



GAUTENG

LEGISLATURE

Your View ~ Our Vision

Strategic Plan (2005-2009)

August 2004



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PART A: STRATEGIC OVERVIEW

1. OVERVIEW OF STRATEGIC PLAN

1.1 Background

At the strategic Legotla of the Gauteng Provincial Legislature (GPL) held on **14, 15 and 16 July 2004**, at the **Riviera ON VAAL**, the Speaker, **Richard Mdakane**, and the Provincial Secretary, **Gengezi Mgidlana**, provided an overview of the **challenges for the Legislature for 2004 – 2009**. The address delivered by both the individuals has been summarised and serves as the overview for the strategic plan for the GPL.

1.2 Address by the Speaker *(See Annexure A for the transcription of the address)*

1.2.1 Introduction

I am not going to read the speech or points that I wanted to raise. I thought I should just talk and because I will be talking I may raise other issues that are wrong, and precisely because those issues will be wrong it is the duty of all of you who are gathered here to correct me. Then when I raise them in any other way, without any diplomatic language you will understand that I am a victim of not understanding how the issues should be raised. Of course, I think that is the issue I wanted to raise first.

The reason why we are here, I think all of us want to make a meaningful contribution to the change that we want to see happening in the Legislature, therefore all of us are working towards the second decade of our second democratic Legislature and our freedom.

As you all agree the last ten years have been exciting. All of us have worked very hard to put in place these governance structures in Gauteng, and then again I think since 1994 April, we all discussed what will be the Legislature and there was a lot of discussion about this matter and we agreed that the Legislature would become the centre of our people and then as a result of that, we are saying the Legislature is the only representative body of our people in Gauteng outside the local government and national sphere of government. Therefore as we are gathered here many of us serve Members who are directly elected by the electorate in Gauteng therefore I think they expect a lot from us.

1.2.2 The Relevance of the Legislature

Then I guess therefore that the challenge that is facing us in this transformation is what the relevance is of the Legislature. We cannot say the Legislature is relevant because the last ten years we enjoyed ourselves. What are the issues that we are going to raise and what are the issues that we will address to ensure that the Legislature remains relevant to our society.

Of course my own view is that the Legislature is an **agent for change**. The Legislature is a very important organ of our people; therefore it should be an agent for change.

Of course looking at the challenges faced by the government as outlined by our own manifesto, the ANC manifesto, this plan and our own vision for 2014 – I think all of us agree that there are **two main challenges that are facing the country as a whole**. Of course there will be other challenges that I think are relevant for us as a Legislature that I will try to raise here, therefore I do not even pretend to have answers on some of the issues that I would raise but one big challenge that all of us have agreed is **the creation of jobs** for our people.

Closely related to the latter is getting rid of poverty. This is the other big challenge. When we are saying that we have to create jobs for our people, we have to fight against

poverty and there is a very critical issue that we are here today, therefore for all of you if you go around to the township tonight, I think you will experience what we are trying to do and therefore we want to halve poverty by 2014. We want to create millions of jobs for our people.

The Legislature should be the centre for our people. I think all of us in the 21st century cannot behave as if Gauteng is a rural area somewhere in the bundu. We cannot behave like that. I think all of us will behave in a correct manner and indicating that Gauteng is an urban area. Precisely because Gauteng is an urban area it therefore remains a catchment's area for millions of our people. There are people from various parts of our country – they are flocking to Gauteng for a better life for our people.

I am not sure what would then be the role of the Portfolio Committee of Housing and other portfolio committees of the Legislature because I am just raising this thing repeatedly precisely because we all struggle to ensure that this Legislature remains **very relevant to society**. If you do not do anything that encourages our people to see the Legislature as the centre where people can come I do not think we would be relevant in the next decade. Of course, this second decade is very critical. We must build and adjust the Legislature by addressing the issues that face the people. The Legislature must be a tribute to the people. Of course in our own endeavour to bring about a better life for our people I think we have to present this in our budget in the Legislature for approval. However for us to move forward, I think we need to take stock of where we are coming from and where we intend going. I think it is important, because if we do not do that, I think we will be unable to be relevant to our society.

People want a Legislature that will be able to address their real issues. There are real issues that are affecting them. In this regard I think we are all aware that a great deal of work has been done. None of us can ever claim that the Gauteng Legislature has not made a tremendous contribution to the overall transformation agenda of our country. I think I am very confident that in Gauteng we are moving in the right direction. We have attempted, over the last ten years in our term, to define and fulfil the role of the Legislature. We put together various governance structures. I think we have laid a solid foundation for us to build on.

The past ten years, or the past decade was a very important experiment, that last decade for us, but to pretend that we would continue experimenting for a new decade would be a fallacy, therefore I think some things must change in order for us to move forward again as a Legislature. Of course, we are lucky at the Legislature that we do have a Premier who always **encourages us to engage**. Whether then the Chief Whip, the standing committee or portfolio committees are able to do that or not I do not know, but I am saying that we are very lucky that we do have a Premier who, when he makes his speeches in the House, always says what is your relevance as Members of the Legislature if you do not engage the government purposefully.

1.2.3 Support to the Members

We raised the **issue of building capacity for board members and staff**. I do think that is wrong, to have **Members of the Legislature** who have been with us for the last ten years and when they leave the Legislature, **they sometimes are not employable**. I know that parties have also got a responsibility to do this work, but I think it is wrong generally because we are the people who are the custodians of public money and I guess as we are the people who are custodians of that public money, using money to train our people for a better life – I do not think that would be wrong.

We cannot have Members of the Legislature, the people who have been here, who have made a meaningful contribution, when they are not retiring they are not employable, while in my own view there are a lot of resources in Gauteng that should assist our people to do something. I think it is wrong. Of course, I am aware that political parties would be addressing these matters and move forward on this issue.

The issue that I wanted just to raise is the question support of Members of the Legislature. I do think, Comrade Secretary, you must address the question of support to Members of the Legislature.

In my own view I would like you to come to my office very soon and tell me what you want to do to support the Members of the Legislature in a manner that really assists. I do think that you support the Members but sometimes you get offended by their presence in the Legislature and then you got offended by their presence and requests. However, you must forget that you are the primary people to assist and support them within the Legislature.

In my view, I think, Secretary, you must sit down, you must look at this matter and then you must present a report as soon as possible where you will say to us this is how you want to address this element. That to me is a very critical element – that you provide the support to the Members of the Legislature and therefore you must be doing that.

Then I think again we have to I think, Comrade Secretary, ensure that the staff, the greater numbers of our staff, are empowered to provide this adequate support and services. To me it is a critical point that we should address, that we must be able to empower our staff to provide adequate services to Members of the Legislature.

What I always find unacceptable, and again I am saying this thing with due respect to everyone, you raise an issue with an office. You say in the office, “Office, I am so-and-so, office I am Richard Mzameni Mdakane, please assist me with one, two, three, four” and then the leadership of the office disappears for three months. They do not care, they do not even come to you and say, “Man, Chief, this thing cannot be done, because in terms of this procedure it would be wrong for me to do so.” They keep quiet, they do not care. Sometimes I think the people feel that they are treated with high disrespect. They do not care really, you know. Who are these people anyway, these people of parliament, anyway? In fact the administrators in various offices in government will say to the MEC, “Mdakane, you are here for five years, I will be here for a hundred years.” I think that is a highly irresponsible statement, that I am here as an administrator, the ANC may redeploy you tomorrow, therefore I will remain here, therefore it does not matter whether I serve you or not. I do think that is a problem, Comrade Secretary.

1.2.4 Create a conducive environment to work in

Then all of us will agree that existence and survival have always depended on the ability to control. We must always control our environment and I guess therefore the Legislature, ourselves as we are here today, we are trying to ensure that we chart a **way forward of creating a conducive environment for all of us to work**. Of course we have to ensure that we adapt to these changing times.

One issue that I think we must also be able to do, working with people who are managers by and large, sometimes all of us are so target-driven, in such a way that we can destroy the motivation and morale of our staff.

My own ten year experience in the Legislature then tells me that I must raise this point but of course it is a very subjective view for a standard 2 man. I think that then affects our performance. It affects our performance and leads to very costly accounts. One thing that sometimes does happen is the high Legislature turnover.

As you work in the Legislature, in my own view, I think the Legislature of Gauteng should be the best family gathering. Ismail, you must be here at the Legislature at 06:00 in the morning, because you are happy to be part of this community of the Legislature. You are not just coming there for any other reason. You are coming there because you are part of this family; therefore you want to make a contribution to the overall attainment of the goals of this family. Improving the quality of life of our people is a very important point.

Of course really we must try our level best to instil a **transformational culture**. Award appreciation, the crucial importance of managerial efficiency. I believe we must strike a balance between managers and leaders because I think we will only succeed or fail as a country if we do not have capable leaders.

I guess that is the main discussion today by all research organisations in Britain, about development of leaders and managers who will really be equal to the best in the world. I guess that in Gauteng we must also be doing so, developing these leaders and managers who would take us into the 21st century and go through the second decade of our liberation and freedom. Therefore in my view you should do so.

I also think we must improve our relationship in a vertical and horizontal way. Sometimes I think, Dirk, Kobus will talk about relationships up, down and then vertical and then across and he will say up, down and across. In a situation like this, in Gauteng, I think to me it is very important to master that art, why we are saying people must work very hard, because people must work very hard anyway, they must be employed to work very hard, but also we must manage this relationship, the up way, down way and also across, because without doing that it becomes very difficult to have a very highly motivated staff.

I think that is the point that I wanted to raise. The challenge therefore is to ensure that the Gauteng Legislature, as managers and leaders of the future merge the best interests of the country and the world, whatever we do, we must know that we want to merge the best in the world.

It is important that we address how we work with the trade union movement. How do you work with the trade union movement, because I guess in our country for many years to come we will have a trade union movement. In our own situation we have NEHAWU. How do you work with the trade union movement in order for them to mobilise their workers to assist us to transform this Legislature and to transform the society as a whole? How do you work with them?

They are a very important component part of our own Legislature, therefore working with them is a critical point that we have to master, that art of working together with those people, because I think we need them in the Legislature. Anyway it is not even our choice, whether we need them or not, it is immaterial. They are there in the Legislature, therefore we must master this art of working together with them.

Of course I think some of the challenges, in my own view, that are facing us for the next ten years, of course, will be developing performance. I think we agree then that you will develop a performance measurement for senior managers. I want to restate that I agree that is a very important element, that senior managers' performance must be measured in order for us to understand what they are doing.

1.2.5 Policy Implementation

Of course we also raise the issue of furthering the research on youth development and addressing the needs of people with disabilities and women. I think we must address this matter because I think it remains our challenge and of course, you raise the issue of implementation of board meetings and communication strategy and, Dirk, I think we must address this matter. What else should we do?

I think really a question for this meeting, "what should be done", is not really to reinvent the wheel. I think all of us, over the last ten years, became aware and we know exactly what the issues are that we want to raise. We raise the issue that we want to extend PEBA to all portfolio committees. I think I am very happy today that Kobus will be able to know whether we are ready to do that. Are we ready to do that? Then I guess that the researchers here will be saying we are more than ready to do that, because we are very proactive researchers, therefore we are ready to do that.

Those who advise us on the legal side will be saying we are ready to do that because we understand the environment within which we operate. Therefore if we are ready to do that, it is a very critical that we address it.

I think the Legislature is much more prepared and I think, Secretary, you will be ready also to implement the ministerial accountability report and recommendations that we have put forward. I think again we are saying that we are going to be doing these things because it is very critical for us, as a Legislature, that we should do it.

Of course, really, we all agree that all organisations are created and kept together by a group of people struggling towards a common goal and purpose. I just guess that in the Legislature all of us are driven by a common desire to serve. All organisations will have plans on how to achieve these goals and the people responsible for executing the plans to achieve the goal. I think that is why you are here today, because you are the only people that we will rely on in Gauteng as a whole, **to implement the policies of the organisation.**

I am saying the organisation because there is only one ruling party, at least in South Africa at the moment, therefore there is one organisation that is ruling South Africa and you cannot run away from that. That which we are doing in the Legislature is to ensure that we translate the manifestos of the movement into implementable programmes. Of course, whether you like it or not is immaterial.

I am told of course that generally members, the staff of our Legislature must remain very professional and very neutral, as if sometimes you are living somewhere in a vacuum. Therefore professionalism is a very important element, that we must always be professional and neutral in providing services to our people, across the board.

I think of course, these people, in my own view are all managers. I think that is why you are here, senior management, because you have got this huge responsibility of implementing the decisions that are taken by the political leadership of our own institution. Then accordingly, I think, we have to develop and nurture the leaders and managers required to carry out this task.

The challenge with regard to co-operative governance still remains. It is a challenge of ensuring that local government participates fully in our own processes. We were told when I was young, ten years ago, that we must amend the Rules. We amended the Rules. The Rules Committee sat down and we looked at this matter. We amended the Rules and then we agreed that **local government will participate fully in our own processes.**

I do not know whether chairpersons are able to invite local government when they deal with matters that are relevant to them or pertaining to them or not – I do not know about that. But I think committees, committee secretaries and coordinators of these committees, know better. Therefore this meeting will assist me to address the issue. To me it is a critical point that needs attention.

If you are talking about **cooperative governance**, I know that Members and staff will attempt to address our own view at the National Council of Provinces, Chair of Chairs, and then I think we are trying to address that problem because we are valuing this cooperative governance, but I do not think we are able even to **empower local government.**

If the Gauteng Province is expected to empower local government, I guess, Secretary, that there must be some processes and procedures that are in place already to empower local government but I have not seen anything around this issue. Therefore I guess I am wrong again, to understand that I do not think we are doing very well to address this issue. I think we must try our level best to set up some mechanism to address this problem.

There is another point that I think we must raise again, because I think we have organised a very successful **youth parliament**. I think it was a very successful youth parliament. The young people of our province were able to articulate their views and dreams and aspirations. However, there were very few members who attended the youth parliament. But we agree then, Secretary that those resolutions will be forwarded to the Premier. We will expect the Premier to come back and report to us.

But as we go on in this process, I think we must also clarify the role of this youth parliament, because I think it is a very important organ that could assist us to address some of the issues that we wanted to address.

Then I think we must ensure that of course we implement the "Show me the Future" recommendation. Deputy Secretary, I think that is a point that I just want to raise, that we must try our level best to implement that, with the necessary speed. In fact it is very important that we should do so.

1.2.6 Public Participation

I think the challenges that we are facing again is to **enhance public participation**. Again, making the Legislature the trip for our people and I think that we want to do, but the critical challenge that I think we have to do, I am not sure how, is to bring in an interactive and robust system of interaction between civil society and committees. I think that to me is a very critical point.

1.2.7 Conclusion

Then to conclude, I think that you have one point that I want to raise. Of course, that is the point that we have the possibility to succeed in implementing PEBA. I think we are meeting with Speakers, Comrade Secretary, and all of them want to know what is PEBA. I think the people in South Africa, broadly speaking those that are in the Legislature, are excited to learn from our experiences in implementing PEBA and therefore I think, Secretary, you will make the information available to them.

If we succeed there if no doubt in my mind that will make a meaningful contribution to the overall oversight function, towards the country. Maybe, if I am not mistaken, it will be able to influence the continent around the issues of public participation, given the fact anyway that the Pan-African Parliament is hosted in Gauteng. That is another issue in my own view that therefore will not only influence South Africa, but also influence continental affairs. Therefore, I guess from time to time these members will come to the Legislature and raise some of these issues.

Then I think today, of course, as we are gathered here, we will be able to look at all the matters that we are going to be raising and I guess again, we all agree, it cannot be business as usual and I have no doubt in my mind that with men and women of your calibre, we will succeed. We will succeed, indeed we will.

I wish this meeting well. We are part of this meeting ourselves, but I wish you well, therefore you will address these matters. Thank you very much. I am looking forward to this robust engagement in this meeting. I hope again we will not reinvent the wheel, but we move forward for the next ten years. Thank you, Kobus, and I think then we will engage in some of our discussions. Thanks.

1.3 Address by the Provincial Secretary

1.3.1 Introduction

The Secretary's presentation focused on the following core issues:

- ☐ External Analysis of Environmental Issues (Socio-Political)
 - Governing party's manifesto
 - Government's 2014 programme
- ☐ Internal Analysis
 - Financial, Procurement, Human Capital Management, Information Management System
- ☐ Institutional Outcomes
 - MTEF, 2004 – 2009 plan and 2014

1.3.2 Review of the Socio-Political Environmental Issues

- ☐ Review and re-orientate our strategies & goals of service delivery towards the outcomes of the new mandate, i.e. review and redefine our:
 - Short term goals (2004/5)
 - Medium term goals (2004/5 – 2006/7)
 - Long term goals (2004 – 2009)
- ☐ Define our overall objectives for the Decade – Vision 2014
- ☐ Develop measures of assessing the impact of the Legislature on the lives of Gauteng people

1.3.3 Analysis of internal environmental or enabling issues

(a) Human Capital Development

- ☐ HR should play a more supporting role to institutional objectives and line managers
 - Develop a human capital development strategy
- ☐ Drastically improve the management of the unit and its strategic important
 - Develop, enhance and correct HR practices towards attaining acceptable levels of competencies and, skills levels
 - Ensure that there is proper human resource administration and management
 - Develop a proper framework of recording queries, responding to staff and Members
 - Develop & enhance systems and mechanisms of generating reports for decision making structures and ensuring compliance

(b) Information Management Systems

- ☐ Harness appropriate technology in the delivery of services
- ☐ PPP
- ☐ Issues of law making
- ☐ Electronic voting
- ☐ Information technology systems must take a 10-year approach.
- ☐ Dir: Operational Support and Manager IT to develop IT Strategy
- ☐ Review and enhance the IT Committee so as to ensure the strategic input and participation of line managers
- ☐ Implement LIMS

(c) Financial Management

- ☐ Overall objective is to ensure efficient allocation and utilisation of resources
- ☐ Train and re-orientate line managers and ensure the efficacy of the training
- ☐ Improve the accuracy of projections
- ☐ Establish a system of determination and reporting on monthly & quarterly outputs
- ☐ Focus on understanding and deepening the the processes as opposed to complying with formalities

(d) Efficient Procurement System

- ☐ The overall objective of the unit must be to ensure an efficient systems of procurement, by
 - obtain value for money
 - Ensuring an efficiency (speed), and
 - compliance
- ☐ Ensure compliance with legislative matters:
 - BEE
 - Preferential Procurement
- ☐ There must be an element of specialisation in the way the unit is structure so that it can maximise the satisfaction of its stakeholders
- ☐ The unit and its buyers must play a strategic role and make suggestions in term of the supply chain management
- ☐ The Deputy Secretary must lead a process that will ensure the re-alignment and streamlining of procurement processes
- ☐ Develop and ensure monitoring and reporting to be linked to time frames
- ☐ Deputy Secretary and Dir ISS to prepare a proposal that will detail the application and implementation of the work plan
- ☐ Planning, implementation on procurement matters to be included as one of the KPA's of the line managers
- ☐ Must link the process of projections with actual procurement
- ☐ Need to develop a data base of suppliers for certain specialized service

(e) Operational Efficiency

- ☐ The Secretariat should focus on issues of a strategic nature
- ☐ Increase the frequency of one on one meetings
- ☐ Move away from task orientated meetings to implementation of decision
- ☐ Strategic plans should inform the agenda
- ☐ Improve on preparations measures for reporting and accounting
- ☐ Establish a system that would deal with ad hoc project that arise during course of the financial year
- ☐ Add a section on the agenda that would deal with issues o statutory compliance with different pieces of legislation that the GPL needs to comply with
- ☐ Secretariat meetings would be held at least once per month
- ☐ These measures must be replicated in the various directorates

1.3.4 Institutional Outcomes

- ☐ Transformative and developmental legislature
- ☐ Locate Public Participation at the center of all Legislative business
 - strengthen oversight and law making
 - deepening democracy
- ☐ 2004 – 2009 Objectives
 - Re-orientation of the service orientation towards stakeholders
 - Development mechanism of verifying the satisfaction of stakeholders (MPL's, Depts & the Public) with the aim of improving service of delivery
 - Design a process of buy-in from extended secretariat and various stakeholders
 - Have a discussion with Office Bearers on what has to be achieved
 - Develop partnerships with other research and civil society organisations
 - Improve communication with the public
 - Review current approach of communication and the media strategy to achieve the objective
 - Change our approach to lawmaking
 - Ensuring that there is a qualitative approach to lawmaking

- Develop members capacity to make laws, that are effective and relevant to their constituencies
 - Align the Legislative structures towards our strategic goals
- Review & enhance our research capabilities
 - Review impact of Legislative business outputs
 - Create a database or baseline report on sectoral issues
 - Develop capabilities to do our own assessment of local issues
 - Generate our ability to produce and release reports
- 2014 Long Term Objectives
 - Position the GPL as an assembly that would address issues that are pertinent to the public
 - Relevance & pride
 - Understanding the GPL's role & locate the GPL in the hearts and minds of our people
 - Contribute towards the democratic and popular participation in country, region and the world
 - Ensure effective public representation
 - Ensure effective public participation in the legislative processes
 - Enhance the Members capacity to discharge their responsibilities
 - Respond to the dynamism, uniqueness and evolving nature of Gauteng
 - Effective constitutional democracy in Gauteng
 - Reflect and celebrate the unique cultural diversity of the Province
 - Ensure a culture of promoting and protection the democratic values and aspiration
 - Ensure that we have an effective and dynamic institution
 - Ensure customer focus and service excellence
 - Ensure that we have best practice in leadership, management and organisational practices

1.4 Strategic Priorities

Based on the presentation by the Speaker and the Provincial Secretary, the following key priorities and challenges were identified by the Deputy Provincial Secretary:

1.4.1 Core Business Challenges

- The Legislature should be:
 - Centre's for the people
 - Examine its relevance
 - An Agent for change
- Priority area: job creation and poverty alleviation
- Create a conducive environment and able to adapt the times
- Must take stock of where we come from and what the future holds – vision
- Implementation of policy
- Building an activist legislature – address issues that face the people – tribune of the people
- Priority areas: youth, people with disability and women
- Translate the program of the ruling party into actions
- Take note of moral of staff and effect of being too target driven
- Develop managers and leadership that are able to manage relationships with stakeholders – learning leadership
- Support to Members must be addressed
- Review the GPL mandate and approach to public participation
 - Take holistic approach to the public participation i.t.o. how we ensure delivery between PPP – PR, Committees, Proceedings, Research, NCOP processes
- Deepen oversight
- Review the relationship of GPL with various organs of state
- Transform the identity, character and role of the institution with stakeholders

- ☐ Deepen the GPL's measures and mechanisms to exercise oversight on Government's policy prioritisation, budgeting & implementation thereof, so as to exercise effective oversight over the Executive
- ☐ Develop measures of assessing the impact of the Legislature on the lives of Gauteng people

1.4.2 Administrative Service Challenges

- ☐ PPP to review current program with a view to placing public participation in the centre
- ☐ Develop mechanisms/systems to establish holistic approach to PPP
- ☐ Project to be established on establishing relationships with chapter 9 organisations
- ☐ Review Peba model to ensure that a PPP component is built in
- ☐ Ensure that oversight mechanisms/model assures delivery on the social contract.
- ☐ Impact assessments to be completed and institutionalized.
- ☐ Proposal on support to Members urgent
- ☐ **HUMAN CAPITAL DEVELOPMENT**
 - Develop a human capital development strategy
 - Drastically improve the management of the HR unit and its strategic importance
 - Leadership and management culture must change to "learning leadership"
 - HR Unit must deal with specific areas listed in Show me the Future documents and includes:
 - Succession planning
 - Ensure an effective HR admin
 - Ensure an effective performance management system
- ☐ **INFORMATION MANAGEMENT**
 - Harness appropriate technology in the delivery of services
 - Dir: Operational Support and Manager IT to develop IT Strategy
- ☐ **FINANCIAL MANAGEMENT**
 - Overall objective is to ensure efficient allocation and utilization of resources
 - Focus on understanding and deepening the the processes as opposed to complying with formalities
 - Address matter of budget review
- ☐ **EFFICIENT PROCUREMENT SYSTEM**
 - The overall objective of the unit must be to ensure an efficient systems of procurement, by
 - Obtaining value for money
 - Ensuring an efficiency (speed), and
 - Compliance

1.4.3 A summary of the Key Challenges/Implications

- ☐ Review Notes
- ☐ All interventions for internal challenges are priorities for 2004/05 but has become urgent
- ☐ Enhance our monitoring and reporting mechanisms
- ☐ Focused training for line managers on financial management
- ☐ Procurement system/model must be enhanced
- ☐ Review and enhancement of SAP is urgent
- ☐ BEE framework must be developed
- ☐ Reporting and monitoring structures will be reviewed/rationalised to support monitoring and reporting model
- ☐ Review media strategy to place people in the centre
- ☐ Re-energise project on local government participation in GPL
- ☐ **Internal Stakeholders**
 - Provide accurate, up-dated and credible service.
 - Provide a timeous quality service (i.e. efficient and effective) to facilitate decision-making.
 - Perform our duties with professionalism and integrity.

- Provide resources and optimal capacity building
- **External Stakeholders**
 - Provide quality and effective law making
 - Facilitate public participation and representation (Access and Petitions)
 - Conduct business in a transparent manner (Integrity of GPL and MPL's)
 - Instil confidence in the institution (GPL)
 - Provide effective oversight over the Executive

2. VISION

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 21st 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.

3. VALUES

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.

Apart from these organisational values that underpin the GPL Vision and Values; the following **value propositions** were derived and adopted for internal and external stakeholders of GPL:

3.1 Value Propositions: Internal Stakeholders

1. Provide accurate, up-dated and credible service.
2. Provide a timeous quality service (i.e. efficient and effective) to facilitate decision-making.
3. Perform our duties with professionalism and integrity.
4. Provide resources and optimal capacity building.

3.2 Value Propositions: External Stakeholders

1. Provide quality and effective law making
2. Facilitate public participation and representation (Access and Petitions)
3. Conduct business in a transparent manner (Integrity of GPL and MPL's)
4. Instil confidence in the institution (GPL)
5. Provide effective oversight over the Executive

4. *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.

5. BROAD POLICIES, PRIORITIES AND STRATEGIC GOALS

The Legislature resolved and adopted the following strategic goals:

Strategic Goal No 1: Strive for and maintain a modern, dynamic Legislature in the 21st Century which reflects the values, aspirations and cultures of the South Africa people.

<i>Strategic Objective 1:</i>	Provide leadership to ensure the execution of constitutional obligations
<i>Strategic Objective 2:</i>	Develop and maintain relationships and/or partnerships with other Parliamentary institutions as well as research and civil society organisations
<i>Strategic Objective 3:</i>	Develop a procedural manual for the Speaker's Office
<i>Strategic Objective 4:</i>	initiate a process of reviewing and defining the strategic priorities of the Speaker's Office
<i>Strategic Objective 5:</i>	Provide strategic leadership and management in the institution and its business processes
<i>Strategic Objective 6:</i>	Provide professional support services to the legislative business processes
<i>Strategic Objective 7:</i>	Realise the knowledge, information and research requirement of the Members of the Legislature
<i>Strategic Objective 8:</i>	Provide a professional support service in organisational systems in Finance, Procurement, Administration and Human Capital
<i>Strategic Objective 9:</i>	Provide a professional support service to the needs of the Legislature with regard to information technology, PABX system, Hansard, records, document services, security of members and facilities and building management
<i>Strategic Objective 10:</i>	Strengthen relations with all SA legislatures, government departments, resource centres and professional bodies to facilitate capacity building
<i>Strategic Objective 11:</i>	Build a dynamic partnership with PPP
<i>Strategic Objective 12:</i>	Establish external partnerships (eg. Other state organs) to enhance capacity building processes
<i>Strategic Objective 13:</i>	Provide direction, leadership and secretariat support to the Board and its sub-committees

Strategic Goal No 2: Strive for and maintain the most competent, accessible, transparent and accountable Legislature.

<i>Strategic Objective 1:</i>	Provide a service to political parties in the Legislature and MPL's
<i>Strategic Objective 2:</i>	Conduct impact assessment of 'Show me the Future' projects
<i>Strategic Objective 3:</i>	Develop systems for effective legal services
<i>Strategic Objective 4:</i>	Implement new 'standing rules'
<i>Strategic Objective 5:</i>	Develop a 'Parliamentary Practice Digest'
<i>Strategic Objective 6:</i>	Develop a system and policy for compliance with new language legislation
<i>Strategic Objective 7:</i>	Facilitate convenient physical access to material and staff from the INFO CENTRE
<i>Strategic Objective 8:</i>	Enhance the profile of the Research Unit to Members
<i>Strategic Objective 9:</i>	Implement new electronic security system
<i>Strategic Objective 10:</i>	Build and manage operational efficiency by ensuring that the business processes are aligned to priorities, the implementation plans, monitoring, reporting and evaluation systems

Strategic Goal No 3: Foster public confidence and pride in the Legislature	
<i>Strategic Objective 1:</i>	Rehabilitate (physical building) of the West Wing of the City Hall
<i>Strategic Objective 2:</i>	Rehabilitate (physical buildings) of the City Hall and the Rissik Street Post Office
<i>Strategic Objective 3:</i>	Implement a media strategy
<i>Strategic Objective 4:</i>	Implement and marketing strategy
<i>Strategic Objective 5:</i>	Implement a communication strategy
<i>Strategic Objective 6:</i>	Provide a professional support service in managing Legislature events, public awareness and publicity campaigns
<i>Strategic Objective 7:</i>	Rejuvenate City Hall (interior decorating)
<i>Strategic Objective 8:</i>	Build, manage and facilitate relationships between the Legislature and its stakeholders

Strategic Goal No 4: Enhance government ability to deliver	
<i>Strategic Objective 1:</i>	Assist local government to implement a petitions system
<i>Strategic Objective 2:</i>	Implement recommendation of the NCOP efficacy study
<i>Strategic Objective 3:</i>	Implement/Enhance Committee Inquiries
<i>Strategic Objective 4:</i>	Implement recommendations of Committee efficacy study
<i>Strategic Objective 5:</i>	Establish mechanisms for promotion of Human Rights through Legislative processes
<i>Strategic Objective 6:</i>	Enhance the focus on Government's five (5) year priorities
<i>Strategic Objective 7:</i>	Enrich and extend external information support base to oversight
<i>Strategic Objective 8:</i>	Implement Legislative Analysis capacity
<i>Strategic Objective 9:</i>	Align services and products to legislative priorities

Strategic Goal No 5: Foster ethical governance	
<i>Strategic Objective 1:</i>	Achieve an unqualified audit
<i>Strategic Objective 2:</i>	Review asset management system in line with GRAP
<i>Strategic Objective 3:</i>	Implement debit card system in canteen for staff
<i>Strategic Objective 4:</i>	Review and develop policies
<i>Strategic Objective 5:</i>	Review corporate governance processes with regard to risk management and internal audit
<i>Strategic Objective 6:</i>	Implement Health and Safety programme and system
<i>Strategic Objective 7:</i>	Implement recommendation of ad hoc committee on Ministerial Accountability
<i>Strategic Objective 8:</i>	Implement the constitution and all laws that are binding on the Legislatures and its stakeholders
<i>Strategic Objective 9:</i>	Establish effective mechanisms for compliance with applicable legislation

Strategic Goal No 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

<i>Strategic Objective 1:</i>	Implement and monitor PPMS and IPMS
<i>Strategic Objective 2:</i>	Implement career development and succession planning system
<i>Strategic Objective 3:</i>	Implement "in-house" programme for the development of human capital
<i>Strategic Objective 4:</i>	Implement PEBA human capital development
<i>Strategic Objective 5:</i>	Conduct Organisation Structure analysis for Research Unit
<i>Strategic Objective 6:</i>	Develop and train human capital
<i>Strategic Objective 7:</i>	Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention

Strategic Goal No 7: Locate Public Participation at the centre of Legislative business, through (a) strengthening of oversight and law-making and (b) deepening of democracy

<i>Strategic Objective 1:</i>	Establish public outreach programme to engage broader community
<i>Strategic Objective 2:</i>	Implement the recommendation from the PPP decision-making and research project
<i>Strategic Objective 3:</i>	Implement and expand women's programme
<i>Strategic Objective 4:</i>	Implement and expand Youth programme
<i>Strategic Objective 5:</i>	Investigate participatory research methodologies
<i>Strategic Objective 6:</i>	Enrich support to PPP

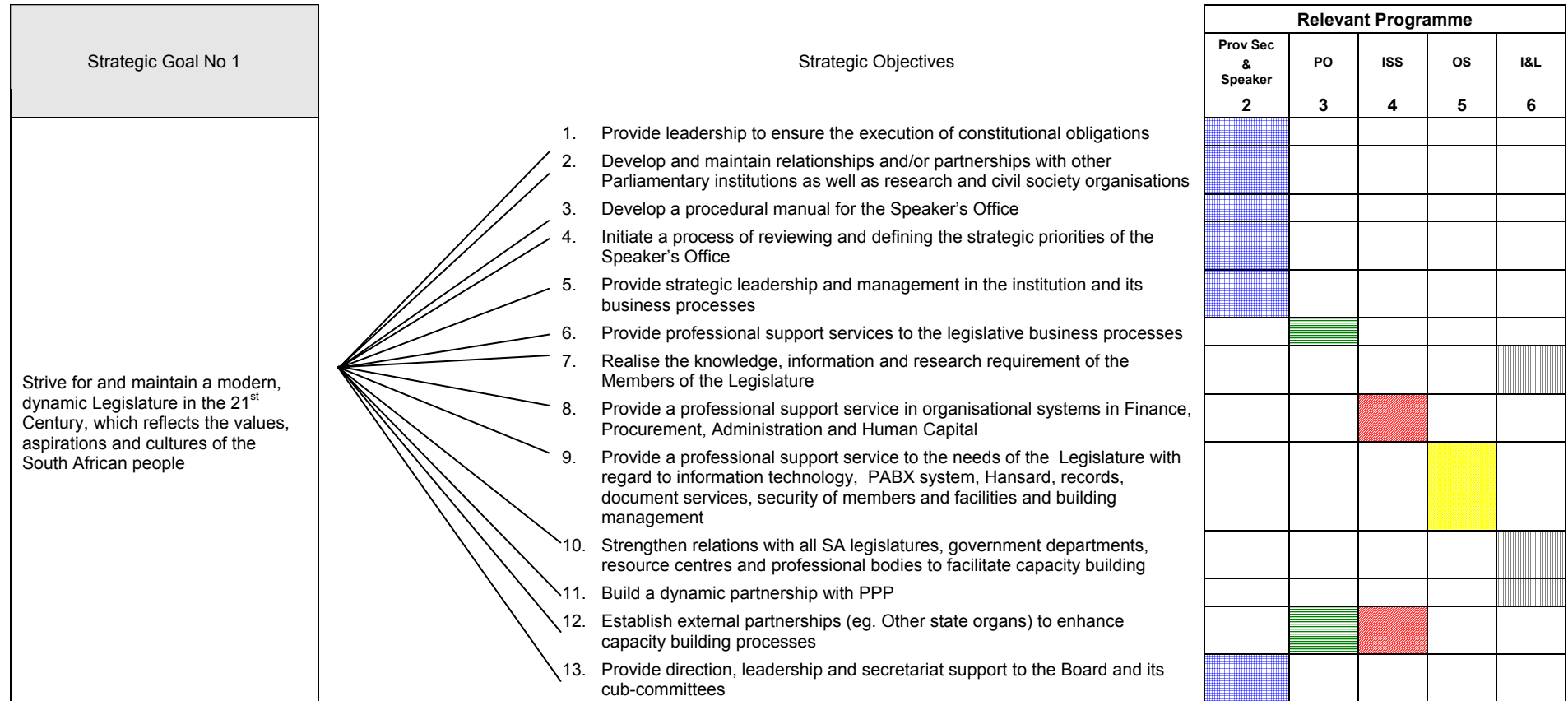
Strategic Goal No 8: Strive for and maintain a transformative and developmental legislature

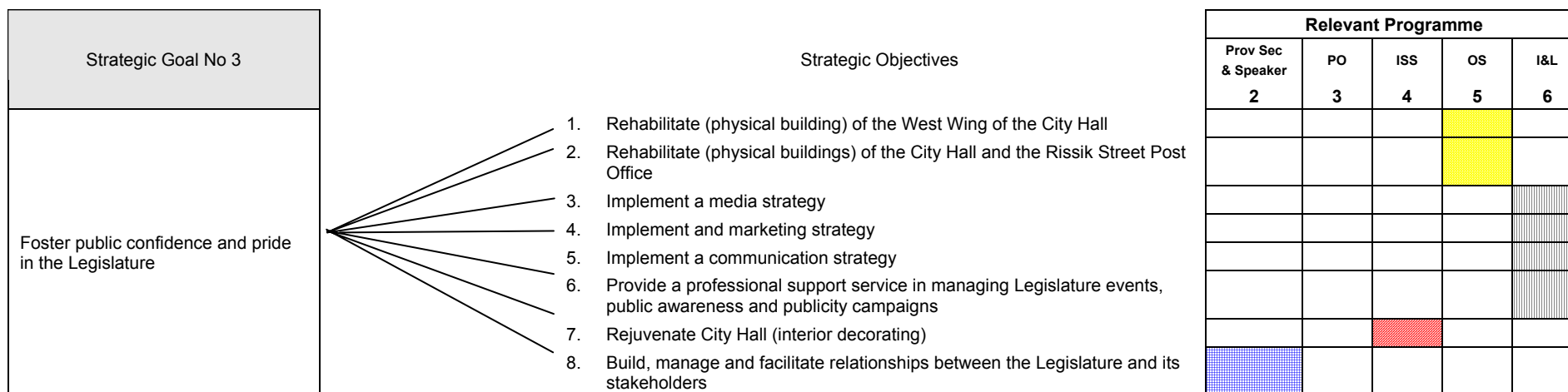
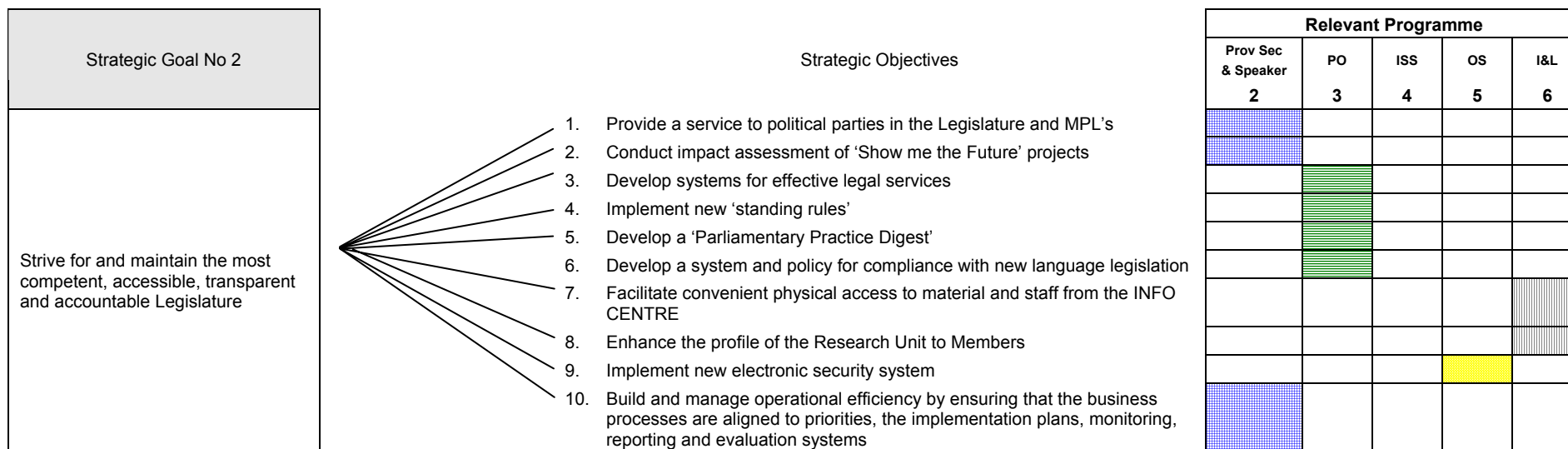
<i>Strategic Objective 1:</i>	Develop a monitor and evaluation mechanism
<i>Strategic Objective 2:</i>	Develop, establish and implement a knowledge management system (KMS)
<i>Strategic Objective 3:</i>	Forge partnerships with NGO's, CBO's and Research Organisations for pro-active and real time information dissemination
<i>Strategic Objective 4:</i>	Enhance SAP application with regard to SET configuration and reconfiguration of accounts receivable
<i>Strategic Objective 5:</i>	Upgrade SAP platform, hardware and software version
<i>Strategic Objective 6:</i>	Develop, create readiness and implement Legislature information management system (LIMS)

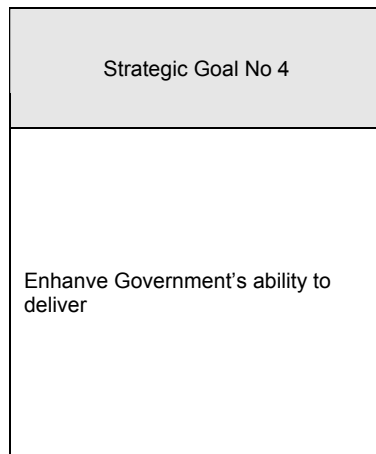
6. STRATEGIC ALIGNMENT

In order to facilitate alignment and understanding of the strategic architecture, a **Strategic Alignment MAP** (page 19 to 23) has been developed. This MAP provides a bird's eye view of the relationship between the strategic goals and objectives, as well as the relevant programme responsible for the execution thereof.

