



**GAUTENG**  
LEGISLATURE

GAUTENG PROVINCIAL LEGISLATURE

# **ANNUAL REPORT 2011/2012**

# Taking Parliament to the



## **Youth Sector Parliament**

held in the West Rand Region

**People's Assembly**  
was taken to the Ekurhuleni Region



**Sector Parliament for Persons with Disability**  
was held in the Tshwane Region

**Workers Parliament**  
was held in the Johannesburg Region



## **Bua le Sechaba**

was taken to the Sedibeng Region



# People of Gauteng

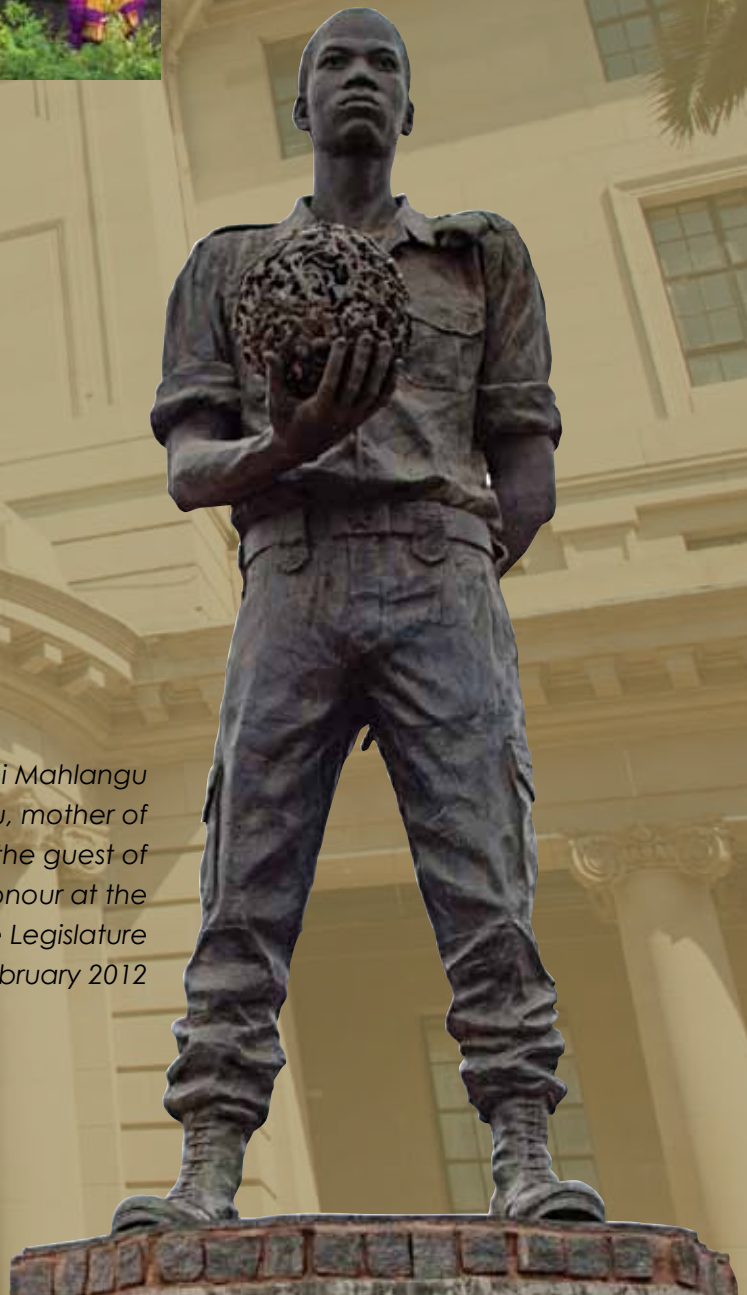


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**2012 Official Opening of the Legislature**  
which was taken to Mamelodi

*Statue of Solomon Kalushi Mahlangu  
Ms Martha Mahlangu, mother of  
Solomon Mahlangu, was the guest of  
honour at the  
Official Opening of the Legislature  
in February 2012*





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## *Taking Parliament to the People*

The Gauteng Provincial Legislature (GPL) is the parliament of the people of Gauteng. The GPL fulfils its, constitutional obligations through its mandates of law-making, oversight and scrutiny, co-operative governance and public participation.

