chairpersons Programme of the Legislature Chair of Chairs Speakers' Office Committee section
Arrangement of site visits and public hearings.	Two weeks prior the date of the site visits and public hearings	Chairpersons Programme of the Legislature Committee section Secretary to the Legislature
Arrangement of site visits and public hearings outside the programme of the Legislature	Daily, as per directives of Chairpersons	Committee Chairpersons Programme of the Legislature Chair of Chairs Speakers' Office Committee section Secretary to the Legislature
Publication and distribution of TAC for attention of staff	Weekly	Speakers Office Secretary All directorates

f) Co-operation with Exco on matters affecting the Legislature and Exco.

Section: Directorate

ACTIVITIES	TIME FRAME	RESOURCE
Liaise with departments Parliamentary Liaison Officers for information exchange	After budget approval	Speakers' Office, Leader of Government Business, MECs, Chief Whip, Chair of Chairs,

		Deputy Secretary
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g) Access to record of proceedings/evidence taken by Committees

Section: Directorate

ACTIVITIES	TIME FRAME	RESOURCE
Ensure that records of proceedings/evidence taken by Committees are accessible to public in accordance with the provisions of the Standing Rules and Orders.	As per the request of the public.	Speakers' Office Deputy Secretary

h) Attendance/Summoning of witnesses

Section: Committee Services and Table Services sections

ACTIVITIES	TIME FRAME	RESOURCE
Ensure that invitation/Summoning of witnesses is in accordance with the provisions of the Standing Rules and Orders	When witnesses are to appear before Committees	Speaker Secretary to the Legislature Committee Chairpersons Office of the Legal Adviser Serjeant-at-Arms

i) Custody of procedural papers

ACTIVITIES	TIME FRAME	RESOURCE
Ensure that there is safe-keeping of procedural papers	Daily	Staff in the directorate

j) Indexing and publication of bound volumes of procedural documents

ACTIVITIES	TIME FRAME	RESOURCE
Safe-keeping and filing of parliamentary documents for indexing and publication	Monthly	Speakers' Office Chairpersons

k) Accountability by directorate

ACTIVITIES	TIME FRAME	RESOURCE
Plan, develop and implement sectional workplans	Monthly	Director Senior staff Staff
Submission of monthly reports	Monthly	Director Senior staff Staff
Development and update directorate manual	Annually	Director Senior staff Staff

Submit contribution for betterment of the directorate	Monthly	Staff
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l) Planning of budget estimate for the directorate:

ACTIVITIES	TIME FRAME	RESOURCE
Draft budget estimate for the directorate and submit to the Secretary to the Legislature	Annually	Chairpersons Panel Directorate
Monitor and control budget of the directorate	Monthly/Quarterly	Committees
Compile quarterly budget expenditure and report thereon.	Monthly/Quarterly	Committees
Follow-up financial queries	Daily	Directorate Chairpersons

5.2 Free State Legislature Library

During 2005/2006, the Free State Legislature Library would like to get as many as possible Members, their supporting staff and staff of the Free State Legislature to use the facilities on offer in the Free State Legislature Library. It is also an objective to achieve public participation and to inform all stakeholders and role-players of the facilities available at the Library.

The Library Sub-Committee, a sub-committee of the Internal Arrangements Committee, should be established as soon as possible in order to ensure that the library receives the necessary guidance and direction as to the services required by Members of the Legislature as well as Committees of the Legislature.

These objectives will be achieved through some of the following activities;

- a) A briefing session of facilities and services available from the Free State Legislature Library for all Members and political support staff as well as employees of the Legislature.
- b) The facilitation of a Library Week which forms part of the national library week. The theme for the year will be determined and specific projects will be launched by the library to promote the awareness and understanding of services and facilities that are available.
- c) To continue its focus on collection-building. Information is changing rapidly and new developments such as e-journals should be investigated and new acquisitions should be obtained on a regular basis.