6.1 STRATEGIC ALIGNMENT MAP: STRATEGIC GOALS/OBJECTIVES AND RELEVANT PROGRAMME



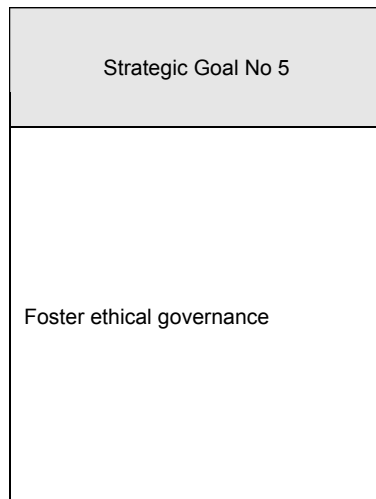




Strategic Objectives

1. Assist local government to implement a petitions system
2. Implement recommendations of the NCOP efficacy study
3. Implement/Enhance Committee Enquiries
4. Implement recommendations of committee efficacy study
5. Establish mechanisms for promotion of Human Rights through legislative processes
6. Enhance the focus of Government's five (5) year priorities
7. Enrich and extend external information support base to oversight
8. Implement Legislative Analysis Capacity
9. Align services and products to legislative priorities

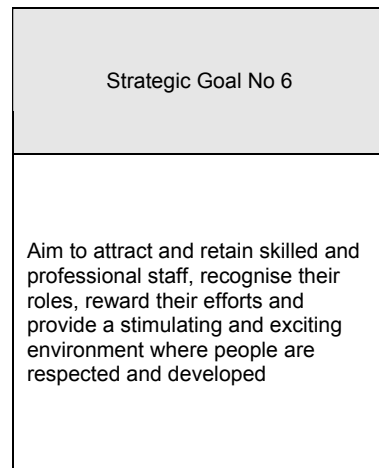
Relevant Programme				
Prov Sec & Speaker 2	PO 3	ISS 4	OS 5	I&L 6



Strategic Objectives

1. Achieve an unqualified audit
2. Review asset management system in line with GRAP
3. Implement debit card system in canteen for staff
4. Review and develop policies
5. Review corporate governance processes with regard to risk management and internal audit
6. Implement Health and Safety programme and system
7. Implement recommendation of ad hoc committee on Ministerial Accountability
8. Implement the constitution and all laws that are binding on the Legislatures and its stakeholders
9. Establish effective mechanisms for compliance with applicable legislation

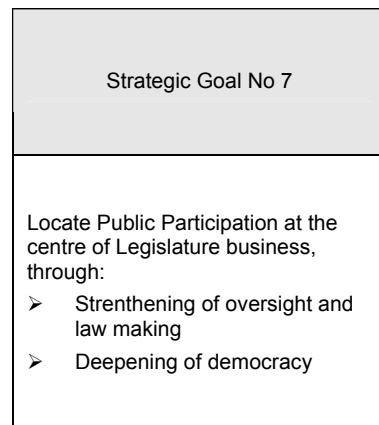
Relevant Programme				
Prov Sec & Speaker 2	PO 3	ISS 4	OS 5	I&L 6



Strategic Objectives

1. Implement and monitor PPMS and IPMS
2. Implement career development and succession planning system
3. Implement 'in-house' programme for the development of human capital
4. Implement PEBA human capital development
5. Conduct Organisation Structure analysis for Research Unit
6. Develop and train human capital
7. Ensure the effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention

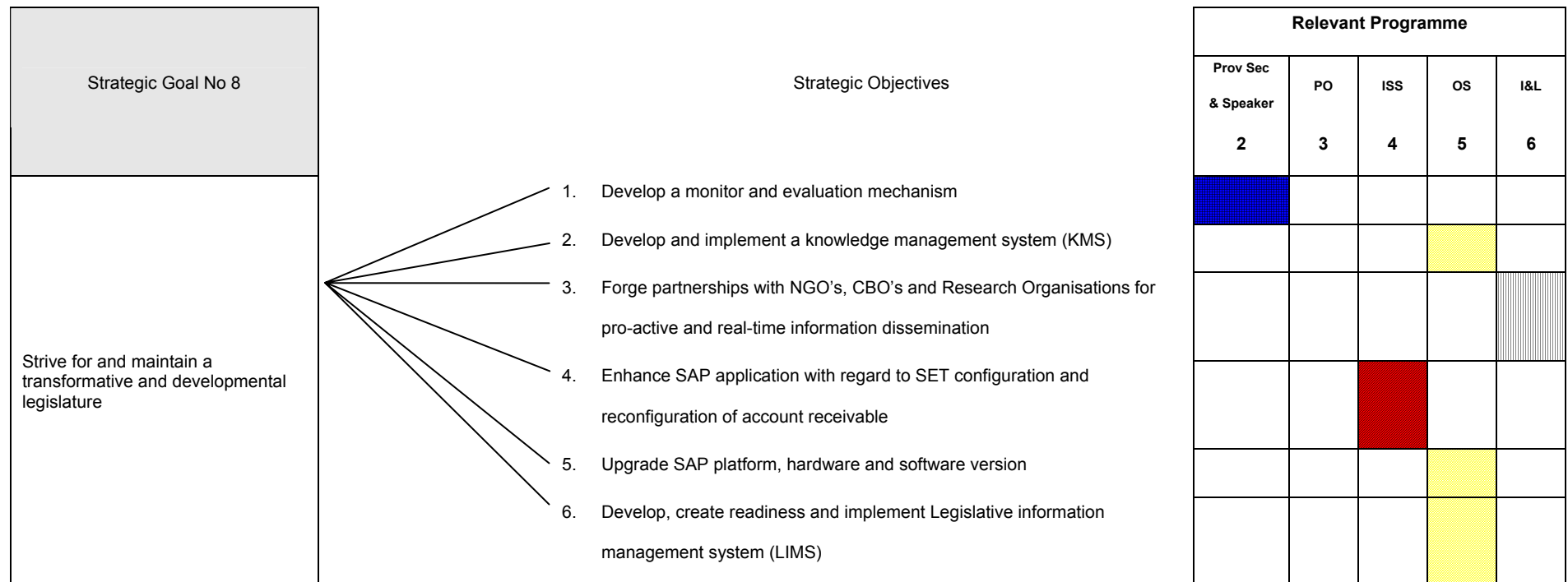
Relevant Programme				
Prov Sec & Speaker	PO	ISS	OS	I&L
2	3	4	5	6



Strategic Objectives

1. Establish public outreach programme to engage broader community
2. Implement the recommendations from the PPP decision-making and research project
3. Implement and expand women's programme
4. Implement and expand youth programme
5. Investigate participatory research methodologies
6. Enrich information support to PPP

Relevant Programme				
Prov Sec & Speaker	PO	ISS	OS	I&L
2	3	4	5	6



7. INFORMATION SYSTEM TO MONITOR PROGRESS

7.1 INFORMATION MONITORING SYSTEM

The GPL's Strategic and Operational plan will be loaded on an "x-pert" project management system. This software programmes enables Management to schedule implementation plan actions based on available resources and other current projects. Thus, it ensures that activities of various organisational programmes are implemented in a feasible and realistic time span.

The implementation of strategic plan will be monitored, reported and evaluated through: viz.

- Meetings of the following
 - Secretariat
 - Directorates
 - Units
- Monthly expenditure reports (financial)
- Quarterly reviews and reports (non-financial)
- Mid-term strategy review and adjustments

7.2 SYSTEMS TO BE EMPLOYED

Financial Information Systems, Transaction Processing System and Accounting Information System

The new integrated financial system SAP was implemented with effect from the 2001/2 financial year. Procedures and processes were aligned to best practice and in terms of delegated and functional authority. Summarised below is the operational framework of the SAP system around specific activities:

Expenditure Management: The expenditure cycle on the system comprises all activities involved in the acquisition of capital and non capital goods and services and the ultimate payment of goods and services. The system allows for the systematic approval of purchase requisitions which is known as the release strategy. Through its use, purchase requisitions are required to be released only by persons with appropriate delegation of authority. As expansion of requisitions, purchase orders and cheque payments are linked to budget availability; releases will only be permitted in the event of sufficient budget. The system ensures that no procurement takes place if it is in excess of allocated budget.

Accounts Payable Management: The system allows for the maintenance and management of all suppliers of goods and services to the Legislature and performs an integral role in the acquisition function of the Legislature. The objective is to ensure that all expenditure made by the Legislature is recorded validly, accurately and completely. The primary purpose of the accounts payable function is to ensure that expenditure remains within budget and that control and authorisation procedures are properly adhered to.

Bank and Cash Management: The system allows for the automatic bank reconciliation on a daily basis. This allows for immediate identification of any irregularities.

Human Resources and Payroll Management: The system allows for the maintenance and management of personnel data and payment for all Members and employees of the

Legislature. The objective is to ensure that all personnel functions of the Legislature are recorded validly, accurately and completely. Only persons with delegated authority may enter information on existing, new or exiting staff. To this end, segregation of duties has been implemented on the system in terms of employee maintenance and payment by human resources and finance respectively.

Internal Audit System: Internal Audit services have been acquired through Deloitte & Touche, who will serve the Legislature in that capacity for two years. The unit is seen as a management tool that will assist management in carrying out its responsibilities effectively by providing analyses, appraisals, recommendations and advice concerning activities under review. The unit is required to act in accordance with an approved strategic internal audit plan based on its assessment of key risk areas at the Legislature. It is also required to report quarterly to the audit committee, detailing its performance against the audit plan.

Information Reporting System: Programme and Sub-programme managers have better access to information, enhanced reporting capabilities, greater monitoring of and control over expenditure. The commitment register which remains one of the shortcomings in government expenditure controls in general has been fully implemented. This provides Programme and Sub-programme Managers with on-line information on outstanding purchase requisitions, purchase orders and payments made to date. This also supports planning and projections. The timing of monthly reports is important since it provides management with an 'early warning' of deviations from planned results and targets.

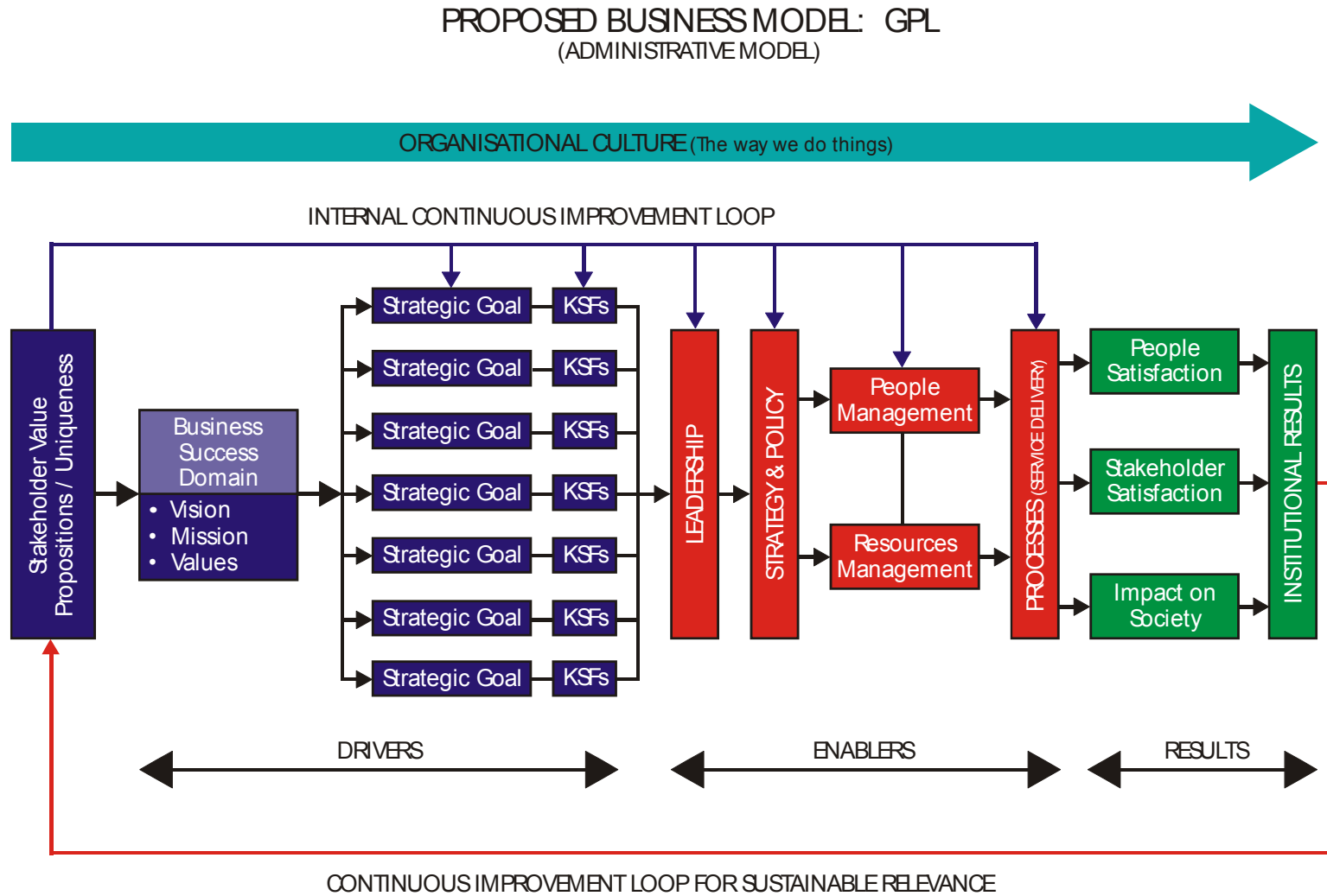
8. DESCRIPTION OF STRATEGIC PLANNING PROCESS

It is a tradition and culture of Gauteng Provincial Legislature to involve all staff members and to elicit their input into the various stages of Strategic Planning and Management Process.

The various Units/Directorates of GPL held their individual Strategy Reviews and Evaluation workshops prior to the main Annual Strategic Review and Evaluation. The Unit/Directorate workshops are attended by all staff members and are held at a conference centre over a period of two days. The output of these workshops serves as an input for the Annual Strategy Review and Evaluation.

The Annual Strategy Review and Evaluation workshops are attended by the officials, Speaker and Deputy Speaker, Secretary and deputy Secretary, directors, unit managers and supervisory personnel – i.e. representing well over 40% of the legislature's staff component. Thus, the final Strat-plan is an output that has been debated, deliberated upon, discussed and agreed upon by relevant stakeholders. The Strategic Planning and Management Process of the GPL is based on an integrated “**ADMINISTRATIVE MODEL**” reproduced on the next page.

Figure 1



PART B

BUDGET PROGRAMME AND SUB- PROGRAMME OBJECTIVES

Programme 2

Speaker and Provincial Secretary

9. PROGRAMME NO 2: SPEAKER AND PROVINCIAL SECRETARY

9.1 Speaker

1. Key Legislature Objectives

Overall Office Objectives 2005 - 2009

☒ Ensure that:

☐ **The Speaker is able to provide strategic vision for the institution in relation to the following priorities:**

- Ensure that we GPL is a transformative and developmental legislature
- Locate Public Participation at the centre of all Legislative business
 - strengthen oversight and law making
 - deepening democracy

☐ **Sharpen GPL's focus and contribution to society**

- Linkage with social development programmes
- Getting the public to know about the GPL
- Conduct an outreach programme
- Getting the Public to know of thoughts plans and how the public would be benefited
- Conduct an outreach programme e.g. tour of the Legislature building
- Respond to public policy issues and events so as to be compassionate to peoples issues – thereby entering the hearts and minds of people

☐ **Enhance the GPL profile**

- Encourage MEC's to make announcement in the House
- Ensure that our media facilities provide a venue to provide all with the necessary equipment

☐ **Re-orientation of the service orientation towards stakeholders**

- Development mechanism of verifying the satisfaction of stakeholders (MPL's, Depts & the Public) with the aim of improving service of delivery
- Design a process of buy-in from extended secretariat and various stakeholders
- Have a discussion with Office Bearers on what has to be achieved

☐ **Develop partnerships with other research and civil society organisations**

☐ **Improve communication with the public**

- Review current approach of communication and the media strategy to achieve the objective

☐ **Change our approach to lawmaking**

- Ensuring that there is a qualitative approach to lawmaking
- Develop members' capacity to make laws that are effective and relevant to their constituencies
- Align the Legislative structures towards our strategic goals

☐ **Review & enhance our research capabilities**

- Review impact of Legislative business outputs
- Create a database or baseline report on sectoral issues
- Develop capabilities to do our own assessment of local issues
- Generate our ability to produce and release reports

☒ Provide overall leadership to ensure execution of constitutional obligations

- ▣ Develop and maintain relations and/or partnerships with other Parliamentary Institutions as well as research and civil society organisations

Key Action Items:

- ☐ The Office functions effectively & optimally in relation to the institution,
- ☐ Provide effective leadership on legislative business
 - Ensure the implementation of the legislative programme
 - Ensure that the business of the House functions optimally
 - Ensure that further development and implementation of the Standing Rules.
- ☐ Ensure continuous leadership on innovations and generation of ideas / projects that are aimed at enhancing the delivery of legislative business
- ☐ Ensure that the LSB functions optimally
 - Outlining the outputs and outcomes of the Institution
- ☐ Ensure that the Speaker receives proper reports of monitoring the implementation of legislature outcomes – strategy and budget
- ☐ Ensure the development and maintenance of relations between local and international partners,
 - Civil society
 - Business and Labour
 - Other spheres of government and Chapter 9 Institutions
 - Other legislatures (Speakers Forums)
 - Other countries and their and their representatives
 - Other international bodies such as Common Wealth and NCSL
- ☐ Strengthening relations with political parties and MPLs
 - Chief Whip; Leader of the Opposition Parties, Chairpersons, Office of the Premier
- ☐ Strengthening of relations with the
 - Executive
 - The Leader of Government Business and
 - Premier

2. Decision units / Key Areas of Leverage

(Areas of Activity in Line with Strategic Objectives and Strategic Plans)

- ☐ Effective Legislature Processes
- ☐ Improved relations with Local and International players
- ☐ Improved relations with other Parliamentary institutions both locally and internationally
- ☐ Improve the profile and communication of the Institution
- ☐ Implementation of Intuitional priorities

3. 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

4. Strategic Architecture for Office of Speaker and Secretary (Programme 2)

4.1 Strategic Objectives and relevant accountability

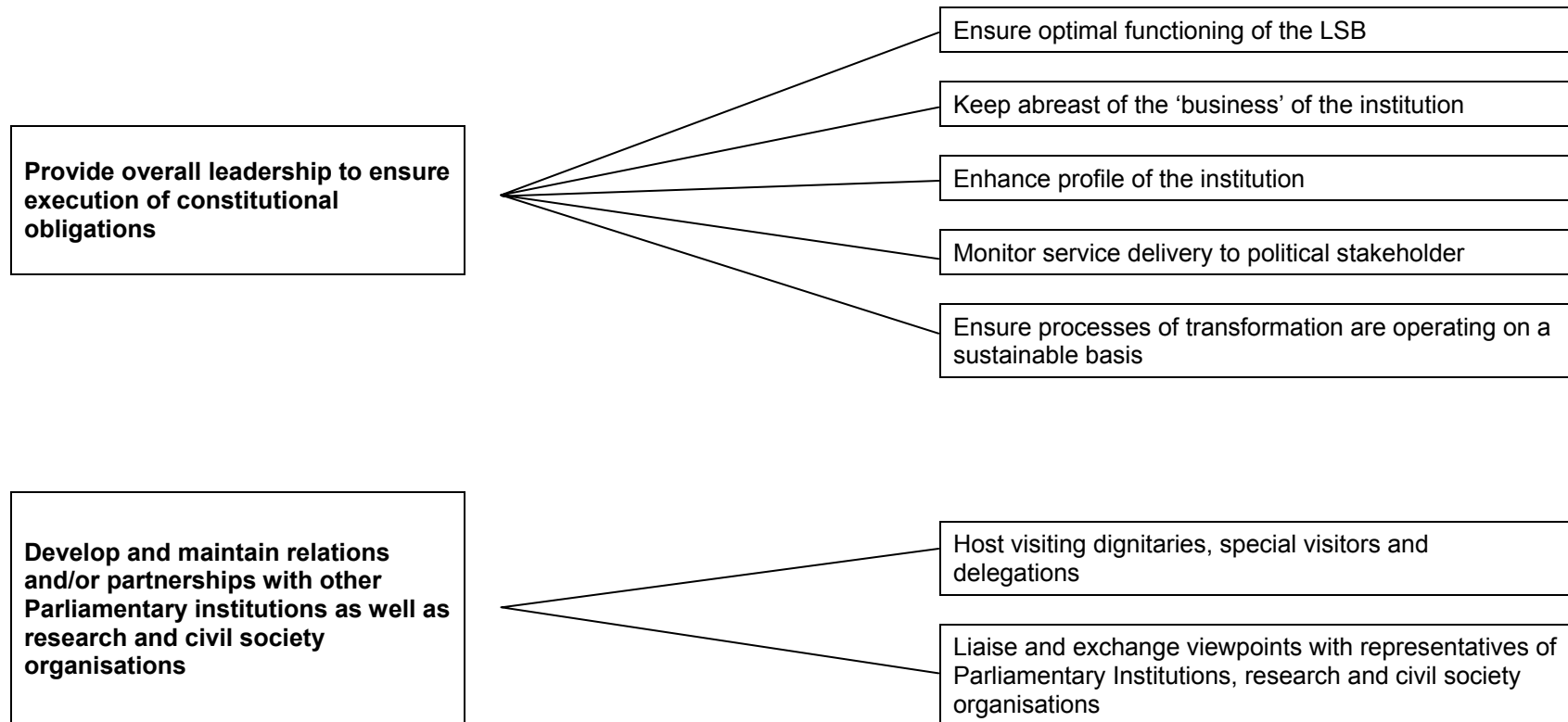
Strategic Objectives	Speaker	Secretary	Deputy Secretary
• Provide overall leadership to ensure execution of constitutional obligations			
• Develop and maintain relationships and/or partnerships with other Parliamentary Institutions as well as research and civil society organisations			
• Develop a procedural manual for Speaker's office			
• Initiate a process of reviewing and defining the strategic priorities of the Speaker's Office			
• Provide strategic leadership and management in the institution and its business processes			
• Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention			
• Conduct impact assessments of 'Show me the Future' projects			
• Develop a monitor and evaluation system			
• Build and manage operational efficiency by ensuring that the business processes are aligned to priorities, the implementation plans, monitoring, reporting and evaluation systems			
• Provide direction, leadership and secretariat support to the Board and its subcommittees			
• Provide a service to political parties in the Legislature and the MPL's			
• Implement the Constitution and all laws that are binding on the Legislature			
• Build, manage and facilitate relationships between the Legislature and its stakeholders			

4.2 Strategic Objectives and linkage to a project or operations

Strategic Objectives	Project	Operational
• Provide overall leadership to ensure execution of constitutional obligations		
• Develop and maintain relationships and/or partnerships with other Parliamentary Institutions as well as research and civil society organisations		
• Develop a procedural manual for Speaker's office		
• Initiate a process of reviewing and defining the strategic priorities of the Speaker's Office		
• Provide strategic leadership and management in the institution and its business processes		
• Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention		
• Conduct impact assessments of 'Show me the Future' projects		
• Develop a monitor and evaluation system		
• Build and manage operational efficiency by ensuring that the business processes are aligned to priorities, the implementation plans, monitoring, reporting and evaluation systems		
• Provide direction, leadership and secretariat support to the Board and its subcommittees		
• Provide a service to political parties in the Legislature and the MPL's		
• Implement the Constitution and all laws that are binding on the Legislature		
• Build, manage and facilitate relationships between the Legislature and its stakeholders		

4.3 Strategic Objectives linkage to the operational Measurable Objectives

Speaker's Office



5. Sub-Programme Description, Measurable Objectives and Key Outputs

OFFICE OF THE SPEAKER – MEASURABLE OBJECTIVES, KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Liaise and exchange viewpoints with representatives of other Parliamentary institutions, research and civil society organisations	Attendance of Speaker's Forum Meetings	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	Management Reports
	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
	Attendance of 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
	Attendance of meeting with research or civil society organisations	No of meetings	2	3	4	50% local 50% international	Reports

OFFICE OF THE SPEAKER – MEASURABLE OBJECTIVES, KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Host 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
Ensure optimal Board functioning	Board meetings	No. of meetings	4 meetings annually	4 meetings annually	4 meetings annually	4 meetings	Recommended
Keep abreast of the business of the Legislature	<ul style="list-style-type: none"> Attendance of Executive committee meetings Attendance of scheduled one-on-one meetings with executive members 	No. of meetings	Minimum - 10 meetings	Minimum - 10 meetings	Minimum - 10 meetings	Minimum - 10 meetings	Recommended
Enhance profile of institution	The Speaker represents the House at public events, the media,	No of appearances	As and when required	As and when required	As and when required	As and when required	Monthly reports

OFFICE OF THE SPEAKER – MEASURABLE OBJECTIVES, KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Monitor service delivery to political stakeholders	Stakeholder Satisfaction Survey	Number of Satisfaction reports	2 Reports per annum	1 Report per annum	1 Report per annum	1 Report per annum	Stakeholder satisfaction reports
Ensure processes of transformation are operating on a sustainable basis	Transformation monitoring report	No of reports	2 per annum	2 per annum	2 per annum	2 reports per annum	Bi-annual reports

6. 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

7. 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		

8. 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

9. 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
PA to Deputy Speaker	P9	0	0	1
TOTAL		0	0	6

9.2 Speaker and Provincial Secretary

1. Key Programme Objectives

- ☐ Provide strategic leadership and management in the institution and its business processes.
- ☐ Provide direction, leadership and secretariat support to the Board and its subcommittees.
- ☐ Build, manage and facilitate relationships between the Legislature and its stakeholders.
- ☐ Build and manage operational efficiency by ensuring that the business processes are aligned to priorities, the implementation plans, monitoring, reporting and evaluation systems.
- ☐ Provide a service to political parties in the Legislature and the MPLs
- ☐ 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
 - Effective implementation of the planning and budget cycle
 - Effective support and functioning of the LSB
 - Effective functioning of the Secretariat
- ☐ Financial Management system –
 - budgetary formulation, implementation, monitoring reporting and evaluation
 - effective and efficient procurement systems, tender procedures, controls and integrity of the system
 - Ensure an effective system of asset management, risk management and fraud prevention
- ☐ Policy development, implementation, monitoring and review
- ☐ Human Capital development, proper utilisation, competency alignment to strategy, monitoring, reporting and review
- ☐ Information Management System –
 - Ensure proper communication of legislature's intentions, success and challenges
 - Ensure that IT is aligned to our strategic objectives
 - Ensure proper co-ordination, optimum usage, and reporting on management information
- ☐ Efficient and effective provision of service to MPL's and political parties
- ☐ Legislative business management and co-ordination
- ☐ Ensure effective leadership and management of local and international relations with various structures, in the following areas:
 - Manage the affairs of the CPA and legislative international affairs

- Manage the interaction with other Legislatures, through SALSA and the Speaker 's forum
- Manage relations funders, countries and their country representatives
- Ensure operational efficiency
 - Ensure effective leadership and management
 - Ensure customer focus and satisfaction
 - Ensure excellent quality service

3. Strategic Architecture for Office of Speaker and Secretary (Programme 2)

3.1 Directorate Strategic Objective and relevant accountability

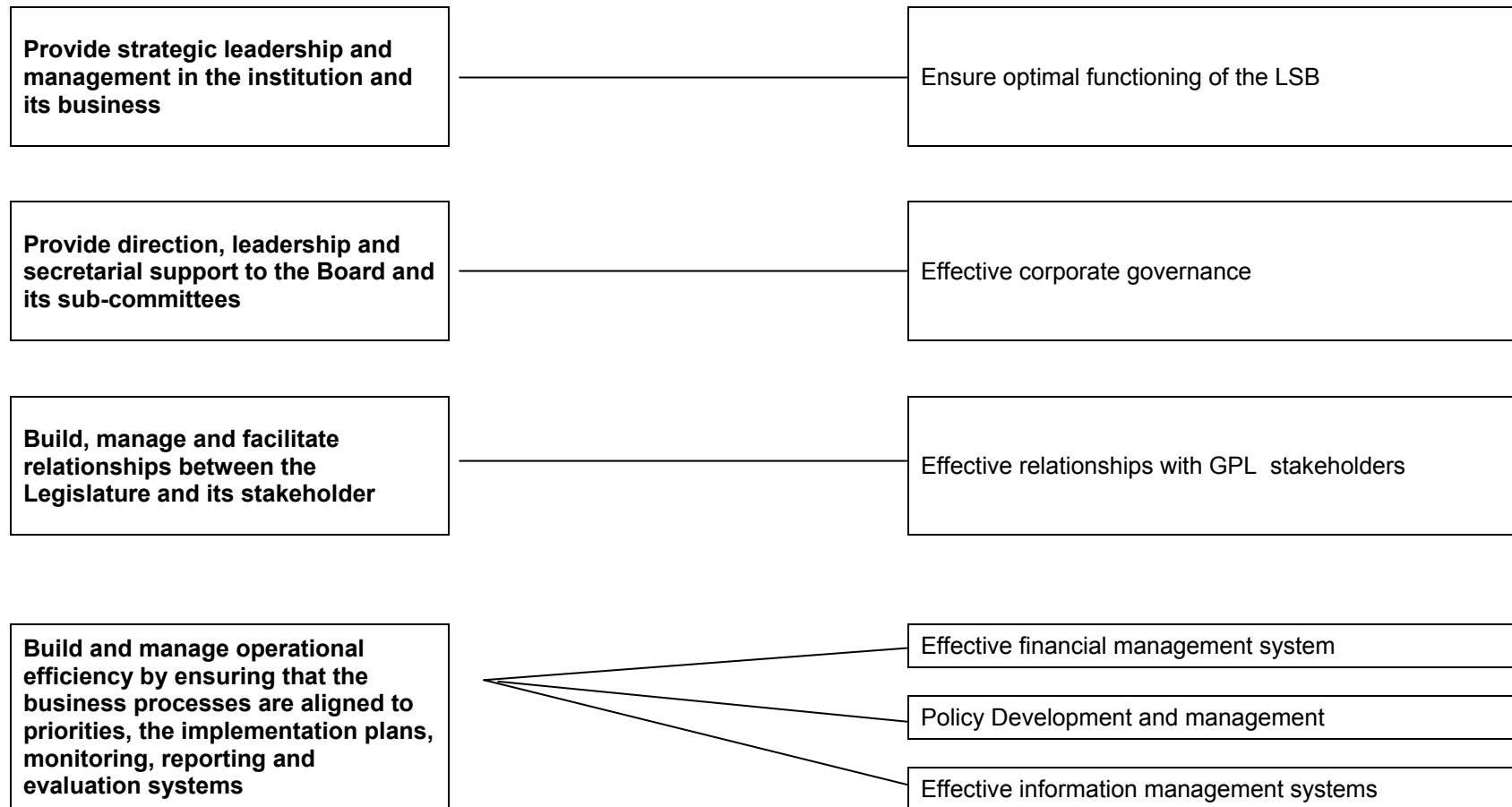
See page 31 under point 9.1

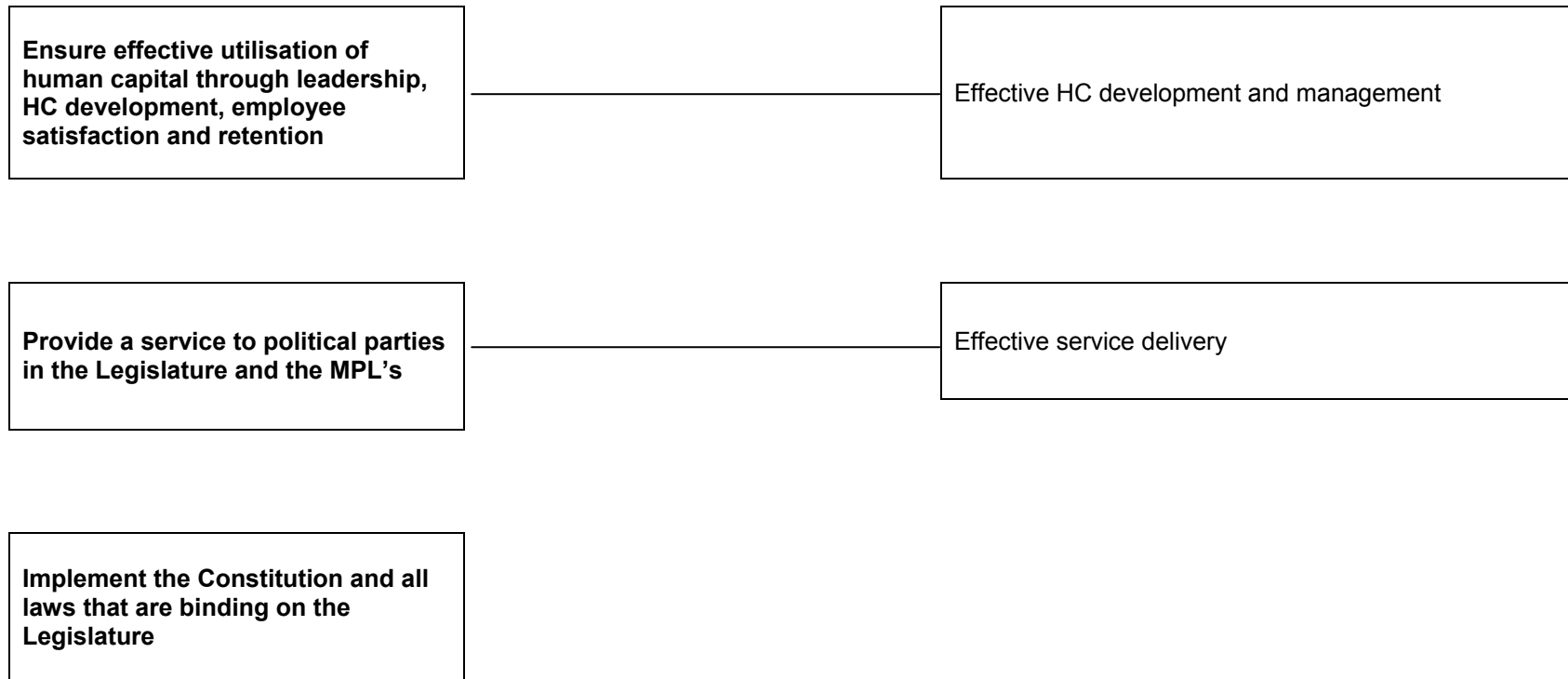
3.2 Directorate Strategic Objectives linkage to projects or operations

See page 32 under point 9.1

3.3 Strategic Alignment MAP: Strategic Objective linkage to operational measurable objectives

Secretary's Office





5. Strategic Projects

5.1 Strategic Objective No 1: Develop a Monitoring and evaluation mechanism

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 06	Q4 Jan 06 to Mar 06	
1	Development of Terms of Reference	Well Defined specifications	Human Resources	Proposal						
2	Procure services of a consultant	Provided Services	Procurement Department	Policy compliance	As per procurement procedure					
3	Internal workshop on the draft report	Adoption of the model/mechanism	Human Resources Catering							
4	Implementation	Realisation of the Strategic objective outlined	Human Resources							

6. Gauteng Legislature: MTEF Strategic Objective 2004 – 2010

2005/2006 YEAR 1	2006/2007 YEAR 2	2007/2008 YEAR 3	2008/2009 YEAR 4	2009/2010 YEAR 5
Impact assessment of all Show me the Future strategies			Impact assessment of all Show me the Future strategies	
		Review IT strategy		
		Review Human Capital strategy		

7. Programme Description, Measurable Objectives and Key Outputs

SECRETARY' OFFICE – MEASUREABLE OBJECTIVES, KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective corporate governance	Effective and efficient decision making. Well functioning Board Effective corporate governance	Time Quality Accuracy	Compliance with the Charter LSB meets 4 per year 100% compliance with the LSA & the Charter	Compliance with the Charter LSB meets 4 per year 100% compliance with the LSA & the Charter	Compliance with the Charter LSB meets 4 per year 100% compliance with the LSA & the Charter	Compliance with LSA & Charters, PFMA & other legislation, & good governance principles	Assessment report of Board effectiveness and efficiency Board notice, agenda, minutes
Effective Leadership and management	Effective implementation of the cycles of strategy & budget Effective Secretariat Effective implementation of strategies and the budget Operational efficiency	Time Quality Accuracy	Compliance with the Charter Secretariat meets 10 per year 100% compliance with the LSA & the Charter	Compliance with the Charter Secretariat meets 10 per year 100% compliance with the LSA & the Charter	Compliance with the Charter Secretariat meets 10 per year 100% compliance with the LSA & the Charter	Compliance with LSA & Charters, PFMA & other legislation, & good governance principles	Assessment report of Secretariat effectiveness and efficiency Board notice, agenda, minutes

SECRETARY' OFFICE – MEASUREABLE OBJECTIVES, KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective relations with GPL stakeholders	Effective relations with other Legislatures and participation in the Speaker's Forum and SALSA	Time Quality Accuracy	Salsa and Speaker's Forum at least 4 pa	Salsa and Speaker's Forum at least 4 pa	Salsa and Speaker's Forum at least 4 pa	Benchmarking, partnership, & improved development of the GPL	Assessment report of Salsa and Speaker's Forum minutes, study visits reports and or agreements reached
	Effective relations with local and international bodies – CPA, access to funding,		Institutional strategy implemented	Institutional strategy implemented	Institutional strategy implemented		
	Effective relations with countries and their representatives		Institutional strategy implemented	Institutional strategy implemented	Institutional strategy implemented		
Effective financial management system	Implementation of the PFMA and other legislation	Time Quality Accuracy	Compliance with the PFMA	Compliance with the PFMA	Compliance with the PFMA	Compliance with PFMA & good governance principles Good financial performance Clean audit	Assessment report of AG reports, the LSB reports, Finance and Audit & Internal audit reports
	Implementation of the budget, monthly reporting & monitoring		Projected expenditure equals actual	Projected expenditure equals actual	Projected expenditure equals actual		
	Quarterly and annual reporting on (non) financial		Unqualified audit	Unqualified audit	Unqualified audit		
	Prudent financial management						

SECRETARY' OFFICE – MEASUREABLE OBJECTIVES, KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective human capital development and management	Implementation of human capital development strategies and systems <ul style="list-style-type: none"> • Leadership development • Training and development • Performance management • Compliance with HR legislation • Service excellence Human Capital Development Committee	Quality Quantity	implementation of action plans all & new line managers trained & dev, manage performance, compliance with legislation, quality service	implementation of action plans all & new line managers trained & dev, manage performance, compliance with legislation, quality service	implementation of action plans all & new line managers trained & dev, manage performance, compliance with legislation, quality service	Human Capital Development Strategy	Assessment reports HRD Committee reports Human Capital Development Committee reports
Policy development and management	Policy aligned to strategy, implementation & evaluation Policy Development Committee	Quality Quantity Effectiveness	Implementation of strategy meets at least 4 per year	Implementation of strategy meets at least 4 per year	Implementation of strategy meets at least 4 per year	Enabling policy environment	Approved policies Assessed policies
Effective information management system	Implementation of the IT strategy IT Committee	Quality Quantity Effectiveness	Implementation of strategy meets at least 4 per year	Implementation of strategy meets at least 4 per year	Implementation of strategy meets at least 4 per year	Easy access to & dissemination of information	Committee reports Strategy implementation & review reports
Effective Service Delivery	Delivery of service to members and stakeholders	Quality Quantity Effectiveness	90 %	95 %	98 %	Implementation according to service standards	Programme assessment reports on achieved outputs

8. Assumptions

8.1 Specific assumptions

1. There is increased demands from the stakeholders
2. There will be continued attempts to ensure a fit between the strategic vision, capacity and structure
3. There will be continued improvement in the decision making of the LSB, Secretariat and programme management.
4. Performance management system will be operational at all levels.
5. Treasury will meet resource requirements.

8.2 Generic assumptions

1. Complement of Members of the Legislature not to exceed 80 and support staff does not exceed 175
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. There will be elections, which may give rise to a change in Office Bearers & LSB.

9. 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 fulfil 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		

10. Organise 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

11. 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 a project support officer to manage the project support office, provide support to programme on their projects by ensuring proper planning, implementation, monitoring, reporting and evaluation of strategic projects.

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
Secretariat officer	P8	0	0	1
Project Support Officer	P8	0	0	0
Executive Assistant	P9	0	0	1
Senior Secretary	P 11	0	0	1
Senior Secretary to the Deputy Secretary	P11	0	0	1
TOTAL		0	0	6

Programme 3

Parliamentary Operations

10. PROGRAMME NO 3: PARLIAMENTARY OPERATIONS

10.1 Director: Parliamentary Operations

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;
- (d) facilitate participation in the national legislative processes and ensure co-operative governance between the three spheres of government; and
- (e) ensure the provision of recording, transcription and language services for all proceedings of the House and its committees

The management sub-programme 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; and
- ☐ ensure direction and co-ordination of outputs of sub-programmes.

2. Key Legislature Objectives

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; and support to the Office of the Integrity Commissioner.