The GPL must therefore, make laws that address the specific needs of the province, conduct oversight in relation to the departments of the province to ensure service delivery, promote co-operative governance for effective decision-making, and ensure public participation to incorporate the views of the people of Gauteng in the working of the GPL.



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GAUTENG PROVINCIAL LEGISLATURE

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# ANNUAL REPORT 2011/2012

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## ACRONYMS

Acronym	Description	Acronym	Description
AG	Auditor-General	IP	Intellectual Property
ATC	Announcements, Tabling and Committee Reports	IPMS	Integrated Performance Management System
AV	Audio Visual	ISS	Institutional Support Services
BBBEE	Broad-Based Black Economic Empowerment	IT	Information Technology
BSC	Balanced Scorecard	JDA	Johannesburg Development Agency
CBO	Community-based Organisation	JMPD	Johannesburg Metropolitan Police Department
CCTV	Closed Circuit Television	JOC	Joint Operating Centre
CFO	Chief Financial Officer	KM	Knowledge Management
CI	Constitutional Imperatives	LAC	Legislature Acquisitions Council
CPA	The Commonwealth Parliamentary Association	LIASA	Library and Information Association of Southern Africa
CPS	Centre for Policy Studies	LIMS	Legislature Information Management System
CRM	Customer Relationship Management	LoGB	Leader of Government Business
CSSL	Committee on the Scrutiny of Sub-ordinate Legislation	LR	Labour Relations
EAP	Employee Assistance Programme	LSA	Legislature Service Act
ECC	Events Co-ordinating Committee	LSB	Legislature Services Board
ED	Executive Director	MAC	Members Affairs Committee
EEA	Employment Equity Act	MAD	Members Affairs Directorate
EFT	Electronic Funds Transfer	M&E	Monitoring and Evaluation
EMS	Emergency Medical Services	MPL	Member of the Provincial Legislature
ERP	Enterprise Resource Planning	MTEF	Medium-Term Expenditure Framework
EU	European Union	NCOP	National Council of Provinces
EULSP	European Union Legislature Services Programme	NEHAWU	National Education Health and Allied Workers Union
FIS	Focused Intervention Study	NIA	National Intelligence Agency
GEYODI	Gender, Youth and People with Disabilities Committee	OCPOL	Oversight Committee on the Premier's Office and the Legislature
GPG	Gauteng Provincial Government	OD	Organisational Development
GPL	Gauteng Provincial Legislature	OHASA	Occupational Health and Safety Act
GRAP	Generally Recognised Accounting Practice	OSS	Operational Support Services
HC	Human Capital	PCO	Parliamentary Constituency Office
HR	Human Resources	PEBA	Programme Evaluation and Budget Analysis
HRD	Human Resource Development	PFMA	Public Finance Management Act
HRM	Human Resource Management	PPMS	Personnel Performance Management System
ICT	Information and Communication Technologies	PPP	Public Participation and Petitions
ID	Identification Document	SOM	Sector Oversight Model
IEC	Independent Electoral Commission		
IoD	Institute of Directors		



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## YOUR VIEW ~ OUR VISION

The Gauteng Provincial Legislature (GPL) was established in 1994 in terms of the 1993 Interim Constitution of the Republic of South Africa. It now exists in terms of section 108 of the 1996 Constitution of the Republic of South Africa (Constitution). The GPL is an autonomous institution, empowered by the Constitution to make laws, oversee the performance of the provincial government, promote co-operative governance and carry out public participation for the electorate of the Gauteng Province. Since its establishment, the GPL has focused its energies on building an institution that gives effect to its constitutional mandates. This has not been a static process. Increasingly, the GPL had to gear itself to respond to broader developments within the national and provincial environment. The GPL is located in a province characterised by a rapid process of transition, growth and development. South Africa's second decade of democracy has brought with it high expectations from the people of Gauteng, that the vision of a "better life for all" will become a reality. In this context, there is an increasing expectation that the government will deliver on its promises through effective governance and service delivery. In line with this expectation, is the strategic choice of the GPL to be more visible and active in its role as the voice of the people. The GPL has chosen to assert its role as a key institution of democracy. To achieve this, it has to, amongst other tasks:

- Deliver on its constitutional mandates;
- Position itself as the voice of the people;
- Ensure that the public understands its roles and functions;
- Harness, co-ordinate and motivate its internal resources; and
- Report and communicate its achievements to the people of Gauteng.

In view of the above, the GPL has accelerated its political mandate of mobilising social forces around public participation, whilst also transforming itself into an agent of change, and representing a democratic institution ready to discharge its key role in social transformation, by encouraging public participation in its core activities, thus soliciting the views of the electorate and ultimately converting this vision into reality.

## VISION STATEMENT

Fostering public pride and confidence in democracy and enhancing service delivery to the people of Gauteng.





## GAUTENG LEGISLATURE

### MISSION STATEMENT

In observing our constitutional obligations, the GPL will:

- Be a modern, dynamic African legislature of the 21st Century;
- Be a caring, responsive, activist and transformative legislature;
- Reflect the values, aspirations and cultures of South Africa;
- Be the most competent accessible, transparent and accountable legislature;
- Faster ethical and good governance;
- Attract develop and retain skilled and professional staff;
- Create a conducive working environment for all diverse groups; and
- Recognise staff contributions, reward their achievements and provide a stimulating environment.

### CORE VALUES

We believe in and strive for:

Moral Integrity	Being honourable and following ethical principles;
Goal Oriented	Working diligently to achieve results;
Team Work	Being co-operative and working well with others;
Courtesy	Being polite and having respect for individual dignity;
Development	Encouraging the achievement of growth, learning and development;
Economy	Being responsible and careful in spending;
Excellence	Continuous improvement in performance and standards;
Openness	Being sincere and candid in discussions;
Participation	Involvement of everyone in decision-making processes;
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, conscious belief, culture, language and birth; and
Professionalism	Being knowledgeable with a non-partisan positive attitude as well as proficient in executing duties.



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## PREAMBLE TO THE CONSTITUTION

"We, the people of South Africa,  
Recognise the injustices of our past;  
Honour those who suffered for justice and freedom in our land;  
Respect those who have worked to build and develop our country; and  
Believe that South Africa belongs to all who live in it, united in our diversity.  
We therefore, through our freely elected representatives, adopt this Constitution as the supreme law of  
the Republic so as to-

Heal the divisions of the past and establish a society based on democratic values,  
social justice and fundamental human rights;  
Lay the foundations for a democratic and open society in which government is based on the will of the  
people and every citizen is equally protected by law;

Improve the quality of life of all citizens and free the potential of each person; and  
Build a united and democratic South Africa able to take its rightful place as a sovereign state in the  
family of nations.

May God protect our people.

Nkosi Sikelel' iAfrika.

Morena boloka setjhaba sa heso.

God seën Suid-Afrika.

God bless South Africa.

Mudzimu fhatshedza Afurika.

Hosi katekisa Afrika."



# SECTION ONE

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FOREWORD AND  
LEGISLATIVE OVERVIEW

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YOUR VIEW ~ OUR VISION

## FOREWORD BY THE SPEAKER

I am pleased to present the Annual Report of the Gauteng Provincial Legislature, (Annual Report) 2011/2012 to the people of Gauteng and all our stakeholders. This report represents the work that we have been doing since 2009 to improve our role of oversight over the work of the Gauteng Government, facilitating public participation in legislative processes and creating laws that are aimed at addressing the needs of the people. The report is also a reflection of the progress that our country is making in the evolution of a democratic state and the creation of an inclusive society based on the will of the people, equality and respect for human rights. To this end, the report highlights the achievements of the Gauteng Provincial Legislature (GPL) in contributing to the above mentioned national imperatives.