- d) To facilitate and participate in special events and/or displays. The Free State Legislature Library will participate in days such as World Book Day and World Culture Day. The celebrations will be used to bring the Free State Legislature Library to the attention of civil society and the broader information community.
- e) Electronic distribution of newsworthy articles. The staff of the library will continue to provide newsworthy articles on relevant matters to the attention of Members and staff via e-mail.

6. Directorate: Finance

The Directorate: Finance was also affected by the review of the organizational structure. The Directorate has been structured into components dealing with budget, payments and asset and fleet management. Non-financial matters, such as household services, have been moved to a new Directorate to be established. The functional area of procurement has been moved to the Office of the Deputy Secretary: Corporate Services as an improved control measure to maintain a proper separation of functions.

Other strategic objectives would include the following;

Objective	How	When
Asset Register	Maintain an efficient programme to keep bar coded record of all Legislature's assets	2005/06 financial year
Subsistence & travel procedure / training to PA's, Secretaries & Members	A formal training workshop	1 st quarter
PAYE / Tax seminar	Changes to the Income Tax Act make a significant impact	As required
Annual audit	Office of the Auditor-General	Commences during May 2005
Policy reviews	Internal	Continuous
Budget 2005/06	Presentation to Rules Committee &	September 2005
Vehicle control & maintenance	Management of all Legislature vehicles	Continuous
Issue of an updated telephone & cellular phone directory (internal)		1 st quarter
Implementation of new financial record system		2 nd quarter
Policy amendments to:	Pending finalization of	1 st quarter

	national legislation	
Policy amendment to:	Transport Policy Remove all clauses pertaining private use	2 nd quarter
Whistle Blowers Protection	Implement formal measures to protect whistle blowers against threats and harassment by perpetrators	1 st quarter
Annual audit	A close work-related partnership between the internal controller and the team of AG, in order to shorten the period of the audit and reduction of audit fees.	May – June 2005
Cash management	Measures to manage the overspending of budget	Continuous

7. Directorate: HR Management

7.1 Introductions

The Human Resource Directorate has been established to render a comprehensive human resource service to the Free State Legislature. The directorate incorporates the following disciplines; human resource administration, labour relations, training and development, employee assistance and performance management. Key focus of the directorate would be on the following:

7.1.1 Skills, Training & Development (Staff)

a) Objectives:

- i) Improve work performance of staff members
- ii) Empowerment of staff through relevant training
- iii) Realization of staff training as an institutional investment training leading to performance enhancement
- iv) Ensure total compliance with Skills Development Act
- v) Multi-skill as an ultimate

b) Mechanisms:

- i) Development of a need-analysis database informed by section consultations with the result of developing section specific training programmes
- ii) Making adequate funds available to the training needs of staff
- iii) On the job training programme to make skills more applicable and promote continuous development of skills learned and training received
- iv) Implement and make further use of the legislative exchange programme

7.1.2 Skills, Training & Development (MPLS)

a) Objectives:

- i) Provide Members with skills to enhance job performance that will enable them to better serve their constituents
- ii) Establishment of incentive on the part of members to attend and actively participate in workshops that are offered
- iii) To enable members to effectively perform their duties as required by the constitution

b) Mechanisms:

- i) Identify training needs through a consultation process with Members as to increase the incentive to attend and participate in training programmes
- ii) Promote legislative exchange programmes with the aim of exchanging skills and best practice models
- iii) Encourage members to make use of the educational opportunities available to them as to enhance their knowledge and performance

7.2 Strategic Objectives for Directorate: HR Management

The above-mentioned aspects were largely incorporated into the following strategic objectives:

Strategic Objectives	What	How	When
Ensuring the optimal utilization of financial and human resources, with cont. emphasis on empowerment, training & development	Drafting of annual training and development programme	Evaluating & analysis of training attended during previous financial year to identify training needs	April – May 2005.
	HR Directorate to attend to the drawing of skills workplan in compliance with the Act	HR Directorate to establish training undergone by all as to establish the level of intervention	The plan should be completed by the end May
	HR Directorate to draft an induction programme Equating job requirements to capabilities	Identify the nature of appointment (internal/external) to establish areas that incumbents needs to know Assessing level of knowledge and performance	When an appointment promotion or transfer is envisaged
To afford all staff members and members of the Legislature the opportunity to enhance his/her skills by providing the necessary financial assistance to pursue a formal qualification or better the	Making information available from institutions of higher learning and advising on courses to follow in line with chosen career pathing	By encouraging staff members in directorates meeting and members in whipper meetings to enroll	October 2005

existing one			
Ensuring the establishment and functionality of an culture and system intrinsically linking the concepts of remuneration dispensation and performance management	Research remuneration dispensation, report, recommendation and implementation. Design and implement performance appraisals system	Revive the discussion around draft documentation received from Manto Management for implementation	July 2005
Ensuring that employment equity act is implemented	Developing employment equity report and plan	Establishing the status quo in terms of appointments and relevant policies. Compare progress made against the previous report	To be completed as required by the Act
Development and review of policies in accordance to sound labour relations and compliance	HR Directorate to review, monitor and implementations of policy provisions	Review all policy to ensure compliance with all labour acts	Policies to be developed and reviewed: policy on acting, housing, study aid and Communication policy.
Ensuring that the Legislature meets its core constitutional functions	HR Directorate to ensure members are fully equipped in terms of their capabilities to carry out their responsibilities	Needs analysis to be performed in conjunction with the Speaker's office and Whippers.	Continuous
Implementation of computerized human resource system to ensure sound HR practices and administration	System that would be able to capture all human resource issues	Investigate link between HR system and new financial management system	Continuous
	To bring synergy between HR Directorate and Finance	By establishing a computerised interface between HR Computerised and new financial system	July 2005
	Unique system fully operational	Training and implementation: Leave, Report-writing & systems administration	Finish by end of July 2005

	Empower the staff in the directorate	Train HR staff to fully operate the system and provide clear guidelines. Internal rotation on training for multi-skilling	Continuous
Establishment & Maintenance of sound labour relations with emphasis on social well being	Creating an environment for sound labour relations	Improving lines of communication, EAP Programme, addressing cultural diversity, gender issues, interpersonal relationships	Continuous
	To attend to employee awareness and social responsibility programme	Making employees aware of their social responsibilities as individuals counseling	Continuous, treats case by case
Reviewing the recognition agreement to include bargaining forum as an official negotiation machinery	To develop and submit recommendations to top management and bargaining forums on: What to negotiate When to negotiate How to negotiate Conduct of both parties	The Secretariat of both parties to draw up a program that will encompass issues to be addressed	August 2005

8. Directorate: Institutional Support

The Directorate: Institutional Support was created as a result of the review of the organizational structure of the Legislature. The Directorate will incorporate the following components;

- a) Information Technology and Technical Services
- b) Household Services
- c) Support Services.

The key strategic objective will be to establish the Directorate and for its components to become fully functional. Specific objectives to be achieved by the three components, include the following;

8.1 Information Technology

Given the unfortunate loss of staff in this section, an interim arrangement for IT support has been entered into with a service provider. Objectives to be attained include the following;