3. 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 administration of public participation processes and implementation of the petitions process
- ☐ Direct the administrative co-ordination and facilitation of provincial participation in the national legislative processes (NCOP)
- ☐ Direct the provision of procedural advice to Office Bearers and members
- ☐ Direct the provision of legal advice
- ☐ Direct the provision of recording, transcription and language services for all proceedings of the House and its committees
- ☐ 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
 - The Budget Process
 - Quarterly Report Process
 - Focussed Intervention Studies
 - Annual Report Processes
 - Public hearings
 - Questions, motions and interpellations
- ☐ 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
- ☐ Provision of recording, transcription and language services
- ☐ 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
- Management of the Committee System and reporting to
 - Chairperson of Committees
 - Chairperson of Committees Meeting
 - 16 Standing Committees
 - Legislature Processes Transformation Group
 - Office Bearers

4. Directorate Strategic Architecture

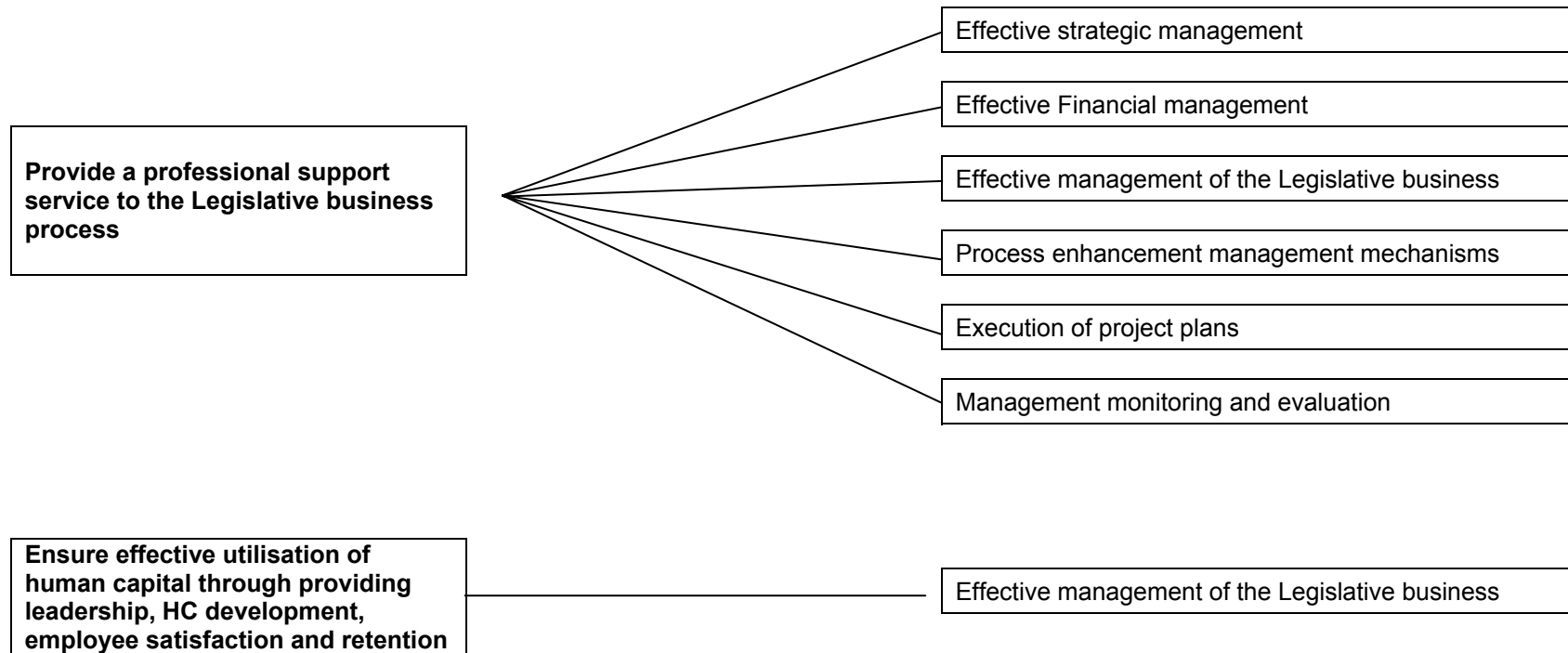
4.1 Directorate Strategic Objectives and relevant accountability

Strategic Objectives	Director	Committee Support	Proceedings	NCOP & Legal Services	Hansard	PPP
• Provide professional support service to the legislative business process						
• Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention						
• Establish external partnerships to enhance capacity building and processes						
• Develop systems for effective legal services						
• Implement and monitor the oversight model						
• Implement new standing rules						
• Develop a Parliamentary Practices Digest						
• Develop a system and policy for compliance with new language legislation						
• Assist local government to implement a petitions system						
• Implement recommendations of the NCOP efficacy study						
• Implement/enhance Committee enquiries						
• Implement recommendations of Committee Efficacy study						
• Establish mechanism for promotion of Human Rights through Legislative processes						
• Implement recommendations of ad hoc committee on Ministerial Accountability						
• Implement 'in-house' programme for development of human capital						
• Extend public outreach programme to engage broader community						
• Implement the recommendations from PPP decision-making research project						
• Implement and expand women's programme						
• Implement and expand youth programme						
• Establish effective mechanisms for compliance with applicable legislation						
• Review committee processes in support of stakeholder participation						

4.2 Directorate Strategic Objectives linkage to a project or operations

Strategic Objectives	Project	Operational
• Provide professional support service to the legislative business process		
• Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention		
• Establish external partnerships to enhance capacity building and processes		
• Develop systems for effective legal services		
• Implement and monitor the oversight model		
• Implement new standing rules		
• Develop a Parliamentary Practices Digest		
• Develop a system and policy for compliance with new language legislation		
• Assist local government to implement a petitions system		
• Implement recommendations of the NCOP efficacy study		
• Implement/enhance Committee enquiries		
• Implement recommendations of Committee Efficacy study		
• Establish mechanism for promotion of Human Rights through Legislative processes		
• Implement recommendations of ad hoc committee on Ministerial Accountability		
• Implement 'in-house' programme for development of human capital		
• Extend public outreach programme to engage broader community		
• Implement the recommendations from PPP decision-making research project		
• Implement and expand women's programme		
• Implement and expand youth programme		
• Establish effective mechanisms for compliance with applicable legislation		
• Review committee processes in support of stakeholder participation		

4.3 Strategic Alignment MAP: Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Objectives

5.1 Strategic Objective No 1: Implement In-House Programmes for Development of Human Capital

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 06	Q2 Jul 05 to Sep 06	Q3 Oct 05 to Dec 06	Q4 Jan 06 to Mar 06	
1	Implement planned Programmes	Services procured ❖ Training conducted ❖ In-house workshops conducted	Costs of ❖ Venue ❖ Equipment ❖ Refreshment	Quality Time	The implementation must be vigorous but flexible and must be monitored closely	X	X	X	X	Director, Managers and HR
2	Monitor and Evaluate	Evaluation Report	No direct costs	Quality Time	Report must be accurate and timely	X	X	X	X	Managers

5.2 Strategic Objective No 2: Establish external partnerships to enhance capacity building and processes

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 06	Q2 Jul 05 to Sep 06	Q3 Oct 05 to Dec 06	Q4 Jan 06 to Mar 06	
1	Develop programmes and implement plans	Programmes and Action plans developed	Consultant costs	Quality Time	Programmes must be comprehensive and precise and attainable		X			Director (with project team)
2	Implement programmes	Endorsement of concept document	No direct costs	Time Quality	Consultation must be effective and comprehensive		X	X	X	Director (with project team)

5.3 Strategic Objective No 3: Establish Mechanism for Promotion of Human Rights through Legislative Processes

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 06	Q2 Jul 05 to Sep 06	Q3 Oct 05 to Dec 06	Q4 Jan 06 to Mar 06	
1	Develop concept document indicating objectives and intended outcomes	Concept document	No direct costs	Quality Time	The concept document must be comprehensive and clear	X				Director and Project Team
2	Ensure discussion and endorsement of discussion document by Office Bearers	Discussion and Endorsement of document	No direct costs	Quality Time	Discussions to be focused and decisions required to be precise	X				Director and Project Team
3	Develop an action plan	Action Plan developed	No direct costs	Quality Time	The plan must be attainable and clear		X			Director and Project Team
4	Implement plan	<ul style="list-style-type: none"> Material developed Programmes implemented (promotional activities, workshops, House debates) 	❖ Costs for workshop activities and development of promotional material	Quality Time	The implementation must be vigorous but flexible and must be monitored closely		X			Director and Project Team
5	Monitor and Evaluate	Evaluation Report	No direct costs	Quality Time	Report must be accurate and timely		X	X	X	Director and Project Team

6. Gauteng Legislature: MTEF Strategic Objective 2005 – 2010

2005/2006 YEAR 1	2006/2007 YEAR 2	2007/2008 YEAR 3	2008/2009 Year 4	2009/2010 Year 5
Implement 'in house' programme for development of Human Capital	Implement and Monitor	Review and Enhancement		
Establish mechanisms for promotion of human rights through the Legislative process	Implement and Monitor	Review and Enhancement		
			Preparations for establishment of 4 th Legislature	Establishment of 4 th Legislature
		Review of Support Mechanisms and Systems for Office of Integrity Commissioner	Implementation of Recommendations	
	Initiate an Academic Programme on Parliamentary Studies	Implement Academic Programme		

7. Sub-Programme Description, Measurable Objectives and Key Outputs

PARLIAMENTARY OPERATIONS - MANAGEMENT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective strategic management	1 annual review and planning session ○ 3 monitoring, review and reprioritising sessions ○ Review Reports	Time Quality Accuracy	4 planning, monitoring & review per year 100%	4 planning, monitoring & review per year 100 %	4 planning, monitoring & review per year 100 %	PFMA & LSB requirements 100%	Management reports
Efficient and Effective Financial Management	Allocation of resources and spending accordingly ♦ Monthly financial statements	Time Accuracy	Delivery as planned & within budget 100%	Delivery as planned & within budget 100%	Delivery as planned & within budget 100%	PFMA & LSB requirements 100%	Management reports
Effective Human Capital Management	♦ PPMS Reviews ♦ Training & development plans ♦ Personnel records	Time Quality	Delivery as planned, within stipulated timeframes, & within budget 100%	Delivery as planned, within stipulated timeframes, & within budget 100%	Delivery as planned, within stipulated timeframes, & within budget 100%	PFMA & LSB requirements 100%	Management reports

PARLIAMENTARY OPERATIONS - MANAGEMENT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Management monitoring & evaluation	<ul style="list-style-type: none"> ◆ Monthly plans and reports ◆ Monthly monitoring & evaluation reports ◆ Quarterly and annual evaluations reports 	Time Quality Accuracy	Monthly plans, Quarterly reports and evaluations 1 st day of Month, and at stipulated time after each quarter	Monthly plans, reports and evaluations 1 st day of Month, and at stipulated time after each quarter	Monthly plans, reports and evaluations 1 st day of Month, and at stipulated time after each quarter	Practice and standards of the directorate	Management reports
Execution of Project Plans <input type="checkbox"/> Implementation of Oversight Model (PEBA) <input type="checkbox"/> Implementation and Monitoring of Committee Inquiries <input type="checkbox"/> Impact Assessment of Committee Efficacy System <input type="checkbox"/> Review of Committee Processes in Support of Stakeholder Participation in Oversight	Completed Project Plans	Time Quality	75%	95%	100%	As per individual plans	Printed plans

PARLIAMENTARY OPERATIONS - MANAGEMENT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
<input type="checkbox"/> Human Capital Development for Committee Support Unit <input type="checkbox"/> Implementation of in-house programmes for development of capacity and expertise in the Directorate (internal resources and focus) <input type="checkbox"/> Implementation of Programmes to enhance Capacity and Business processes (external partnerships) <input type="checkbox"/> To establish mechanisms for promotion of human rights <input type="checkbox"/> Implementation of Recommendations on Ministerial Accountability	Completed Project Plans	Time Quality	75%	95%	100%	As per individual plans	Printed plans

PARLIAMENTARY OPERATIONS - MANAGEMENT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
<input type="checkbox"/> Implementation of New Standing Rules <input type="checkbox"/> Development of Parliamentary Practices Digest. <input type="checkbox"/> Development of Systems and Policies for Compliance with new Language Legislation <input type="checkbox"/> Implement recommendation from the NCOP Efficacy study <input type="checkbox"/> Development of systems for legal services <input type="checkbox"/> Establishment of Effective Mechanisms for Compliance with Applicable Legislation <input type="checkbox"/> Extend public outreach programme to engage the broader community	Completed Project Plans	Time Quality	75%	95%	100%	As per individual plans	Printed plans

PARLIAMENTARY OPERATIONS - MANAGEMENT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
<input type="checkbox"/> Implementation and expansion of Youth Programme <input type="checkbox"/> Implementation and expansion of Women's Programme <input type="checkbox"/> Assist local government to implement Petitions System <input type="checkbox"/> Implementation of recommendations from the PPP in Decision-Making Research Project	Completed Project Plans	Time Quality	75%	95%	100%	As per individual plans	Printed plans
Effective Management of the legislative business	♦ Office Bearers meetings ♦ Programme Implementation Committee meetings ♦ Programme Committee meetings ♦ Rules Committee meetings ♦ Chairpersons Committee meetings	Time Quality Accuracy	Meetings taking place as per schedule or as required, Programmes and Reports delivered as per stipulated times 100% quality	Meetings taking place as per schedule or as required, Programmes and Reports delivered as per stipulated times 100% quality	Meetings taking place as per schedule or as required, Programmes and Reports delivered as per stipulated times 100% quality	Standing Rules, Constitution, Directorate Standards & Services Document,	Legislative documents and reports

PARLIAMENTARY OPERATIONS - MANAGEMENT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Process enhancement management mechanisms	<ul style="list-style-type: none"> ◆ Legislature Process Transformation Group meetings ◆ Monthly meetings with chairpersons ◆ Project team meetings ◆ Programme Evaluation Implementation Team meetings 	Time Quality Accuracy	Meetings taking place as per schedule or as required, Programmes and Reports delivered as per stipulated times 100% quality	Meetings taking place as per schedule or as required, Programmes and Reports delivered as per stipulated times 100% quality	Meetings taking place as per schedule or as required, Programmes and Reports delivered as per stipulated times 100% quality	Standing Rules, Constitution, Directorate Standards & Services Document,	Management reports

8. General Assumptions

1. There will be 73 members of the Provincial Legislature to induct and orientate.
2. There will be 2 outside sessions of strategic planning attended by 17 staff members.
3. We will receive 5 visitors from other provinces and 1 from outside the country
4. There will be 4 business meetings with funders / consultants
5. There will be 2 local conferences/workshops
6. Telephone cost is centralized in Administration
7. Stationery costs is centralized in Administration
8. IT services is centralized in IT & Technology Unit
9. Personnel budget is located in the Management budget of ISS
10. Staff training budget is located in Human Resources budget
11. Consultants to assist on projects
12. Telecommuting is not fully underway
13. No fundamental changes to amend PFMA
14. Economic stability and stable currency
15. No changes in Programme and Sub-Programme structure
16. No changes in political structure

9. 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 provision of legal services	1		
♦ Direct facilitation and co-ordination of provincial participation in NCOP processes	1		
♦ Direct the provision of recording, transcription and language services	1		
♦ Direct the petitions process	1		
♦ Direct provision of support to Office of Integrity Commissioner	1		
♦ Ensure a strategic management process	1		
♦ Prepare and implement a training and development plan	1		
♦ Ensure operational efficiency	1		

10. Organise 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

11. Staff Budget

Specific assumptions:

- No job evaluation
- No retrenchment
- Need for assistance to drive strategic projects

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Director	P5	0	0	1
Senior Administrative Secretary	P11	0	0	1
Intern	P	0	1	1
TOTAL		0	1	2

10.2 SUB-PROGRAMME: COMMITTEE SUPPORT

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, focused intervention studies
- ☐ To provide high level professional service in relation to committee outputs – writing reports, input on Committee strategic plans, drawing up Committee action plans, including Oversight Model-specific reporting processes, and procedural brief.
- ☐ To provide a comprehensive service around law making and the exercise of oversight by Committees – monitoring and implementation of the Oversight Model, facilitating the conduct of Inquiries by Committees, and enhancing and encouraging public participation in the activities of the Legislature.

2. Decision Unit / Key Areas of Leverage

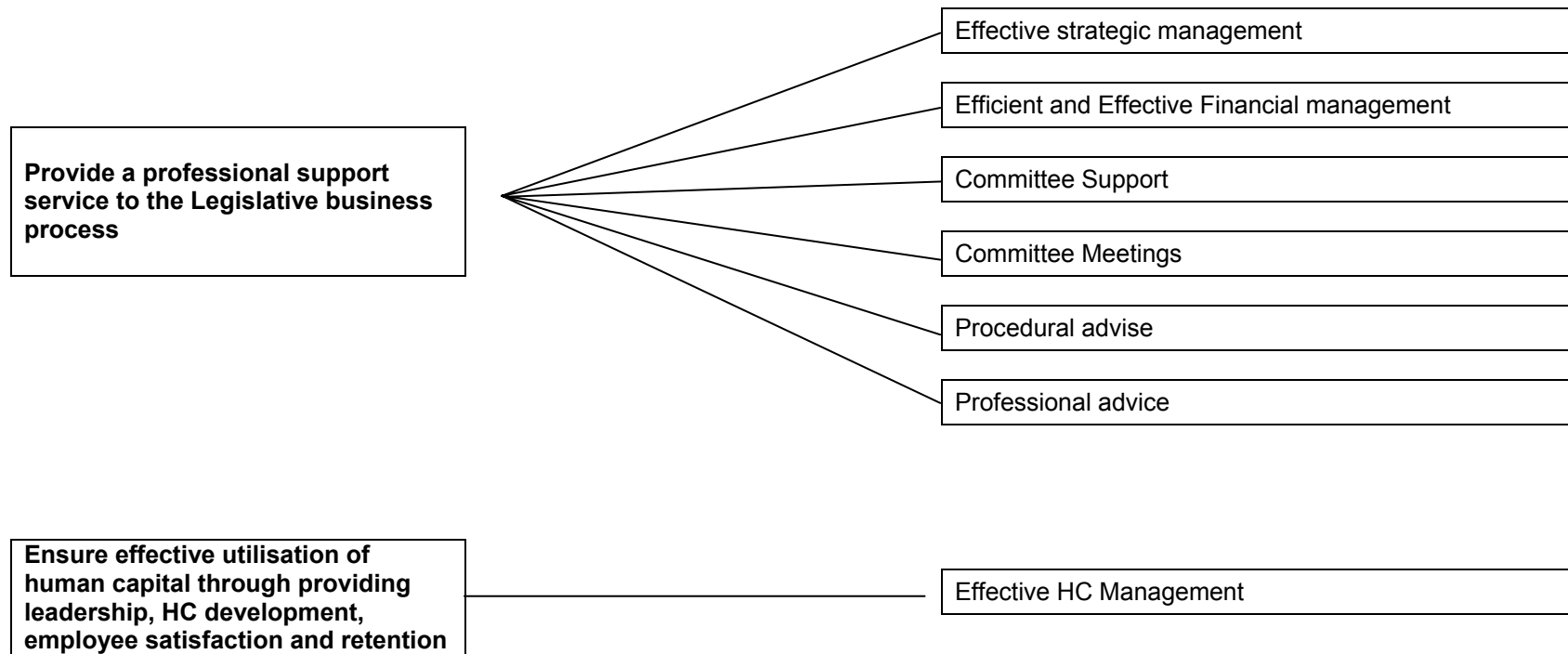
- ☐ Law Making - Provide administrative support, procedural and expert advice, to facilitate the processing of legislation by committees
- ☐ Facilitate the Exercise of Oversight - Provide appropriate procedural and expert advice, administrative and logistical support to facilitate the exercise of oversight 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
- ☐ Committee Meetings
- ☐ Procedural Advice
- ☐ Professional Advice (subject area)
- ☐ Committee Resolutions

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the Operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: IMPLEMENT AND MONITOR THE OVERSIGHT MODEL

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 06	Q2 Jul 05 to Sep 06	Q3 Oct 05 to Dec 06	Q4 Jan 06 to Mar 06	
1.	Develop Action Plan	Action Plan	No direct costs	Time	The action plan must be comprehensive, have clear deliverables and time frames	X				Manager and Project Team
2.	Implement	Project Plan implemented <ul style="list-style-type: none"> • Training of all chairpersons and staff • Conduct Enhancement Workshops • Development of Systems and Operational Guides 	Consultant fees	Time Quality	Implementation must be time framed and efficient	X	X	X	X	Manager and Project team
3.	Monitor and evaluate	Evaluation Report	No direct costs	Time Quality	Monitoring must be systematic, Evaluation must be objective and timely	X	X	X	X	Manager & Project Team

5.2 Strategic Objective No 2: IMPLEMENT AND ENHANCE COMMITTEE INQUIRIES

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop Systems and Capacity for Committee inquiries	Project Plan detailing: <ul style="list-style-type: none"> • Training plans • Policies and guides to be developed • Workshops to be conducted 	Budget for: <ul style="list-style-type: none"> • Training fees • Expert services 	Time Quality	The Project plan must be comprehensive, have clear deliverables and time frames	X				Manager & project team
2	Conduct 3 Pilot Inquiries	<ul style="list-style-type: none"> ❖ Plans for Inquiries ❖ Terms of Reference ❖ Inquiry Reports 	<ul style="list-style-type: none"> ▪ Staff ▪ Proper Committee Rooms ▪ Advertising fees ▪ Transport fees 	Quality	<ul style="list-style-type: none"> ▪ Quality of preparations ▪ Accuracy of info ▪ Quality of Reports 	X	X	X	X	Manager and all committee staff
3	Monitor and Evaluate	Evaluation Reports	No direct costs	Quality Time Quantity	<ul style="list-style-type: none"> ▪ Quality of Reports ▪ Evaluation report per quarter 	X	X	X	X	Manager and project team

5.3 Strategic Objective No 3: IMPLEMENT IN HOUSE PROGRAMME FOR DEVELOPEMNT OF HUMAN CAPITAL WITHIN THE COMMITTEE SUPPORT UNIT

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Implement the recommendation of Team Building workshop	Implementation report	Venue Refreshments Transport Facilitator	Quality interaction between staff	Team spirit, high morale of staff, conducive work environment	X				Manager and GCCs, HR team
2	Draft Unit Retention Strategy	Retention Strategy	No direct costs	Staff retention	Low staff turnover, high morale of staff		X			Manager and GCCs
3	Make proposals for revision of recruitment policy	Proposals for Revision of Recruitment Policy	No direct costs	Quality Time	Recruitment of highly committed skilled staff			X		Manager and GCCs
4	Implement Show Me the Future project as recommendations related to the Unit	Implementation report	No direct costs	Conducive working environment	High staff morale, conducive working environment				X	Manager and GCCs

5.4 Strategic Objective No 4: IMPLEMENT RECOMMENDATIONS OF COMMITTEE EFFICACY STUDY

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Prepare Assessment plan	Project Plan Assessment Document developed	Computer Expertise People Consultant	Effectiveness of the plan	Quality and time bound implementation	x				Manager and GCCs
2	Assessment Report	Implementation of the assessment report provider	Computer Expertise People Consultant	Improved committee system and processes	Stakeholders satisfaction		x			

5.5 Strategic Objective No 5: REVIEW OF COMMITTEE PROCESSES IN SUPPORT OF STAKEHOLDER PARTICIPATION IN OVERSIGHT

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Implement the recommendations of the study	Manual	Staff Parl Ops unit	Quality of public Involvement	Effective public involvement in oversight activities	x	x	x	x	Manager and GCCs
2	Review and Enhancement	Refined public representation and participation in the committee systems	Staff Computers	Improved quality of public representation	Increased qualitative public representation and participation				x	Manager and GCCs

6. Gauteng Legislature: MTEF Strategic Objectives 2004 – 2010

2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
YEAR 1	YEAR 2	YEAR 3	Year 4	Year 5
Implement and Monitor the Oversight Model -Programme Evaluation and Budget Analysis (PEBA)	Implement and Monitor the oversight model	Implement and Monitor of the oversight model	5 year review and Enhancement	
Implement and enhance Committee Inquiries	Implement and enhance Committee Inquiries – more Committees	Implement and enhance Committee Inquiries – more Committees	Review and Enhancement	
Review Committee Processes in Support of Stakeholder Participation in Oversight	Implement and Monitor	Review and enhance		
Implement 'in house' programme for development of HC within Committee Support Unit	Assess the impact of implementation of the recommendations	Review and enhance		
Implement recommendation of the Committee Efficacy study	Implement recommendations	Monitor		
			Preparations for the 4 th Legislature	Establishment of 4th Legislature

7. Sub-Programme Description, Measurable Objectives and Key Outputs

COMMITTEE SUPPORT UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2004/05	2005/06	2006/07		
Strategic Management	<ul style="list-style-type: none"> 1 annual review and planning session 3 monitoring, review and reprioritisation sessions 	Quality Time Accuracy	4 planning, monitoring and review sessions per year 85	4 planning, monitoring and review sessions per year 90%	4 planning, monitoring and review sessions per year 98%	PFMA, Institutional Priorities 100%	Management Reports and Strategic Plans
Efficient and Effective Financial Management	<ul style="list-style-type: none"> Allocation of resources and spending accordingly Monthly expenditure projections 	Time Accuracy	Submitted by 1st of each month 90% accuracy	Submitted by 1st of each month 95% accuracy	Submitted by 1st of each month 98% accuracy	PFMA & LSB requirements 100%	Management reports
Effective Human Capital Management	<ul style="list-style-type: none"> PPMS Reviews Training & development plans Personnel records 	Time Quality	Delivery as planned, within stipulated timeframes, & within budget 100%	Delivery as planned, within stipulated timeframes, & within budget 100%	Delivery as planned, within stipulated timeframes, & within budget 100%	PFMA & LSB requirements 100%	Management reports
Committee Support	Administrative support to individual committees	Time Accuracy	As per the schedule and plans 100% quality of service	As per the schedule and plans 100% quality of service	As per the schedule and plans 100% quality of service	Service Standards Manual 100%	Committee Plans Committee Schedule

COMMITTEE SUPPORT UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2004/05	2005/06	2006/07		
Committee meetings	Meetings scheduling and organised	Time Accuracy Quality	Notice of meeting out 7 days before meeting date 100 % quality of preparations	Notice of meeting out 7 days before meeting date 100 % quality of preparations	Notice of meeting out 7 days before meeting date 100 % quality of preparations	Service Standards Manual 100%	Committee Plans Committee Schedule Order Paper
Committee Resolutions	Drafting of qualitative Committee Reports	Quality Accuracy	As per committee deliberation 100% quality and accuracy	As per committee deliberation 100% quality and accuracy	As per committee deliberation 100% quality and accuracy	Service Standards manual 100%	Resolutions Tracking Document & Committee Reports
Procedural Advice	Provision of advice to members and chairperson	Accuracy	As and when required 100% quality and accuracy	As and when required 100% quality and accuracy	As and when required 100% quality and accuracy	Service Standards Manual 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 100 % quality of advice provide	As and when required 100 % quality of advice provide	As and when required 100 % quality of advice provide	Service Standards Manual 100%	Committee Reports and Minutes Management Reports

8. Assumptions

A: Specific Assumptions

- ☐ Monitoring and evaluation of the Oversight Model and Committee Inquiries – general increase in level of Committee business
- ☐ An estimated 15 provincial and 15 NCOP Bills to be introduced
- ☐ An estimated 360 committee meetings to be held
- ☐ Total number of Committees to be serviced increases by one (1)
- ☐ At least 26 public hearings plus 3 Committee Inquiries to be conducted on topical or referred matters
- ☐ Advertisements to be placed for each public hearing and Committee Inquiry
- ☐ An estimated total of 60 focus intervention studies and site visits to be undertaken by Committees
- ☐ No changes with financial implications to the Committee study tour policy
- ☐ 4 international study tours to be undertaken = 3 Committee Study Tours, plus 1 for Chairperson of Committees – as per policy
- ☐ An estimated total of 16 strategic planning sessions to be conducted per Committees and the Chairpersons Committee
- ☐ Consultants to assist in some projects / assignments – as facilitators and as expert advisers
- ☐ Unit total staff complement does not exceed 31 – permanent and contract staff

B: General Assumptions

- ☐ Inflation rate is 6%
- ☐ Personnel budget located in Programme: ISS Management
- ☐ Staff Training funding in Human Resources budget
- ☐ Telephone cost centralized in Administration
- ☐ Stationery centralized in Administration
- ☐ Motor Transport costs centralized in Administration
- ☐ No major staff turn-over

9. 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)	1		
♦ 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		
♦ Continuous staff development and advanced training (Human Capital development)	1		

10. Organise 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

11. Staff Budget

Specific assumptions:

- Approval to upgrade Committee Co-ordinator positions to senior positions

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
Senior Committee Co-ordinator	P9	N/A	Upgrade existing positions of Co-ordinator	0
Committee Co-ordinator	P10	N/A	N/A	14
PA to Chair of Chairs	P10	N/A	N/A	1
Administrative Assistants to Chairpersons	P12	N/A	N/A	10
Administrative Secretary	P12	N/A	N/A	1
TOTAL		0	0	31

10.3 SUB-PROGRAMME: PROCEEDINGS

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. 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
- ☐ Minutes for LPTG
- ☐ 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 categorized as follows:

- House Publications
- House Plenaries
- Legislation Processing
- Procedural 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 therefore 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 from 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 is 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.

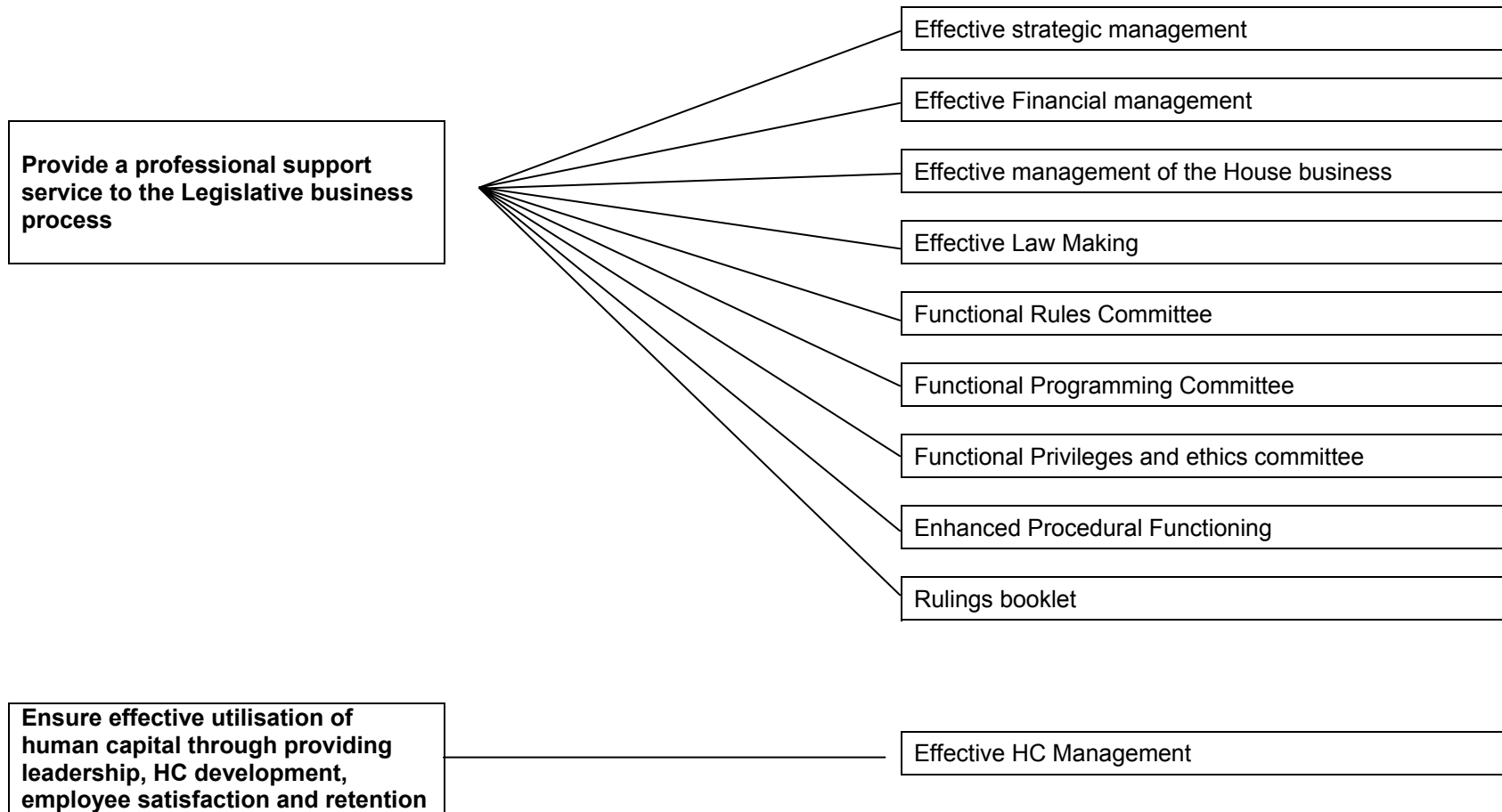
Other Services

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)
- 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. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the Operational Measurable Objectives



5. Strategic Projects

5.1. Strategic Objective No 1: IMPLEMENT RECOMMENDATIONS ON MINISTERIAL ACCOUNTABILITY

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop Manual on Ministerial Accountability	Terms of Reference	Time	Quality Time	Terms of reference to be clear and comprehensive	X				Nnana, Thembelizwe, Malose & Musa
		Engagement of experts	Costs of Expert services	Quality Time	Experts must be knowledgeable and must be engaged timely	X				
		Manual Developed	Time	Quality Time	Manual must be thorough & precise		X			
2	Workshop members & staff on manual	Workshops conducted	Venue Equipment Refreshments Time	Qualitative Time	Workshops must be well organised and content appropriately targeted			X		Nnana, Thembelizwe, Malose & Musa

5.2. Strategic Objective No 2: DEVELOP A PARLIAMENTARY PRACTICES DIGEST

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop a concept document	Concept document	<ul style="list-style-type: none"> • Standing Rules • Constitution • Parliamentary practices and conventions • Existing rulings • Staff 	Accuracy Quality	Document would give clear guidelines as to how project will unfold	X				Nnana Elizabeth Thembelizwe & Jenny
2	Identify areas of focus	Areas of focus identified	Reference material Time	Accuracy	Specific areas of practices identified	X				Nnana Elizabeth Thembelizwe & Jenny
3	Consultation with stakeholders	Stakeholders consulted	Stakeholders Time	Approval	Inputs of stakeholders captured in draft document		X			Nnana Elizabeth Thembelizwe & Jenny
4	Development of project plan	Project Plan	Planning	Accuracy	Project plan contains detailed step by step information on how the process will unfold		X			Nnana Elizabeth Thembelizwe & Jenny
5	Printing of Digests	<ul style="list-style-type: none"> • 1st Draft • 2nd Draft • Approval • Printing • Distribution 	Printing	Approval by OB's	Members are in possession of an easy reference booklet on specific areas of practice			X	X	Nnana Elizabeth Thembelizwe & Jenny

5.3. Strategic Objective No 3: IMPLEMENT NEW STANDING RULES

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Workshop Members and staff on new rules	Workshop	<ul style="list-style-type: none"> Venue Refreshments LCD Projector Staff 	Quality Time	Members and staff have a clear understanding and are able to apply the rules to their area of work	X				Nnana Elizabeth Thembelizwe & Jenny
2	Align systems with new rules	Revised Systems	Staff Time	Accuracy Quality Time	Revised systems capture the correct interpretation and application of the rules		X	X	X	Nnana, PTA's & TA's

6. Programme 3: Proceedings Unit: MTEF Strategic Objectives 2005 – 2010

2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
YEAR 1	YEAR 2	YEAR 3	Year 4	Year 5
Implement recommendations of Ministerial Accountability	Implement and Monitor	Review and Enhancement		
Develop Parliamentary Practices Digest	Implement and Monitor	Review and Enhancement		
Implement new Standing Rules	Implement and Monitor	Review and Enhancement		
			Preparation for 4th Legislature	Establishment of 4th Legislature

7. Sub-Programme Description, Measurable Objectives and Key Output

PROCEEDINGS UNIT- KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective strategic management	<ul style="list-style-type: none"> 1 annual review and planning session 3 review and reprioritising sessions Review Reports 	Time Quality Accuracy	4 planning & review sessions per year 100%	4 planning & review sessions per year 100 %	4 planning & review sessions per year 100 %	PFMA & LSB requirements 100%	Management reports
Efficient and Effective Financial Management	Allocation of resources and spending accordingly ♦ Monthly expenditure projections	Time Accuracy	Submitted by 1 st of each month 90% accuracy	Submitted by 1 st of each month 95% accuracy	Submitted by 1 st of each month 98% accuracy	PFMA & LSB requirements 100%	Management reports
Effective Human Capital Management	♦ PPMS Reviews ♦ Training & development plans ♦ Personnel records	Time Quality	Delivery as planned, within stipulated timeframes, & within budget 100%	Delivery as planned, within stipulated timeframes, & within budget 100%	Delivery as planned, within stipulated timeframes, & within budget 100%	PFMA & LSB requirements 100%	Management reports
Effective Management of House Business	<ul style="list-style-type: none"> House documents processed timeously and distributed 	Time Accuracy	Published within stipulated timeframes	Published within stipulated timeframes	Published within stipulated timeframes	Compliance with the Rules Service Standards	Legislature Programme Intranet publication

PROCEEDINGS UNIT- KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective Law making	<ul style="list-style-type: none"> Compliance Checklist for each Bill Legislative Planning Committee meetings & Reports Amendments Schedules produced 	Time Compliance Quality	Procedural Compliance levels 100% Planning and co-ordination levels 100 % Amendments Schedules 100 % accuracy	Procedural Compliance levels 100% Planning and co-ordination levels 100 % Amendments Schedules 100 % accuracy	Procedural Compliance levels 100% Planning and co-ordination levels 100 % Amendments Schedules 100 % accuracy	Bills processed within time frames and standing rules and according to Services & Standards Booklet	Standing Rules Constitution
Functional Rules Committee	Procedural advice and research papers on parliamentary practice	Accuracy Quality	Quality of all preparations 100 %	Quality of all preparation 100 %	Quality of all preparation 100 %	Standards & Services document	<ul style="list-style-type: none"> Standing Rules Research Papers Rulings of the Presiding Officers Constitution
Functional Programming Committee	Scheduling meetings Documents for meetings Procedural Advice & Briefs for meeting	Quality Accuracy Time	Quality of all preparations 100%	Quality of all preparation 100%	Quality of all preparation 100%	<ul style="list-style-type: none"> Program items selected and scheduled Standards & Services document 	<ul style="list-style-type: none"> Legislature Programme Standing Rules NCOP Programme House Documents

PROCEEDINGS UNIT- KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Functional Privileges & Ethics Committee	Co-ordination of meetings with Committees for meetings Procedural Advice & Briefs for meeting	Accuracy Quality	Quality of all preparation 100 %	Quality of all preparation 100 %	Quality of all preparation 100 %	<ul style="list-style-type: none"> Services & Standards Document Register of Members Interest 	<ul style="list-style-type: none"> Code of Conduct & Ethics Standing Rules Constitution Privileges Act
Enhanced Procedural Functioning	Procedural Research Papers	Time Quality	2 proactive research paper each quarter	3 proactive research papers each quarter	4 proactive research papers each quarter	<ul style="list-style-type: none"> Services and Standards Document 	<ul style="list-style-type: none"> Published research papers (internal)
Rulings Booklet	<ul style="list-style-type: none"> Capturing and compilation of rulings 	Accuracy Quality Time	Quarterly compilation of Rulings 100% quality	Quarterly compilation of Rulings 100% quality	Quarterly compilation of Rulings 100% quality	<ul style="list-style-type: none"> Service & Standards Manual 	<ul style="list-style-type: none"> Presiding Officers Rulings

8. Organise Activities into Associated Cost Codes

- ☐ Advertising
- ☐ Printing: Formatting
- ☐ Technical equipment
- ☐ Conferences
- ☐ Consultants
- ☐ Subsistence allowances
- ☐ Airport taxes and visas
- ☐ Air Travel-Domestic
- ☐ Accommodation: local
- ☐ Air travel: domestic
- ☐ Workshops and Functions
- ☐ Staff training and development
- ☐ Staff bursary

9. Specific Assumptions / General 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 training needs implemented
4. Experts to assist on some of the projects
5. An estimated 10 Bills will be introduced.
6. An estimated 30 sittings of the House comprising 80 members.
7. An estimated 30 publications of minutes of proceedings in the House.
8. An estimated 10% increase on production of House papers
9. The implementation of Language Legislation

10. 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	*		

11. 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	0	3
Table Assistant	P9	0	0	2
Senior Secretary	P11	0	0	1
Administrative Secretary	P12	0	0	1
TOTAL		0	0	8

10.4 Sub-programme: NCOP and Legal Services

1. Unit Mandate

The Constitution provides that all spheres of government and all organs of state must co-operate with one another in mutual trust and good faith.

It is also a provision of **section 139** of the Constitution that the relevant provincial executive may intervene when a Municipality cannot or does not fulfil its obligations. The provincial legislature has a duty in terms of **section 155(6)** of the Constitution to monitor and support the local sphere of government in the province.

Section 60 of the Constitution provides that the National Council of Provinces is composed of a single delegation from each Province and that the Premier is the leader of the Delegation. The delegation consists of six permanent delegates and four special delegates.

2. Key Unit Objectives

- ☐ To enhance the management of NCOP business in the Legislature
- ☐ To enhance the quality of the Legislature participation in the NCOP
- ☐ To provide legal and procedural advice to the Office Bearer's, MPL's and Administration.

3. Decision Units/ Key areas of Leverage

- (i) NCOP Co-ordination
- (ii) Legal Services

Optimal Delivery in the following areas

NCOP Co-ordination

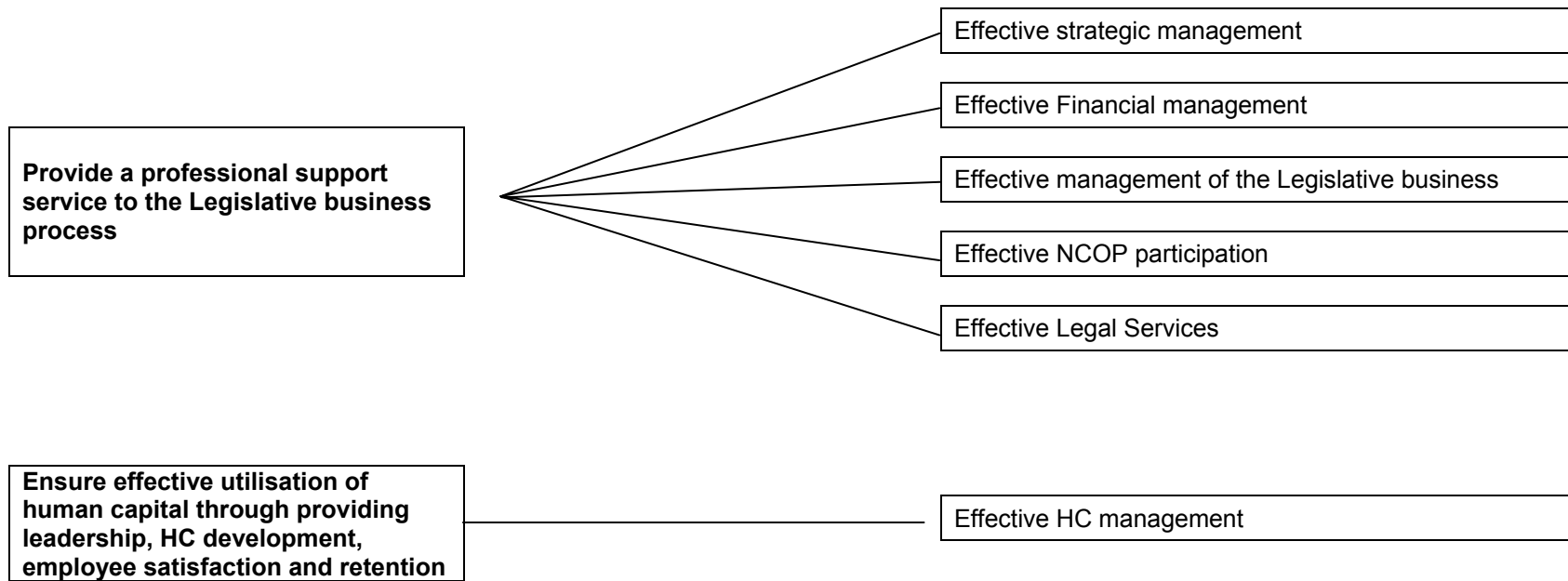
- NCOP Programme
- Tracking of NCOP Legislation and other matters
- Support to Special and Permanent Delegates
- Support to Committees and Proceedings
- Service to the Executive
- Support to the Office Bearers and other political Stakeholders

Legal Services

- Provision of General Legal Advice to the Office Bearers, MPL's and administration
- Drafting and vetting of contracts
- Drafting of Opinions
- Submission of Legal Briefs/ instructions
- Contract Management
- Legislative Compliance

4. Unit Strategic Architecture

4.1 Strategic Objective linkage to the Operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: IMPLEMENT RECOMMENDATIONS FROM THE NCOP EFFICACY STUDY

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1.	Monitor and Evaluate	Evaluation report	No direct costs	Quality Time Accuracy	1 evaluation report per quarter Monitoring must be consistent and qualitative	X	X	X	X	Dinky & Manana
2.	Review and enhancement	Review report	No direct costs	Quality Time	Review must be accurate and timely				X	Dinky & Manana

5.2 Strategic Objective No 2: DEVELOP SYSTEMS FOR EFFECTIVE LEGAL SERVICES

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1.	Develop concept document	<ul style="list-style-type: none"> Concept document approval 	No direct costs	Quality/ Time	Document must be comprehensive and timely	X				Dinky & Manana
2.	Develop action plan	<ul style="list-style-type: none"> Action plan 	No direct costs	Quality/ Time	Action Plan must be comprehensive and time bound	X				Dinky & Manana
3.	Implement systems	<ul style="list-style-type: none"> Systems in place Policies in place 	No direct costs	Quality time	Implementation must be		X	X	X	Dinky & Manana

5.3 Strategic Objective No. 3: ESTABLISH EFFECTIVE MECHANISMS FOR COMPLIANCE WITH APPLICABLE LEGISLATION

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1.	Conduct an institutional audit of applicable legislation	List of applicable legislation	No direct costs	Quality Time	Accurate and comprehensive document	X				Dinky & Manana
2.	Conduct a review	Review report	No direct costs	Quality Time	Review must be thorough	X	X			Dinky & Manana
3.	Develop a register	Register developed	No direct costs	Quality	Register must be comprehensive		X			
4.	Communicate requirements to relevant stakeholders	Memoranda to responsible officers	No direct costs				X			Dinky & Manana & project team
5.	Monitor compliance	Report six monthly	No direct costs				X	X	X	

6. NCOP & Legal Services MTEF Strategic Objectives: 2005 - 2010

Year 1 2005/2006	Year 2 2006/2007	Year 3 2007/2008	Year 4 2008/2009	Year 5 2009/2010
Monitor the implementation of recommendations of NCOP Efficacy study	Monitor the implementation of recommendations of NCOP Efficacy study	Review and Enhancement	Implement outcomes of review	
Develop systems for legal services	Implement systems	Review and Enhancement	Implement outcomes of review	
Establish effective mechanisms for compliance with applicable legislation	Monitor, review and enhancement	Monitor, review and enhancement	Monitor, review and enhancement	Monitor, review and enhancement

7. Sub-Programme Description, Measurable Objectives and Key Outputs and Service Delivery Trends

NCOP & LEGAL SERVICES UNIT- KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective strategic management	1 annual review and planning session	Time	4 planning & review sessions per year	4 planning & review sessions per year	4 planning & review sessions per year	PFMA & LSB requirements	Management reports
	○ 3 review and reprioritising sessions	Quality				100%	
	○ Review Reports	Accuracy	100%	100 %	100 %		
Efficient and Effective Financial Management	Allocation of resources and spending accordingly	Time	Submitted by 1 st of each month	Submitted by 1 st of each month	Submitted by 1 st of each month	PFMA & LSB requirements	Management reports
	◆ Monthly expenditure projections	Accuracy	90% accuracy	95% accuracy	98% accuracy	100%	
Effective Human Resources Management	◆ PPMS Reviews	Time	Delivery as planned, within stipulated timeframes, & within budget	Delivery as planned, within stipulated timeframes, & within budget	Delivery as planned, within stipulated timeframes, & within budget	PFMA & LSB requirements	Management reports
	◆ Training & development plans ◆ Personnel records	Quality	100%	100%	100%	100%	
Effective NCOP participation	• NCOP Programme	Accuracy	100% accuracy of interpretation and presentation	100% accuracy of interpretation and presentation	100% accuracy of interpretation and presentation	Service Standards Manual	Management Reports
	• NCOP Bill tracking	Time	100% quality of information and accuracy of interpretation	100% quality of information and accuracy of interpretation	100% quality of information and accuracy of interpretation	Standing Rules	NCOP Programme
	• NCOP Bill Analysis	Quality			Timeous	Constitution	Bill Analysis Report

NCOP & LEGAL SERVICES UNIT- KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
			Timeous analysis and 100% quality of information	Timeous analysis and 100% quality of information	analysis and 100% quality of information		
Effective Legal Services	• Legal Opinions	Time Quality Accuracy	100% quality of legal opinions provided	100% quality of legal opinions provided	100% quality of legal opinions provided	Service Standards Manual	Opinions Management Reports
	• Contract Management		100 % quality and accuracy of information in contracts concluded	100 % quality and accuracy of information in contracts concluded	100 % quality and accuracy of information in contracts concluded	Procurement Framework Contract Law	Contracts Register Contracts
	• Legislation Compliance Monitoring	Time Quality Accuracy	100 % quality and accuracy of information in legislation compliance	100 % quality and accuracy of information in legislation compliance	100 % quality and accuracy of information in legislation compliance		Legislation Compliance Register Applicable Legislation
	• Proactive Legal Research Papers	Time Quality	2 papers 100% quality of information	3 papers 100% quality of information	4 papers 100% quality of information	Service Standards Manual	Research Papers

8. Specific Assumptions

NCOP

- ☐ Increased number of meetings in the NCOP
- ☐ Decrease in legislation due to re focusing of priorities in the NCOP (more attention to oversight as opposed to legislation)
- ☐ Increased number of introduction of section 76 in the NCOP rather than the NA.
- ☐ The liaison Officer will come to the Legislature once every two months.
- ☐ The Chief Whip to attend NCOP meetings.
- ☐ Further training for unit staff.