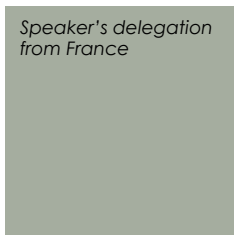
At the beginning of 2011/2012, we made undertakings to implement programmes that will improve our Oversight, Law-Making; Public Participation and Co-operative Governance functions. We committed that our committees and the Members of the Provincial Legislature (MPLs) will approach their work driven by the desire to improve the lives of the people of Gauteng, especially the poor and the marginalised. In doing the above, the GPL is committed to represent the aspirations of the people of Gauteng and to give them a voice in the policy processes of the government.

The Annual Report indicates that our oversight and scrutiny work continues to play a crucial role in the government's ability to deliver services. We note with pride that our work in this regard is bearing fruits. For example, the increased number of clean and unqualified audits in the province is as a result of our oversight work. We must congratulate the Standing Committee on Public Accounts (SCOPA) and other House committees for their efforts in fostering good public sector governance in the province. On the same note, we must also congratulate the Gauteng Premier, and the Members of the Executive Council (MECs) on their leadership in pursuing a clean audit for the province by 2014.





*Speaker's delegation  
from France*



The oversight mechanisms that we have put in place to facilitate for the accountability of the Premier and the MECs to the GPL are achieving the intended objectives. There has been general improvement in the submission of departmental performance reports on a quarterly and annual basis. In addition, the Premier and the MECs have been responding to questions from the MPLs on service delivery matters. These achievements will ultimately lead to improved services to the people of Gauteng and thus, a better life. We will continue to further perfect these mechanisms in the years ahead.

The focus of oversight in the remaining two years of our political term will address the challenges of the quality of services to the people of Gauteng; encouraging departments to increase their consultations with communities and to consistently communicate services rendered; identifying policy and capacity gaps in the Executive; and proposing corrective actions and improved financial management in the departments.

The legislative sector in South Africa is tasked with acting as the voice of the people, and to give effect to the concept of "The People Shall Govern" as espoused in the Freedom Charter of 1955. To this end, the GPL has increased its public participation space in order to allow for the people of Gauteng to participate in governance matters that have impact in their lives.

During the year under review, we have held sector parliaments for women, children, youth, the elderly, workers and persons living with disability. The sector parliaments have provided an opportunity for all groups in our society to have a say in legislative matters. Our challenge will be to translate the inputs of the people into tangible programmes that are aimed at improving their lives. This is a task that we are ready to implement so that our public participation processes can be more meaningful and can also be empowering to the communities of Gauteng.

The future of democracy in South Africa will, amongst others, be determined by how legislatures position themselves in implementing their constitutional mandates of representing the interests of the people. To this end, our petitions system is increasingly becoming the vehicle through which the people of Gauteng choose to resolve their problems. We convened two important petition committee hearings to consider and find solutions to the grievances of the people of Gauteng on housing and the highway tolling system, respectively.

The confidence and trust in the GPL, as demonstrated by the people of Gauteng during these popular participation processes, is an indication that we are on the right track in our quest to represent the interests of the people. We will work harder to increase and sustain the trust that our people have placed on the GPL. The GPL as a tribune of the people is expected to lead society on nation building and social inclusion, and in this regard, more effort will be undertaken to ensure that our public participation processes involve all social classes and different race groups in society. The Law-making function of the GPL has not yielded as many laws as we should, and MPLs have been urged to initiate more laws that are focused on protecting and improving the lives of the people of Gauteng. Mechanisms will be put in place to ensure that all MPLs are empowered to initiate laws.