Objective	Implementation	Outcomes
Setup Wireless Link Between SLP and 4 th Raadzaal	<ul style="list-style-type: none"> • Apply for radio & VANS license • Purchase equipment • Install and configure equipment • Configure network functionality 	<ul style="list-style-type: none"> • Network link between the two buildings • Support for portable computers in the chamber to connect to the network • Ability to stream audio and video to SLP
Set up Committee Room At Southern Life Plaza	<ul style="list-style-type: none"> • Submit formal proposal to Management • Purchase necessary furniture for the room • Purchase and install audio/video equipment for the room • Link audio/video system to main audio video system 	<ul style="list-style-type: none"> • Provide committees with facilities at Southern Life Plaza in order to reduce traveling time for Members
Power generator for the Mobile Audio System	<ul style="list-style-type: none"> • Perform a needs analysis • Purchase power generator that meets the requirements 	<ul style="list-style-type: none"> • Provide power to the mobile audio system in cases where power is not readily available, e.g. Rural Public Hearings
Windows 2000AD Domain Migration	<ul style="list-style-type: none"> • Formulate a complete proposal with a complete project plan • Purchase necessary software and licenses • Perform the migration according to the project plan, without interrupt to users, while at all stages testing the progress • Implement improved security settings and Domain Policies • Implement improved Internet security and monitoring measures 	<ul style="list-style-type: none"> • Keep up with technology trends • Provide a more manageable environment • Improved security • Improved stability • License compliance • Provide improved and more useful services • Provide a platform for extended services
Asset Management System	<ul style="list-style-type: none"> • Approval of project proposal • Acquire funding for the system • Purchase System • Implement System through Computer Associates 	<ul style="list-style-type: none"> • Proper management of all IT assets • Reports on state of all assets • Compliance to the requirements of the Auditor General
Audio/Video Streaming System	<ul style="list-style-type: none"> • Configure an Windows 	<ul style="list-style-type: none"> • Provide direct feeds to

	2000 Server for streaming with an A/V multiplexer	all computers in the Legislature of current Legislature sittings, committee meetings and DsTV broadcasts
Webmaster / Website	<ul style="list-style-type: none"> • Formulate a proper proposal for a webmaster position • Employ a suitable webmaster • Provide necessary training on Legislature systems and requirements • Have the webmaster complete and launch the website 	<ul style="list-style-type: none"> • Launch the Legislature's website • Keep the website up to date with current information • Provide the public with another means of interacting with the Legislature
Formulate Formal IT Policy	<ul style="list-style-type: none"> • Formulate a draft policy • Obtain inputs from management • Finalize policy • Request the Rules Committee to approve the policy 	<ul style="list-style-type: none"> • Have a set of standards, rules and procedures for IT usage, procurement, support, maintenance and repairs.
Setup and Configure Wireless Access Point	<ul style="list-style-type: none"> • Purchase wireless access point • Setup and configure the device • Have a trial run with two users • If successful, expand to accommodate Members and Staff Members with notebooks 	<ul style="list-style-type: none"> • Provide ability for notebook users to connect to the network without requiring cabling • Provide network access to multiple devices in areas of the Legislature that does not have network points • Provide roaming ability for notebook computers
Complete Upgrade of Server Room	<ul style="list-style-type: none"> • Have the server room floor tiled • Install a fire alarm system • Purchase and install a fireproof/waterproof safe for backup storage 	<ul style="list-style-type: none"> • Comply to the requirements of the Auditor general • Protect critical systems and data against disasters • Extend the life of equipment

Implement a Tape Backup System	<ul style="list-style-type: none"> • Formulate a full disaster recovery plan • Purchase tape backup software • Purchase additional tapes • Implement backups and offsite backups in accordance with the disaster recovery policy 	<ul style="list-style-type: none"> • Provide backup in case of a disaster, data loss or equipment failure • Comply to Auditor General's requirements
Equipment Maintenance	<ul style="list-style-type: none"> • Maintain Current Equipment 	<ul style="list-style-type: none"> • Provide functional working environment for staff

8.2 Household Services Section

The main objective of the component is the continuous provision of efficient and effective mail delivery, cleaning and telecommunication services to the Legislature.

8.3 Support Services Section

The main objective is to provide general and specific support services to Members and staff of the Free State Legislature. Specific posts will deal with all matters pertaining to office provisioning and maintenance as well as telephone management. A sub-component will be established to deal specifically with support services to Members. The sub-component will deal with all inquiries of Members pertaining to issues such as medical aid, cellular phones, and travel and accommodation requirements and the sub-component will be responsible for liaison with relevant sections to ensure that inquiries and requirements of Members are timeously and efficiently dealt with.

9. Conclusion

The attainment of strategic objectives outlined above will be almost wholly funded out of the administration programme. Continued discussions between the Speakers' Office and the Office of the MEC: Finance are, however, required to ensure that the Legislature receives a budget allocation that will enable it to fulfill its constitutional requirements and obligations.