LEGAL SERVICES

Increased requests for provision of legal services (opinions- requests for expert opinions, contracts, compliance etc)

9. Activities / Tasks

Rank of activities

- 1 - Extremely important
- 2 - Average importance
- 3 - Not important

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
NCOP CO-ORDINATION			
▪ NCOP Programme	1		
▪ Tracking of National legislation and other matters	1		
▪ Service to Special Delegates	1		
▪ Service to Permanent Delegates	1		
▪ Services to administrative units	1		
▪ Service to the Executive	1		
▪ Service to Office Bearer's and other political stakeholders	1		
LEGAL SERVICES			
▪ Provision of general legal advice to administration & members	1		
▪ Drafting and vetting of contracts	1		
▪ Management of contracts	1		
▪ Drafting of Opinions	1		
▪ Conducting Legal research	1		
▪ Development of Policies	1		
▪ Submission of Legal brief		2	
▪ Legislative compliance audit & monitoring	1		
▪ Organise and attend meetings		2	
▪ Attendance of workshops and conferences		2	

10. Organise Activities into Associated Cost Codes

- ☐ Subsistence & travel local
- ☐ Conferences
- ☐ Workshops & Functions
- ☐ Accommodation- local
- ☐ Air travel Domestic
- ☐ Refreshments
- ☐ Stationery
- ☐ Subscriptions
- ☐ Telephones/ Cell phones usage
- ☐ Salaries

Centralised Cost

- ☐ Postage
- ☐ Refreshments
- ☐ Staff Bursaries
- ☐ Staff Training
- ☐ Staff Recruitment
- ☐ Telephone
- ☐ Stationery
- ☐ Photocopy consumables
- ☐ IT Services
- ☐ Transport motor

11. Staff Budget

Specific assumptions:

- Job evaluation
- Creation of one additional position
- Renaming of positions

Current Position	Grade	Position Redundant	New Position Required	Position Budgeted
Unit Manager	P7	0	0	1
Legal & Procedural Assistant	P8	0	0	1
Professional/Legal Asisstant	P8/9	0	0	1
Liaison Officer	P10	0	0	1
NCOP Co-ordinator	P10	0	0	1
Administrative Assistant (Cape Town)	P12	0	0	1
Administrative Assistant (Gauteng)	P12	0	1	0
Total		0	1	7

10.5 Sub-programme: Hansard

1. Key Legislative Objectives

To assist the Gauteng Legislature in attaining its strategic goals by –

- ☐ Recording the proceedings of all sittings; committee meetings; public hearings; and any other meetings on request.
- ☐ Transcribing all proceedings of the House (sittings); transcribe committee meetings only on request
- ☐ archiving all recordings for posterity;
- ☐ Providing such interpretation and translation services as required in terms of GPL Language Policy and legislative requirements

2. Decision Units/ Key Areas of Leverage

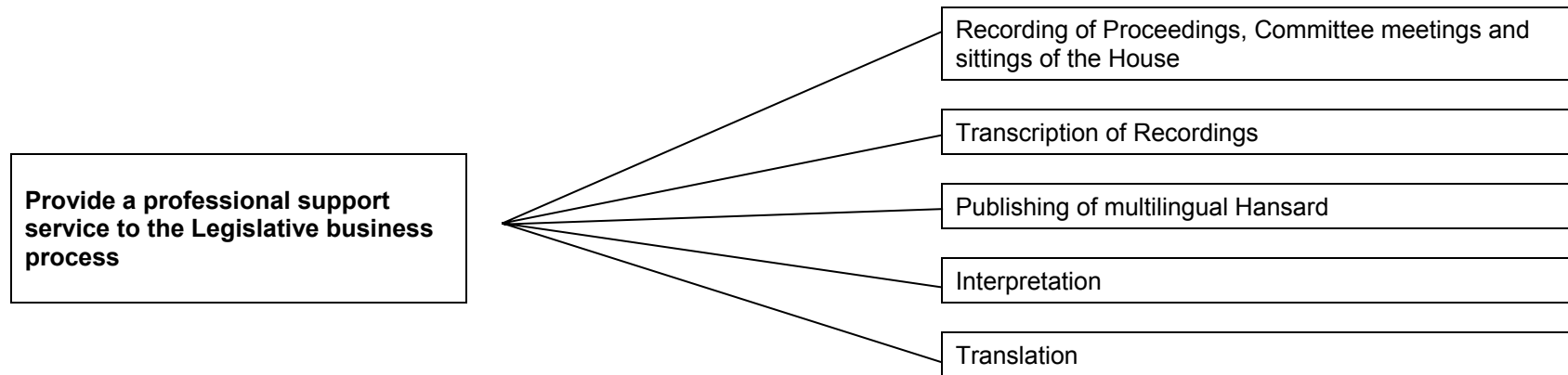
- ☐ Recording –
 - (a) sittings of the House;
 - (b) committee meetings
 - (c) public hearings;
 - (d) workshops
 - (e) any other meetings where requested to do so.
- ☐ Transcribing –
 - (1) all sittings of the House;
 - (2) committee proceedings upon request.
 - (3) proceedings of internal admin meetings upon request
- ☐ Archiving – archiving all information recorded on tape as mentioned under 1. above;
- ☐ Editing, indexing, printing, publishing weekly soft cover Hansards;
- ☐ Interpreting – provide interpreting service at sittings, meetings and public hearings.
- ☐ Translations – provide translation service in respect of bills, technical documents, etc, according to GPL Language Policy and constitutional obligations

3. Optimal delivery in the following areas

- ☐ Comprehensive recording of proceedings
- ☐ Accurate, edited transcription of recordings
- ☐ Accurate archiving of recordings
- ☐ Timely production of Hansard
- ☐ Adequate Interpretation services
- ☐ Translation and publication of Hansard & documents

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to Operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: Develop a System and Policy for Compliance with new Language Legislation

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 0	Q4 Jan 06 to Mar 06	
1	Appoint further 4 Language practitioners	Language practitioners appointed	Budget Office space and equipment	Quality Time	Competent candidates Appointment in good time	X				Manager and project team
2	Develop an action plan	Action Plan developed	No direct costs	Quality Time	Plan must be comprehensive and timely	X				Manager and project team
3	Develop internal Terminology bank;	Internal (provincial) Terminology Bank	No direct costs	Quality Time Accuracy	Term Bank must be comprehensive, precise, timely		X	X		Manager and project team
4	Develop Systems and Policy	<ul style="list-style-type: none"> Translation Policy Interpretation Policy Systems to support translation and interpretation policies	Budget for expert services	Quality Time	Systems and Policies must be qualitative			X	X	Manager and project team
5.	Monitor and evaluate	Evaluation Report	No direct costs	Quality & Time	4 x annually Accurately	X	X	X	X	Manager and project team

6. Hansard: MTEF Strategic Objectives 2005 – 2010

2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
YEAR 1	YEAR 2	YEAR 3	Year 4	Year 5
Develop a System and policy for Compliance with new Language Legislation	Implement the System and policy for Compliance with new Language Legislation	Review and Enhancement of System and policy for compliance with new Language Legislation	Review of Systems and Support for Hansard and Language Services	Implement Recommendations
			Preparation for 4 th Legislature	Establishment of 4 th Legislature

7. Sub-Programme Description, Measurable Objectives and Key Outputs

HANSARD UNIT – KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/6	2005/6	2006/7		
Recording of Proceedings Committee meetings and sittings of the House	Recorded proceedings	Time Accuracy Quality	100% Quality of recordings	100%	100%	As per the standards document	Audio Tapes, Archived recordings
Transcription of recordings	Transcripts	Time Accuracy	100% accuracy of transcripts	100%	100%	As per the standards document, Transcripts Policy	Tdrive, Published Hansards
Archiving of recordings	Archived data	Time Accuracy	100%	100%	100%	As per the standards document	Index of Recordings
Publishing of multilingual Hansard	Multilingual Hansards & house documents	Time Accuracy	Timeous publication of Hansards i.e. within 24 hours	100%	100%	As per the standards document, Language Policy,	Tdrive Published Hansards
Interpretation	Interpreted proceedings	Time Accuracy	100% quality and accuracy of interpretation	100%	100%	As per the standards document, Language Policy,	Recorded interpretations
Translation	Translated Hansard & documents	Time Accuracy	100% quality of translations	100%	100%	As per the standards document, Language Policy,	Translated documents

8. ASSUMPTIONS

1. Staff complement now include:
 - 4 further appointments of language practitioners (translators) in accordance with legislative requirements
 - 1 contract post for recorder converted to permanent position
 - 2 additional transcribers appointed
2. Telephone costs are centralised in Administration
3. Stationery costs are centralised in Administration
4. Office accommodation is centralised in Operational Support
5. Equipment (Transcribing machines etc) is centralised in Operational Support (Technical Dept)
6. Staff training budget is located in HR budget
7. Translators will have been appointed and translation services will be provided in-house
8. Contract for interpretation will still be outsourced; (for sittings of the House and public hearings)
9. Only one meeting of CHEA (Africa Region) will be held
10. No changes in political structure
11. Only two language workshops and two Hansard Editor Association meetings (SALSA) will be scheduled
12. No additional conferences apart from those indicated will be held and that no additional registration fees will be needed

9. ACTIVITIES / TASKS

Rank of activities

- | | | |
|---|---|---------------------|
| 1 | - | Extremely important |
| 2 | - | Average importance |
| 3 | - | Not important |

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
♦ Recording	1		
♦ Archiving		2	
♦ Transcribing	1		
♦ Interpretation	1		
♦ Translation	1		
♦ Refreshments/Workshops		2	
♦ Storage Consumables	1		
♦ Stationery	1		
♦ Subscriptions		2	
♦ Telephones/cell phone usage	1		

10. Organise Activities/Tasks into Associated Cost Codes

- ☐ Temporary staff
- ☐ Subsistence and travel – local
- ☐ Subsistence and travel - overseas
- ☐ Conferences
- ☐ Workshops and functions

- ☐ Accommodation – Local
- ☐ Accommodation – Overseas
- ☐ Air travel – local
- ☐ Air travel – overseas
- ☐ Refreshments
- ☐ Storage consumables
- ☐ Stationery
- ☐ Subscriptions
- ☐ Telephones/cellphone usage
- ☐ Interpretation/Translations
- ☐ Salaries

Centralised Costs

- ☐ Postage
- ☐ Refreshments
- ☐ Staff Bursaries
- ☐ Staff Training
- ☐ Staff Recruitment
- ☐ Office Accommodation
- ☐ Technical equipment
- ☐ Telephone
- ☐ Stationery
- ☐ Photocopy consumables
- ☐ It services

10. STAFF BUDGET

Specific assumptions:

- Request for two job evaluations
- No retrenchments
- In-house translators appointed as required by Language Act
- Contract for Interpreters still outsourced
- Recorder – contract post made permanent
- Two additional transcribers appointed

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Hansard Manager/Editor	P7	0	0	1
Deputy Editor	P8	0	0	1
Elevation of two staff members to supervisory positions	?		Regrading of present incumbents	0
Language Practitioners			4	4
Transcribers	P12	0	2	4
Recorders	P13	0	1	3
Temporary	P12	0	?	0
TOTAL		0	7	13

10.6 SUB-PROGRAMME: PUBLIC PARTICIPATION AND PETITIONS

1. Unit Mandate

The Public Participation and Petitions Unit derives its mandate from two sources, namely the Constitution of the Republic of South Africa (Act 108 of 1996) and the Vision and Mission Statement of the Gauteng Provincial Legislature.

This mandate of the PPP Unit is based on the following provisions:

- ☐ **Section 17:** “everyone has a right, peacefully and unarmed, to assembly, to demonstrate, to picket and to present petitions.”
- ☐ **Section 118:** “A provincial Legislature must (a) facilitate public involvement in the legislative and other processes of the legislature and its committees ...”.
- ☐ **Section 195:** “people’s needs must be responded to, and the public must be encouraged to take part in policy making”.
- ☐ **Section 115(d):** “receive petitions, representations or submissions from any interested persons or institutions”.
- ☐ **Visions and Mission** of Gauteng Provincial Legislature: “Foster public confidence and pride in the Legislature”.

Therefore, based on the above, the PPP Unit’s mandate is to facilitate public participation in the legislative and governance processes within Gauteng Province. In order to implement its mandate, the PPP Unit will ensure:

- ☐ Access to information and knowledge about the legislature processes by members of the public.
- ☐ Ensure efficient and effective processing of petitions.
- ☐ Facilitate input in the legislative and policy processes by members of the public.
- ☐ Ensure effective and meaningful participation in the processes of the Legislature by the public.

2. Key Legislature Objectives

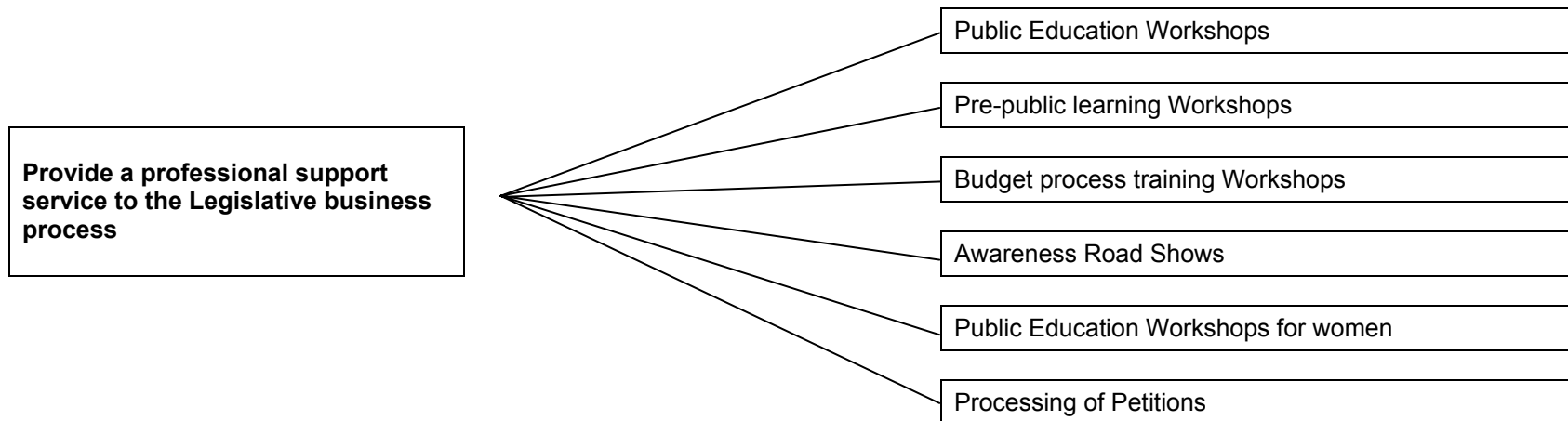
- ☐ To enhance public participation programmes systems and policies.
- ☐ To develop and implement new programmes in line with PPP mandate.
- ☐ To increase the number of petitions processed by the legislature.
- ☐ To develop an empowerment model for public participation in the legislative decision making processes

3. 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.

4. Unit Architecture

4.1 Strategic Objectives linkage to Operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: Extend public outreach programme to engage a broader community

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop base document in consultation with stakeholders.	Base document.	No direct costs	Quality Time	Base document must capture key issues to be addressed.	X				Manager PPP Co-ordinator, PPP Unit
2	Develop implementation plan.	Implementation plan.	No direct costs	Quality Time	The plan must be realistic and achievable.		X			Manager, PPP Co-ordinator, PPP Unit
3	Implement programme.	Programme.	Budget.		Programme must meet objectives		X			Manager, PPP Co-ordinator, PPP Unit
4	Monitor and evaluate. Report.	Evaluation report.	Budget		Report must be accurate and timely			X	X	Manager, PPP Co-ordinator, PPP Unit

5.2 Strategic Objective No 2: Implement and Expand Youth Programme

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop implementation plan.	Implementation plan.	No direct costs	Quality Time	The plan must be realistic and achievable.	X				Manager, PPP Co-ordinator, PPP Unit
2	Implement programme.	Programme.	Budget.	Quality Time	Programme must meet objectives	X				Manager, PPP Co-ordinator, PPP Unit
3	Monitor and evaluate. Report.	Evaluation report.	Budget	Quality Time	Report must be accurate and timely		X	X	X	Manager, PPP Co-ordinator, PPP Unit

5.3 Strategic Objective No 3: Implement and expand Women's Programme

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop implementation plan.	Implementation plan.	No direct costs	Quality Time	The plan must be realistic and achievable.	X				Manager, PPP Co-ordinator, PPP Unit
2	Implement programme.	Programme.	Budget.	Quality Time	Programme must meet objectives	X				Manager, PPP Co-ordinator, PPP Unit
3	Monitor and evaluate. Report.	Evaluation report.	Budget	Quality Time	Report must be accurate and timely		X	X	X	Manager, PPP Co-ordinator, PPP Unit

5.4 Strategic Objective No 4: Assist local government to implement petitions system

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop base document in consultation with stakeholders.	Base document.	No direct costs	Quality Time	Base document must capture key issues to be addressed.	X				Manager PPP Co-ordinator, PPP Unit
2	Develop implementation plan.	Implementation plan.	No direct costs	Quality Time	The plan must be realistic and achievable.		X			Manager, PPP Co-ordinator, PPP Unit
3	Implement programme.	Programme.	Budget.		Programme must meet objectives		X			Manager, PPP Co-ordinator, PPP Unit
4	Monitor and evaluate. Report.	Evaluation report.	Budget		Report must be accurate and timely			X	X	Manager, PPP Co-ordinator, PPP Unit

5.5 Strategic Objective No 5: Implement the recommendations from the PPP in Decision Making Research Project

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop implementation plan	Implementation plan.	No direct costs	Quality Time	The plan must be realistic and achievable.	X				Manager, PPP Co-ordinator, PPP Unit
2	Implement programme.	Programme.	Budget.	Quality Time	Programme must meet objectives	X				Manager, PPP Co-ordinator, PPP Unit
3	Monitor and evaluation.	Evaluation report.	Budget	Quality Time	Report must be accurate and timely		X	X	X	Manager, PPP Co-ordinator, PPP Unit

6. PPP Unit MTEF Strategic Objectives: 2005 – 2010

2005/2006 YEAR 1	2006/2007 YEAR 2	2007/2008 YEAR 3	2008/2009 Year 4	2009/2010 Year 5
Extend public outreach programme to engage a broader constituency	Assess awareness and use of legislature amongst public in Gauteng.			
			Preparations for establishment of 4 th Legislature	Establishment of 4 th Legislature
Implement and Expand the Youth programme.	Monitor	Monitor and evaluate	Review and Enhancement of the Youth programme	
Implement and Expand the Women's programme.	Monitor	Monitor and evaluate	Review and Enhancement of the Women's Programme	
Assist local government to implement petitions system	Monitor and evaluate efficacy of petition process within local government			
		Develop a People's Centre and Help Desk at GPL	Establish the Centre	Monitor the effectiveness of the Centre (World cup 2010)
		Develop Rural Outreach strategy	Implement outreach strategy	Monitor the effectiveness of the strategy
		Develop Petitions <i>Fora</i> strategy	Establish Petitions <i>Fora</i>	Monitor the effectiveness of <i>Fora</i>
Implement the recommendations of the outcomes of Public Participation in Decision making research Project.	Evaluate and monitor the public participation in decision making model.			

7. Sub-Programme Description, Measurable Objectives and Key Outputs

PPP Unit - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Public education workshops	Informed public on legislative processes	Attendance. Time. Participation.	140 W/shops	150 Workshops	170 Workshops	Service Standards Manual.	Quarterly non-financial data reports
Pre-public hearing workshops	Stakeholders have made submission on bills and policies	Attendance. Time. Participation.	50 W/shops	60 W/shops	70 W/shops	Service Standards Manual.	Annual Plans Workshop register
Budget Process Training Workshops	Stakeholders are informed and participate in the budget process	Attendance. Time. Participation	48 W/shops	60 W/shops	70 W/shops	Service Standards Manual.	Annual Plans Workshop register
Awareness Road Shows	Profile of the legislature is increased.	Information. Brochures. Time.	13 Road Shows	14 Road Shows	16 Road Shows	Service Standards Manual.	Annual Plans
Women's public education workshops	Women participate in the legislative processes	Attendance. Time. Participation	16 W/shops	20 W/shops	30 W/shops	Service Standards Manual.	Annual Plans
Processing of petitions	Petitions are resolved	Attendance. Time. Participation	560 Petitions	700 Petitions	800 petitions/ enquiries	Service Standards Manual.	Annual Plans Quarterly reports

8. Specific Assumptions

1. Staff complement of unit does not exceed 11
2. The two Public Outreach Officers are allocated an equal number of workshops according to area of operation.
3. The schools project is taken over by the department and co-ordinated separately from the rest of the projects by one person.
4. Media and publicity campaign on petitions is carried out.
5. All targets are met.
6. There is an improved co-ordination between the various units around public participation issues.
7. Concept papers on the various strategic projects are developed and approved.
8. Operational and co-ordinating systems have improved.
9. New programmes are developed, enhanced and implemented.
 - 70 Public Education Workshops at the Legislature with 2904 participants
 - 70 Public Education Workshops away from the legislature with 2904 participants.
 - 50 workshops on behalf of committees with 8000 participants.
 - 16 women's workshops with 1000 participants.
 - 48 budget process workshops with 1200 participants.

9. 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		

10. Organise Activities into Associated Cost Codes

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

11. 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	P13	0	0	1
Interns		0	0	3
Schools outreach officer			1	0
				0
TOTAL		0	1	10

Programme 4

Institutional Support Services

11. PROGRAMME NO 4: INSTITUTIONAL SUPPORT SERVICES

11.1 Director: Institutional Support Services

1. Key Legislature 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.
- ☐ Improvement of staff morale and monitoring
- ☐ 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 in line with GRAP
- ☐ 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
- ☐ Relationship building with the Union

2. 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

3. 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
- ☐ Strategic Projects for ISS Management
 - Review of Members facilities
 - SAP Enhancements
 - Building Strategic Partnerships with other Stakeholders

4. Directorate Strategic Architecture

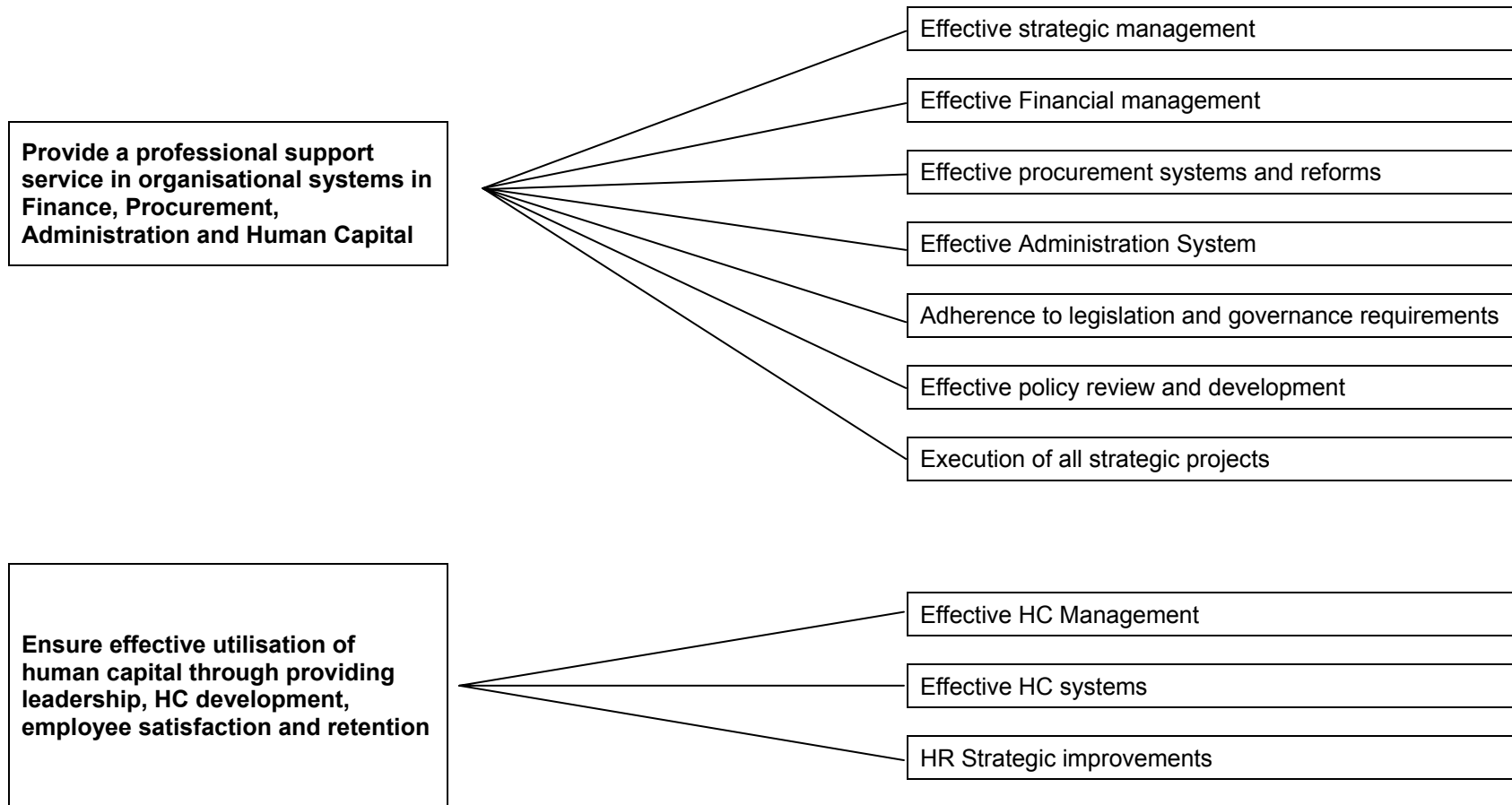
4.1 Directorate Strategic Objectives and relevant accountability

Strategic Objectives	Director	Administration	Finance	Procurement	Human Resources
• Provide a professional support service in organisational systems in Finance, Procurement, Administration and Human Capital					
• Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention					
• Establish external partnerships to enhance capacity building and processes					
• Achieve and unqualified audit					
• Review asset management system in line with GRAP					
• Implement debit card system in canteen for staff					
• Review and develop policies					
• Review corporate governance processes with regard to risk management and internal audit					
• Implement and monitor PPMS and IPMS					
• Implement career development and succession planning system					
• Implement PEBA human capital development					
• Enhance SAP application with regard to SET configuration and reconfiguration of accounts receivable					
• Rejuvenate City Hall (interior decorating)					

4.2 Directorate Strategic Objectives and linkage to projects or operations

Strategic Objectives	Project	Operations
• Provide a professional support service in organisational systems in Finance, Procurement, Administration and Human Capital		
• Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention		
• Establish external partnerships to enhance capacity building and processes		
• Achieve and unqualified audit		
• Review asset management system in line with GRAP		
• Implement debit card system in canteen for staff		
• Review and develop policies		
• Review corporate governance processes with regard to risk management and internal audit		
• Implement and monitor PPMS and IPMS		
• Implement career development and succession planning system		
• Implement PEBA human capital development		
• Enhance SAP application with regard to SET configuration and reconfiguration of accounts receivable		
• Rejuvenate City Hall (interior decorating)		

4.3 Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: Review and develop policies

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop Terms of Reference	Draft Terms of Reference developed and approved	Time	Quality Time	Draft Terms of Reference must be comprehensive and precise		X			Director
2	Consult with relevant Stakeholders	Approval of the Terms of Reference	Time	Time Quality	Terms of Reference must be comprehensive and precise		X			Director
3	Identify Service Providers/ Researchers	Appointed Consultant/ Researchers	Budget, Time and Consultant	Quality	Proposals submitted by the Consultant to capture our needs and deliverables			X		Director
4	Undertake research and submit proposal for review of Members	Draft policy document with recommendations on the facilities review	Budget, Time and Consultancy work	Quality	<ul style="list-style-type: none"> ○ Draft policy document to be sound ○ Recommendation on Members facilities to be sound 			X		Secretary

5.2 Strategic Objective 2: Enhance SAP application with regard to SET configuration and reconfiguration of accounts receivable

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Identify all review areas for enhancement purposes (S&T and Accounts receivable – City hall)	<ul style="list-style-type: none"> Compliance requirements with the AG Legislative compliance Integrated billing system Best practice 	<ul style="list-style-type: none"> Budget, SAP Consultants Super Users IT systems 	<ul style="list-style-type: none"> Quality Accuracy 	<ul style="list-style-type: none"> Unqualified audit Accurate billing 	X				CFO and Admin Manager
2	Develop business case	Sound business case	<ul style="list-style-type: none"> X-Pert project management system CFO and Admin Manager 	<ul style="list-style-type: none"> Quality Cost 	<ul style="list-style-type: none"> Comprehensive business case Realistic cost 	X				ISS Director
3	Develop specifications and blue-print documents	Well defined TOR's and Specifications	<ul style="list-style-type: none"> X-Pert project management system CFO and Admin Manager 	<ul style="list-style-type: none"> Quality Cost 	<ul style="list-style-type: none"> Comprehensive business case Realistic cost 		X			CFO and Admin Manager
4	Seek Secretariat approval	Defined format for business case	<ul style="list-style-type: none"> X-Pert project management system CFO and Admin Manager 	<ul style="list-style-type: none"> Quality Cost 	<ul style="list-style-type: none"> Comprehensive business case Realistic cost 		X			ISS Director
5	Engage procurement process	Procurement framework adhered to	<ul style="list-style-type: none"> Policies SAP Procurement staff 	<ul style="list-style-type: none"> Quality Cost Time Quantity 	<ul style="list-style-type: none"> Quotes/ proposals received 			X		Procurement manager

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
6	Agree on terms of engagement	Signed contract	<ul style="list-style-type: none"> Legal Advisor Programme manager Secretary 	<ul style="list-style-type: none"> Quality Cost Time 	Terms and conditions agreed			X		Procurement Manager and Legal Services Manager
7	Implement SAP enhancements	SAP enhancements implemented	<ul style="list-style-type: none"> Budget, SAP Consultants Super Users IT systems 	<ul style="list-style-type: none"> Quality Cost Time 	Implementation according to blue-print				X	CFO and Admin Manager
8	Review and support	Business requirements supported	<ul style="list-style-type: none"> Budget, SAP Consultants Super Users IT systems 	<ul style="list-style-type: none"> Quality Cost Time 	Implementation according to blue-print				X	CFO and Admin Manager
9.	Execute Project Plans <ul style="list-style-type: none"> SAP Enhancements Building Strategic Partnerships with other Stakeholders Review of Members facilities 	Completed Project Plans	Time Quality	75%	95%	100%	As per individual plans	Printed plans		

5.3 Strategic Objective No 3: Establish External Partnerships to enhance capacity building and processes

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop concept document	Concept document developed	No direct costs	Quality Time	Concept document must be comprehensive and precise		X			Director
2	Consult with relevant institutional stakeholders on the concept	Endorsement of concept document	No direct costs	Time Quality	Consultation must be effective and comprehensive		X			Director (with project team)
3	Identify potential partners and obtain proposals from them	Potential partners identified Proposals obtained	No direct costs	Quality Time	Identification of partners and receipt of proposals must be timely			X		Director (with project team)
4	Engage and enter into agreements	Agreements concluded	No direct costs	Quality	<ul style="list-style-type: none"> Engagements must be effective Agreements must be precise and “smart” 			X		Secretary

6. Gauteng Legislature: MTEF Strategic Objectives 2005 – 2009

No	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
1	Policy development. <ul style="list-style-type: none"> • Members facilities review • S & T policy review • IPMS policy and PPMS policy review 	Policy development, review and enhancement	Policy development, review and enhancement	Policy development, review and enhancement	Policy development, review and enhancement
2	Enhance SAP application <ul style="list-style-type: none"> ○ S & T configuration ○ Reconfiguration of accounts receivables (Venue management) 	Review SAP application enhancements <ul style="list-style-type: none"> ○ Assets managements ○ SAP budget configuration 	Review SAP application enhancements <ul style="list-style-type: none"> ○ Review of all SAP modules for upgrade purposes 	Review SAP application enhancements	Review SAP application enhancements
3	Establish external to enhance capacity building and partnerships: <ul style="list-style-type: none"> ○ Other Legislatures ○ GSSC ○ SAA ○ National & Provincial Treasury ○ Ntsika/ IDC ○ DTI ○ P-Seta ○ Dept. of Labour 	Develop external Partnerships <ul style="list-style-type: none"> ○ Other Legislatures ○ GSSC ○ SAA ○ National & Provincial Treasury ○ Ntsika/ IDC ○ DTI ○ P-Seta ○ Dept. of Labour 	Review the relationships developed with external partners	Review the relationships developed with external partners	Review the relationships developed with external partners

7. Sub-Programme Description, Measurable Objectives and Key Outputs

KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	Target			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective Strategic Planning	Completed Strategic plans	Time Quantity Quality	1 st and 4 th quarter Approved plans	1 st and 4 th quarter Approved plans	1 st and 4 th quarter Approved plans	Adopted stratplan format	R-Drive Budget statement Reports
Effective Financial Management	<ul style="list-style-type: none"> Effective Management of financial resources in line with the budget Oversight of management of the Finance unit 	Time, % and Quality	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Legislation Regulations Policies Best practice	Reports R-Drive
Effective HC Management	Management of ISS staff through: <ul style="list-style-type: none"> PPMS Training and development Mentoring and coaching Career and succession planning 	Quality, Time, Cost	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Legislation Policies Best practice	R-Drive Legislation Policies
Effective HR systems	<ul style="list-style-type: none"> Implementation of "Show me the Future" strategic HR projects Oversight of management of the HR Unit 	Quality, Time, Cost	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Legislation Policies Show me the future recommendation Best practice	R-Drive Legislation Policies

KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	Target			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective Procurement systems and reforms	<ul style="list-style-type: none"> Implementation of procurement reforms, BEE development and reporting enhancements Oversight of management of Procurement Unit 	Quality, Time, Cost	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Procurement reforms Legislation Best practice	Legislation Policies Reports
Effective admin system	Oversight of management administration unit	Quality, Time, Cost	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Admin policies and regulations Legislation Best practice	Legislation Policies Reports
Adherence to Legislation and governance requirements	Budget compilation and submission to Treasury as well as statutory reporting	Date	As determined by Treasury and Dept. Labour.	As determined by Treasury and Dept. Labour	As determined by Treasury and Dept. Labour	As determined by Treasury and Dept. Labour	<ul style="list-style-type: none"> Legislation Treasury Policy/ Correspondence Regulations
Policy review and development	Continuous review of policy and development of policy as well as re-alignment to Legislation	Quality	90 %	90 %	100 %	100 %	Terms of reference/ Format/ Legislation
HR strategic improvements	Implementation of "Show me the Future" strategic HR projects	Quality	70 %	90 %	100 %	100 %	Terms of reference/ Format/ Legislation

KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	Target			Standard	Source of Data
			2005/06	2006/07	2007/08		
Execution of Strategic Projects: <input type="checkbox"/> Members facilities policy development and facilities review <input type="checkbox"/> SAP Enhancements <input type="checkbox"/> Building Strategic Partnerships with other Stakeholders	Completed project plans	Quality	75%	95%	100%	As per individual plans	Printed plans

8. Specific / General Assumptions

1. Staff complement of unit does not exceed 7
2. Position of CFO and Finance Manager to be segregated
3. Complement of Members of the Legislature not to exceed 73 and support staff does not exceed 170
4. Legislature to use same premises in the next financial year
5. Inflation rate is 8%
6. SAP is fully operational
7. Telephone cost is centralized in Administration
8. Stationery costs is centralized in Administration
9. IT services is centralized in IT & Technology Unit
10. Personnel budget is located in the Management budget of ISS
11. Staff training budget is located in Human Resources budget
12. All Finance staff need training
13. Consultants to assist on projects
14. Telecommuting is not fully underway
15. No fundamental changes to amended PFMA
16. Economic stability and stable currency
17. No changes in Programme and Sub-Programme structure
18. No changes in political structure

9. Activities / Tasks

Rank of activities

- 1 - Extremely important
- 2 - Average importance
- 3 - Not important

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
o Payroll management	1		
o Paid creditors	1		
o Authorize cheques	1		
o Statutory payments	1		
o Implementation and maintenance of Internal Controls	1		
o Oversee implementation of Fraud Prevention Policy	1		
o Co-ordinate strategic planning process	1		
o Oversee co-ordination of risk management process	1		
o Attend Audit Committee meetings	1		
o Implement PFMA requirements	1		
o Oversee preparation of Annual Financial Statements	1		
o Oversee preparation of financial reports & the Budget	1		
o Facilitate Statutory External Audit	1		
o Facilitate Internal Audit processes	1		
o Implement Show me the future recommendations	1		
o Implement Procurement reforms	1		
o Oversee the City Hall Venue management processes		2	
o Develop policies		2	
o Organize workshops		2	
o Travel by air and road		2	
o Hotel accommodation			3
o Organize/ Attend meetings		2	
o Subscribe to journals and professional bodies		2	
o Use of professional consultants	1		
o Plan staffing requirements	1		
o Attend forums & workshops		2	
o Organize travellers cheques	1		

10. Organise Activities into Associated Cost Codes

Non-centralized costs

- ☐ Personnel Expenditure
 - o Basic salary
 - o Motor Allowance
 - o Cell phone allowance
 - o Medical Aid
 - o Provident fund
 - o PPMS awards
 - o 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

11. 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
Director Institutional Support Services	P5	0	0	1
Senior Secretary	P11	0	0	1
Interns	N/A	0	0	0

11.2 Sub-Programme: Administration

1. Key Legislative Objectives

- ☐ General office administration of the Gauteng Provincial Legislature.
- ☐ Design, introduction and maintenance of procedures and policies for the canteen
- ☐ Asset management and Art collection, Fleet management, registry, document services, artworks, switchboard, cleaning services and interior décor

2. Decision Units / Key Areas of Leverage

- ☐ Fleet management /Transport management
- ☐ The managing of the following contracts catering, cleaning, hygiene etc
- ☐ Management of the assets that reside in the City Hall Building and the NCOP office in Cape Town as well as stock control of all stationery.
- ☐ Monitoring and controlling of telephones
- ☐ Document services
- ☐ Managing of the Legislature's art collection
- ☐ Décor management
- ☐ Procuring, repairing and allocating of all furniture in the building.
- ☐ Venue Management

3. Optimal delivery in the following areas:

- ☐ Co-ordinate all transport bookings
- ☐ Manage the fleet vehicles in the Legislature
- ☐ Update of petrol cards
- ☐ Monitoring of assets
- ☐ Procuring of assets
- ☐ Disposal of assets
- ☐ Stock control
- ☐ Telephones usage and system
- ☐ Offer optimal switchboard service
- ☐ Hygiene services
- ☐ Managing of various contracts
- ☐ Implementing and managing of inventory systems
- ☐ Relay messages to relevant people
- ☐ Collection of mail
- ☐ Delivery of mail
- ☐ Maintain registry system
- ☐ Purchase and issuing of stationary to staff
- ☐ Printing of official documents such as the letter heads, official purchase orders, cheques
- ☐ Maintaining the Legislatures art collection.
- ☐ Managing the interior décor in the City Hall Building
- ☐ Prepare reports for submission to various stakeholders
- ☐ Development of policies and procedures
- ☐ Complete insurance claims
- ☐ Communication with external clients
- ☐ Assist other departments are per requests
- ☐ Venue management and bookings

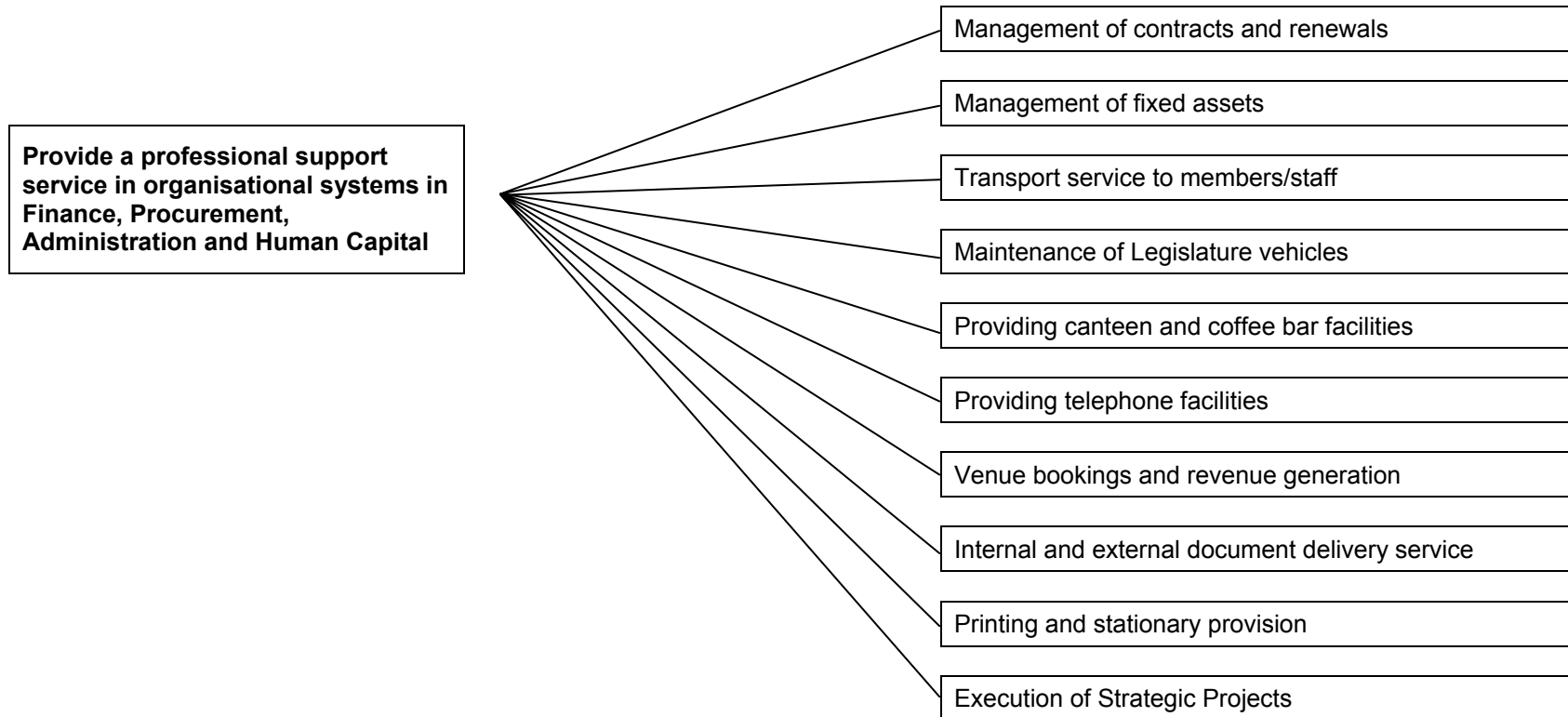
Compliance with Statutory requirements

The Administration Department must comply with the following statutory requirements;

- ☐ Public Finance Management Act
- ☐ Treasury Regulations
- ☐ Transport Regulations
- ☐ Legislature Services Board
- ☐ Labour Relations
- ☐ Policies and procedure of the Gauteng Provincial Legislature

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the Operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: Implement Debit Card System in canteen for staff

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Research systems	Systems researched	Suppliers Products	Quality	System to meet requirements	X				Admin Manager IT Manager
2	Presentation by suppliers	Presentation	Suppliers / products	Quality	System to meet requirements		X			Admin Manager IT manager
3	Presentation to the IT committee	System presented	Suppliers Products	Time	Presentation with in two weeks			X		Admin Manager IT manager
4	Presentation to Provincial Secretary	System presented and approved	Suppliers Products Time Venue	Quality	To meet satisfaction of Secretary			X		Admin Manager IT manager Director: SS
5	Presentation to Staff	System presented	Suppliers Products Time Venue	Quality	To meet satisfaction of Staff			X		Admin Manager IT manager Director: SS
6	Implement system	System implemented	Suppliers Staff Catering contractor IT equipment	Time	Within 3 months after approval			X		Admin Manager IT manager Director: SS
7	Train on system	Trained staff and contractor	Training	Time	Within 1 week after approval			X		T & D Officer