*Hon NP Mokonyane,  
Hon Lindiwe Maseko  
and Hon Steward  
Ngwenya at the  
Official Opening of  
Legislature, February  
2012*

The GPL participated actively in the efforts to develop a national legislative sector in South Africa. This work is led by the National Speakers Forum, and the GPL has been mandated to lead the development and implementation of the Sector Oversight Model. The model was completed in 2011, and will be piloted in 2012 in all provincial legislatures. At a provincial level, the Speaker has been working with Speakers of local municipalities to set up provincial frameworks for oversight, public participation and law-making. To this end, the provincial frameworks for petitions and public accounts are currently being developed as part of consolidating the legislative sector in the province, deepening democracy, and improving accountability of the government.

The GPL has been working well with the National Council of Provinces (NCOP) as it relates to influencing national legislation by submitting mandates of the GPL on national legislation that have provincial implications; participating in the oversight activities of the NCOP in provinces during the NCOP Provincial Week; and furthermore, being involved in the Public Participation Programmes of the NCOP such as Taking Parliament to the people and People's Assembly.

The GPL has established relations with corporate organisations, and through these relations, additional funds for special projects can be sourced.

Our work in the international arena of legislative work continues to grow every year. In the period under review, the Presiding Officers and the House committees have hosted dignitaries from various countries around the world, as well as visited other legislatures to learn on their parliamentary best practice areas. These interactions serve to provide a platform through which the GPL can continue to be a learning organisation, as well as to share their knowledge with other legislatures around the world.

We are committed to working with, and for, the people of Gauteng to create a better life for all, and ensuring that Gauteng is a better place to live in. Our mandate as the GPL is not like marathon runners who will eventually get to the finishing line, but sprinters, who sprint in the right direction.

A handwritten signature in black ink, appearing to read 'Dikgang Moiloa', written over a horizontal line.

**DIKGANG MOILOA – ACTING SPEAKER  
for LINDIWE MASEKO – SPEAKER OF THE GAUTENG PROVINCIAL LEGISLATURE**

## OFFICE BEARERS



**Lindiwe Maseko**  
Speaker



**Steward Ngwenya**  
Deputy Speaker



**Dikgang Moiloa**  
Chairperson of  
Committees



**Valentine Mbatha**  
Deputy Chairperson of  
Committees



**Brian Hlongwa**  
Chief Whip



**Jacqueline Mofokeng**  
Deputy Chief Whip



**Ntombi Mekingwe**  
Leader of Government  
Business



## CHAIRPERSONS OF PORTFOLIO COMMITTEES



**Nokuthula Sikakane**  
Agriculture and Rural  
Development



**Sizakele Malobane**  
Community Safety



**Nkosiphendule Kolisile**  
Economic Development



**Mamonare Chueu**  
Education



**Anthony Hope Papo**  
Finance



**Molebatsi Bopape**  
Health and Social  
Development



**Joachim Boers**  
Infrastructure  
Development



**Nomantu Nkomo-  
Ralehoko**  
Roads and Transport



**Nompi Nhlapo**  
Sports, Recreation, Arts  
and Culture



**Errol Magerman**  
Local Government  
and Housing

## CHAIRPERSONS OF STANDING COMMITTEES



**Lindiwe Maseko**  
Rules and Programming



**Godfrey Tsotetsi**  
Oversight Committee on  
the Premier's Office and  
the Legislature



**Sipho Makama**  
Public Accounts



**Steward Ngwenya**  
Privileges and Ethics



**Refilwe Letwaba**  
Scrutiny of Sub-ordinate  
Legislation



**Jacob Khawe**  
Petitions Committee



**Lindiwe Lasindwa**  
Committee on Gender,  
Youth and People with  
Disabilities

## WHIPS AND LEADERS OF POLITICAL PARTIES



**Brian Hlongwa**  
Chief Whip  
ANC



**Jacqueline Mofokeng**  
Deputy Chief Whip  
ANC



**Doreen Senokoanyane**  
Programming Whip  
ANC



**Eric Xayiya**  
Constituency Work Whip  
ANC



**Refilwe Mogale**  
NCOP Whip  
ANC



**Jack Bloom**  
Official Opposition Party  
Leader  
DA



**Glenda Steyn**  
Chief Whip of the Official  
Opposition Party  
DA



**Ndzipho Kalipa**  
Party Leader  
COPE



**Frederick Mulder**  
Party Leader  
VF+



**Lydia Meshoe**  
Party Leader  
ACDP



**Rose Gudlhuza**  
Party Leader  
ID



**Bonginkosi  
Weslely Dhlamini**  
Party Leader  
IFP



## 2012 OFFICIAL OPENING OF THE LEGISLATURE



**Front row from left:** J Bloom (Leader of the Opposition), I Vadi (MEC), BS Nkosi (MEC), H Mmemenzi (MEC), BD Creecy (MEC), NF Mazibuko (MEC), NP Mokonyane (Premier) LM Maseko (Speaker), S Ngwenya (Deputy Speaker), QD Mahlangu (MEC), GM Nkomfe (MEC), L Maile (MEC), N Mayathula-Khoza (MEC), B Hlongwa (Chief Whip), N Mkgwe (MEC), J Mofokeng (Deputy Chief Whip).

**Second row from left:** VP Skosana (Secretary to the Legislature), RS Letwaba, LF Shope-Mafole, R Mogale, P Mokgohlwa, HJL Kruger, N Kolisile, ES Nkosi-Malabane, JH Boers, L Lasindwa, NL Nhlapho, E Magerman, M Bopape, AHM Papo, N Sikakane, S Makama, N Nkomo-Ralehoko, CG Tsotetsi, NP Moerane, M Madlala, N Ndaba, MM Tlou, R Gudlhuza, NP Masepe, SV Khumalo.

**Third row from left:** J Khawe, H Kooris, T Magagula, GJ Steyn, K Ramulifho, TW Nkabinde, DZS Senokoanyane, BP Mncube, V Mbatha, JM Mayekiso, BW Dhlamini, CS Sodulashé-Motau, JC Moodey, BL Abrahams, AM Mgcina, E Xayiya, U Moiloa, MA Moeng, SC Nkhi.

**Fourth row from left:** FJ Mulder, MP Chueu, TS Wessels, LB Labuschagne, PSR Willemburg, J Sample, G Lewis, TCR Walters, N Campbell.

\* Please note that in some of the rows in this picture, there are unknown individuals between Members

## LEGISLATIVE OVERVIEW

### CORPORATE GOVERNANCE STATEMENT

The Legislature Services Board (Board) was established in terms of the Gauteng Provincial Services Act No. 5 of 1996. The Board of Directors is appointed in terms of section (4)1 of the Act, and comprises the Speaker of the Legislature, who acts as Chairperson of the Board, Deputy Speaker, Chairperson of Committees, Leader of the Democratic Alliance (DA), Leader of the Congress of the People (COPE), the Secretary to the Legislature, Chairperson of the Audit and Risk Committee, and the Chief Financial Officer. To ensure its efficient operation, and in compliance with best practices and legislative requirements, the Board has appointed a Board Secretary to assist the organisation in carrying out its mandates. The Board has four sub-committees as depicted below.

### THE STRUCTURE OF THE BOARD



### ROLE AND FUNCTIONS OF THE BOARD

The Board is ultimately responsible and accountable for the affairs and performance of the GPL, and for ensuring the sustainability of the institution into the future. The role of the Board includes, but is not limited to, the following:

- Ensuring that appropriate systems and procedures are in place to enable the GPL to conduct its business in an honest, ethical and responsible manner;
- Ensuring that effective audit, risk management and compliance measures are in place;
- Reviewing, assessing and guiding management in setting group strategy and business plans;
- Reviewing and approving strategic plans, policies and operations budgets, as well as monitoring financial performance and expenditure; and
- Ensuring accurate, concise, transparent and timely reporting.

The following represent the core functions that the Chairperson fulfils:

- The Chairperson manages the Board and provides overall leadership and strategic direction;
- Overseeing the adoption of appropriate governance principles and implementation at Board meetings and ensuring that any potential conflicts of interest are managed properly; and
- Ensuring that the Board meets at least four times per year.