Strategic Objective No 2: Rejuvenate City Hall (Interior Decorating)

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop proposal	Proposal	Suppliers	Quality	Proposal to meet strategic objectives of City Hall rehabilitation	X				Admin Manager Auxiliary Services
2	Present proposal to the Cultural and Heritage committee	Proposal considered and amended	Heritage Committee	Quality	Amended plan to be in line with strategic objectives	X				Admin Manager
3	Present Proposal to the Secretariat	Approved proposal		Quality	Proposal to meet Secretary's requirements	X				Admin Manager Director: ISS
4	Initiate procurement process	Tender	Procurement personnel Suppliers	Time	Within 4 months after approval process	X				Procurement Personnel
5	Appoint suppliers	Suppliers appointed	Suppliers Procurement Unit	Time	Completed with in the time frame		X			Admin Manager Procurement Manager
6	Revamping process to take place	Work started	Suppliers Procurement	Time Quality	Quality of workmanship		X			Admin Manager Building Manager
7	Complete project	Project completed	Suppliers Building Unit Procurement Unit	Time Quality	Work completed				X	Admin Manager Building Manager Procurement Manager

6. MTEF Strategic Objectives 2005 – 2009

2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Implement Debit card system in Canteen for staff	Review and evaluate	Review and evaluate	Review and evaluate	
Rejuvenate City hall (interior decorating): <ul style="list-style-type: none"> ○ Arts and décor ○ Revamp of kitchen ○ Furniture and equipment ○ Maintenance contract on organ 	Rejuvenate Post Office <ul style="list-style-type: none"> ○ Arts and décor ○ Furniture and equipment 	Review and evaluate	Review and evaluate	Review and evaluate

7. Sub-programme description, Measurable Objectives and Key Outputs

ADMINISTRATION UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Management of contracts and renewals	Satisfied stakeholders	Time	Expiry date	Expiry date	Expiry date	Conditions and tender documents	Contracts
Management of fixed assets	Updated fixed asset register	Accuracy	100% of assets recorded	100% of assets recorded	100% of assets recorded	100%	Asset Management Reports
Transport service to Members and staff	Safe and timely transportation	% Reliability	100%	100%	100%	Transport policy	Logbook and transport requisitions
Maintenance of Legislature vehicles	Maintained Vehicles	Frequency	Servicing of vehicles after 10 000km	Servicing of vehicles after	10 000km	Audit requirements	Management letter
Providing canteen and coffee bar facilities	Satisfied stakeholders	% Availability of provisions	100%	100%	100%	100%	Canteen and coffee bar
Providing telephone facilities	Optimal telephone facility and uptime	% uptime	100% uptime	100% uptime	100% uptime	100% uptime	Telephone notices
Venue bookings and revenue generation	Satisfied Customers	No. of complaints	0	0	0	< 5	Comments register/ periodic questionnaire
Internal and external Document delivery service	Timely and Accurate delivery service	Time	Within 1 day of request	Within 1 day of request	Within 1 day of request	Within 1 day of request	Distribution Register
Printing and Stationery provision	Timeous supply of printing and stationery requirements	Time	Within 3 weeks of requisition date	Within 3 weeks of requisition date	Within 3 weeks of requisition date	Within 3 weeks of requisition date	Stationery and Printing requisitions

ADMINISTRATION UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Execution of Strategic Projects: <input type="checkbox"/> Introduction of the debit card system <input type="checkbox"/> Rejuvenation of the City Hall	Completed Project Plans	Quality	75%	95%	100%	As per individual plans	Printed plans

8. General Assumptions

1. Submissions do not change
2. Complement of Members of the Legislature not to exceed 73 and support staff does not exceed 229
3. Legislature to use same premises in the next financial year
4. Inflation rate is 6% and is not exceeded
5. SAP is fully operational
6. Telephone cost is centralized in Administration
7. Stationery costs is centralized in Administration
8. IT services is centralized in IT & Technology Unit
9. Personnel budget is located in the Management budget of ISS
10. Staff training budget is located in Human Resources budget
11. Administration staff need training
12. Consultants to assist on projects
13. Telecommuting is not fully underway
14. No fundamental changes to amended PFMA
15. Economic stability and stable currency
16. No changes in Program and Sub-Program structure
17. No changes in political structure

Specific assumptions

1. Staff complement of unit does not exceed 11 staff in the financial year.
2. Petrol price remains the same.
3. The transport costs will increase by 6%.
4. Units have adequately budgeted on Admin centralised functions.
5. Contracts are renewed on inflationary rates.
6. The Duncan hall component of the city hall will not be let out
7. City Hall is renovated and completed.
8. Cleaning services, hygiene services, pest control and other contracts are extended to include the City Hall.
9. No extra art works are procured for the art collection.
10. Committee rooms require refurbishment

9. Activities / Tasks

Rank of activities

- 1 - Extremely important
- 2 - Average importance
- 3 - Not important

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
♦ Implementation and maintenance of Internal Controls	1		
♦ Implement Registry System		2	
♦ Implement PFMA requirements and fulfil PFMA responsibilities	1		
♦ Develop policies	1		
♦ Organize workshops		2	
♦ Travel by road and air		2	
♦ Book hotel accommodation		2	
♦ Organise/ Attend meetings	1		
♦ Canteen subsidy	1		
♦ Cleaning of premises	1		
♦ Use of professional consultants	1		
♦ Plan staffing requirements	1		
♦ Reimburse S & T claims	1		
♦ Attend meetings, forums & workshops	1		
♦ Hygiene services	1		
♦ Furniture	1		
♦ Transport service	1		
♦ Communication service / Telephones	1		
♦ Managing of assets	1		
♦ Plant service		2	
♦ Maintaining of art works	1		
♦ Venue bookings	1		
♦ Mail / courier service	1		

10. Organise Activities into Associated Cost Codes

NON CENTRALIZED COSTS

- ☐ 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
 - ☐ Cleaning
 - ☐ Workshops and functions
 - ☐ Postage
 - ☐ Stationary
 - ☐ Transport
 - ☐ Subsistence and Travel
 - ☐ Catering contract
 - ☐ Hygiene service
 - ☐ Plant service
 - ☐ Furniture
 - ☐ Interior décor
 - ☐ Printing official
-
- ☐ Attachment training
 - ☐ Computer Consumables
 - ☐ Computer Software
 - ☐ General Stationery
 - ☐ Insurance
 - ☐ Interior Décor
 - ☐ IT Outsourcing
 - ☐ IT Services
 - ☐ Photocopier consumables
 - ☐ Plant Services
 - ☐ Postage
 - ☐ Staff Bursaries
 - ☐ Refreshments
 - ☐ Staff Training
 - ☐ Staff Recruitment

- ☐ Technical services
- ☐ Telephone - usage
- ☐ Telephone - system
- ☐ Transport Motor
- ☐ Office Equipment
- ☐ Technical Equipment
- ☐ Computer Hardware
- ☐ Furniture

11. Staff Budget

Specific assumptions:

- No retrenchments
- Evaluation of position takes place
- No structural change

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Administration Manager	P8 / subject to job evaluation		0	1
Aux. Services Co-ordinator	P9		0	1
Switchboard operators	P14		0	2
Drivers	P14		0	2
Document clerk	P14		0	3
Venue Co-ordinator (CONTRACT)	P11		1	1
Admin Officer	Subject to evaluation			1
Senior Driver	P13		1	
TOTAL		0	2	11

11.3 Sub-Programme: Finance

1. Key Legislature Objectives

- ☐ To support the function 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
- ☐ To continuously achieve an unqualified audit report.
- ☐ To implement all applicable requirements in terms of PFMA

2. Decision Units / Key Areas of Leverage

(Areas of Activity in line with Strategic Objectives and Strategic Plans)

- ☐ Financial Management & Administration
- ☐ Budgetary formulation, compilation, control and management
- ☐ Financial Accounting & Reporting
- ☐ Bank and Cash Management
- ☐ Implementation of PFMA responsibilities
- ☐ Implementation and maintenance of Internal Controls and Finance Manual
- ☐ Salary administration and control – Members and Staff
- ☐ Maintenance of Accounting Records
- ☐ Internal Audit
- ☐ External Audit
- ☐ Audit Committee Meetings

3. Optimal delivery in the following areas:

- ☐ Effective and efficient financial management
- ☐ Payroll administration for Members and staff
- ☐ Implementation of internal and external audit recommendations
- ☐ Security of financial and payroll information
- ☐ Implementation and co-ordination of Internal Audit Function
- ☐ Implementation of Fraud Prevention Plan
- ☐ Staff training on financial policies and procedures

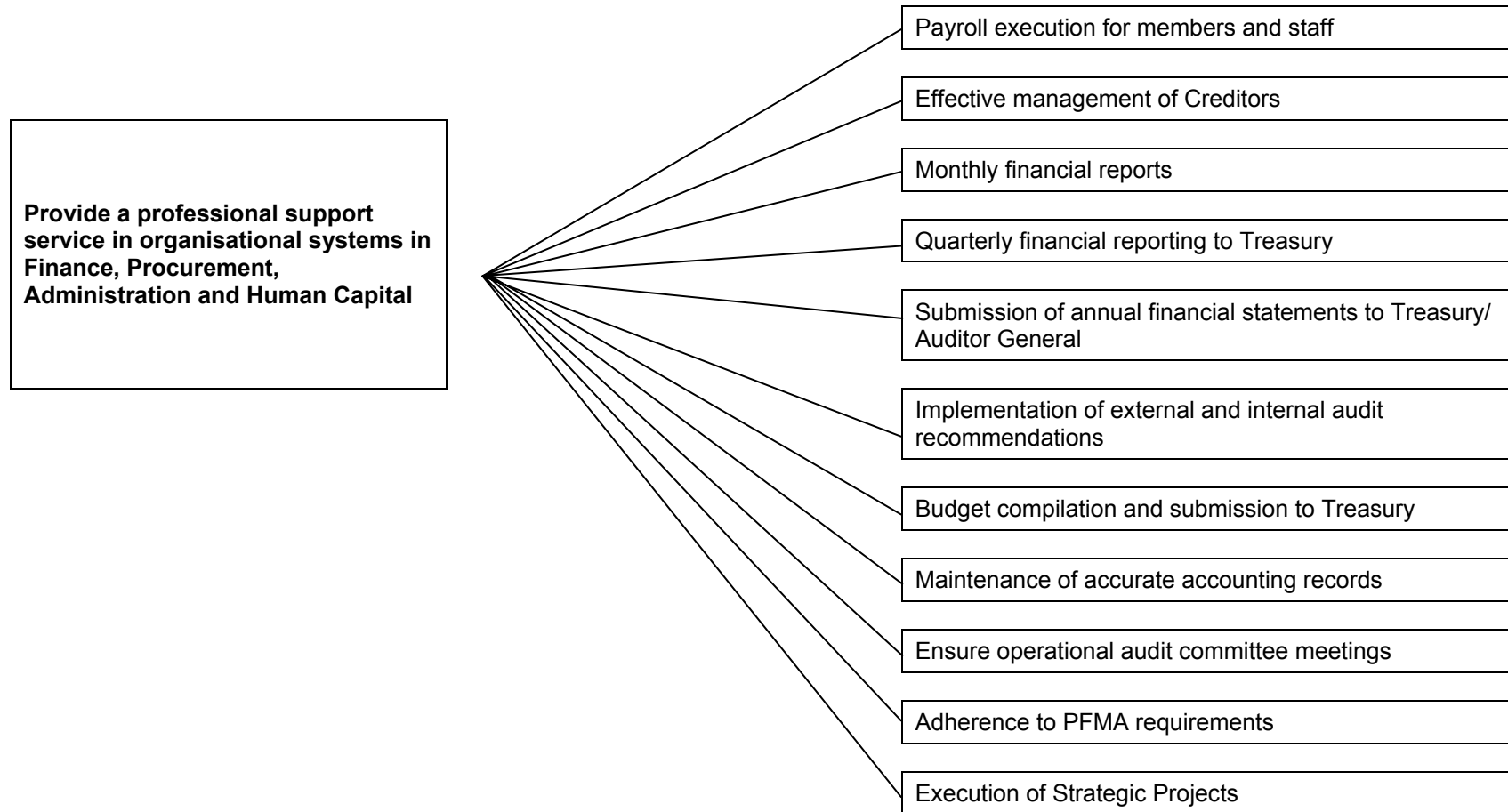
- ☐ Compliance with Statutory requirements
 - Public Finance Management Act
 - Treasury Regulations
 - Income Tax Act
 - Provident funds and Pension funds Act
 - UIF Act
 - Medical Aids Act

- ☐ Financial reporting to
 - Executive Authority
 - Treasury
 - Office of the Auditor-General
 - Department of Finance & Economic Affairs
 - Legislature Services Board
 - Audit Committee
 - Public Accounts Committee
 - Ad-hoc Committee
 - Accounting Officer
 - Management of the Legislature

- ☐ Submission of statutory returns
- ☐ PAYE returns
- ☐ IRP5 certificates and reconciliation
- ☐ Pensions fund
- ☐ Provident fund
- ☐ Medical Aid
- ☐ UIF

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: Achieve an unqualified audit

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Review Auditor General 's recommendations of prior years	<ul style="list-style-type: none"> Applied and implemented recommendations of the Auditor General 	<ul style="list-style-type: none"> External Audit Management letter Audit Committee 	Time	Recommendations to be implemented within 3 months after report		X			CFO
2	Review Finance Manual in line with Auditor - General recommendations of prior years	<ul style="list-style-type: none"> Revised Finance Manual 	<ul style="list-style-type: none"> Audit Management letter 	Time	Recommendations to be implemented within 3 months after report		X			Dir : ISS And CFO
3	Workshop staff on financial policy & procedure manual	<ul style="list-style-type: none"> Finance Policy workshop 	<ul style="list-style-type: none"> Training Financial policy & procedure manual Equipment Consultants Workshop 	Time	Staff to be workshopped in first month of new year		X			Dir : ISS And CFO
4	Train programme & sub-programme managers on Financial Management	<ul style="list-style-type: none"> Managers trained on PFMQA and Treasury regulations 	<ul style="list-style-type: none"> Consultants Workshops Venue 	Quality	Training to be relevant and effective				X	HR Manager
5	Review Delegation of Authority	<ul style="list-style-type: none"> Revised Delegation of Authority 	<ul style="list-style-type: none"> Accounting Officer/Secretariat 	Quality	Delegations to be reviewed in line with org structure and policies	X				Provincial Secretary and CFO

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
6	Review, maintain, and implement PFMA requirements	<ul style="list-style-type: none"> Adhered PFMA requirements 	<ul style="list-style-type: none"> PFMA CFO Forum 	Quality	Implementation must be in line with PFMA requirements	X	X	X	X	CFO
7	Internal audit plan & execution	<ul style="list-style-type: none"> Internal controls within GPL 	<ul style="list-style-type: none"> Internal Audit Function 	Time and Quality	Coverage plan to be relevant to risk assessment	X	X	X		Dir : ISS, CFO and Risk Management Committee
8	Computer controls & management of profiles / user accounts	<ul style="list-style-type: none"> Profiles / user accounts monitored as prescribed 	<ul style="list-style-type: none"> SAP Basis support Delegation of authority policy 	Quality	Controls must be in line with delegations	X	X	X		Director : ISS/ IT Manager
9	Monthly reconciliation of Control Accounts	<ul style="list-style-type: none"> Reconciled control accounts 	<ul style="list-style-type: none"> Accountants SAP Stationery Computer Hardware 	Quality, Time and Accuracy	Reconciliations must be done monthly,	X	X	X	X	Accountant
10	Monthly and Annual cut-off procedures	<ul style="list-style-type: none"> Proper Monthly and Annual cut-off procedures 	<ul style="list-style-type: none"> Accountants SAP Computer Hardware 	Time and Accuracy	Cut-off procedures must be in line with accounting policy and basis	X	X	X	X	CFO and Accountant
11	Monthly and Quarterly submission of Financial Reports in terms of PFMA	<ul style="list-style-type: none"> Submitted Financial reports in terms of PFMA 	<ul style="list-style-type: none"> Computer Hardware Treasury Regulations 	Time and Quality	Reports within PFMA timelines and Treasury formats	X	X	X	X	CFO and Accountant

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
12	Verification and Management of month payroll	<ul style="list-style-type: none"> Reconciled IRP 5 certificates Reconciled payroll to general ledger 	<ul style="list-style-type: none"> Statutory guidelines Attendance at Workshops 	Time and Accuracy	Monthly review of payroll to general ledger	X	X	X	X	CFO and Accountant
13	Segregation of duties	<ul style="list-style-type: none"> Finance Manual Delegation of Authority 	<ul style="list-style-type: none"> Adequate staff Appropriate unit structure 	Quality	Segregation of duties must ensure internal controls	X	X	X	X	CFO
14	Close liaison with Auditor Generals office & Treasury	<ul style="list-style-type: none"> Approved Delegation of Authority 	<ul style="list-style-type: none"> DOA Policy Secretariat 	Quality	To ensure sound and professional relations with AG	X	X	X	X	CFO
15	Maintenance of proper accounting records	<ul style="list-style-type: none"> Accurate General ledger Reconciled monthly trial balance 	<ul style="list-style-type: none"> Accountants Software Hardware 	Time, Quality and accuracy	In line with GRAP, updated monthly and reliable	X	X	X	X	Accountant
16	Management of assets	<ul style="list-style-type: none"> Updated fixed asset register 	<ul style="list-style-type: none"> Fixed Asset system Fixed Asset policy SAP 	Time, Quality and accuracy	In line with GRAP, updated monthly and reliable	X	X	X	X	Admin Manager
17	Revenue Management	<ul style="list-style-type: none"> Received Funds 	<ul style="list-style-type: none"> Bank Account Receipt Books 	Time, Quality and accuracy	In line with GRAP, updated monthly and reliable	X	X	X	X	CFO, Admin Manager Accounting Controller and Venue coordinator

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
18	Preparation of Annual Financial Statements within 2 months after year end	<ul style="list-style-type: none"> Completed and submitted AFS 	<ul style="list-style-type: none"> SAP Staff Treasury guidelines 	Time, Quality and accuracy	In line with GRAP, as per Treasury formats	X				CFO/Finance Manager
19	Annual Audit	<ul style="list-style-type: none"> External Auditors 	<ul style="list-style-type: none"> Auditor General Audit Committee 	Time, Quality	Per PFMA and AG standards	X	X	X	X	CFO/Finance Manager
20	Final Audit report	<ul style="list-style-type: none"> Audit report 	<ul style="list-style-type: none"> Auditors 	Quality	No material reporting items		X			CFO/Finance Manager

5.2 Strategic Objective No 2: Review Corporate Governance processes with regard to risk management and internal audit

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Conduct risk assessment of all operational areas	<ul style="list-style-type: none"> Risk assessment report 	Internal Audit Service Provider	Time	No of hours applied in process	X				All Programme and sub-programme managers
2	Prepare internal audit coverage plan	<ul style="list-style-type: none"> Coverage plan for three years 	Internal Audit Service Provider	Quality	Relevance of the document	X				CFO
3	Submit coverage plan to risk management committee	<ul style="list-style-type: none"> Adopted plan by RMC 	Risk Management Committee	Time	Approval must take place before presentation to Audit Committee	X				CFO
4	Presentation of coverage plan to Audit Committee	<ul style="list-style-type: none"> Approved plan by Audit Committee 	Audit Committee	Quality	Plan to meet requirements of profile of Legislature	X				CFO
5	Implementation of coverage plan	<ul style="list-style-type: none"> Internal Audit execution 	Internal Audit Service Provider	Time	No. of hours applied by internal audit function		X			CEO/CFO
6	Develop report on Internal Audit findings	Internal Audit report	Internal Audit Service Provider	Quality	Report to identify weakness of internal control			X		CFO

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
7	Submit report to Secretary, Programme Managers, Risk management committee, Audit Committee	Responses to findings	Internal Audit Service Provider	Quality & Time	Responses to weakness must be submitted within 7 days			X		CFO
8	Implement recommendations of Internal Audit	Internal control weaknesses mitigated	Internal Audit Service Provider and Programme and sub-Managers	Quantity	Number of weaknesses not addressed			X		All Programme and sub-programme managers

5.3 Strategic Objective No 3: Review Asset Management System in line with GRAP

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				RESPONSIBLE
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1.	Review Audit recommendations	Audit recommendations reviewed	Management letter	Effective and Time	One month	X				Admin Manager
2.	Review and implementation of GRAP guidelines	GRAP implementation	Accounting standards Board	Efficiency	Stringent Implementation of guidelines	X				Admin Manager
2.	Conduct asset count	Asset count	MR system	Efficiency	Must be conducted twice a year	X		X		Admin Manager and Auxiliary coordinator
3.	Synchronise count to asset register	Update asset register / system	MR system	Quality	Physical asset count and records must be in line	X		X		Admin Manager and Auxiliary coordinator
4.	Generate fixed asset report	Fixed asset report	MR system	Quality	Report must be accurate	X	X	X	X	Admin Manager
5.	Asset statutory audit	Audited fixed assets	External audit	Quality	Outcome of audit must be satisfactory				X	Admin manager and auxiliary coordinator

6. MTEF Strategic Objectives 2005 – 2009

2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Achieve an unqualified audit	Achieve an unqualified audit	Achieve an unqualified audit		
Review Corporate governance processes <ul style="list-style-type: none"> • Risk management processes • Internal audit processes • Review and enhancements 	<ul style="list-style-type: none"> • Risk management processes • Internal audit processes • Review and enhancements processes 	<ul style="list-style-type: none"> • Risk management processes • Internal audit processes • Review and enhancements 		
Review of asset management system in line with GRAP	Review of asset management system in line with GRAP	Review of asset management system in line with GRAP		

7. Sub-Programme Description, Measurable Objectives and Key Outputs

FINANCE UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Payroll execution for Members and Staff	Remunerated Members and staff in line with policy and POB Remuneration Act	Time Accuracy	15 th and 25 th of the month respectively 100%	15 th and 25 th of the month respectively 100%	15 th and 25 th of the month respectively 100%	Remuneration Policy and POB remuneration Act	Payroll reports and Bank Statement
Effective Management of Creditors	Cordial relations with Suppliers/ Honoured Liabilities	Time Accuracy	15 days from receipt of invoice 100 %	15 days from receipt of invoice 100 %	15 days from receipt of invoice 100 %	30 days	Cheque Register Creditors control account
Monthly Financial reports	Financial Reports submitted to Treasury within 15 days after month end	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 – Sec 40(4)c of PFMA	Treasury records Government Gazette
Quarterly Financial reporting to Treasury (Financial)	Financial Reports submitted to Treasury within 15 days after each quarter	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 – Sec 40 of PFMA	Treasury records Government Gazette

FINANCE UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Submission of Annual Financial Statements to Auditor-General and Treasury	On time submission	Time	60 days after year-end	60 days after year-end	60 days after year-end	60 days after year-end Sec 40(1)c	Annual Report Audit Report
Implementation of External Audit recommendations	Unqualified Audit	% of recommendations implemented	100 %	100%	100%	100%	Management Letter Audit Report
Implementation of Internal Audit recommendations	Internal audit report free of negative reports	% of recommendations implemented	100 %	100%	100%	100%	Audit Committee and Internal Audit reports
Budget compilation and submission to Treasury	Approved Budget by LSB and Treasury	Date And Quality	As determined by Treasury Per Treasury Format	As determined by Treasury Per Treasury Format	As determined by Treasury Per Treasury Format	Treasury timeframes and formats	Published Budget Statement 2
Maintenance of accurate accounting records	Full and Proper records of financial affairs of the Legislature	% of Accuracy	100 %	100 %	100 %	Sec 40 (1) a of PFMA	General Ledger

FINANCE UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Operational Audit Committee	Audit Committee Meetings	No of meetings	4	4	4	4	Minutes
Compliance to PFMA	Adherence to PFMA requirements	% Compliance	100 % in terms of ASB / NT implementation plan	100 % in terms of ASB / NT implementation plan	100 % in terms of ASB / NT implementation plan	in terms of ASB / NT implementation plan	ASB Directives Audit reports
Execution of Strategic Projects <ul style="list-style-type: none"> ○ Strategy to achieve an unqualified audit ○ Risk assessment review processes ○ Asset management in line with GRAP 	Completed Project Plans	Quality	75%	95%	100%	As per individual plans	Printed plans

8. Specific / General Assumptions

1. Staff complement of unit does not exceed 8
2. Position of CFO and Finance Manager to be segregated
3. Complement of Members of the Legislature not to exceed 80 and support staff does not exceed 230
4. Legislature to use same premises in the next financial year
5. Inflation rate is 6%
6. SAP is fully operational
7. Telephone cost is centralized in Administration
8. Stationery costs is centralized in Administration
9. IT services is centralized in IT & Technology Unit
10. Personnel budget is located in the Management budget of ISS
11. Staff training budget is located in Human Resources budget
12. All Finance staff need training
13. Consultants to assist on projects
14. Telecommuting is not fully underway
15. No fundamental changes to amended PFMA
16. Economic stability and stable currency
17. No changes in Programme and Sub-Programme structure
18. No changes in political structure
19. Application of Modified cash basis of accounting
20. Application of GRAP

9. 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		
♦ Co-ordinate Audit Committee meetings				
♦ Attend Audit Committee meetings		1		
♦ Implement PFMA requirements and fulfil 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 travellers cheques		1		
♦ Organise Audit Committee Meetings		1		
♦ Organise Risk Management Committee Meetings		1		
♦ Process S&T claims		1		

10. Organise Activities into Associated Cost Codes

- ☐ Personnel Expenditure
 - ◆ Basic salary
 - ◆ Motor Allowance
 - ◆ Cell phone
 - ◆ Medical Aid
 - ◆ Provident fund
 - ◆ PPMS awards
 - ◆ UIF
- ☐ Accommodation - local
- ☐ Air travel - domestic
- ☐ Banking charges
- ☐ Consultants
- ☐ Entertainment
- ☐ Travel & Subsistence
- ☐ Workshops and Functions
- ☐ Subscriptions
- ☐ External Audit fees
- ☐ Internal Audit fees

Centralised costs

- ☐ Attachment training
- ☐ Computer Consumables
- ☐ Computer Software
- ☐ General Stationery
- ☐ Insurance
- ☐ Interior Décor
- ☐ IT Outsourcing
- ☐ IT Services
- ☐ Photocopier consumables
- ☐ Plant Services
- ☐ Postage
- ☐ Refreshments
- ☐ Staff Bursaries
- ☐ Staff Training
- ☐ Staff Recruitment
- ☐ Technical services
- ☐ Telephone - usage
- ☐ Telephone - system
- ☐ Transport Motor
- ☐ Office Equipment
- ☐ Technical Equipment
- ☐ Computer Hardware
- ☐ Furniture

11. Staff Budget

Specific assumptions:

- job evaluation for new / re-structured posts only
- No retrenchment
- Broad - banding fully implemented
- Finance Unit structure post OD intervention in 2003/4 financial year

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Chief Financial Officer	P6	0	0	1
Finance Manager / Deputy CFO	Subject to job evaluation	0	1	0
Accountant	P8	0	0	1
Accounting Controller	P8	0	0	1
Budget Officer	Subject to job evaluation	0	0	1
Risk Accountant	Subject to job evaluation	0	0	1
Senior Accounts Clerk	P10	0	0	1
Creditors Clerk	P11	0	0	1
Secretary	P12	0	0	1
TOTAL		0	1	8

11.4 Sub-Programme 4: Procurement

1. Objectives

To support the functioning of the Legislature through effective and efficient procurement service at the most economical manner, and ensuring that Previously Disadvantage Individuals are empowered accordingly, allowing fair and equal treatment to our suppliers, with the limited resources available to deliver the goods and services required to our internal customers within a specific time frame.

2. Decision Units / Key Areas of Leverage

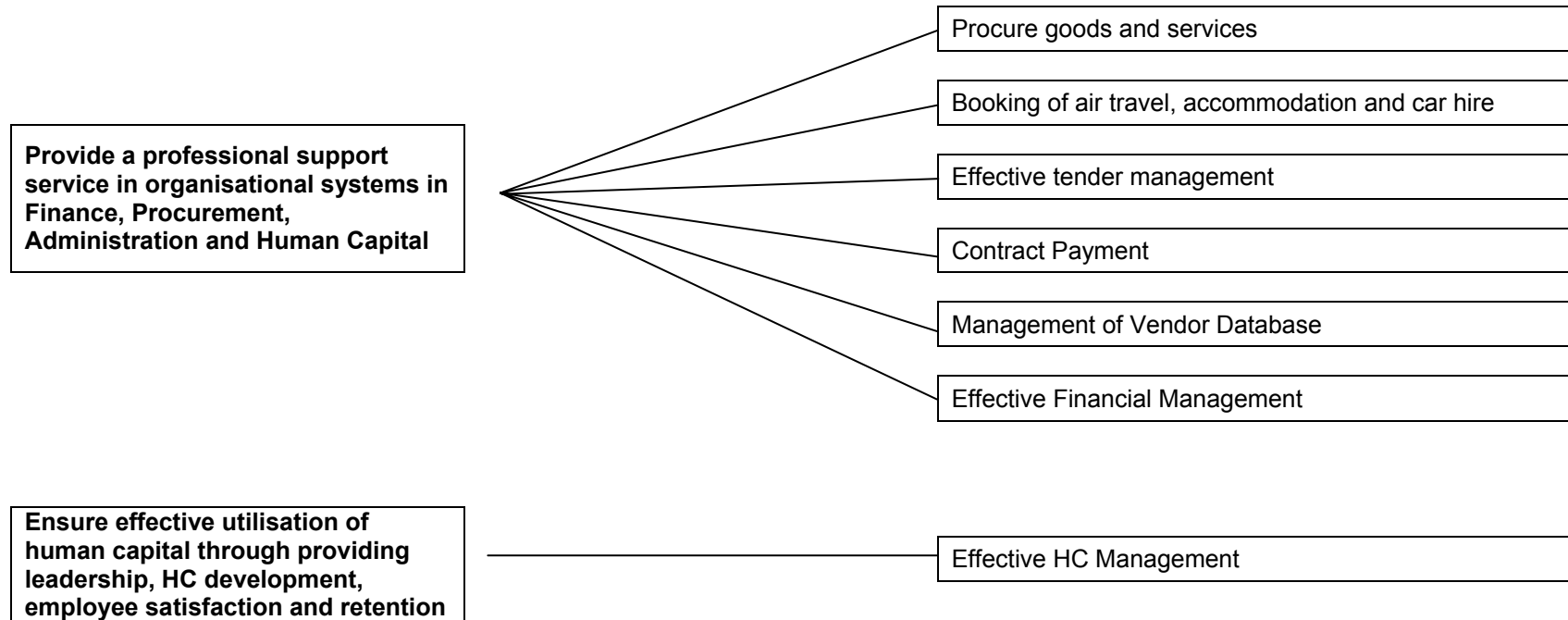
- ☐ Procurement Management
- ☐ Travelling Management
- ☐ Goods Receiving
- ☐ Contract Management /Administration
- ☐ Procurement Reporting
- ☐ Vendor Management
- ☐ Black Economic Empowerment reporting

3. Optimal delivery in the following areas:

- ☐ Procurement of goods and services
- ☐ Receiving of goods and services for internal customer
- ☐ Confidentiality of prices and quotations
- ☐ Compliance with Statutory requirement
- ☐ Public Finance Management Act (PFMA)
- ☐ Preferential Procurement Policy Framework Act
- ☐ Broad Based Black Economic Empowerment
- ☐ Procurement reporting
- ☐ Acquisition Council

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the operational Measurable Objectives



5. Sub-Programme Description, Measurable Objectives and Key Outputs

KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	Target			Standard	Source of Data
			2005/06	2006/07	2007/08		
Procure goods and Services	Receipt of goods and Services	Time Efficiency Cost	Daily, weekly and monthly	Daily, weekly and monthly	Daily, weekly and monthly	Policies	Legislation Policies SAP
Bookings of Air Travel, Accommodation and car hire	Satisfied stakeholders in terms of arrangements	Time Efficiency Cost	Daily, weekly and monthly	Daily, weekly and monthly	Daily, weekly and monthly	Policies	Policies SAP Requisitions
Effective tender management	Appointed service provider in terms of criteria	Time Efficiency Cost	Monthly and yearly	Monthly and yearly	Monthly and yearly	Legislation Policies	Tenders/Contracts SAP Purchase Orders
Contract payment	Contracts paid	Time Quality Cost	Monthly	Monthly	Monthly	Legislation Policies	SAP Outline agreement Contracts
Management of vendor database	Vetted supplier database	Defining criteria: 1. CK Form 2. Tax clearance certificate 3. Cancelled cheque	100 %	100 %	100 %	Best practice Procurement policies	DTI and SARS SAP

KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	Target			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective HC management	Management of Procurement staff through: <ul style="list-style-type: none"> PPMS Training and development 	Quality, Time, Cost	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Legislation Policies Best practice	R-Drive Legislation Policies
Effective Financial Management	Effective Management of financial resources in line with the budget	Time, % and Quality	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Legislation Regulations Policies Best practice	Reports R-Drive

6. General Assumptions

1. Staff complement of unit does not exceed eight (8) including two new positions
2. Complement of Members of the Legislature not to exceed 80 and support staff does not exceed 170
3. Legislature to use same premises in the next financial year
4. Operations dependant on the stability of SAP
5. Telephone cost is centralized in Administration
6. Stationery costs is centralized in Administration
7. IT services is centralized in IT & Technology Unit
8. Personnel budget is located in the Management budget of ISS
9. Staff training budget is located in Human Resources budget
10. All Procurement staff need training
11. Consultants to assist on projects
12. Telecommuting is not fully underway
13. No fundamental changes amended by PFMA
14. Economic stability and stable currency
15. No changes in Programme and Sub-Programme structure
16. No changes in political structure

Specific Assumptions

1. Strategic partnership with GSSC
2. Procurement reforms
3. Fluctuations on the exchange rate
4. Changes of internal structure
5. Stable prices on air travel domestic
6. Unstable prices on international travel and accommodation
7. Unstable petrol price affects final product price

7. Activities / Tasks

Rank of activities

- 1 - Extremely important
- 2 - Average importance
- 3 - Not important

ACTIVITY / TASKS		RANK 1	RANK 2	RANK 3
♦ Check the correctness of Purchase requisitions		1		
♦ Allocate Purchase requisitions		1		
♦ Create RFQ & Issue RFQ		1		
♦ Maintain Quotations		1		
♦ Evaluate Quotations		1		
♦ Process Purchase orders		1		
♦ Release & Authorize Purchase Orders		1		
♦ Air Travel-International & Domestic		1		
♦ Arrange accommodation and venues for conferences		1		
♦ Process S&T for the unit		1		
♦ Expedite Purchase Orders		1		
♦ Receiving of goods and services		1		
♦ Receiving of invoices & monthly contract invoices		1		
♦ Negotiate Contracts		1		
♦ Loading Contracts on SAP		1		
♦ Releasing P/orders against contract		1		
♦ Advertise Tenders in newspapers		1		
♦ Conduct site meetings		1		
♦ Facilitate Public opening of Tenders		1		
♦ Evaluate Tenders		1		
♦ Recommend the successful Tender		1		
♦ Present the tender to the internal Tender Committee		1		
♦ Maintain constant contact with the Tender Board		1		
♦ Serve as the link between the Tender Board & GPL		1		
♦ Offer in-house training on SAP-MM		1		
♦ Serve as a link between the supplier and Finance dept		1		
♦ Develop policies & procedures		1		
♦ Organize workshops			2	
♦ Travel by road			2	
♦ Organize/ Attend meetings			2	
♦ Plan staffing requirements		1		
♦ Use of professional consultants			2	
♦ Attend forums, workshops & conferences			2	

8. Organise 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
- ☐ Audit fees
- ☐ Consultants
- ☐ Internal Audit fees
- ☐ Fraud Prevention Planning

Centralised costs

- ☐ Attachment training
- ☐ Computer Consumables
- ☐ Computer Software
- ☐ General Stationery
- ☐ Insurance
- ☐ Interior Décor
- ☐ IT Outsourcing
- ☐ IT Services
- ☐ Photocopier consumables
- ☐ Plant Services
- ☐ Postage
- ☐ Refreshments
- ☐ Staff Bursaries
- ☐ Staff Training
- ☐ Staff Recruitment
- ☐ Technical services
- ☐ Telephone - usage
- ☐ Telephone - system
- ☐ Transport Motor
- ☐ Office Equipment
- ☐ Technical Equipment
- ☐ Computer Hardware
- ☐ Furniture

9. Staff Budget

Specific assumptions:

- Make Contract Technical Buyer post permanent
- No retrenchment
- Appointment of new staff member

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Procurement Manager	P8	0	0	1
Provision Co-ordinator	P9	0	0	1
Senior Technical Buyer	P9	0	0	1
Technical Buyer (contract)	P10	0	1	1
Travel Officer	P11	0	0	1
Procurement Officer	P12	0	0	1
Procurement Officer	P12	0	0	2
Receiving Clerk	P13	0	0	1
TOTAL		0	1	8

11.5 SUB-PROGRAMME: HUMAN CAPITAL

1. Key Legislative Objectives

To support the function of the Legislature through a professional, effective and efficient human resources management system, effective budgetary control is the key cornerstone, to strengthen the accountability of managers for expenditure, overlooking the economical use of resources and informative and timeous reporting to all stake-holders whilst striving for the development of staff and members to be competent and productivity.

Human Resources department is responsible for the interests of all staff and members of the Legislature in areas of development and training, remuneration and employee benefits, administration of the personnel records, industrial relations matters, and employee assistance programs and well as compliance with legislation regulating the relationship between employer and employee.

2. Decision Units / Key Areas of Leverage

- ☐ Recruitment and Selection (Filling of vacant posts)
- ☐ Training and Development
- ☐ Labour Relations
- ☐ Human Resources Policy Development
- ☐ Human Resources Organisational Development (OD)
- ☐ Leave Administration and Maintenance
- ☐ Benefits Administration
- ☐ Employee Assistance Program (Workplace Wellness)
- ☐ Integrated Performance Management Systems
- ☐ Harnessing Human Capital Development Management
- ☐ Maintenance of Personnel Records
- ☐ Compensation Management
- ☐ Career and Succession Planning
- ☐ Leadership Development and Bursary Assistance Program

3. Optimal delivery in the following areas:

- ☐ Management of Human Resources within the Legislature
- ☐ Payroll administration for Members and staff
- ☐ Audit free of negative incidents
- ☐ Maintenance of HR systems and payroll information
- ☐ Staff training on human resources policies and procedures

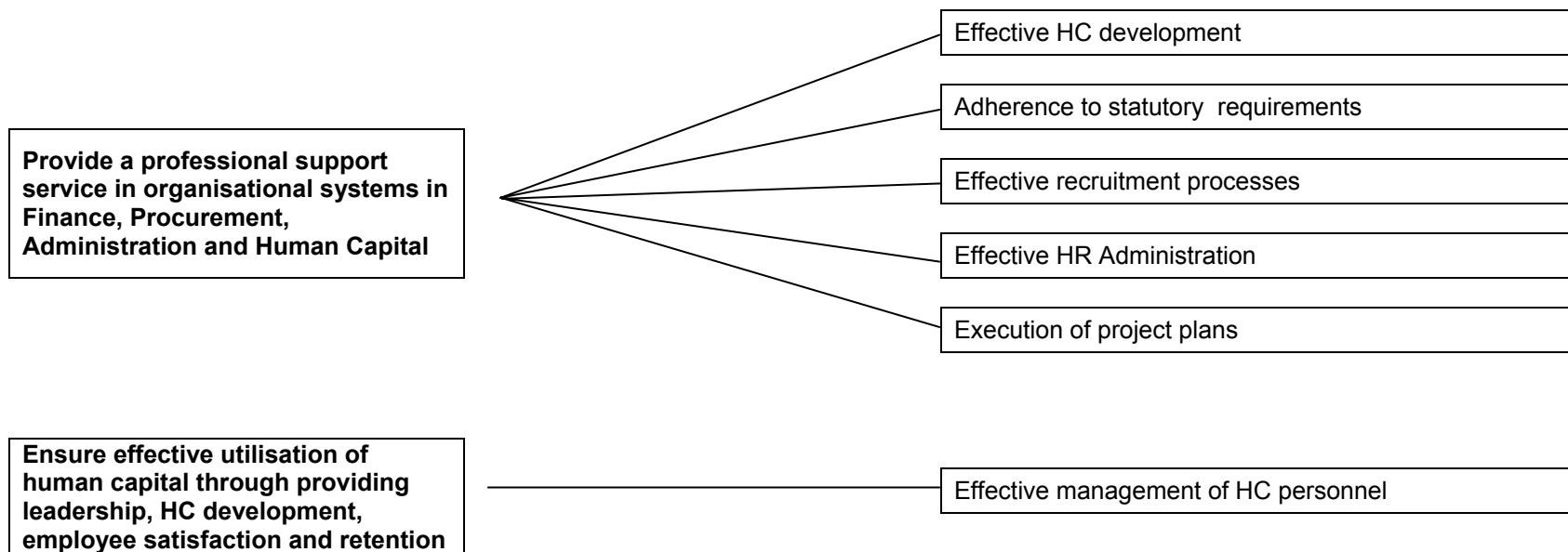
- ☐ Compliance with Statutory requirements
 - Public Finance Management Act
 - Treasury Regulations
 - Income Tax Act
 - Provident funds and Pension funds Act
 - Medical Aids Act
 - Labour relations Act
 - Basic conditions Employment Act
 - Employment Equity Act
 - Skill Development Act

- ☐ Human Resources prepares reports for submission to
 - Office of the Auditor-General
 - Department of Labour
 - Legislature Services Board
 - Human Resources Committee
 - Management of the Legislature(Secretariat)
 - Public Service - PSETA

- ☐ Submission of statutory returns
 - Employment Equity Report
 - Skill Development Plan

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: Policy Development and review

NO	ACTION STEPS	OUTPUT STANDARDS	RESOURCES	Unit of measure	Description of the unit of measure	TIMING				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Conduct survey and benchmarking exercise	Benchmarking and survey report	<ul style="list-style-type: none"> • Telephone • Travel • Internet • Consultant 	Quality	Survey and benchmark to be relevant	X				HR Manager
2	Review policy document	Policy document reviewed	<ul style="list-style-type: none"> • Researcher 	Quality	To be in line with survey and benchmarking results	X				HR Manager
3	Consult with stakeholders	Consultation sessions concluded	<ul style="list-style-type: none"> • Stakeholders 	Quality	To meet stakeholder requirements		X			HR Manager
4	Consideration by Members Affairs Committee	Recommendations of Members Affairs Committee	Members Affairs Committee	Quality	To meet Members Affairs Committee		X			HR Manager
5	Submit developed policy to Secretariat	Revised policy approved by Secretariat	<ul style="list-style-type: none"> • Secretariat 	Quality	To meet Secretariat requirements		X			HR Manager
6	Submit developed policy to LSB	Policies approved by LSB	<ul style="list-style-type: none"> • LSB 	Quality	To meet LSB satisfaction		X			HR Manager

5.2 Strategic Objective No 2: Implement PEBA Human Capital Development

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Review all PEBA imperatives and Identify all support requirements	Resource requirements in support of PEBA	<ul style="list-style-type: none"> ISS Staff PEBA blue-print documents 	<ul style="list-style-type: none"> Time Quality 	Timeous and comprehensive analysis of PEBA requirements	X				ISS Director and HR Manager
2	Develop action plan	All support requirements met and approved	<ul style="list-style-type: none"> ISS Management PEBA blue-print documents 	<ul style="list-style-type: none"> Time Quality 	Timeous and comprehensive analysis of PEBA requirements	X				ISS Director
3	Allocate resources necessary	Resources allocated within budget and constraints	<ul style="list-style-type: none"> Action plan Budget Time Staff 	<ul style="list-style-type: none"> Time Quality Quantity 	Allocative efficiency	X				ISS Director
4	Implement PEBA imperatives <ul style="list-style-type: none"> Training Change management programmes Staffing requirements 	Support through : <ul style="list-style-type: none"> Focused training Focused change management programmes Recruitment of Staff in line with PEBA 	<ul style="list-style-type: none"> Budget Staff Plans 	<ul style="list-style-type: none"> Time Quality Quantity 	Allocative efficiency		X			Human Resources Manager