*The Parliamentary House Chamber with a view of the west facing wall*



The Board executes its responsibilities by delegating authority to the Board sub-committees and management. The functions of the Board sub-committees are described comprehensively in the Charters of these sub-committees. Powers delegated to management are prescriptive and controlled through Delegations of Authority to include only limited financial decision-making capacity without prior approval by the Board.

## LEGISLATURE SERVICES BOARD MEMBERS



**Lindiwe Maseko**  
Chairperson



**Steward Ngwenya**  
Non-Executive Member



**Dikgang Moiloa**  
Non-Executive Member



**John Moodey**  
Non-Executive Member



**Peter Skosana**  
Executive Member



**Ismail Rawat**  
Executive Member



**John Davis**  
Independent Member



**Lyndall Shope-Mafole**  
Non-Executive Member

## MEMBERS OF THE BOARD SUB-COMMITTEES

### Performance and Remuneration Committee

Lindiwe Maseko: Chairperson; Steward Ngwenya; Lefokane Meshoe; Brian Goodall (Non-Executive Member); and Peter Skosana (Secretary to the Legislature).

### Human Resource Development Committee

Steward Ngwenya: Chairperson; Dikgang Moiloa; Sphiwe Mgcina; Joyce Pekane; Chwato Setiloane; and Peter Skosana.





*Premier of Gauteng Province, Hon NP Mokonyane, delivers the State of the Province Address at the University of Pretoria Mamelodi Campus during the Opening of the Legislature*

### Members Affairs Committee

Steward Ngwenya: Chairperson; Dikgang Moiloa; Valentine Mbatha; Brian Hlongwa; Jacqualine Mofokeng; Mxolisi Xayiya; Refilwe Mogale; Lefokane Meshoe; Moses Mayekiso; Glenda Steyn; Kate Lorimar; Bonginkosi Dhlamini; Rose Gudhuza; Jaco Mulder; and Peter Skosana.

### Audit and Risk Committee

**Chairperson:** John Davis; **Independent Members:** Mike Madlala and Alwyn Martin; **Non-Executive Members:** Refilwe Letwaba; **Executive Members:** Peter Skosana.

Each committee is governed by its own charter which determines its Terms of Reference (ToR). Meetings of the Board and its sub-committees are on an annual schedule and the Board is required to conduct a minimum of four meetings a year. The sub-committees make recommendations to the Board, which is the final decision-making structure on policy and strategic issues.

## APPOINTMENT AND INDUCTION OF MEMBERS OF THE LEGISLATURE SERVICES BOARD

Members of the Board are the organisation's key decision-makers, and therefore, individual competence is essential. In addition to their fiduciary duties in protecting GPL's assets, they must act with due diligence and skill, and are therefore, required to have a sound understanding of the business and extensive knowledge of the organisation. The members of Board sub-committees must have specialist business expertise in respect of the obligations assigned to them as mandated in the respective charters.

Members are appointed on the basis of their proven track records in business and wide-ranging expertise gained in different fields. In addition, gender and race are considered in order to reflect our provincial and national demographics. An induction programme for new members is in place to ensure that they are adequately trained and have the required knowledge of the group's structure, operations and policies to enable them to fulfil their fiduciary duties and responsibilities. Continuous empowerment sessions on good governance are also part of the programme aimed at updating their skills and knowledge.

## FEES FOR NON-EXECUTIVE MEMBERS

Only external Non-Executive Members receive a fee for their contribution as members of the respective Board sub-committees. Fee structures are recommended to the Board by the Chairperson of the Performance and Remuneration Committee, based on market research of trends and levels for directors' remuneration.

## EVALUATION OF THE LEGISLATURE SERVICES BOARD

The Board carries out a performance self-evaluation process on an annual basis, facilitated by internal auditors. The evaluation focuses on whether the Board is fulfilling its mandates as contained in the Board Charter, as well as examining the effectiveness of the Board. The conclusions from the evaluation are reviewed by the Board and, where appropriate, best practice recommendations are implemented. At the time of reporting, the performance evaluation of the Board was still underway.