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
5	Monitor and review	Re-alignment of support and capacity building requirements for PEBA	<ul style="list-style-type: none"> Feedback reports Progress reports Budget Staff Plans 	<ul style="list-style-type: none"> Time Quality Quantity 	Allocative efficiency			X		Human Resources Manager and ISS Director
8	Implementation of recommendations on organisational culture sensitivities	Implemented organizational culture recommendations	Staff	Effective	Happy and harmonious environment				X	HR Manager and ISS Director
9	Implement policy/strategy on staff retention	Retention strategy implemented	Consultants Staff	Quality	Comprehensive research of policies and practices				X	HR Manager and ISS Director

5.3 Strategic Objective 3: Implement Career Development and Succession Planning

No	Action steps	Output Standards	Resources	Unit of measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Research policy and practice	Policy and practice researched	HR Consultant	Quality	Relevant and realistic	x				HR Manager
2	Develop Implementation Plan	Implementation Plan Developed	HR	Quality time	Realistic and achievable	x				HR Manager
3	Submit Implementation Plan to Secretariat	Proposal approved by Secretariat	Secretariat	Quality	Realistic and achievable	x				HR Manager
4	Consultation with staff and union	Staff and union consulted	HR Union	Quality	Realistic and achievable		X			HR Manager
5	Consideration by the HRD Committee	Proposals considered by HRD Committee	HR	Quality	Realistic and achievable		x			HR Manager
6	Consideration by the LSB	Proposal approved by LSB	HR LSB	Quality	Realistic and achievable		x			HR Manager
7	Implementation of policy	Policy implemented	HR	Effective	Realistic and achievable	x				HR Manager

5.4 STRATEGIC OBJECTIVE 4: Implement, facilitate and monitor IPMS and PPMS

No	Action steps	Output Standards	Resources	Unit of Measure	Description of the Unit of Measure	Timing				Resp
						Q1 Apr 04 to Jun 04	Q2 Jul 04 to Sep 04	Q3 Oct 04 to Dec 04	Q4 Jan 06 to Mar 05	
1	Review policy document	Policy document reviewed	Researcher	Quality	Realistic and attainable		x			Director : ISS and HR Manager
2	Submit proposal to Secretariat	Proposal approved by Secretariat	Staff / HR	Quality	Realistic and attainable		x			Director : ISS and HR Manager
3	Consult with staff & union	Consultation sessions concluded	Staff / HR	Effective	Able to achieve its goals		x			Director : ISS and HR Manager
4	Consideration by HRD Committee	Policies approved by LSB	Staff / HR	Quality	Realistic, attainable and quarterly		x			Director : ISS and HR Manager
5	Consideration by LSB	Policy approved by LSB	Staff / HR	Quality and Time	Realistic, attainable and quarterly			x		Director : ISS and HR Manager
6	Implement policy	Policy implemented	Staff	Effective	Realistic and attainable			x		Director : ISS and HR Manager

6. Sub-Programme: Human Capital Strategic Objectives 2005 – 2009

2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Policy Development and review	Policy Development and review	Evaluate policies and update	Enhance policies	Review
Implement PEBA HC Development	Implement PEBA HC Development	Review PEBA HC development	Enhance PEBA HC development	Review
Implement career development and succession planning	Implement career development and succession planning	Review Career Development and Succession Planning	Enhance Career Development and Succession Planning	Review
Implement, facilitate and monitor IPMS and PPMS	Implement, facilitate and monitor IPMS and PPMS	Review IPMS and PPMS	Enhance IPMS and PPMS	Review
HR strategy development implementation “Show me the future strategies” on: ○ Acquiring HR ○ Developing HR ○ Rewarding HR ○ Maintaining HR ○ Terminating HR ○ HR Administration ○ Human Capital management ○ IPMS policy and PPMS policy review	HR strategy development implementation “Show me the future strategies” on: ○ Acquiring HR ○ Developing HR ○ Rewarding HR ○ Maintaining HR ○ Terminating HR ○ HR Administration ○ Human Capital management	HR strategy development implementation “Show me the future strategies” evaluation/ review		Review

7. Sub-programme Description and Measurable Objectives and Key Outputs

KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	Target			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective Human Capital development	Management of Human Capital development through: <ul style="list-style-type: none"> o Training needs o IPMS and PPMS reviews o Broad Banding assessments o Career and succession planning 	Time Accuracy Compliance	Monthly Quarterly Annually	Monthly Quarterly Annually	Monthly Quarterly Annually	Policies Legislation Review reports Assessments	R-Drive Policies Reports Legislation
Adherence to statutory requirements	Human Resources Management and administration in line with LRA, SDA EEA and PFMA	% Compliance	100 %	100%	100%	100%	LRA, SDA , EEA and PFMA
Effective recruitment processes	Recruitment processes to be: <ul style="list-style-type: none"> o Well managed o Coordinated o Facilitated o Expedited 	Time Quality Quantity	2 months from date of recruitment mandate	2 months from date of recruitment mandate	2 months from date of recruitment mandate	Policy Legislation	Recruitment mandate Staff movement report Legislation

KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	Target			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective HR Administration	Sound HR admin in respect of: <ul style="list-style-type: none"> ○ Leave ○ Personnel files ○ Payroll ○ Staff benefits administration ○ Members and Staff queries ○ Administration of bursaries ○ Training records ○ IPMS and PPMS records ○ EAP records 	Time Accuracy Efficiency	Monthly Quarterly Annually	Monthly Quarterly Annually	Monthly Quarterly Annually	Legislation Policies Procedure manuals Rules HR best practice	Legislation Policies Rules
Effective management of HR personnel	Management of HR staff through: <ul style="list-style-type: none"> ○ PPMS ○ Training and development ○ Mentoring and coaching ○ Career and succession planning 	Quality, Time, Cost	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Monthly, Quarterly and Annually	Legislation Policies Best practice	R-Drive Legislation Policies

KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	Target			Standard	Source of Data
			2005/06	2006/07	2007/08		
Execution of Project Plans <ul style="list-style-type: none"> ○ HR strategy implementation “Show me the future” ○ Policy Development and Review ○ Implement PEBA HC development ○ Implement Career Development and Succession Planning ○ Implement, facilitate and monitor IPMS and PPMS 	Completed Project Plans	Quality	75%	100%	100%	As per individual plans	Printed plans

8. General Assumptions

1. Complement of Members of the Legislature not to exceed 80 and support staff does not exceed 250
2. Legislature to use same premises in the next financial year
3. Inflation rate is 8%
4. Operations dependant on the stability of SAP
5. Telephone cost is centralized in Administration
6. Stationery costs is centralized in Administration
7. IT services is centralized in IT & Technology Unit
8. Personnel budget is located in the Management budget of ISS
9. Staff training budget is located in Human Resources budget
10. All Human Resources staff need training
11. Consultants to assist on projects
12. Telecommuting is not fully underway
13. No fundamental changes to amended PFMA
14. Economic stability and stable currency
15. No changes in Programme and Sub-Programme structure
16. No changes in political structure

SPECIFIC ASSUMPTIONS

1. Staff complement of unit does not exceed 9
2. Maximum of 10 resignations for whole organisation
3. Salary Wage Negotiation does not exceed 10% increase
4. Salary increase is not less than 8%
5. Sub-programme Managers do not exceed the limit of 3 courses per employee
6. Staff bursaries do not exceed 20
7. Not more than 5 Managers to attend the MDP programme
8. Managers not to exceed the budget for training needs
9. Broad – banding implemented for the financial year
10. Not more than 80 Members will attend 3 courses per year
11. PPMS rewards do not exceed 80 recipient for the financial year
12. Service providers do not change (e.g. EAP)
13. Not more than 5 employees will be referred for Professional Counselling
14. Not more than 10 employees to go on Maternity leave.
15. Not more than 175 staff members will take Annual Leave concurrently
16. No more than 10 group life claims
17. Not more than 2 CCMA claims/ Industrial court awards
18. Consultants to assist on projects (Human capital)
19. Not more than 60 people to be trained on SAP
20. Not more than 10 employees will on Acting Allowances Positions
21. Not more than 20 positions will be evaluated

9. Activities / Tasks

Rank of activities

- 1 - Extremely important
- 2 - Average importance
- 3 - Not important

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
♦ Administer payroll	1		
♦ Administer salary transfers	1		
♦ Organise Training	1		
♦ Staff Remuneration	1		
♦ Insure Staff	1		
♦ Keep HR records	1		
♦ Maintain HR records	1		
♦ Authorise Leave / electronic payment	1		
♦ Plan staff requirement	1		
♦ Statutory payments	1		
♦ Organise Training / Workshops	1		
♦ Interview Candidates	1		
♦ Implement Induction Program	1		
♦ Attend Human Resources Committee meetings	1		
Implement LRA,SDA,EEA,BCEA, PFMA requirements and fulfil Legislation responsibilities	1		
♦ Develop HR Policies	1		
♦ Advertise Vacancies		2	
♦ Co-ordinate IR issues		2	
♦ Facilitate Recruitment Process		2	
♦ Complete and submit HR Headcount to Treasury	1		
♦ Organise EAP		2	
♦ Organise Staff Counselling		2	
♦ Relocate Staff		2	
♦ Organise / Attend meetings		2	
♦ Use Professional advise		2	
♦ Develop policies		2	
♦ Organize workshops		2	
♦ Travel by road		2	
♦ Travel by air		2	
♦ Book 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	
♦ Reimburse food expenses			3
♦ Attend forums & workshops		2	
♦ Organise medical examination		2	

10. Organise Activities into Associated Cost Codes

- | | |
|-------------------------|---------------------------|
| ◆ Personnel Expenditure | ◆ Workshops and Functions |
| ◆ Accommodation - local | ◆ Subscriptions |
| ◆ Air travel - domestic | ◆ Skills Levies Fees |
| ◆ Banking charges | ◆ Consultants |
| ◆ Entertainment | ◆ HR Committee fees |
| ◆ Travel & Subsistence | |

Centralised Costs

- | | |
|---------------------------|-----------------------|
| ◆ Attachment training | ◆ Staff Bursaries |
| ◆ Computer Consumables | ◆ Staff Training |
| ◆ Computer Software | ◆ Staff Recruitment |
| ◆ General Stationery | ◆ Technical services |
| ◆ Insurance | ◆ Telephone - usage |
| ◆ Interior Décor | ◆ Telephone - system |
| ◆ IT Outsourcing | ◆ Transport Motor |
| ◆ IT Services | ◆ Office Equipment |
| ◆ Photocopier consumables | ◆ Technical Equipment |
| ◆ Plant Services | ◆ Computer Hardware |
| ◆ Postage | ◆ Furniture |
| ◆ Refreshments | |

11. Staff Budget

Specific assumptions:

- Two job evaluation
- No retrenchment
- Two interns for our Internship and Learnership development programmes
- Secretary post subject for evaluation and approval by Secretariat

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Human Resources Manager	P7	0	0	1
Senior Human Resources Officer	P8	0	0	1
Organisational Development Officer	P8	0	0	1
Training and Development Officer	P9	0	0	1
Human Resources Officer	P9	0	0	1
Administrator	P11	0	0	1
Secretary	P12	0	0	1
Interns			2	2
TOTAL		0	2	8

Programme 5

Operational Support

12 PROGRAMME NO 5: OPERATIONAL SUPPORT

12.1 Director: Operational Support

1. Objectives

The director is charged with providing direction, management and co-ordination of the units in the Operational Support Directorate.

2. Decision Units / Key Areas of Leverage

- ☐ Strategic direction to the Directorate and its component units,
- ☐ Budget compilation, control and management,
- ☐ Financial management & administration,
- ☐ Policy development, implementation and monitoring,
- ☐ Monitoring the Directorate's adherence to the PFMA and the generally accepted principles of good corporate governance,
- ☐ Development and maintenance of administrative procedures in the Directorate.
- ☐ Capacity Building within the directorate/ training and development,
- ☐ Coordinating support functions within institution.

3. Optimal delivery in the following areas:

- ☐ Strategic direction and planning,
- ☐ Financial management of the resources allocated to the various directorates under direct control,
- ☐ Compliance with statutory requirements,
- ☐ Systems enhancement,
- ☐ Service delivery in all units in the directorate,

4. Directorate Strategic Architecture

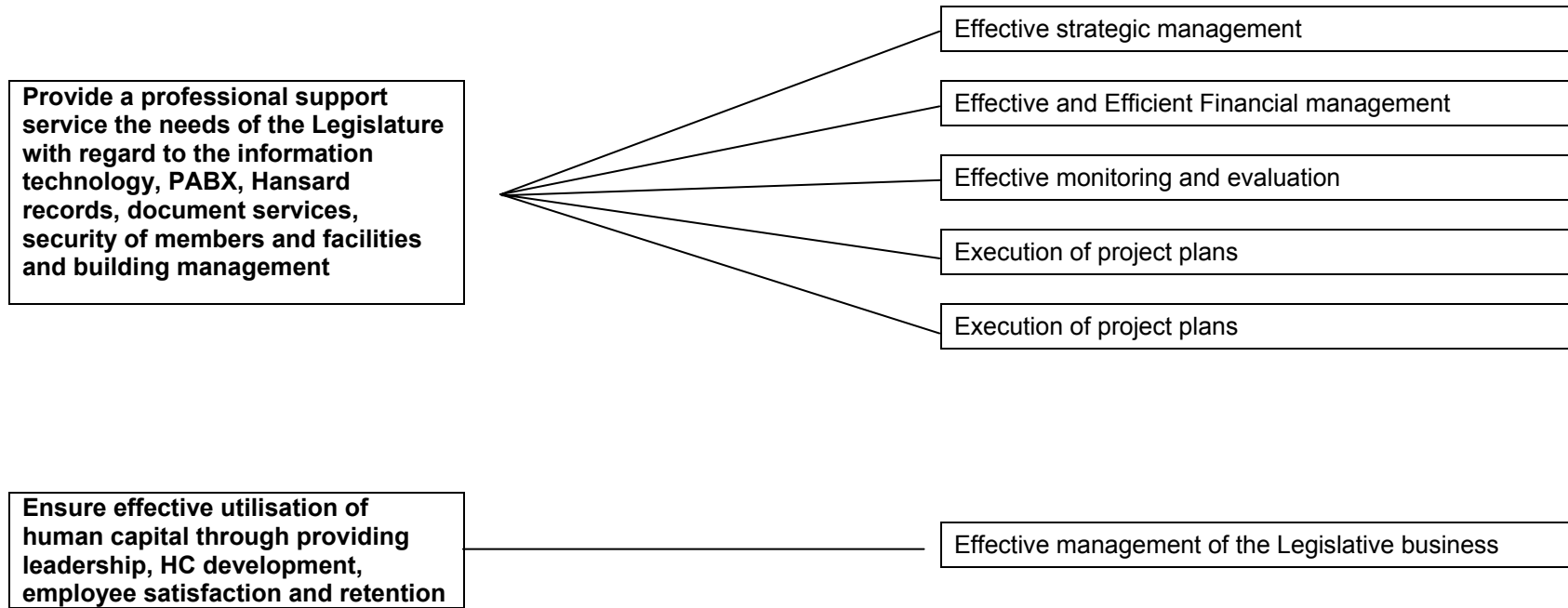
4.1 Directorate Strategic Objectives and relevant accountability

Strategic Objectives	Director	Information Technology	Document and Services	Security and Safety	Building Management
• Provide a professional support service to the needs of the Legislature with regard to information technology, PABX system, Hansard records, document services, security to members and facilities and building management					
• Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention					
• Rehabilitate (physical building) of the West Wing of the City Hall					
• Rehabilitate (physical building) of the City Hall and Rissik street Post Office					
• Implement Health and Safety programme and system					
• Develop and implement a knowledge management system (KMS)					
• Develop, create readiness and implement Legislative information management system (LIMS)					
• Upgrade SAP platform, hardware and software version					
• Implement new electronic security system					

4.2 Directorate Strategic Objectives linkage to a project or operations

Strategic Objectives	Project	Operational
<ul style="list-style-type: none"> Provide a professional support service to the needs of the Legislature with regard to information technology, PABX system, Hansard records, document services, security to members and facilities and building management 		
<ul style="list-style-type: none"> Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention 		
<ul style="list-style-type: none"> Rehabilitate (physical building) of the West Wing of the City Hall 		
<ul style="list-style-type: none"> Rehabilitate (physical building) of the City Hall and Rissik street Post Office 		
<ul style="list-style-type: none"> Implement Health and Safety programme and system 		
<ul style="list-style-type: none"> Develop and implement a knowledge management system (KMS) 		
<ul style="list-style-type: none"> Develop, create readiness and implement Legislative information management system (LIMS) 		
<ul style="list-style-type: none"> Upgrade SAP platform, hardware and software version 		
<ul style="list-style-type: none"> Implement new electronic security system 		

4.3 Strategic Alignment MAP: Strategic Objectives linkage to the operational Measurable Objectives



5. Sub-programme Description, Measurable Objectives and Key Outputs

PARLIAMENTARY OPERATIONS - MANAGEMENT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective strategic management	<ul style="list-style-type: none"> 1 annual review and planning session 3 monitoring, review and reprioritising sessions Review Reports 	Time Quality Accuracy	4 planning, monitoring & review per year 100%	4 planning, monitoring & review per year 100 %	4 planning, monitoring & review per year 100 %	PFMA & LSB requirements 100%	Management reports
Efficient and Effective Financial Management	Allocation of resources and spending accordingly <ul style="list-style-type: none"> Monthly financial statements 	Time Accuracy	Delivery as planned & within budget 100%	Delivery as planned & within budget 100%	Delivery as planned & within budget 100%	PFMA & LSB requirements 100%	Management reports
Effective Human Capital Management	<ul style="list-style-type: none"> PPMS Reviews Training & development plans Personnel records 	Time Quality	Delivery as planned, within stipulated timeframes, & within budget 100%	Delivery as planned, within stipulated timeframes, & within budget 100%	Delivery as planned, within stipulated timeframes, & within budget 100%	PFMA & LSB requirements 100%	Management reports

PARLIAMENTARY OPERATIONS - MANAGEMENT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Management monitoring & evaluation	<ul style="list-style-type: none"> ◆ Monthly plans and reports ◆ Monthly monitoring & evaluation reports ◆ Quarterly and annual evaluations reports 	<p>Time</p> <p>Quality</p> <p>Accuracy</p>	Monthly plans, Quarterly reports and evaluations 1 st day of Month, and at stipulated time after each quarter	Monthly plans, reports and evaluations 1 st day of Month, and at stipulated time after each quarter	Monthly plans, reports and evaluations 1 st day of Month, and at stipulated time after each quarter	Practice and standards of the directorate	Management reports
<p>Execution of Project Plans</p> <ul style="list-style-type: none"> <input type="checkbox"/> Rehabilitate West Wing of City Hall <input type="checkbox"/> Rehabilitate Rissik Street Post Office <input type="checkbox"/> Implement Health and Safety <input type="checkbox"/> Develop and implement LIMS <input type="checkbox"/> Develop and implement KM <input type="checkbox"/> Upgrade SAP platform <input type="checkbox"/> Implement Electronic Security System 	Completed Project Plans		<p>75%</p> <p>50%</p> <p>25%</p> <p>25%</p>	<p>95%</p> <p>100%</p> <p>50%</p> <p>50%</p> <p>25%</p> <p>100%</p>	<p>100%</p> <p>100%</p> <p>100%</p> <p>50%</p> <p>100%</p>	As per project plans/mile stones	Printed project plans

6. General Assumptions

1. Legislature has sufficient premises in 2005/06
2. Number of Members to remain at 80
3. That funding for capital projects is not coordinated on the operational budget
4. Inflation rate is 5%
5. SAP is fully operational
6. Telephone cost is centralized in Administration
7. Stationery costs is centralized in Administration
8. IT services is centralized in IT & Technology Unit
9. Personnel budget is located in the OPS Management budget
10. Staff training budget is located in Human Resources budget
11. No fundamental changes to PFMA
12. No changes in Programme and Sub-Programme structure
13. 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
♦ Strategic planning	1		
♦ Implement PFMA requirements and fulfil PFMA responsibilities	1		
♦ Compilation of annual report	1		
♦ Development and compilation of directorates budget	1		
♦ Develop policies	1		
♦ Organize workshops	1		
♦ Travel by road	1		
♦ Travel by air	1		
♦ Book hotel accommodation	1		
♦ Organize/ Attend meetings	1		
♦ Subscribe to journals and professional bodies	1		
♦ Use of professional consultants	1		
♦ Plan staffing requirements	1		
♦ Attend seminars and workshops	1		

8. Organise 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
- ☐ Strategic planning

Centralised costs

- ☐ Postage
- ☐ Refreshments
- ☐ Staff Bursaries
- ☐ Staff Training
- ☐ Staff Recruitment
- ☐ Telephone
- ☐ Stationery
- ☐ Photocopy consumables
- ☐ Subscriptions
- ☐ International travel
- ☐ IT services

10. Staff Budget

Specific assumptions:

- No job evaluation
- No retrenchment

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Director	P5	0	0	1
Senior Secretary	P11	0	0	1
TOTAL		0	0	2

12.2 Sub-Programme: Information Technology

1. Key Legislature Objectives

- ☐ To be the primary provider for technological framework for the Legislature and its work;
- ☐ Provide the platform and infrastructure for all business systems and processes required by the Legislature to meet its overall goals and vision;
- ☐ To contribute effectively towards the objective of sustaining Gauteng as a Smart Province.

2. Decision Units / Key Areas of Leverage

The direct outputs of the unit are based entirely on institutional business requirements, and so goal setting is rarely practical – other than for estimating resources required to meet their needs.

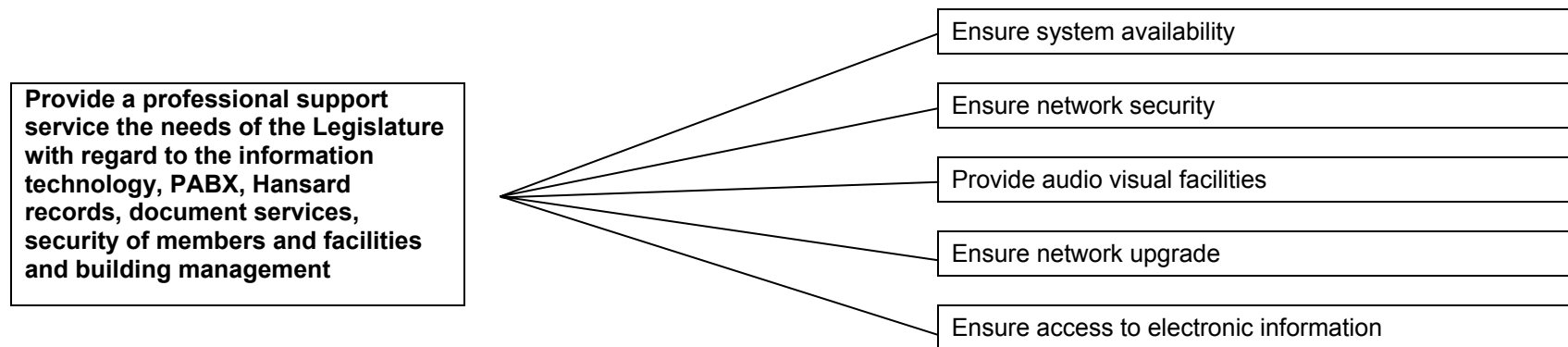
- ☐ Provision of and encouraging maximum utilisation of computer facilities.
- ☐ Provision of a secured and robust network system.
- ☐ Support the existing business solutions
- ☐ Provision of secured remote access
- ☐ Help in research and implementation of new business solutions
- ☐ Provision of video broadcast facilities
- ☐ Provision of audio visual presentation facilities
- ☐ Providing technical support for NCOP office in Cape Town.
- ☐ Providing technical support in development and enhancement of the web site.

3. Optimal delivery in the following areas:

- ☐ Maintenance of Local Area Network and WAN.
- ☐ Maintenance of VRAS (remote access)
- ☐ Technical maintenance of Intranet/Internet
- ☐ Maintaining a 0% on network Security Bridge.
- ☐ Implementing a Portal deployment environment.
- ☐ Assist in developing and implementing LIMS.
- ☐ Assisting in developing Knowledge Management Systems (*KM roadmap to be outline by Secretary*)
- ☐ Keeping up to date with technological challenges

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective no 1: Develop, create readiness and implement Legislative Information Management System (LIMS)

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
Phase 3 1.3	Technology readiness • Setup a test environment for and impact study	<ul style="list-style-type: none"> • A test network multiplatform environment similar to existing live environment in full operation. • Capacity and compatibility infrastructure that can manage the new systems. • Process Engineering and Gap Analysis Completed. • Technical analysis on existing system 	<ul style="list-style-type: none"> • Contract • Design plan • Hardware • Budget • Room to house test environment • Office space 	Time Quality Efficiency Effectiveness	Time it takes to finish project. Quality of design & hardware Effectiveness & efficiency. Quality of GAP Analysis. Project plan.	X	X	X	X	Veli Ndlovu Oupa and LIMS Project Team
Phase 3 1.4	Implementation • Design awareness session. • Create a communication schedule. • Design and Develop of LIMS	<ul style="list-style-type: none"> • Completed awareness sessions. • Feedback from stakeholders. • Completed communication schedule. • Completed functional and technical specification. • Configuration and customisation 	<ul style="list-style-type: none"> • Budget • Consultants • LIMS Project management team. • Software acquisition • Office space • Consultation with stakeholders 	Time Quality Efficiency Effectiveness Milestones and project management disciplined.	Time for phase completion. Quality of design. Project cost Feedback from stakeholders				X	Veli Ndlovu Oupa and LIMS Project Team

5.2 Strategic Objective 2: Upgrade SAP platform, hardware and software version

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 05 to Mar 05	
2.1	Pre-planning phase <ul style="list-style-type: none"> • Determine project scope. • Design a draft deployment plan to IS/IT Committee. • Identify and procure Software requirements. • Identify and procure Hardware requirements. • Procure a SAP Technical Consulting. • Determine major milestones. • Develop migration strategy (if any). • Assemble project team and assigning roles. • Identify desktop/server test scenarios • Get stakeholders buy-in. 	<ul style="list-style-type: none"> • Completed project scope and deployment plan. • Approval by IT/IS Committee. • Completed procurement process. Software. • Completed procurement process Hardware. • Appointment of SAP Technical Consultant. • Completed project plan baselines, milestones, budget and deliverables. • Completed migration strategy. • Project Team • Test environment identified. • Buy in from stakeholders. 	<ul style="list-style-type: none"> ▪ Budget ▪ Consultants ▪ Project management team. ▪ Test platform 	<ul style="list-style-type: none"> ▪ Quality ▪ Efficiency ▪ Time ▪ Cost ▪ Compliance (LAC) 	<ul style="list-style-type: none"> ▪ Quality of deployment plan. ▪ Efficiency of deployment plan. ▪ Time required for upgrade. ▪ Total cost of upgrade. 		X			Veli Ndlovu

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 05 to Mar 05	
2.2	Implementation phase <ul style="list-style-type: none"> • Prepare a test plan and checklists. • Migrate files, custom settings and reports. • Install MS Windows Server 2003 platform. • Install SAP R/3 upgrade. • Install backup solution software. • Conduct desktop test scenarios. • Conduct server test scenarios. • Rollout to users • Obtain user feedback. • Modify items as necessary. • Sign-off 	<ul style="list-style-type: none"> • Completed test plan checklists. • Customisation files and reports migrated to backup environment. • MS Windows 2003 Server installed. • SAP R/3 upgrade installed. • Backup solution installed. • Testing completed and signed off. • Users rollout completed • Modifications tested and completed. • Final delivery and sign off. 	<ul style="list-style-type: none"> • Budget • Consultants • Project management team. • MS Windows 2003 Server • SAP /R3 Version upgrade • Backup solution software • Test platform • IS/T Committee 	<ul style="list-style-type: none"> ▪ Quality ▪ Efficiency ▪ Time ▪ Cost 	<ul style="list-style-type: none"> ▪ Efficiency of upgrade plan. ▪ Time required for upgrade. ▪ Total cost of upgrade. 			X		Veli Ndlovu

5.3 Strategic Objective No 3: Develop and implement Knowledge Management System

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 05 to Mar 05	
3.1	Site and Resource preparation. <ul style="list-style-type: none"> • Start major studies. • Complete major studies and make recommendations. • Develop appropriation strategy. • Develop general scope for KM objectives. • Identify industry standards for KM objectives. • Define infrastructure requirements. • Evaluate KM needs. • Prepare final KM conceptual schedule. • Provide ToR to solicit the service of specialists. 	<ul style="list-style-type: none"> • Requirement analysis report approved. • Tender document published. • Product identified • Customisation templates approved • Training for end-users undertaken. • System documentation completed • A fully integrated DBMS detailing institutional business processes in place. 	<ul style="list-style-type: none"> • Consultants. • Directorate's inputs. • IS/T Committee • Budget. 	<ul style="list-style-type: none"> • Quality • Efficiency • Timeliness • Quantity • Cost 	Quality of DBMS Efficiency of DBMS. Cost of development				X	Secretary to provide direction

6. Information Technology Unit: MTEF Strategic Objective 2005 – 2009

Year 1 2005/06	Year 2 2006/07	Year 3 2007/08	Year 4 2008/09	Year 5 2009/10
Develop, create readiness and implement LIMS	Procure technology readiness and Installation (LIMS)	Customise and implement information system and Pilot run.(LIMS)	Rollout adjustments and project close-out.	Evaluation and monitoring of the information system (LIMS)
Upgrade SAP platform, hardware and software version			Pre-planning phase and Implementation	Monitoring and adjusting.
Develop and Implement Knowledge management systems	Research, JAD sessions, Resource preparation and procurement.	Phase implementation and customisation.	Pilot run Operations Directorate	Evaluation and monitoring.

7. Sub-Programme Description, Measurable Objectives and Key Outputs

INFORMATION TECHNOLOGY UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Ensure System Availability	Uptime of Servers	% Availability	99.75 % Availability	99.75% Availability	99.75% Availability	100% Uptime of Servers	Uptime Logs and Service level agreement
Ensure Network Security	0 incidents of successful hacking.	% Compliance	99.80% Compliance	99.90% Compliance	100% compliance	0 incidents of successful hacking.	Risk management processes. Minimum encryption standards
Provide Audio Visual Facilities	Providing Audio Visual Facilities	% Completion	50% Completion	100% Completion	100% Completion	Up to date and working facilities	As outlined in the IT Strategy
Ensure network upgrade	Fast and robust network Access	% Completed	20% Completed	50 % Completed	100% Completed	Seamless access at a reasonable speed	As outlined in the IT Strategy
Ensure access to electronic information	Updated and easy accessible web site	% loading, speed accessibility and hit counter	99.75 % Availability	99.75 % Availability	99.75 % Availability	Updated and easy accessible web site	Users comments, hit counter, online requests.

8. Specific / General Assumptions

Personnel & management

1. That the Legislature will continue with its existing IT strategy.
2. That – for budgetary purposes – the existing contractor will continue to work on the same basis. However, an increase in services will be required as LIMS development occurs (after the 2005/5 financial year).
3. That the inflation rate will remain at 5%
4. That international exposure of the manager is an essential ingredient if the Legislature wishes to remain at the fore-front of its use of technology.

Services

1. That the Legislature will retain its current Internet Service Provider, and that the link will continue at the current 256 KB ISDN line.
2. That the Legislature will retain its 64KB Diginet link to the Cape Town office.
3. That remote access to the Legislature's network will be severely restricted, and will not exceed 5 simultaneous users.
4. That the Legislature will continue to pay for one dial-up ISP link for the Speaker, and 5 roaming links for others.
5. That there will be no video-conferencing used, even with the NCOP.
6. That the Legislature will not link into the GPG network.

Infrastructure

1. That the backbone must be upgraded to full fibre optic, with at least one switch per floor riser connected to the fibre backbone
2. That the Legislature will retain just 2 domains on the network, one for SAP, one for the remainder. Although LIMS will probably require its own domain for security purposes, this will not be created during the 2003-2005 financial year.
3. That services will have to be provided to the new office area.
4. That the Disaster Recovery Plan this will require additional redundant (excess) equipment to be purchased. However, the majority will be purchased as an emergency purchase – in which case total system replacement could be completed within one week.
5. That the Business Continuity Plan will not have a material effect on the existing IT system and DRP – i.e. a one week downtime is acceptable.
6. That the second server room will become available during the year, which will require some of the hardware to be relocated.

7. That during the course of the year, the IT contractor will be allocated a new office in the building, which will require benches to be installed, as well as additional cabling.

Hardware

1. That computer hardware and software are not separable in budgetary terms, since a variety of solutions can be achieved using either hardware OR software (or a mix).
2. That future server disk storage will be based on the processor-driven external disk concept.
3. That PC's will be the primary work-tool for all users, and laptops will be limited to less than 10 for the whole Legislature. PDA's will also be limited to less than 10.
4. That no wireless technology will be used in the City Hall complex.
5. That, where practical, Compaq technology will be retained for all servers and PC's, and HP technology for printers. Cisco routers and 3-com switches will also be retained.
6. That printers will be assigned to secretaries only, with the exception of Committees and Hansard. Finance, Procurement & HR will be provided specialist printers where essential.

That the planned replacement age of:

- a. Servers is to be 3/4 years
 - b. PCs is to be 3 years
 - c. Laptops is to be 2 years
 - d. Printers is to be 4-7 years (depending on the type of printer)
 - e. Scanners is to be 4 years
-
7. That new printers will be required to replace 26 4-7-year old printers. (to check)
 8. That the MPL's will be provided with Laptops
 9. That the current contract with Praxis is not amended and no extra resources will be required.
 10. That 50 new PC's will be required to replace 70 5-year old PC's.
 11. That 0 scanners will be required to replace 4 5-year old scanners. (to check)
 12. That additional consultancy required for the Selbourne Hall upgrade and the City Hall project will be budgeted for under these projects.
 13. That the Legislature will continue with its existing firewalls technology, and not increase the number of hardware firewalls.
 14. That the Legislature will maintain maintenance contracts on its servers, PC's and printers that are out of guarantee.

Software

1. That the Legislature will retain SAP as its sole ERP system, which will not be upgraded from version R/3 4.6c, nor will any additional software modules be purchased. The

existing hardware remains adequate, and not need to be upgraded. Licensed users will be 60.

2. That the Legislature will begin the development of its Information Management System (LIMS), but that the project will remain in a development stage, and will not require additional hardware or software to be purchased before April 2005. Testing and development will be undertaken on the developer's platform.
3. That no upgrade from "new" Windows XP on desktops and Windows 2000 on the servers is planned.
4. That the Legislature will continue to use SQL server as its primary database platform.
5. That web security will be based on the use of VPN technology, and that firewall monitoring will be required.
6. That no other new software packages to be purchased.
7. That Altiris will be utilized to remote support.
8. That the following software packages will be upgraded (apart from contractual annual upgrades):
 - a. Xpert system
 - b. MPL attendance register
 - c. Firewall monitoring
 - d. Internal security package
 - e. Altiris
 - f. InMagic DB.Text
 - g. ACDSee

Help Desk & support

1. That a software package will be required to run the help desk for the unit as a whole.
2. That no support is provided to members or staff who uses their own computers (desktop, laptops or PDA's) or want to connect them to the network.
3. The internal Basis support person will resolve 80% of basis issues. The reminder must be handled by external contractors.
4. Those IT security consultants will be required to handle new issues as they develop.
5. That there won't be Praxis contract renegotiation for 1066 help desk support.

Selbourne Hall

1. That the majority of the work will be covered under the "Selbourne Hall project" – see below.
2. That video cameras that need to be replaced (5 years old) with comparable models will be procured on "Selbourne Hall Project"

Auditorium

1. That no upgrades are planned for the Auditorium, other than to extend the front table with 2 or 3 additional places on either side of the chair.

Committee Rooms

1. That no upgrades are planned for Committee Rooms A and B.
2. That the “commission” concept of committee meetings will not be implemented before the elections, other than in the Auditorium.
3. That the funding for committee rooms upgrade will be defined in a special project.

Other Audio-video

1. That an audio system will be installed in Speaker’s Boardroom.
2. That all technical systems for City Hall will form part of the City Hall project.
3. That the existing two external PA systems will still be adequate for the entire Legislature’s needs.
4. That no additional video projectors – nor any replacements – will be required.
5. That any new audio systems will be based on an expansion of the Selbourne Hall digital Media Matrix system.
6. That the Business Continuity Plan will rely on using a venue which already has the necessary basic technical systems in place.
7. That additional consultancy required for the Selbourne Hall upgrade and the City Hall project will be budgeted for under these projects.

PABX

1. That no upgrade is required to the PABX hardware or software, other than to service the new office area.
2. That the MAC Manager software will need to be upgraded.
3. That the PABX will be under a full maintenance contract.
4. That there will be an increase in the replacement of handsets as they reach 8 years of age.

Selbourne Hall Project

1. That the first phase of this project will involve the replacement of the existing analogue audio system with a digital audio system that will also permit electronic voting. This will require a period of at least 6 weeks to complete, so can only be carried out in the November – January recess.

2. That the second phase will involve the erection of video screens and may involve the change to the layout of the chamber itself, replacing the furniture – especially the Table. If this is to be undertaken, the only opportunity will be during the election period from 1 April 2005 until mid June 2005 (which does not occur during a builder's holiday)
3. That due to the need to import the equipment from overseas, it will not be practical to complete the first phase during the 2002/2003 summer recess.
4. That the first phase will be temporarily put on hold and re-activated in May 2003.
5. That the planning for the second phase will begin in January 2003, as there is much preliminary design work to be completed before the go-ahead can be given.
6. That the Legislature's technical contractor will need to dedicate 80 hours per month to the project management of this project.

9. 2014 Outlook

Support to Members must be addressed

- ☐ Maintaining enhanced Support services (Priorities and escalation) 2004/2014
- ☐ Improve Communication (report back on support requests) 2004/2014
- ☐ Anticipate needs or change before it happens by planning ahead 2004/2014
- ☐ Being visible by doing things right every time 2004/2014
- ☐ Prompt response to GPL Support needs 2004/2014
- ☐ Being invisible because of our efficiency and effectiveness 2004/2014

Deepen oversight

- ☐ LIMS 2004/2008
- ☐ Website – 2004/2014

Harness appropriate technology in the delivery of services

- ☐ Revamping/Enhancement of the IT Strategy 2004(revamp) 2014
- ☐ LIMS 2004/2014 (revamp, reprioritization)
- ☐ Website -2004/2014
- ☐ *SAP upgrade 2006/2007*
 - *System Controls (jointly with ISS)*
 - *Integration with new systems (Enhancement)*
 - *Hardware and Software upgrade*

Legislatures should be centres for the people

- ☐ Refurbishing the City Hall Complex. – BM 2004/9
- ☐ LIMS – DMS/Technology 2004/8
- ☐ Website – Technology 2004/2014

10. Activities / Tasks

Rank of activities

- 1 - Extremely important
- 2 - Average importance
- 3 - Not important

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
♦ Manage IT and Technical contract	1		
♦ Manage introduction of new technologies	1		
♦ Manage disaster recovery plan	1		
♦ Provide services required by users	1		
♦ Providing technical advice to new proposed business processes	1		
♦ Provide a suitable platform	1		
♦ Work on Implementation of Sound Business Continuity Plan	1		

10. Organise Activities into Associated Cost Codes

- ☐ 405201 – Consumables
- ☐ 405300 – Subscriptions
- ☐ 410103 – Selbourne Hall project (capex)
- ☐ 410105 – Equipment (capex)
- ☐ 410700 – LIMS project
- ☐ 460120 – Services

Centralised costs

- ☐ General Stationery
- ☐ Staff Training
- ☐ Telephone usage
- ☐ Furniture

HUMAN RESOURCES

Specific assumptions:

- Basis Support Technician...(currently vacant)
- Unit Secretary
- 1 Interns
- Help Desk Personnel

11. Staff Budget

Specific assumptions:

- The Institution Continues with Outsourcing of IT Services
- The Institution Continues with Outsourcing of Technology Services
- No retrenchment
- Secretary post subject to approval by Secretariat
- Basis Support is in source

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Technology Manager	P7	0	0	1
Technology Assistant	P11	0	0	1
SAP Basis Support	P8	0	0	1
Secretary	P13	0	1	1
TOTAL		0	1	4

12.3 Sub-Programme: Document and Services

1. Key Legislature Objectives

- ☐ To support the function of the Legislature through a professional, effective and efficient support service, control systems.
- ☐ To account on expenditure using reliable equipment/resources and information timeously to the customer's satisfaction.
- ☐ To provide efficient co-ordination of Document & Services Unit services - Print room services, Registry and archiving services, Refreshments services, Service officers and Sergeant-at-arms services,

2. Key Areas of Leverage

(Areas of Activity In Line With Strategic Objectives and Strategic Plans)

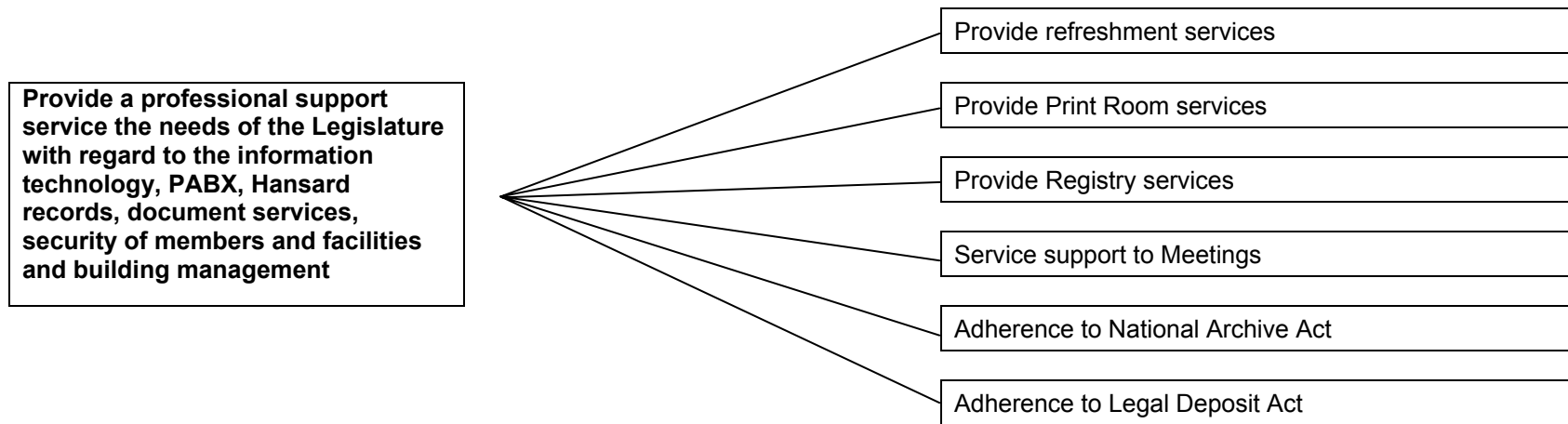
- ☐ Document Management - provide document flow and management through registry and archiving services
- ☐ Document Solution - implementation of new business solutions via print room services.

3. Optimal Delivery in the Following Areas:

- ☐ Print room Services
 - Photocopying and Binding documents.
 - Printing of Provincial Bills and Acts.
 - Replacements of toner cartridges.
 - In-house printing and publication of GPL publications.
- ☐ Service officers
 - Distributions of Committee and House documents
 - Messenger services
 - House keeping of committee rooms and the House
 - Maintenance of MPL register
- ☐ Tea & Refreshments Service
 - Maintaining hygiene standards in all the tea stations.
 - Refreshments in committee meetings and Sitting of the House,
 - GPL offices and internal business meetings.
 - Supply of chill water and hot water at all tea stations.
- ☐ Registry & Archiving
 - Manual and electronic filing of all GPL official records.
 - Maintain GPL document naming conventions.
 - Creates record and file documents.
 - Update indexes, track and identify missing documents.
 - Scan all Submissions, Discussion documents, Correspondence and Reports.
 - Archive and storage of all GPL official records.
 - Compliance with Statutory requirements of:
 - National Archive Act, 1996
 - Legal Deposit Act, 1997
 - Compliance with Promotion of Access to Information Act, 2000

4. Unit Strategic Architecture

4.1 Strategic Alignment MAP: Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No. 1: Develop, create awareness and implement Legislature Information Management System (LIMS)

Note: Dual Responsibility – See Information Technology Unit

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Phase 1 <ul style="list-style-type: none"> Drafting of the Terms of Reference Tender Process 	<ul style="list-style-type: none"> Approval by the Secretariat Selected the Service Providers Signed contracts Conduct a proof of concept 	<ul style="list-style-type: none"> Service providers GPL Steering Committee Procurement Unit 	<ul style="list-style-type: none"> Efficiency Timeliness Quantity Cost 	<ul style="list-style-type: none"> Detailed project Implementation plan. Project cost. 	N/A	30 days 10 days			Oupa Vilakazi
2	Phase 2 <ul style="list-style-type: none"> Process Engineering and GAP Analysis 	<ul style="list-style-type: none"> Process Analysis Technical Analysis of existing applications Gap Analysis <p>All completed</p>	<ul style="list-style-type: none"> Project Manager Process Analyst System Analyst Business Analyst R500 400.00 	<ul style="list-style-type: none"> Efficiency Timeliness Quantity Cost 	<ul style="list-style-type: none"> Detailed project Implementation plan. Project cost. 			30 days 20 days 30 days 10 days		Veli Ndlovu
3	Phase 3 Document Management System (DMS)	<ul style="list-style-type: none"> Requirement Analysis Publish Tender Document Tender Process Product Selection Customization & Interface 	<ul style="list-style-type: none"> R1 708 000.00 	<ul style="list-style-type: none"> Efficiency Timeliness Quantity Cost 	<ul style="list-style-type: none"> Detailed project Implementation plan. Project cost. 				20 days 1 day 40 days 10 days 30 days	Oupa Vilakazi

6. Document and Services Unit: MTEF Strategic Objectives 2005 – 2008

2005/2006 YEAR 1	2006/2007 YEAR 2	2007/2008 YEAR 3	2008/2009 YEAR 4	2009/2010 YEAR 5
Implement LIMS Phase 3-Project Document Management System (DMS) 131 days R1 708 000.00 Workflow Management System (WMS) 152 days R1 672 406.00 Contact Management System - (CMS) 147 days R1 564 275.00	Implement LIMS Phase 4-Project Event Management System – (EMS) 132 days R1 589 200.00 Financial System (FS) 81 days R204 800.00 Human Resource System – (HRS) 81 days R201 560.00	Implement LIMS Phase 5-Project Business Intelligent Solution (BIS) 172 days R1 565 206.00 Information Management System – (IMS) 202 days R1 558 800.00	Implement LIMS Phase 6-Project Close-up and hand over	Implement LIMS Phase 7-Project Enable Knowledge Management Applications such as Document Management System have capacity to collaborate over time and across the institution and do the following: <ul style="list-style-type: none"> • Acquire knowledge • Store Knowledge • Distribute Knowledge. (This will deepen the GPL oversight role and also harness appropriate technology in the delivery of services)

2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
The implementation occurs at the same time from Q1 April 05 to Q4 Nov 05	Distribution System – (DS) 81 days R925 200.00 The implementation occurs at the same time from Q1 April 06 to Q4 Nov 06	The implementation occurs at the same time from Q4 Nov 06 to Q1 March 07		

7. Sub-Programme Description, Measurable Objectives and Key Outputs

KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	Target			Standard	Source of Data
			2005/06	2006/07	2007/08		
Provide Refreshment Services	Available refreshments for every meeting.	<ul style="list-style-type: none"> Quality Efficiency Timeliness 	100%	100%	100%	Refreshment Service & Standards Manual	Order Paper Refreshments logbook
Provide Print Room Services	Legislative documents Hansard debates, Provincial Bills, Provincial Acts.	<ul style="list-style-type: none"> Quality Efficiency Timeliness 	100%	100%	100%	Print room Service & Standards Manual	Order Paper Print Room logbook
Provide Registry Services	Updated files, Updated T: drive	<ul style="list-style-type: none"> Quality Efficiency Timeliness 	100%	100%	100%	Document Service & Standards Manual	Updated indexes
Service Support to meetings	Available Service officer attending each meeting on Order Paper.	<ul style="list-style-type: none"> Quality Efficiency Timeliness 	100%	100%	100%	Service officers Service & Standards Manual	Order Paper Service officer logbook
Adherence to National Archive Act	Complete and updated indexes on official records	Time	100%	100%	100%	Document Service & Standards Manual	National Archives Act
Adherence to Legal Deposit Act	Updated list of deposited records/publications	Time	100%	100%	100%	Legal Deposit Act regulations	Legal Deposit Act

8. Assumptions

Specific

1. Planned replacement of:
 - 12 photocopiers will be replaced.
 - 19 fax machines will be replaced.
2. That IT & Technology Unit will complete the rolled out the Fax Press facility.
3. Staff complement of unit will be 15
4. That the following priorities will be consistently observed:
 - Legislatures will be centres for the people
 - Legislatures will be the agent for change
 - We will deepen oversight
 - We will harness appropriate technology in the delivery of services

General

1. Inflation rate is 8%
2. Telephone cost is centralized in Administration
3. Stationery costs is centralized in Administration
4. IT services is centralized in IT & Technology Unit
5. Personnel budget is located in the Management budget of ISS
6. Staff training budget is located in Human Resources budget
7. All Finance staff need training
8. Consultants to assist on projects
9. No changes in Programme and Sub-Programme structure

9. Activities / Tasks

Rank of activities

- 1 - Extremely important
- 2 - Average importance
- 3 - Not important

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
♦ Provision of support services of: Catering & Refreshments Service officers Registry & archiving and Print room,	1		
♦ Adherence to National Archive Act	1		
♦ Adherence to Legal Deposit Act	1		
♦ Legislature Information Management System (LIMS)	1		

10. Organise Activities into Associated Cost Codes

- ☐ Computer consumables
- ☐ Photocopier consumables
- ☐ Printing official
- ☐ Uniforms
- ☐ Print room rentals
- ☐ Print room purchase
- ☐ Repairs to print room
- ☐ Refreshments
- ☐ Subsistence & Travel local
- ☐ Shuttle service
- ☐ Workshops & functions

Centralised costs

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

11. Staff Budget

Specific assumptions:

- That the Admin Secretary is acquired subject to approval by Secretariat
- That there will be a job evaluation/grading of the service officer's position subject to approval by Secretariat
- That there will be a job evaluation/grading of the photo copier operator's position subject to approval by Secretariat

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Document & Services Manager	P8	0	0	1
Registry clerk supervisor	P12	0	0	1
Registry clerk	P14	0	0	1
Photocopy operator	P14	0	0	2
Admin Secretary		0	1	1
Service officer	P15	0	0	6
Catering assistant	P16	0	0	3
TOTAL		0	0	15

12.4 Sub-Programme: Security and Safety

1. Objectives

To conduct a total security function by minimizing the risks facing the Legislature in terms of physical, document, personnel and information security, as well as to ensure that the Legislature is free from safety and health hazards, to provide protection of the GPL building, the precinct and security to the occupants thereof.

2. Decision Units / Key Areas of Leverage

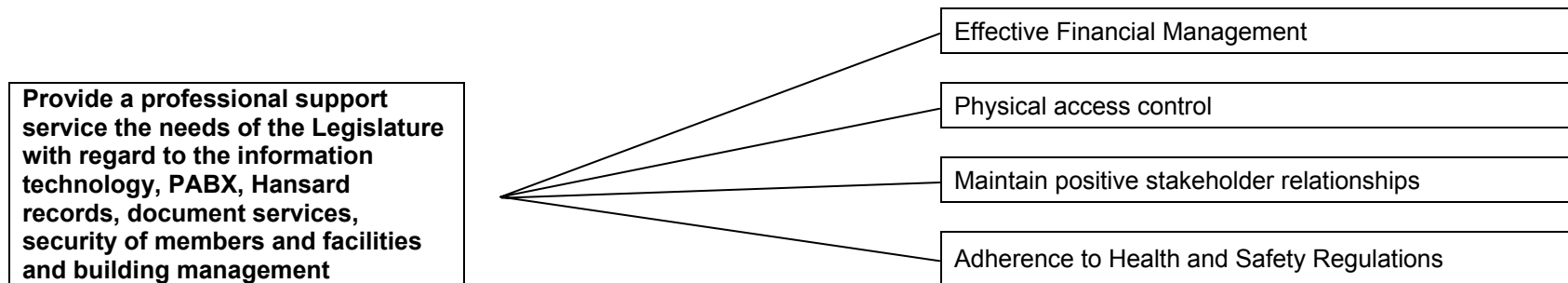
- ☐ Risk management
- ☐ Physical and personnel security
- ☐ Information and document security
- ☐ Occupational Health and safety
- ☐ Co-ordination of security with external entities e.g. SAPS, JMPD, NIA, CIA

3. Optimal delivery in the following areas:

- ☐ Eliminating theft
- ☐ Upgrading the security standard
- ☐ Maximizing occupational health and safety.
- ☐ Developing a security and risk policy
- ☐ Compliance with Security Regulations.
- ☐ Compliance with Occupational Health and Safety Legislation
- ☐ Compliance with Legislature's policies

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: Implement Health and Safety programme and system

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop Occupational health and safety policy	Policy developed And constant review.	Occupational health and safety Act and Regulations	<ul style="list-style-type: none"> Compliance with NOSA (act) Documentation 	<ul style="list-style-type: none"> Quality of the policy and Efficiency. Files 	X				Safety Officer Security Manager
2	Establish health and Safety Committee	Committee established	Human resources	<ul style="list-style-type: none"> Documentation Regular meetings and trained 	<ul style="list-style-type: none"> Committee meetings reports. Files 	X				Safety Officer Security Manager
3	Conduct safety training and workshops	Trained staff and members.	Training manuals. Budget NOSA.	<ul style="list-style-type: none"> Safety standards adherence. Documentation. 	<ul style="list-style-type: none"> Compliance of staff and members on safety requirements Files 		X			Safety Officer Security Manager
4	Conduct annual safety audits	Safety audits done	Audit register	<ul style="list-style-type: none"> Compliance with the act and SABS regulations Documentation 	<ul style="list-style-type: none"> Files Documentation 			X		Safety Officer Security Manager

5.2 Strategic Objective No 2: Implement new electronic Security System

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Study the infrastructure	Study report completed	<ul style="list-style-type: none"> SAPS 	<ul style="list-style-type: none"> Quality Efficiency 	<ul style="list-style-type: none"> Quality of the study report Efficiency of report. 	X				Director Operational Support Security Manager
2	Research on the product range	Specification document completed	<ul style="list-style-type: none"> SAPS physical security advisors 	<ul style="list-style-type: none"> Efficiency Time 	<ul style="list-style-type: none"> Efficiency of product. Total cost of work done. 		X			Director Operational Support Security Manager
3	Publish a tender specification document	Tender proposals received	Procurement procedures	<ul style="list-style-type: none"> Quality Cost 	<ul style="list-style-type: none"> Quality of the tender document Total cost 			X		Director Operational Support Security Manager
4	Engage in product selection	Product identified	<ul style="list-style-type: none"> Consultants Budget 	<ul style="list-style-type: none"> Efficiency Quality 	Conformance and adherence to requirements and agreement.				X	Director Operational Support Security Manager
5	System Implementation	System in place	Consultants Budget	<ul style="list-style-type: none"> Efficiency Time 	<ul style="list-style-type: none"> Effective implementation Total time of delivery 				x	Director Operational Support Security Manager
6	Evaluate and monitor	Compliance Certificates and user feedback	<ul style="list-style-type: none"> Consultants NIA Members and Staff. Members of the Public. 	<ul style="list-style-type: none"> Quality Efficiency Time Cost 	<ul style="list-style-type: none"> Efficiency of product of work done. Quality of the product 				x	Director Operational Support Security Manager

6. SAFETY AND SECURITY UNIT PROJECTED STRATEGIC OBJECTIVES (MTEF)

Year 1 2005/6	Year2 2006/7	Year3 2007/8	Year4 2008/9	Year5 2009/10
Conduct a security survey and site visits with the relevant security companies to determine system requirements	Upgrade the Physical security standard	Provide ongoing of training of Members and staff. (New Appointees)	Provide ongoing training of Members and staff (New Appointees)	Election Year (Provide Training - Members and staff)
Acquire system <input type="checkbox"/> initiate drafting of the terms of reference <input type="checkbox"/> initiate tender process <input type="checkbox"/> Selection of successful tender	Commission and sign off of a fully functional system.	Monitor and evaluate system.	Monitor and evaluate system.	Update security policies and procedures
Selection of successful tender.	Update security policies and procedures, which will coincide with the new system.			Monitor and evaluate system.
	Initiate the employment, training and orientation of Security Reception Staff Train of Members and Staff on the system and new procedures			
Implement Health and Safety programme and system	Monitor, evaluate and service system		Monitor, evaluate and review system	

7. Sub-Programme Description, Measurable Objectives and Key Outputs

Security unit - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective Financial Management	<input type="checkbox"/> Completed budgets <input type="checkbox"/> Expenditure <input type="checkbox"/> Implementation of and adherence to external <input type="checkbox"/> Audit recommendations	<input type="checkbox"/> Time <input type="checkbox"/> Budget guideline <input type="checkbox"/> Compliance	<input type="checkbox"/> Per agreed time line <input type="checkbox"/> 100% compliance <input type="checkbox"/> 100% compliance	<input type="checkbox"/> Per agreed time line <input type="checkbox"/> 100% compliance <input type="checkbox"/> 100% compliance	<input type="checkbox"/> Per agreed time line <input type="checkbox"/> 100% compliance <input type="checkbox"/> 100% compliance	<input type="checkbox"/> Per agreed time line <input type="checkbox"/> 100% compliance <input type="checkbox"/> 100% compliance	Finance Manual
Physical access control executed	Secure premises	Quality Accuracy	100%	100%	100%	Effective access control 100%	Access control system and register.
Maintain positive stakeholder relationships	Stakeholder satisfaction	Quality Accuracy Benchmark satisfaction index	Baseline satisfaction index	Improve 5% on benchmark	Improve 10% on benchmark	Satisfaction	Annual Reports
Adherence to Health and Safety Regulations	<input type="checkbox"/> Trained employees <input type="checkbox"/> Functional safety committees <input type="checkbox"/> Completed safety audits	Time Quality	<ul style="list-style-type: none"> As per training schedule 100% of safety meetings take place Annual Safety Audits completed 	<ul style="list-style-type: none"> As per training schedule 100% of safety meetings take place Annual Safety Audits completed 	<ul style="list-style-type: none"> As per training schedule 100% of safety meetings take place Annual Safety Audits completed 	<ul style="list-style-type: none"> As per training schedule 100% of safety meetings take place Annual Safety Audits completed 	Human Resource records. Audit report Safety meeting minutes

8. General Assumptions

1. The Legislature has ownership of the entire City hall complex.
2. That the guarding functions are outsourced.
3. That the Safety Officer is part of the Security Unit
4. That the inflation rate is at 5%

9. Activities / Tasks

Rank of activities

- | | | |
|---|---|---------------------|
| 1 | - | Extremely important |
| 2 | - | Average importance |
| 3 | - | Not important |

ACTIVITY / TASKS		RANK 1	RANK 2	RANK 3
♦	Manage external access control	1		
♦	Manage internal access control	1		
♦	Manage precinct security	1		
♦	Manage the safety function	1		
♦	Attend top security queries	1		
♦	Manage the gym		2	
♦	Investigate security breaches	1		
♦	Report incidents	1		

10. Organise Activities into Associated Cost Codes

- ☐ **403000** – Consumables
- ☐ **410100** – Equipment
- ☐ **460020** – Services
- ☐ **460090** – Repairs

Centralised costs

- ☐ Staff Recruitment
- ☐ General stationery
- ☐ Staff bursaries
- ☐ Staff training
- ☐ Telephone usage

11. Staff Budget

Specific assumptions:

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Security Manager	P8	0	0	1
Safety Officer	P10	0	0	1
Office Administrator	P12	0	1	1
TOTAL		0	1	3

12.5 Sub-Programme: Building Management

1. Key Legislative Objectives

To provide the Legislature, its members and staff with the physical infrastructure required to perform their operations, and to maintain the infrastructure effectively. Providing a well- maintained, welcoming atmosphere in the building for members, staff and visitors. To provide an accessible and user- friendly building for physically challenged persons. To manage, develop and operate the City Hall complex.

2. Decision Units / Key Areas of Leverage

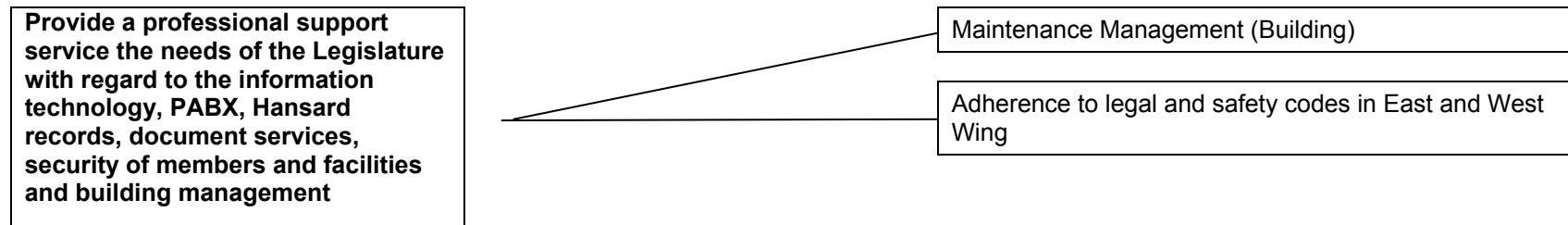
- ☐ Management of building services.
- ☐ Satisfy the client's needs within the budget
- ☐ Maintenance of building fabric and surfaces.
- ☐ Internal and external signage in liaison with stakeholders.
- ☐ Maintenance of building fixtures and fittings and insist on efficiency & quality of workmanship
- ☐ Upgrade / refurbishment of offices / venues within budget and on time.
- ☐ Management of the City Hall complex precinct
- ☐ Integrate with the GPG Precinct.

3. Optimal delivery in the following areas:

- ☐ Work towards the development and rehabilitation of City Hall complex
- ☐ Maintenance of parking areas and general maintenance of buildings.
- ☐ Maintenance planning--i.e., the analysis of interior space needs and allocation.
- ☐ Keep up to date documentation on site planning and the architectural graphics (signs), as well as the interior details.
- ☐ Making sure there's proper waste management (emission control) are in place.
- ☐ Refurbishment of existing facilities.
- ☐ Preparations for the office moves required as a result of the lack of office space in the East Wing.

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: REHABILITATE THE WEST WING OF THE CITY HALL COMPLEX

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Continuation of rehabilitation project as planned <ul style="list-style-type: none"> Development of the plan. Submission of the plan for approval. Projects: <ul style="list-style-type: none"> Fire Compliance Upgrading Lifts Selbourne Hall Harry Hofmeyer Beyers Naude Park Public Ablutions City Hall Rehab. 	Rehabilitation project rolled out per project plan Quarterly progress report submitted	Budget Consultants	Time	Project plan milestone		50%	50%		Director and Building Manager

5.2 Strategic Objective No 2: REHABILITATE THE RISSIK STREET POST OFFICE

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 05 to Mar 06	
1	Continuation of rehabilitation project as planned Detailed steps will only be tabled after initial assessment by consultants	Rehabilitation project rolled out as planned Quarterly progress report submitted	Budget Consultants Approved Plan	Time	Project plan milestones Occupation two years after commencement of construction	25%	50%	75%	100%	John Des Raymond Louw

6. Building Management Unit: MTEF Strategic Objectives 2005 - 2009

Year 1 2005/06	Year 2 2006/07	Year 3 2007/08	Year 4 2008/09	Year 5 2009/10
Rehabilitate the West Wing of the City Hal	Rehabilitate the West Wing of the City Hal			
	Rehabilitate the Rissik Street Post Office	Rehabilitate the Rissik Street Post Office		

7. Sub-Programme Description, Strategic Objectives and Key Outputs

BUILDING MANAGEMENT UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2004/05	2005/06	2006/07		
Maintenance Management	Routine maintenance performed	Time	East wing 100% Schedule	East wing 100% Schedule	West Wing 100% Schedule	100% Schedule	<input type="checkbox"/> Schedules <input type="checkbox"/> Milestones <input type="checkbox"/> Documents
	Service contracts exist	Phases completed	Per mile stone document	Per mile stone document	Per mile stone document	Per mile stone document	
	Repairs effected timeously	Time	100% Schedule	100% Schedule	100% Schedule	100% Schedule	
Adherence to legal and safety codes in East Wing	Additions and changes to structures, facilities, signage, etc	% complete	95%	100%	100%	Meets all building regulations, except where exempted due to nature of building (SAHRA)	Applicable legislation/ regulation Certificate Feedback from staff and members
Adherence to legal and safety codes in West Wing	Additions and changes to structures, facilities, signage, etc	% complete	5%	100% (construction phase)	100% (construction phase)	Meets all building regulations, except where exempted due to nature of building (SAHRA)	Applicable legislation/ regulation Certificate Feedback from staff and members

8. General Assumptions

Management

- ☐ That a manager is required to run the City Hall complex, the precincts and additional office building.
- ☐ That – for budgetary purposes – the staff comprises:
 - one manager
 - one maintenance supervisor
 - two painters
 - one electrician
 - one assistant electrician
 - two general assistants.
- ☐ That for the period of the City Hall project (assumed to be 2003 to 2006) a project manager to run the day to day aspects of the City Hall rehabilitation, Selbourne Hall project & Rissik street Post Office refurbishment.

Office moves

- ☐ That a significant office re-allocation process will take place during the election period in April 2004, caused by the expected change in membership of the Legislature. --done
- ☐ That the largest party will use the old Educare centre (4th floor) for their caucus room. All other parties will use a single or double office.
- ☐ That the political parties will remain on the upper floors of the Legislature (fifth, fourth and third). Key Office Bearers will remain on the first floor.
- ☐ That additional offices will be required outside the City Hall building to permit the various building work required during the financial year (prior to the elections), and which will also be required in the long-term. This will be covered under the New Offices project.
- ☐ That the Rissik Street Post Office will be developed into office space and completed before end 2007.
- ☐ That the selected office space in an adjacent building will be ready by October 2004.
- ☐ That an architect will be required to set up the new offices, which will require a considerable amount of services to be installed.

Maintenance programs

- ☐ That the East wing of the complex will comply with all building and safety laws and regulations.
- ☐ That the City Hall wing (West) of the complex will work towards compliance with the most important building and safety laws and regulations, but that no major expenditure will occur until the rehabilitation project is undertaken.
- ☐ That all major plant be maintained under contract.

- ☐ That the concept of “continuous” office, venue & corridor painting will be used – even though this concept has not yet been proven as totally viable. The intention will be to carry this out when the incumbent is on leave. It appears that a 7- year cycle is required.
- ☐ That the concept of “continuous” – but recess-restricted – office carpeting will be used – even though no office carpets have yet been replaced. It appears that a 10-year cycle is required.
- ☐ That repainting and re-carpeting of corridors and other public space will be undertaken every 5 to 7 years, during recesses.
- ☐ That the existing usage of consumables will continue as in the past, but with a higher utilization of paint (due to the employment of 2 painters).

Building work

- ☐ That the City Hall complex is structurally sound.
- ☐ That the Business Continuity Plan will not require up-front expenditure (other than planning costs).

Signage

- ☐ That no signage in Braille will be provided (other than in the revamp of the lifts).
- ☐ That, where international signage does not exist, all signage will be in English.

Services

- ☐ That the rates, refuse removal, sewerage, electricity, water and gas accounts are in line with expectations (no accurate data available from the landlord).

New offices

- ☐ That a building other than the current complex will be developed into space, which will be available before 2006.
- ☐ That an architect will be required to set up the new offices, which will require a considerable amount of building work (portioning, etc) to be completed.
- ☐ That the services to be installed will include:
 - normal power
 - UPS power
 - secure network connectivity
 - MATV distribution
 - Bells / evacuation
 - Smoke detection linked to the BMS
 - Security
 - Photocopier
 - Fax facilities
 - Telephones
 - Cleaning (Admin)
 - Hygiene (Admin)
 - Plants (Admin)

- Additional furniture (Admin)
- Beyers Naude Park -Garden

Building Management – West Wing & Precincts

- ☐ That the bookings & venue management will be done by internal capacity..
- ☐ That the parking management of Harry Hofmeyer will continue under the existing contract with EasiPark (no change).
- ☐ That the security management for City Hall will continue under the control of the Legislature on the same basis as with the existing contractor, although an increase in the contract will be required.
- ☐ That the security management for the precinct will continue under the control of the Legislature on the same basis as with the existing contractor, although a significant increase in the contract will be required.
- ☐ That the precinct garden services will be contracted out, under the management of the Building Services unit.
- ☐ That the management of the public toilets will be by the Administration unit, although the precinct security will provide the personnel used to monitor and keep the area clean.
- ☐ That the contract management for the whole complex (rates, electricity, maintenance contracts for lifts, air-conditioning, etc) will be handled by the Building Management unit.

City Hall – Preparatory Project

- ☐ That all the expenditure relating to the preparatory project will be budgeted for in the Legislature's budget.
- ☐ That the only work required is:
 - The installation of a fire alarm system
 - The installation of a smoke detection system linked to the Legislature's existing Building Management System
 - The installation of some basic security system / monitoring equipment
 - The rectification of some dangerous electrical systems.

City Hall – Ancillary Projects

- ☐ That all the expenditure relating to the purchase and rehabilitation of the building must be budgeted for in the Legislature's budget.
- ☐ That the identified projects are:
 - Rehabilitate the offices in the NW wing of City Hall
 - Rehabilitate the Educare centre
 - Upgrade the lifts
 - Upgrade the courtyards
 - Rehabilitate the external public toilets
 - Rehabilitate the drainage & plant in Harry Hofmeyer
 - Upgrade the precincts.

- ☐ That the rehabilitation of the NW wing of City Hall will comprise the creation of about 8 offices on the 4th floor, while the area below it on the 3rd floor will probably be used as storage space for the City Hall component.
- ☐ That the NW wing project will be run as part of the main rehabilitation project, so the offices will not be available in time for the additional members starting after the elections. The project will be initiated in Jan 2004, and will only be ready in January 2005 (one year after design starts).
- ☐ That the upgrade of the lifts (which was originally planned for two years ago, but not carried out due to lack of funds) will involve the relining of the shaft, replacement of the motor and control gear, and the refurbishment of the lift interior.
- ☐ That the upgrade of the courtyards will comprise the placing of a (Perspex) roof over the whole area (to keep pigeons, etc out), and then repairing the inner plaster work of the walls, repainting them with murals, and providing proper interior flooring. In the case of the SE courtyard, an entrance will also be created.
- ☐ That the courtyard project will be run as part of the main rehabilitation of the City Hall, into which it will integrate in the repair / replacement of the roof of the building. Hence it will start in Jan 2004, and be completed in May 2005
- ☐ That the rehabilitation of the external public toilets is an urgent and important project to provide the centre of the city with decent public toilets that is open 24 hours per day.
- ☐ That the external public toilets will start as soon as practical after certain key management decisions as to the running of the whole project have been taken.
- ☐ That the rehabilitation of Harry Hofmeyer is an urgent project as the drainage situation is severely compromising the book store on the third level, and one plant room which runs two of the extractor fans and all the library's emergency power is in a very run down situation.

City Hall – Rehabilitation Project

- ☐ That all the expenditure relating to the purchase and rehabilitation of the building will be budgeted for in the Legislature's budget.

9. Activities / Tasks

Rank of activities

- 1 - Extremely important
- 2 - Average importance
- 3 - Not important

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
♦ Manage building lease / ownership	1		
♦ Manage air-conditioning contractor	1		
♦ Manage lifts contractor	1		
♦ Manage power systems and distribution	1		
♦ Manage water systems and distribution	1		
♦ Manage sewerage systems and distribution	1		
♦ Manage building fabric	1		
♦ Manage building surfaces & finishes	1		
♦ Manage building fixtures and fittings	1		
♦ Manage responses to requests		2	
♦ Manage stores & stock	1		
♦ Maintain, repair and rehabilitate furniture		2	
♦ Move furniture and other office equipment		2	
♦ Other jobs on an ad-hoc basis			3

10. Organise Activities into Associated Cost Codes

- ☐ **405200** – Consumables
- ☐ **410106** – City Hall rehabilitation
- ☐ **410300** – City Hall operations
- ☐ **460010** – Services
- ☐ **474250** – Property expenses

Centralised costs

- ☐ General Stationery
- ☐ Insurance
- ☐ Staff training
- ☐ Telephone usage
- ☐ Furniture

11. Staff Budget

Specific assumptions:

-Unit secretarial function provided by the “secretary pool” in the management unit

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Building Manager	P8	0	0	1
Maintenance Supervisor	P11	0	0	1
Electrical Maintenance Assistant	P15	0	1	0
Senior Maintenance Assistant	P14	0	0	1
Contract Maintenance Assistants	P15	0	0	4
Rissik Street PO Provision (Maintenance Staff)	P15	0	3	0
TOTAL		0	1	7

Programme 6

Information and Liaison

13. PROGRAMME NO 6: INFORMATION AND LIAISON

13.1 Director: Information And Liaison

1. Objectives

Management and co-ordination of the Public Relations Unit, Information Centre and Research Unit of the Legislature. The Director of Information and Liaison is responsible for the smooth flow of information internally – between the Information Centre and Research Unit, and the members and Office Bearers of the legislature; and externally – between the legislature and the general public and media of Gauteng.

2. Decision Units / Key Areas of Leverage

- ☐ Strategic direction to the Directorate and its component units,
- ☐ Budget compilation, control and management,
- ☐ Financial management & administration,
- ☐ Policy development, implementation and monitoring,
- ☐ Monitoring the Directorate's adherence to the PFMA and the generally accepted principles of good corporate governance,
- ☐ Development and maintenance of administrative procedures in the Directorate.

3. Optimal delivery in the following areas:

- ☐ Strategic direction and planning,
- ☐ Financial management of the resources allocated to the various directorates under direct control,
- ☐ Compliance with statutory requirements,
- ☐ Systems enhancement,
- ☐ Service delivery in all units in the directorate,

4. Directorate Strategic Architecture

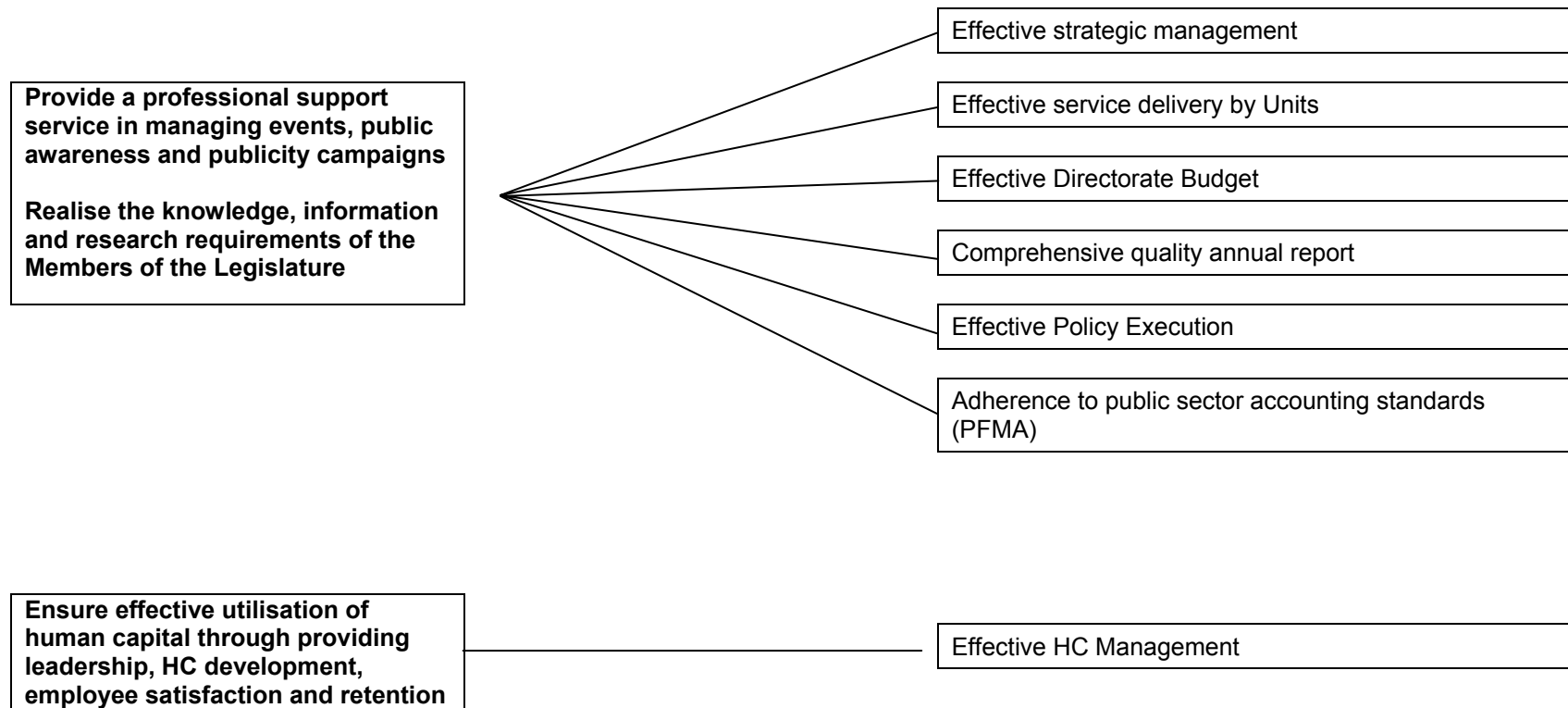
4.1 Directorate Strategic Objectives and relevant accountability

Strategic Objectives	Director	Research	Information Centre	Public Relations
• Realise the knowledge, information and research requirements of the Members of the Legislature				
• Provide a professional support service in managing events, public awareness and publicity campaigns				
• Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention				
• Build a dynamic partnership with PPP				
• Strengthen relations with all SA Legislatures, Government departments, resource centres and professional bodies to facilitate capacity building				
• Facilitate convenient access to material and staff from the Information Centre				
• Enhance the profile of the Research Unit to members				
• Implement a media strategy				
• Implement a marketing strategy				
• Implement a communication strategy				
• Enrich information support to PPP				
• Enhance the focus on government's five (5) year priorities				
• Investigate participatory research methodologies				
• Enrich and extend external information support to oversight				
• Develop and train human capital				
• Implement Legislative Analysis Capacity				
• Conduct Organisation structure analysis for Research Unit				
• Forge partnerships with NGO's, CBO's and Research Organisations for pro-active and real-time information dissemination				
• Align services and products to Legislature priorities				

4.2 Directorate Strategic Objectives linkage to a project or operations

Strategic Objectives	Project	Operations
• Realise the knowledge, information and research requirements of the Members of the Legislature		
• Provide a professional support service in managing events, public awareness and publicity campaigns		
• Ensure effective utilisation of human capital through providing leadership, HC development, employee satisfaction and retention		
• Build a dynamic partnership with PPP		
• Strengthen relations with all SA Legislatures, Government departments, resource centres and professional bodies to facilitate capacity building		
• Facilitate convenient access to material and staff from the Information Centre		
• Enhance the profile of the Research Unit to members		
• Implement a media strategy		
• Implement a marketing strategy		
• Implement a communication strategy		
• Enrich information support to PPP		
• Enhance the focus on government's five (5) year priorities		
• Investigate participatory research methodologies		
• Enrich and extend external information support to oversight		
• Develop and train human capital		
• Implement Legislative Analysis Capacity		
• Conduct Organisation structure analysis for Research Unit		
• Forge partnerships with NGO's, CBO's and Research Organisations for pro-active and real-time information dissemination		
• Align services and products to Legislature priorities		

4.3 Strategic Objectives linkage to the operational Measurable Objectives



5. Sub-Programme Description, Measurable Objectives and Key Outputs

INFORMATION AND LIAISON DIRECTOR - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective strategic management	Completed Strategic plans	Time Quality	Completed strategic plan by fourth quarter.	Completed strategic plan by fourth quarter.	Completed strategic plan by fourth quarter.	Improved planning and performance by Directorate.	Printed plans.
Effective service delivery by Units	Unit Activity Plans	Time Quality	Completed activity plans by beginning of first quarter.	Completed activity plans by beginning of first quarter.	Completed activity plans by beginning of first quarter.	Improvement of service delivery.	Consolidated Unit tracking reports.
Effective Directorate budget.	Budget	Time	As per treasury schedule	As per treasury schedule	As per treasury schedule	As per treasury and PFMA requirements.	Budget data on Legislature network.
Comprehensive quality annual report	Annual report	Time	Within 5 months of the end of the financial year	Within 5 months of the end of the financial year	Within 5 months of the end of the financial year	As per GPL, GPG and statutory reporting requirements.	Printed and published report.

INFORMATION AND LIAISON DIRECTOR - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Effective Policy execution	Directorate Policies	Quality	Developed/ implemented and accepted policies by Legal Advisor, Secretariat and LSB	Developed/ implemented and accepted policies by Legal Advisor, Secretariat and LSB	Developed/ implemented and accepted policies by Legal Advisor, Secretariat and LSB	Comprehensive, applicable and enforceable policies.	Administration manual
Adherence to public sector accounting standards. (PFMA)	Accounting standards compliance	Quality	No ex-post facto applications Expenditure trends within limits set by Treasury	No ex-post facto applications Expenditure trends within limits set by Treasury	No ex-post facto applications Expenditure trends within limits set by Treasury	As per treasury and PFMA requirements.	Audit process and Annual Financial Statements.
Effective HC Management	PPMS Review HC Development	Time Quality	Delivery with schedule and Budget 100%	Delivery with schedule and Budget 100%	Delivery with schedule and Budget 100%	LSB requirements Policy requirements	Management reports

6. General Assumptions

1. Inflation rate is 8%,
2. SAP is fully operational,
3. Telephone costs are centralised in Administration,
4. Stationery costs are centralised in Administration,
5. IT services are centralised in IT & Technology Unit,
6. Personnel budget is located in the Management budget of ISS,
7. Staff training budget is located in Human Resources budget,
8. No fundamental changes to PFMA,
9. No changes in political structure,
10. Limited fluctuations in the exchange rate.

7. Activities / Tasks

Rank of activities

- 1 - *Extremely important*
- 2 - *Average importance*
- 3 - *Not important*

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
♦ Strategic planning and strategic direction	1		
♦ Implement PFMA requirements and fulfill PFMA responsibilities	1		
♦ Preparation of Annual Report	1		
♦ Development and compilation of directorates budgets	1		
♦ Develop policies	1		
♦ Organize workshops	1		
♦ Travel by road	1		
♦ Travel by air	1		
♦ Organize/ Attend meetings	1		
♦ Use of professional consultants		2	
♦ Plan staffing requirements	1		
♦ Attend seminars and workshops	1		

8. Organise 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

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
Senior Secretary	P12	0	0	1
TOTAL		0	0	2

13.2 Sub-Programme: Research

1. Objectives

The Research Services Department undertakes or commissions research, either in response to a request, or proactively, for the Committees, Senior Office Bearers and the Institution of the Legislature into all aspects of provincial public and financial policy, the institutional concerns of provincial government as a whole, or any other matters as may be required by the Unit's Members.

2. Decision Units / Key Areas of Leverage

- ☐ All research for Standing, Portfolio and Ad-hoc Committees.
- ☐ Proactive research at the initiative of the Researchers.
- ☐ Analysis to assist committee oversight.
- ☐ Analysis to assist committees to consider and pass legislation.
- ☐ Research on intergovernmental and institutional matters of importance to the Officer Bearers and Institution of the Legislature
- ☐ Contribution to ongoing scholarly discourse through publications, conferences and workshops.

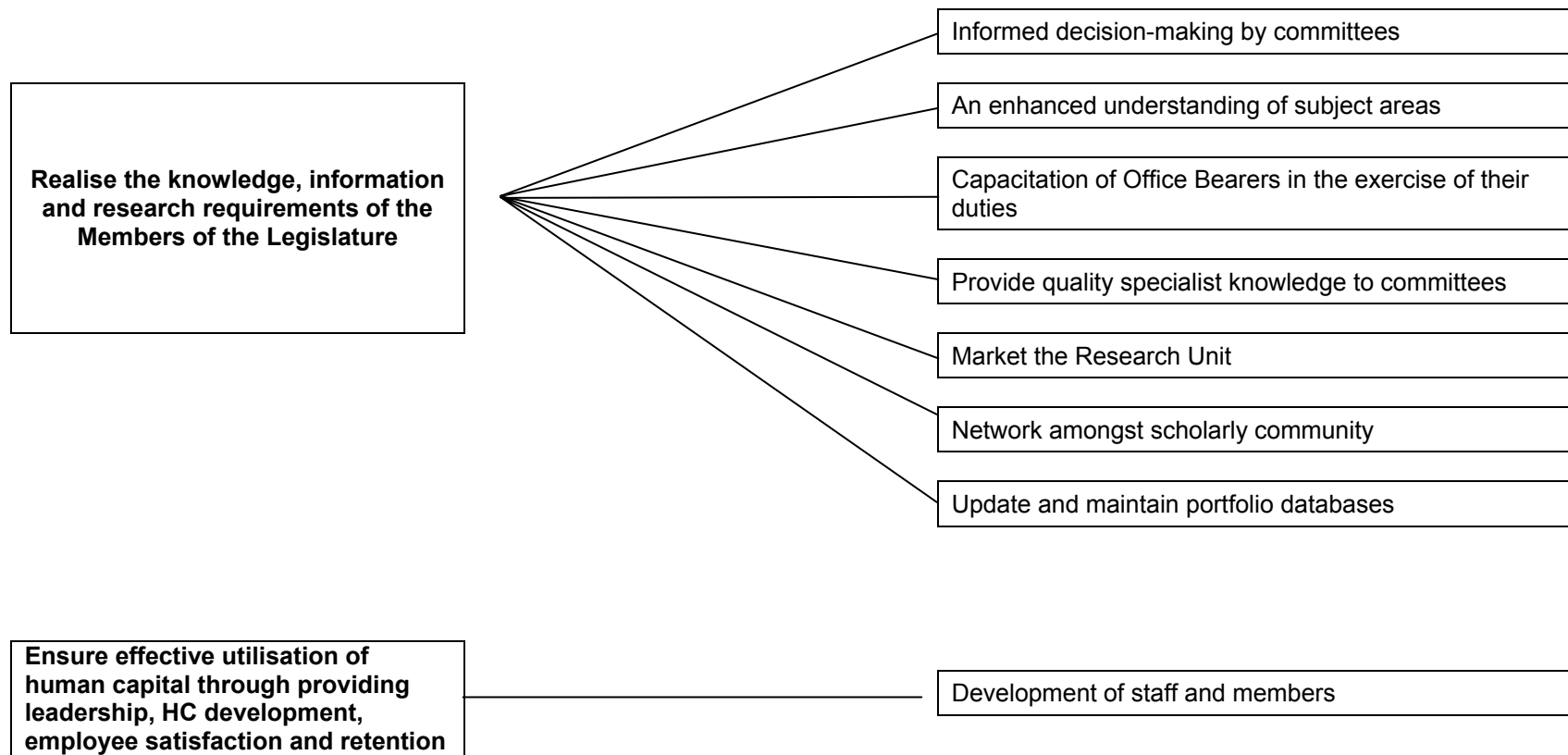
3. Optimal delivery in the following areas:

- ☐ Analysis of departmental performance and budgetary data.
- ☐ Familiarity with policy in each portfolio area.

- ☐ Production of research outputs for all Members.
- ☐ Familiarity with the most recent scholarly literature and research in each portfolio area.
- ☐ Assisting in the consideration of all legislation that is before committees.
- ☐ Publication of research material in journals or at conferences and workshops
- ☐ Provision of policy advice upon request from Members.
- ☐ Management of all research work commissioned out.

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: Investigate participatory research methodologies

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Formulate guidelines of participatory research	Relevant research guidelines	Information Support	Quality	Guidelines that will inform change to participatory research	X				Researcher Manager and Senior Researchers
2	Do literature review	Literature review report	Information Support and IT	Quality	Literature review that can inform the change to participatory research	x	X			Senior Researchers
3	Produce research report	Research report	Information support and IT	Quantity	Research report disseminated to Office Bearers			X	X	Senior Researcher

5.2 Strategic Objective No 2: Conduct Organisation structure analysis for Research Unit

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop terms of reference for Study	Review organogram to ensure appropriateness to client's changing needs	IT and information support	Quality of organogram	Appropriateness of staff structure to requirement of the institution	x				Research Manager
2	Identify and secure service provider	Service provider appointed	Consultants budget and Human Resources, Procurement services	Quality	Service provider to have expertise to undertake the OD study	X	x			Research Manager and Human Resources Unit/Procurement Unit
3	Undertake Structure Analysis study for Unit	OD study	Procurement services	Cost and Time	Timeously delivery of the OD report		x	x	x	Research Manager and the relevant service provider

5.3 Strategic Objective No 3: Enhance the profile of the Research Unit to members

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Emphasise Proactive research	Production of papers	IT and Information Centre Budget * Travel * Fieldwork * workshops	Quality	Quality and relevance to work of the committees	X	x			All researchers
2	Publicise Research Papers	Production of publishable paper		Quality	Feedback from peers			x	x	All researchers
3	Attend workshops and conferences	Relevance of workshops and conference's attendance	Travel budget	Quality and attendance	Relevance * Active participation (i.e. panel member) * Delivering a paper * Unit report	X	x	x	x	All researchers
4	Host seminars	Exposure of members and staff to wide range of policy perspectives	Catering costs	Quality and up to date information	Increasing knowledge around subjects discussed in the seminars	X	x	x	x	All researchers
5	Build partnerships with research institutions and civil society organisations	Networking and partnerships with the research community	Current staff capacity Budget –hosting of seminars and workshops Inviting guest speakers	Number of partnerships	Increasing of public participation and petitions.	X	x	x	x	All researchers

5.4 Strategic Objective No 4: Enhance the focus on government's five (5) year priorities

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop database of priority related indicators	Comprehensive databases of sectoral issues	* Information technology and information support Budget * Software * Hardware * Databases	Number of databases and quality of databases	Databases must of the sufficient quality to allow researchers to do an in depth analysis of sectoral issues	X	X	X	X	All researchers
2	Continuous review of oversight model	Transformation of the Research Unit's policy and budget analysis	Information Technology and Information Support	Quality of reports	The budget and policy analysis reports must proactively inform our Members to engage the department	X	X	X	X	Research Manager and all researchers
3	Provide synopsis of government priorities	Analytical reports on GPG progress towards policy goals in this area	Information Technology and Information Support	Number of reports	Reports must be produced at key junctures in the financial year on progress towards these policy priorities	X	X	X	X	All researchers

5.5 Strategic Objective No 5: Implement Legislative analysis capacity

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Employ a researcher with legal and public policy expertise	Suitability of the researcher o undertake the project	Staff Budget, Office Space, IT and information support	Quality of the person appointed	A researcher must have the appropriate skills and expertise	X				Research Manager and Human Resources Unit
2	Build further legislative analysis capacity across Unit	Regular feedback to the Office Bearers	Staff Budget, Office Space, IT and information support	Number of reports	Researcher must develop the regular progress reports		x	x	x	Researcher Manager and researcher

5.6 Strategic Objective No 6: Develop and train staff continuously

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Regularly identify areas of skills development	Updated skills development plan	Training Budget	Cost	A	X				Research Manager and Human Resources Unit
2	Ensure staff is enlisted on courses.	Relevant courses attended	Staff salary budget	Quantity and quality of courses attended	Number and appropriateness of courses attended		x	x	x	Research Manager and Human Resources Unit

6. Research Unit: MTEF Strategic Priorities 2005 - 2009

Year 1	Year 2	Year 3	Year 4	Year 5
2005/2006	2006/2007	2007/2008	2008/09	2009/2010
Implement Legislative Analysis Capacity Study	Pilot Legislative Analysis Capacity Findings	Review and Implement Legislative Analysis Capacity Findings	Build capacity for Legislative analysis within Unit	
Conduct Organisational structure analysis for Research Unit	Implement the Findings of the study	Implement the Findings of the study		
Develop and train HC	Develop and train HC	Develop and train HC continuously	Develop and train HC continuously	Develop and train HC continuously
Enhance the Profile of the Research Unit to Members	Enhance the Profile of the Research Unit amongst	Enhance the Profile of the Research Unit amongst Members	Enhance the Profile of the Research Unit amongst Members	Enhance the Profile of the Research Unit amongst Members
Investigate participatory methodologies	Pilot the participatory methodologies	Review and Implement participatory methodology	Implement participatory methodology	
Enhance focus on government's five-year priorities	Deepen focus on government's five-year priorities	Sharpen focus on government's five-year priorities	Maintain and refine focus on government's five-year priorities	Maintain and refine focus on government's five-year priorities

7. Sub-Programme Description, Measurable Objectives and Key Outputs

RESEARCH UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/6	2006/07	2007/08		
Informed decision-making by committees.	Committee Research.	Quantity of output.	160	160	160	Relevant and Well- written reports	Unit's G-Drive archive
An enhanced understanding of subject areas	Submitted Research papers	Number of research papers submitted for publication.	10	15	15	Papers of publishable quality	Journals
Capacitation of OBs in the exercise of their duties.	Research conducted for Office Bearers	Quantity of research papers/reports/speeches.	18	20	25	Well-written reports that assist OBs	Unit's G-Drive archive
Provide quality specialist knowledge for Committees.	Research Commissioned-out (external experts)	Number of commissioned projects.	6	6	6	Standard as set out in the Terms of Reference	Unit's G-Drive archive
Development of staff and members	Exposed to wide range of policy perspectives	Attendance of seminars/ lectures	4	4	4	A relevant and well attended Lecture	Unit publications and attendance registers.

RESEARCH UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/6	2006/07	2007/08		
Market the Research Unit	Publications	Quantity	4	4	4	Lecture series booklet	Publications
Network the scholarly community	Attendance of Workshops and Conferences	Quantity attended	13	13	13	Relevance of workshop to area of specialization.	Unit's tracking document
Update and maintain Portfolio Databases	Updated/ Maintained Portfolio Databases	<input type="checkbox"/> Number of databases <input type="checkbox"/> Quality of information in database.	12 Relevant information	12 Relevant information	12 Relevant Information	Relevance and up-to-date nature of information	Unit's G-Drive archive.

8. SPECIFIC AND GENERAL ASSUMPTIONS

1. That the Unit has its full staff compliment.
2. That an effective Information Centre is in place.
3. That the constitutional functions of the Legislature are not changed.
4. That the members and office bearers exercise their constitutional functions fully.
5. That the necessary I.T. and office resources are available.
6. That the quantity of the members and committees of the legislature does not fluctuate drastically.
7. That telephone costs are centralized in Administration.
8. That stationery costs are centralized in Administration
9. That furniture cost is centralized in Administration.
10. That office furniture is centralized in Administration.
11. That IT services are centralized in IT & Technology Unit
12. That the personnel budget is located in the Management budget of ISS
13. That the staff training budget is located in Human Resources budget
14. That sufficient office space is available for expansion of staff and services.
15. That South Africa will enjoy economic stability and inflation stability over the MTEF period.
16. That no changes are made in the political structures of the province.

9. Activities / Tasks

Rank of activities

- 1 - Extremely important
- 2 - Average importance
- 3 - Not important

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
♦ Prepare research mandates	1		
♦ Conduct literature reviews	1		
♦ Conduct interviews	1		
♦ Attend oversight visits	1		
♦ Analyze and process information	1		
♦ Propose recommendations/policy options	1		
♦ Identify issues for further research	1		
♦ Publish research papers	1		
♦ Prepare research terms of reference	1		
♦ Identify external research service providers	1		
♦ Commission work to external research service providers		2	
♦ Identify Seminar/Lecture topics		2	
♦ Identify speakers for Seminars/Lectures		2	
♦ Organise Seminars/Lectures		2	
♦ Prepare lectures for publication		2	
♦ Prepare and edit meritorious papers for publication		2	
♦ Send meritorious papers to reference group		2	
♦ Publish meritorious papers		2	
♦ Collect data pertinent to portfolio areas	1		
♦ Process and analyse data	1		
♦ Prepare policy briefs on data for each policy area	1		
♦ Identify appropriate workshops and conferences to attend		2	
♦ Attend workshops and conferences		2	
♦ Network with scholars and research community		2	
♦ Identify appropriate specialised training		2	
♦ Attend appropriate specialised training courses	1		
♦ Liaise with tertiary institutions	1		

10. Organise Activities into Cost Codes

- ☐ Personnel Expenditure
- ☐ Basic salary
- ☐ Motor Allowance
- ☐ Cell phone allowance
- ☐ Medical Aid
- ☐ Provident fund
- ☐ PPMS awards
- ☐ UIF
- ☐ Accommodation - local
- ☐ Accommodation- International

- ☐ Air travel – domestic
- ☐ Air travel- International
- ☐ Travel & Subsistence
- ☐ Workshops and Functions
- ☐ Consultants
- ☐ Conferences

CENTRALISED COSTS

- ☐ Postage
- ☐ Refreshments
- ☐ Staff Bursaries
- ☐ Staff Training
- ☐ Staff Recruitment
- ☐ Telephone
- ☐ Stationery
- ☐ Photocopy consumables
- ☐ IT services
- ☐ Printing
- ☐ Office Equipment
- ☐ Furniture

11. Staff Budget

Specific assumptions:

- No job evaluation
- No retrenchment

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Research Manager	P7			1
Senior Researcher	P8		2	2
Researcher	P9		1	6
TOTAL			3	9

13.3 Sub-Programme: Information Centre

1. Key Legislature Objectives

The information Centre service supports Legislature programmes by providing timeous relevant information and information products that address information needs and requirements of Members and staff so that they can fulfil their constitutional obligations.

2. Decision Units / Key Areas of Leverage

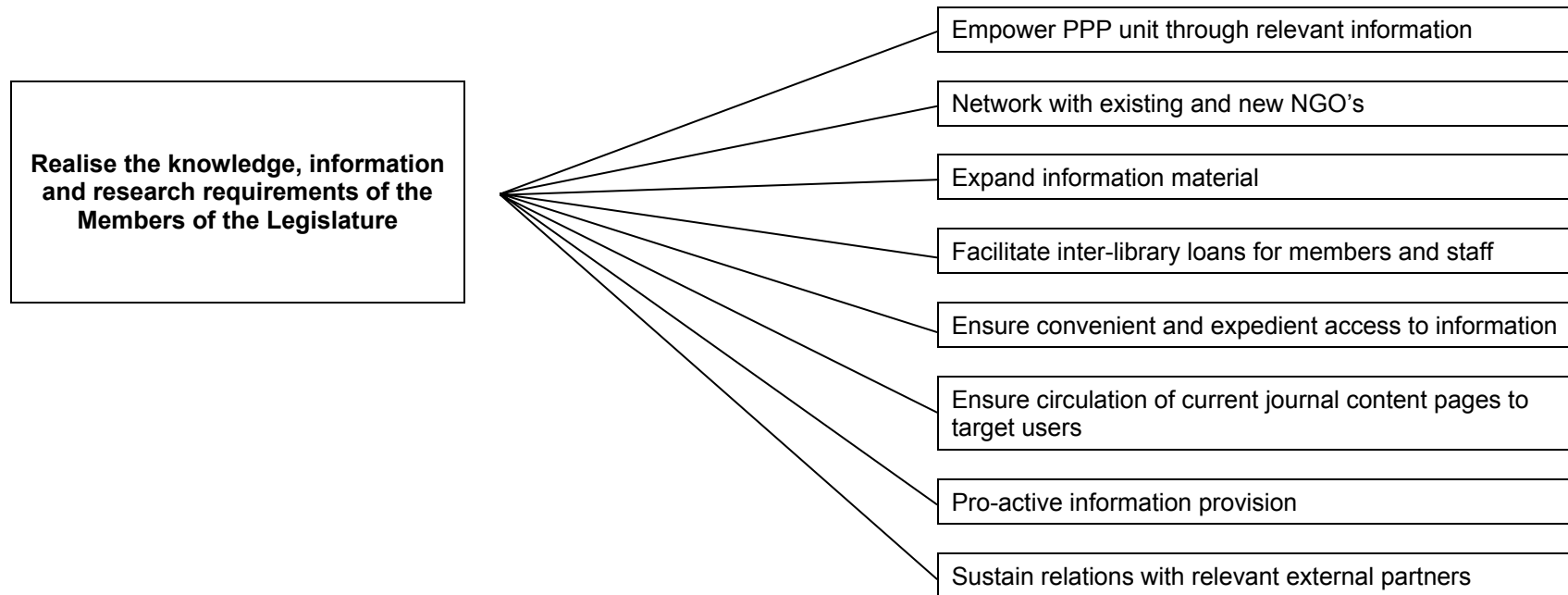
- ☐ Information Provision
- ☐ User Education for full and effective exploitation of information services and products
- ☐ Information materials development and maintenance.
- ☐ Cooperative resource sharing.
- ☐ Management and maintenance of electronic products, services and delivery systems.
- ☐ Control and circulation of material (own stock or inter-library loans).
- ☐ Management of information organisation and retrieval systems for effective information exchange.
- ☐ Information delivery infrastructure
- ☐ Web-based information retrieval system
- ☐ Capacity building /professional development

3. Optimal delivery in the following areas:

- ☐ Alert service and information provided to support public participation and oversight requirements.
- ☐ Corporate membership and formal co-operative resource sharing for access to extended information services
- ☐ User Education programme appropriately aligned to skills levels
- ☐ Acquisition of books, journals and electronic databases to support legislature business
- ☐ Physical maintenance of information materials for preservation and future use.
- ☐ Cost effective operations and accurate processing of acquired material for effective and exhaustive retrieval of information - exploiting new and existing bibliographic utilities and systems.
- ☐ State-of- art IT (hardware and software) for web based timeous information delivery.
- ☐ Staff training on information organisation, searching, retrieval and dissemination strategies/skills

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the operational Measurable Objectives



5. Strategic Projects

5.1 Strategic Objective No 1: Enrich Information support to PPP

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1.	Review and update PPP unit's information needs profile for selective dissemination of information service.	Unit's needs profile	Current staff capacity	Relevance Quality	Up-to-date and accurate relevant profile	X				Snr Information Officers
2.	Maintain consortial alliances with NGOs	Membership Database of NGO's New materials published	Membership costs Information materials' cost Travel cost(S&T)	Cost Effectiveness	Useful contacts and materials.		x	x	x	Esmé Manganyi and Snr. Information Officers

5.2 Strategic Objective No 2: Align services and products to Legislature priorities

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1.	Conduct needs and impact assessment with members, researchers and office bearers	Survey report Filled questionnaires	Stationary	Quality Quantity Relevance	Alignment of service offering to user needs The survey conducted on all members.				X	Esme Snr Information Officers
2.	Provide pro-active information to support institutions strategic priorities (poverty alleviation and job creation)	Selective subject bibliographies Number of relevant materials acquired	Printing cost Materials cost	Time Quality Quantity Relevance	Quarterly subject bibliographies 60% of relevant information materials	x	X	x	x	Snr. Information Officers Esmé

5.3 Strategic Objective No 3: Enrich and extend information support base for oversight

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1.	Foster collaborative activities and partnership with research, committees and Office Bearers in developing and managing collections	Journal collection reviewed, bound and updated. Publications of Research organisations Business oriented electronic database	Binding costs New information materials costs	Time, relevance, quantity	Only those journals still in use and relevant to be renewed annually. Relevant research reports acquired and new database to support corporate function	X X	 X	X X	X X	Esmé Snr. Information Officers
2.	Improve access to independent research information	Links to electronic journals Electronic alert services Document delivery (Research Institutes, NGO's) and interlibrary-loans from academic institutions	Courier services cost Postage Electronic Subscriptions	Time Costs	1 week turn around time for inter-library loans. 2 days for document delivery. Annual subscription to electronic journals.	x	X x	X x	X x	Jenny Esmé
3.	Collection development	Well balanced and relevant collection representing needs of all committee clusters	Information collection costs Storage costs Library processing costs (special stationery)	Time Relevance Costs	Monthly acquisitions based on anticipated and current needs	X	X	X	X	Esmé

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
4.	Improve response rate	Acquired relevant software and hardware infrastructure	IT hardware (HP Laser Jet) Consultation services Unlimited electronic access to databases	Cost, effectiveness	Optimum functionality of access and retrieval systems Web-based electronic products		X X		X	Esmé, Adelaide and Veli
5.	Maintain and enhance information retrieval systems	Authority files and subject references	Consultation cost	Costs Efficiency Effectiveness Quality	Continuously quality controlled subject indexes and up-to-date authority files for consistency.	X				Dudu
6.	Implement PSOM to enhance support of committee work	Completed BIMS(Budget information matrices)	Current resources	Time Relevance Quality	Independent statistics, media reports and relevant NGO information on matrices to be provided in real-time	X	X	X	X	Sir. Information Officers
7.	Introduce Multileveled user guidance to members to promote use of services and products.	Number of self sufficient members	Training costs Consultation costs Printing costs	Effectiveness	Improved self sufficiency in information retrieval(empowerment of members)			X	X	Snr. Information Officers

5.4 Strategic Objective No 4: Forge Partnerships with NGO's, CBO's and Research organisations for pro-active real-time information dissemination

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1.	Network with NGOs,CBO's and research organisations with the view to membership and acquiring materials of relevance to committee and research work	Expanded grey literature(research reports, statistical reports, NGO publications, newspapers)	Information materials costs Membership costs	Costs Relevance	Current real time information for the oversight function	x	x	x	x	Esmé Senior Information Officers
2.	Current awareness service	Selective online journal contents pages, alert articles and new acquisitions on topical local issues newsletters	Information materials costs subscriptions costs	Time Relevance	Clients targeted with high value-added information within 3 days received. Responsive to demand services	x	X	x	x	Esmé Senior Information Officers

5.5 Strategic Objective No 5: Facilitate convenient physical access to material and staff from the Information Centre

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Review collections in response to Institutional priority areas and space limitations	Policy for secondary storage of little used and secondary materials	Current resources	Time	Collection evaluation. Little used material to be placed in stack storage for future use	X				Esme, Snr. Information Officers
2	Assist in planning for short-term expansion of facility to accommodate new services and materials	Overall library space evaluated. Flexible storage and arrangement.	Furniture and equipment costs	Costs Effectiveness Efficiency	Space to be conducive to reading, browsing and effective /efficient workflow.	X				Esmé, John, Dirk
			Security costs Specialised Library stationery costs		Security system to control outflow of materials	X				Esme, John, Dirk
3	Facilitate physical arrangement conducive to access and browsing	Flexible space utilised	<ul style="list-style-type: none"> Cf: above service 	Cf:above	Identification and implementation of flexible storage arrangement			X	X	Esmé, John, Dirk

5.6 Strategic Objective No 6: Strengthen relations with all Legislatures, government departments' resource centres and professional bodies to facilitate capacity building

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Resp
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Participation and enrichment of legislative sector forums e.g. RIC	Information gaps identified and Information needs and requests fulfilled	Current capacity	Time	Information supplied within one week of information request	x	x	x	x	Esme and Snr. Information Officers
2	Attend External Legislature Meetings (RIC)	Minutes and reports in support of Legislature Business	Local Travel and Accommodation costs	Costs Time	Attend Research and Information Cluster meetings	x	x	x	x	Esme, Snr. Information Officers
3	Attend meetings of government departments' resource centres	Minutes	Current capacity	Time	Attend quarterly meetings to share information	x	x	x	x	Snr. Information Officers
4	Subscribe to membership of professional bodies	Institutional membership to 2 bodies	Institutional membership costs	Cost	Access to professional publications and shared information exchanges	x				Esme
5	Attend Conferences	2 professional conferences attended.	Conferences Travel and Accommodation	Costs Time quantity	LIASA SLIS Acquisition of first hand knowledge of professional trends and information management technology employed	X x	X			Esmé, Snr. Information Officers

6. Information Centre Unit: MTEF Strategic Objectives 2005 – 2009

2005/2006 YEAR 1	2006/2007 YEAR 2	2007/2008 YEAR 3	2008/2009 YEAR 4	2009/2010 YEAR 5
Enrich information support to PPP	Enhance and enrich information support to PPP	Evaluate service delivery to PPP unit, adjust and implement according to needs	Expand information support to PPP	Maintain information support to PPP
Align services and products to Legislature priorities	Strengthen services to support Legislature priorities	Re-assess and update service strategies and introduce new services to support Legislature priorities	Monitor and Maintain service provision to support Legislature priorities	Enhance service delivery with augmented information products
Enrich and extend information support base for oversight	Expand information support base for oversight	Maintain information support base for oversight	Evaluate and improve information support base for oversight	Enhance information support base for oversight
Forge partnerships with NGO's, CBO,s and Research organisations in order to pro-actively disseminate information in real-time	Strengthen partnerships with NGO's, CBO's and Research organisations	Maintain partnerships with NGO,s, CBO,s and Research organisations	Expand partnerships with NGO's, CBO's and Research organisations	Maintain partnerships with NGO's CBO's and Research organisations
Facilitate convenient physical access to materials and staff				
Strengthen relations with all Legislatures, government departments' resource centres and professional bodies for capacity building	Strengthen relations with all Legislatures, government departments' resource centres and professional bodies for capacity building	Strengthen relations with all Legislatures, government departments' resource centres and professional bodies for capacity building	Strengthen relations with all Legislatures, government departments' resource centres and professional bodies for capacity building	Strengthen relations with all Legislatures, government departments' resource centres and professional bodies for capacity building

7. Sub-Programme Description, Measurable Objectives and Key Outputs

INFORMATION CENTRE UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Empower the PPP unit through relevant information	Primary data for PPP acquired	Cost Time Effectiveness Relevance	1rst quarter	1rst,2 nd quarters	1rst,2 nd ,3 rd quarters	1rst,2 nd ,3 rd ,4 th quarters	SAP
Facilitated and pro-active network with existing and new NGOs	NGO's network Database	Time	Quarterly updates	Quarterly updates	Quarterly updates	Quarterly updates	G/drive
Expand Information material	Well balanced relevant collection of material (New books New journals New electronic databases)	Cost Time Relevance Effectiveness Quantity	Monthly 400 committee relevant materials and as per publishing trend	Monthly 450 committee relevant materials and as per publishing trend	Monthly 500 committee relevant materials and as per publishing trend	Monthly 500 committee relevant materials and as per publishing trend	SAP

INFORMATION CENTRE UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Facilitate Inter-library loans for members and staff	Extended access to information and resource sharing	Time	Within 1 week of request	Within 1 week of request	Within 1 week of request	Within 1 week of request	SABINET INMAGIC
	Lending own stock	Quantity	60 and as required	60 and as required	60 and as required	60 and as required	
		Quantity	600 and as required	800 and as required	900 and as required	1000 and as required	
Ensure Convenient and expedient access to information	Subject bibliographies	Time Quality relevance	Quarterly	Quarterly	Quarterly	Quarterly	G/Drive
Ensure circulation of currant journal content pages to target users	SDI / current awareness journal contents pages circulated to targeted user groups.	Time Relevance	Within 3 days of receipt of new relevant publication	Within 3 days of receipt of new relevant publication	Within 2 days of receipt of new relevant publication	Within 2 days of receipt of new relevant publication	G/drive

INFORMATION CENTRE UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
	Alert articles circulated on local issue	Time Relevance	Within 1 day of receipt	Within 1 day of receipt	Within 1 day of receipt	Within 1 day of receipt	G/dive Unit tracking document
	Newsletter	Quantity Time Cost	Quarterly	Quarterly	Quarterly	Quarterly	G/drive Unit tracking document
	Grey literature expanded	Cost %	2% of information materials budget	5% of information materials budget	5% of information materials budget	5% of information materials budget	G/dive Unit tracking document
Pro-active Information provision	Oversight related information materials acquired	Cost Relevance Time % Number	60% of collection material related to committee oversight work	60% of collection material related to committee oversight work	60% of collection material related to committee oversight work	60% of collection material related to committee oversight work	SAP

INFORMATION CENTRE UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
	Completed matrices circulated to researchers	Time Relevance Quality	Quarterly	Quarterly	Quarterly	Quarterly	G/drive Unit tracking document
	Decrease in turn around time for information requests Number of requests processed	Time Quantity	Within 3 days of request 1200 and as required	Within 2 days of request 1200 and as required	Within 2 days of request 1200 and as required	Within 2 days of request 1200 and as required	G/drive Unit tracking document
	Interlibrary loans Electronic Document Delivery Service	Time Cost Time cost	Within 2 weeks of request Courier document delivery within 2 days	Within 2 weeks of request Courier document delivery within 2 days	Within 2 weeks of request Courier document delivery within 1 days	Within 1 week of request Courier document delivery within 1 days	SABINET

INFORMATION CENTRE UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
	Unlimited licences to electronic databases	Time Cost	2 nd and 4 th quarters	2 nd and 4 th quarters	2 nd and 4 th quarters	2 nd and 4 th quarters	INTRANET SAP
	Hardware for improved response rate	Time Cost	2 nd quarter	As required	As required	As required	IT unit tracking document
	Electronic user guidance instruction and instruction manuals	Time Cost (consultation)	Within 1 day of request	Within 1 day of request	Within 1 day of request	Within 1 day of request	Within 1 day of request
		Quantity Cost	2 backup manuals	3 backup manuals	3 backup manuals	3 backup manuals	3 backup manuals
	Reviewed current bound journals	Time Cost	First quarter 3 rd and Fourth quarter	First quarter 3 rd and Fourth quarter	First quarter 3 rd and Fourth quarter	First quarter 3 rd and Fourth quarter	SAP
	Authority files	Time Cost	Quarterly updates	Quarterly updates	Quarterly updates	Quarterly updates	INMAGIC

INFORMATION CENTRE UNIT - KEY OUTPUTS AND SERVICE DELIVERY TRENDS							
Measurable Objective	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/06	2006/07	2007/08		
Sustain relations with relevant external partners	Meetings attended	Cost Quantity	Quarterly	Quarterly	Quarterly	Quarterly	SAP Unit tracking document
	Professional membership	Cost Quantity	Annual subscription	Annual subscription	Annual subscription	Annual subscription	SAP
	Conferences attended	Cost Quantity Relevance	2 professional conferences	2 professional conferences	2 professional conferences	2 professional conferences	SAP

8. Specific / General Assumptions

General

1. Complement of Members of the Legislature not to exceed 73
2. No changes in political structure
3. Inflation rate is 8%.
4. SAP is fully operational
5. Telephone cost is centralized in Administration
6. Stationery costs is centralized in Administration
7. Furniture cost is centralized in Administration
8. Office equipment is centralised
9. Transport motor is centralised
10. Maintenance service is centralised
11. IT services are centralized in IT & Technology Unit
12. Personnel budget is located in the Management budget of ISS
13. Staff training budget is located in Human Resources budget

Specific

1. All Information Centre staff needs continuous upgrading in information search and retrieval skills to cope with technological advancements.
2. Nature and content of databases is changing and improving.
3. Rapid Information Technology developments for information delivery.
4. Additional furniture and equipment is needed for new expanded resources and delivery services
5. Increased use of the Centre with increased relevance and appropriateness of services
6. Space is available for expansion of staff and services.
7. Economic stability and stable currency
8. International markets determine inflation rate of book, journal and electronic databases' prices.

9. Activities/Tasks

ACTIVITY / TASKS	RANK 1	RANK 2	RANK 3
♦ Provide proactive and real-time alert (online and print) information services for relevant current information plus reference and enquiry service for requested information	1		
♦ Subscribe to journals newspapers and electronic databases	1		
♦ Network with relevant organisations/institutions and negotiate corporate membership for access to services and facilities.	1		
♦ Obtain Government and Departments' publications plus relevant research materials from NGO's	1		
♦ Educate Users for optimal usage of Centre's information retrieval systems and databases subscribed to.	1		
♦ Build on existing strength of book collection and develop new areas to meet extended new needs.	1		
♦ Bind loose issues of journals and gazettes for preservation	1		
♦ Physically and intellectually process acquired material and maintain accurate record of their location	1		
♦ Web based products and services	1		
♦ Organise electronic databases and electronic journals for effective retrieval whenever needed using international bibliographic systems.	1		
♦ Organise and attend workshops, conferences and seminars.		2	
♦ Organise staff training for technical skills.	1		
♦ Implement PFMA requirements and fulfil PFMA responsibilities	1		
Furniture and equipment for expanded information materials	1		
♦ Visits for capacity building		2	
♦ Travel by road		2	
♦ Travel by air		2	
♦ Book hotel accommodation		2	
♦ Administration	1		

10. Organise Activities into Associated Cost Codes

☐ Personnel Expenditure

- ♦ Basic salary
- ♦ Motor Allowance
- ♦ Housing
- ♦ Cell phone allowance
- ♦ Medical Aid

- ◆ Provident fund
- ◆ PPMS awards
- ◆ UIF
- ◆ Conferences
- ☐ Accommodation - Local
- ☐ Air travel – domestic
- ☐ Travel & Subsistence – Local
- ☐ Subscriptions
- ☐ Library Reference Books
- ☐ Printing General (binding of journals)
- ☐ Stationery (Library specialised)
- ☐ Courier (Inter-library book loans)

Centralised costs

- ☐ Postage
- ☐ Refreshments
- ☐ Staff Bursaries
- ☐ Staff Training
- ☐ Staff Recruitment
- ☐ Telephone
- ☐ Stationery
- ☐ Furniture
- ☐ Office Equipment
- ☐ Maintenance service
- ☐ Photocopy consumables
- ☐ IT services
- ☐ Transport motor

11. Budget Staff

Specific assumptions:

- No retrenchment
- Job evaluation

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
Information Centre Manager	P8 to P7	0	Current position Upgraded to P7	1
Snr. Information Officer	P9	0	0	1
Snr. Information Officer	P9	0	0	1
Snr. Information Officer	P9	0	0	1
Senior Information Officer	P9	0	0	1
Information Officer	P10	0	0	1
Information Officer	P10	0	1	1
Information Assistant	P11	0	0	1
Interns	N/A	0	N/A	0
TOTAL		0	0	8

13.4 SUB-PROGRAMME: PUBLIC RELATIONS

1. Key Legislature Objectives

The objective of the Public Relations Unit is to provide communication, media liaison and protocol functions to the Legislature and external stakeholders in professional, effective, and efficient means. The Unit continues to promote the core business of the Legislature, uphold its image in a creative and efficient way, and in line with the strategies and goals adopted by the Directorate of Information and Liaison and the Gauteng Legislature.

2. Decision Units / Key Areas of Leverage

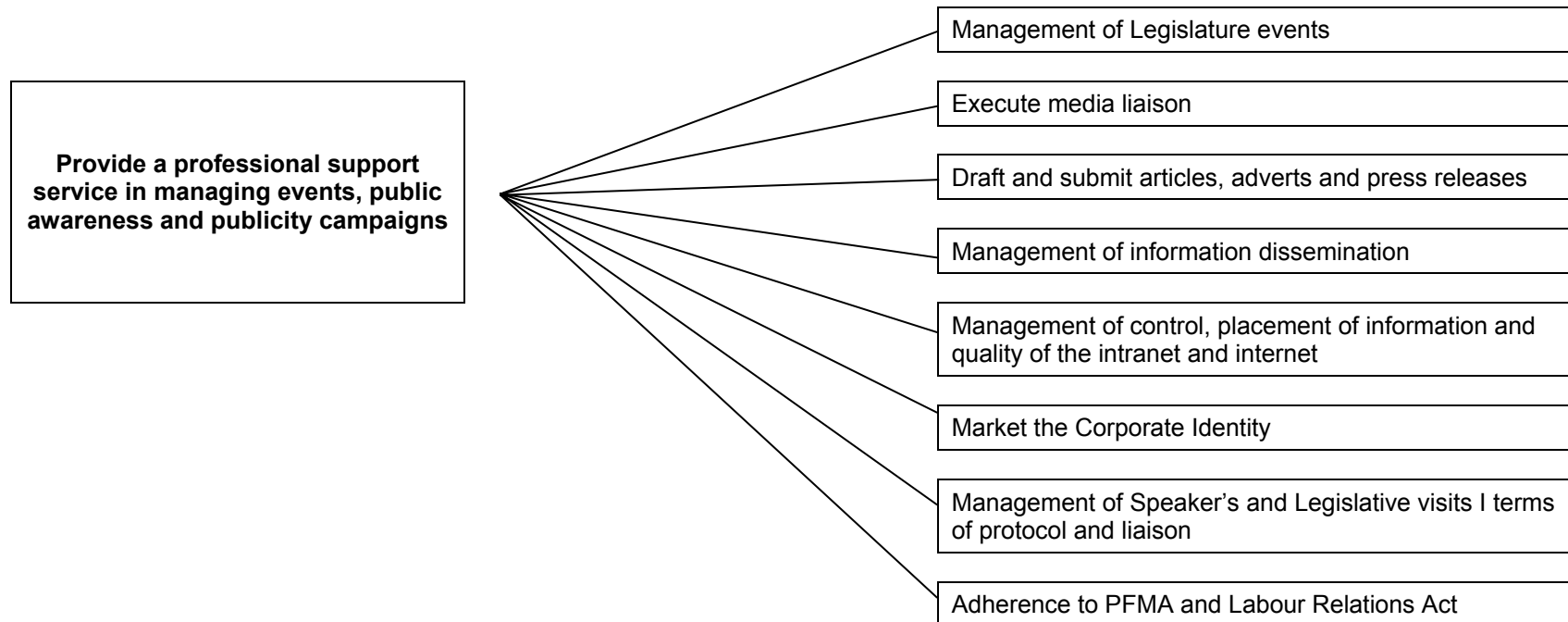
- ☐ Execution of events management function
- ☐ Media liaison, media relations and media services
- ☐ Management of information dissemination (including the Intranet and Internet)
- ☐ Marketing of the Legislature's corporate identity
- ☐ Management of protocol and liaison functions

3. Optimal delivery in the following areas:

- ☐ Effective public participation
- ☐ Ensuring positive image of the legislature
- ☐ Implementation of successful brand building events
- ☐ Maintain and establish links with relevant media, GPG departments, the public, NGOs, and business.
- ☐ Improving information dissemination
- ☐ Development & training of staff

4. Unit Strategic Architecture

4.1 Strategic Objectives linkage to the operational Measurable Objective



5. Strategic Projects

5.1 Strategic Objective no 1: Build a dynamic partnership with PPP

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Develop a relationship programme	<ul style="list-style-type: none"> Relationship programme developed 	Human capital	<ul style="list-style-type: none"> Effectiveness Time 	Effective programme Timeous development of programme	X				Yasmeen Engelbrecht Lineo Mosia PR Unit
2	Implement programme	<ul style="list-style-type: none"> Programme implemented 	Human capital	<ul style="list-style-type: none"> Effectiveness Quality 	Effective implementation Quality of implementation		X	X	X	Refer Above
3	Monitor and evaluate the programme	<ul style="list-style-type: none"> Monitoring and evaluation done 	Human capital	<ul style="list-style-type: none"> Time Effectiveness Efficiency 	Quarterly monitoring Effectiveness & efficiency of programme		X	X	X	Refer Above

5.2 Strategic Objective no 2: Implement a Communication Strategy

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Align key communication messages with government's policy priorities	<ul style="list-style-type: none"> Messages aligned 	Human capital	<ul style="list-style-type: none"> Quality Effectiveness 	Quality of messages Effectiveness of messages	X				Yasmeen Engelbrecht Lineo Mosia PR Unit
2	Confirm an annual communication strategy	<ul style="list-style-type: none"> Annual communication strategy in place 	Input from Secretary & Speakers office	<ul style="list-style-type: none"> Time Effectiveness 	Timely input received from internal stakeholders Effective strategy	X				Refer Above
3	Implement annual communication strategy	<ul style="list-style-type: none"> Programme implemented 	Communication strategy doc	<ul style="list-style-type: none"> Time Quality Effectiveness Equity 	Timeliness of implementation Effectiveness of programme Programme to reach diverse publics	X	X	X	X	Refer Above
4	Monitor and evaluate the strategy	<ul style="list-style-type: none"> Monitoring and evaluation done 	Communication strategy doc	<ul style="list-style-type: none"> Time Effectiveness Efficiency 	Quarterly monitoring Effectiveness & efficiency of strategy		X	X	X	Refer Above

5.3 Strategic Objective no 3: Implement a Marketing Strategy

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Identify the marketing theme	<ul style="list-style-type: none"> Theme identified 	Theme document	<ul style="list-style-type: none"> Effectiveness Quality Equity 	Effectiveness of theme Quality of theme No of people across race groups	X				Yasmeen Engelbrecht Lineo Mosia PR Unit
2	Review key marketing messages	<ul style="list-style-type: none"> Messages reviewed 	Human capital	<ul style="list-style-type: none"> Quality Effectiveness 	Quality of messages Effectiveness of messages	X				Refer Above
3	Confirm annual marketing strategy	<ul style="list-style-type: none"> Annual marketing strategy confirmed 	Input from Secretary & Speakers office	<ul style="list-style-type: none"> Time Effective 	Timely input received from internal stakeholders Effectiveness of programme	X				Refer Above
4	Implement the annual marketing strategy	<ul style="list-style-type: none"> Programme implemented 	Service Provider	<ul style="list-style-type: none"> Effectiveness Equity 	Effectiveness of programme Programme to reach diverse publics	X	X	X	X	Refer Above
5	Monitoring and evaluation of the strategy	<ul style="list-style-type: none"> Monitoring and evaluation done 	Monitoring & analysis system	<ul style="list-style-type: none"> Time Effectiveness Efficiency 	Quarterly monitoring Effective & efficient monitoring & evaluation			X	X	Refer Above

5.4 Strategic Objective no 4: Implement a Media Strategy

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Review key media messages	<ul style="list-style-type: none"> Messages reviewed 	No direct costs	<ul style="list-style-type: none"> Quality Effectiveness 	Quality of messages Effectiveness of messages	X				Yasmeen Engelbrecht Lineo Mosia PR Unit
2	Confirm annual media strategy	<ul style="list-style-type: none"> Annual media strategy confirmed 	Input from Secretary & Speakers office	<ul style="list-style-type: none"> Time Effective 	Timely input received from internal stakeholders Effectiveness of programme	X				Refer Above
3	Implement the annual media strategy	<ul style="list-style-type: none"> Programme implemented 	Commcore	<ul style="list-style-type: none"> Time Quality Effectiveness Equity 	Timeliness & quality of implementation Effectiveness of programme Strategy to reach diverse publics	X	X	X	X	Refer Above
4	Monitor and evaluate of the strategy	<ul style="list-style-type: none"> Monitoring and evaluation done 	Commcore Media monitoring & analysis system	<ul style="list-style-type: none"> Time Effectiveness Efficiency 	Quarterly Monitoring Effective, efficient monitoring & evaluation		X	X	X	Refer Above

5.5 Strategic Objective no 5: Develop and train staff

No	Action Steps	Output Standards	Resources	Unit of Measure	Description of Unit of Measure	Timing				Responsible
						Q1 Apr 05 to Jun 05	Q2 Jul 05 to Sep 05	Q3 Oct 05 to Dec 05	Q4 Jan 06 to Mar 06	
1	Review rehabilitation programme	Programme reviewed	Service provider	<ul style="list-style-type: none"> Efficiency Effectiveness Quality 	<ul style="list-style-type: none"> Efficient, effective unit policies, systems & procedures Effective Unit Quality of outputs 	X				Yasmeen Engelbrecht Lineo Mosia PR Unit
2	Confirm annual staff development and training programme	Staff retention strategy confirmed	Input from unit members and stakeholders	<ul style="list-style-type: none"> Time Quality 	<ul style="list-style-type: none"> Timely input from unit members & stakeholders Quality of input 	X				Refer Above

6. Public Relations Unit: MTEF Strategic Objectives 2004 – 2009

Year 1	Year 2	Year 3	Year 4	Year 5
2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Build a dynamic partnership with PPP	Build a dynamic partnership with PPP			
Implement a Communications Strategy	Review the Communications Strategy	Review and enhance the Communication Strategy	Review Communication Strategy	Review and enhance the Communication Strategy
Implementation a Media Strategy	Review the Media Strategy	Review and enhance the Media Strategy	Review Media Strategy	Review and enhance the Media Strategy
Implement a Marketing Strategy	Review the Marketing Strategy	Review and enhance the Marketing Strategy	Review Marketing Strategy	Review and enhance the Marketing Strategy
Develop and train staff	Develop and train staff	Develop and train staff	Develop and train staff	Develop and train staff

7. Sub-Programme Description, Measurable Objectives and Key Outputs

Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/6	2006/7	2007/8		
Management of all Legislature events	Successful execution of brand building events	Accuracy	100%	100%	100%	100%	Events Management Manual
Execute media liaison Draft and submit articles, adverts & press releases	Long-term cordial relations with media established	Coverage of GPL	40 % coverage and publicity	50 % coverage and publicity	60% coverage and publicity	100% coverage and publicity	Media Strategy
Management of information dissemination	Managed information dissemination	Accuracy	100%	100%	100%	100%	GPL publications
Management of content, placements of information and quality of the intranet and internet	An up to date, modern and interactive system of information technology	Time Accuracy	Within 24 hours of event 100%	Within 24 hours of event 100%	Within 24 hours of event 100%	Within 24 hours of event 100%	Inter & intra-net

Measurable Objectives	Description of Outputs	Unit of Measure	TARGET			Standard	Source of Data
			2005/6	2006/7	2007/8		
Market corporate identity	Execute corporate identity projects	Reach	40%	50%	60%	100% reach	Marketing Strategy
Management of Speaker's and Legislature visits in terms of Protocol and Liaison	Established relations with other legislatures – nationally and internationally	Accuracy	100%	100%	100%	100%	Protocol Management Manual
Adherence to PFMA and the Labour Relations Act	Financial management and human resources administration in line with PFMA and Legislature Policies	% Compliance	100 %	100%	100%	100%	PFMA

8. Specific / General Assumptions

1. Additional staff complement
2. Complement of Members of the Legislature not to exceed 73
3. Inflation rate is stable.
4. SAP is fully operational
5. Telephone cost is centralized in Administration
6. Stationery costs is centralized in Administration
7. Furniture cost is centralized in Administration
8. Office equipment is centralised
9. IT services are centralized in IT & Technology Unit
10. Personnel budget is located in the Management budget of ISS
11. Staff training budget is located in Human Resources budget
12. All Public Relations staff needs continuous upgrading in IT training and skill development to cope with rapid technological advancements.
13. Nature and content of databases is changing and improving.
14. Rapid Information technology developments for information delivery.
15. Additional furniture and equipment is needed for new and expanded service delivery
16. Space required for expansion of staff and services.
17. No changes in political structure

9. Activities /Tasks

- 1 - Extremely important
 2 - Average importance
 3 - Not important

ACTIVITY / TASK	RANK 1	RANK 2	RANK 3
• Event management of Official Opening and Closing	1		
• Open Day, Youth Parliament, Women's Month and other brand building events.	1		
• Drafting press releases, press statements and media alerts.	1		
• Responsible for placing of advertisements & tenders	1		
• The operational functions of an internal newsletter.	1		
• Monitoring of media coverage of sittings and the legislative process.	1		
• Ensuring daily clipping service for MPLs	1		
• Maintenance of photo-library of MPLs		2	
• Maintenance of up to date biographies of MPLs	1		
• Planning & production of Gauteng Legislature publications.	1		
• Ensure appropriate purchasing of brand building, promotional items	1		
• Management of all Protocol and Liaison functions	1		
• Visits/tours by private individuals/groups		2	
• Ensure the production of business cards	1		
• Subscribe to journals.		2	
• Use of professional advice in terms of strategic projects	1		

10. Organise Tasks into Associated Cost Centres

- ☐ Communications
- ☐ Accommodation – Local
- ☐ Air travel - domestic
- ☐ Advertising
- ☐ Consultants
- ☐ Storage Consumables
- ☐ Workshops and Functions
- ☐ Printing -general
- ☐ Refreshments
- ☐ Staff Training
- ☐ Official Gifts and Flowers
- ☐ Official Photographs
- ☐ Special Events – Closing
- ☐ Special Events – Opening
- ☐ Conferences

11. Staff Budget

Specific assumptions:

- Job evaluation for new / restructured posts
- No retrenchment

CURRENT POSITION	GRADE	POSITION REDUNDANT	NEW POSITION REQUIRED	POSITION BUDGETED
PR Manager	P8	0	0	1
Media Liaison Officer	P9	0	0	1
Protocol Officer	Subject to job evaluation	0	0	1
PR Officer	P11	0	0	1
PR Assistant	P13	0	0	1
PR Assistant	Subject to job evaluation	0	1	0
PR/Media Secretary	P12	0	0	1
Media Writer and Monitor	P10	0	0	1
Internet/Intranet Officer	P10	0	0	1
Interns	n/a	0	0	2
TOTAL		0	1	10