Poetry performance  
during the Opening of  
the Legislature



The Board Secretary functions within the ambits of the Public Finance Management Act (PFMA); Financial Management of the Gauteng Legislature Act of 2009 (FAMLA); the Protocol on Corporate Governance of Public Entities; the *King III Report*; and best practice. This function also provides support and advice on corporate governance to the Board and its sub-committees; the Secretariat; and reports to the Chairperson of the Board; the Office Manager in the Office of the Speaker as well as the Secretary to the Legislature.

**The functions of the Board Secretary include the following:**

- Providing information on legislation relevant to, or affecting, the institution;
- Reporting at any meeting of the sub-committees of the Board on any failure to comply with relevant legislation;
- Provides Corporate Governance advice to the Board, its sub-committees and the Secretary to the Legislature;
- Issuing and signing of all Committee Notice Meetings;
- Ensuring that minutes of meetings of all Board and its sub-committees are properly recorded and resolutions communicated;
- Ensuring that the organisation has systems and processes in place to address all corporate governance requirements; and
- Managing and facilitating the induction of the Board.

## GOOD CORPORATE GOVERNANCE

Governance is essentially about effective leadership based on an ethical foundation. Compliance, as any other business activity, should take place within the context of strong leadership and sound governance principles.

The GPL has strived to ensure its alignment with the PFMA and the *King III Report* on principles of good governance and improved accountability. The Board needs to ensure that the GPL complies with all applicable laws and policies; and adherence to codes and standards. All these compliance responsibilities are very onerous, especially where the state is involved. This is exacerbated by the fact that different single provisions in laws, policies, codes and standards cannot be read in isolation, but need to be interpreted in the context of the entire scope of compliance applicable to the GPL.

## RISK MANAGEMENT

The specialist intervention of managing risk is handled by an internal audit function that is outsourced by the GPL. In line with the *King III Report* on Corporate Governance and FAMLA, internal audit provides the Audit and Risk Committee and the GPL management, independent and objective assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancement of the controls and processes.

*Police Parade during  
the Opening of the  
Legislature*



During the year under review, the Board monitored the corporate governance review implementation plan based on the Ten Key Risk Areas identified for effective corporate governance. The GPL continued to conduct a risk assessment which identified high level risks to which the institution was exposed. The outcome of this risk assessment was formally documented and approved by the Audit and Risk Committee, and subsequently by the Board. The GPL updated the risk register based on the strategic priorities of the institution. The risk register informed the development of the annual internal audit plan and the risk identification process within all streams, including action plans to mitigate such risks. The risk register now features as a standard agenda item of the Audit and Risk Committee; the Board and senior management meetings.

### **FAMLA**

The purpose of FAMLA is to regulate the financial management of the GPL in a manner consistent with its status in terms of the Constitution; to promote accountable, transparent and sound financial management, to ensure that all revenue, expenditure, assets and liabilities of the GPL are managed efficiently, effectively and transparently; to provide for the responsibilities of persons entrusted with financial management in the GPL; and to provide for matters connected therewith. In essence, FAMLA mirrors the PFMA while being more relevant to the GPL. The implementation of FAMLA has progressed well in terms of the quarterly reporting requirements to the Executive Authority.

During the year under review, the FAMLA was declared unconstitutional and invalid by the Constitutional Court. Following a response by the GPL to the matter, the decision to render FAMLA unconstitutional and invalid was suspended for 18 months with a directive from the Constitutional Court to the effect that Legislature must look for ways of correcting the FAMLA situation and report on what has been done to the Constitutional Court after the period of 18 months. The ruling, specifically the suspension of the judgement was made with a view to protecting Legislatures running without financial management tools.

### **DELEGATION OF AUTHORITY**

The Secretary to the Legislature, who has the responsibilities of a Chief Executive Officer, has the Board delegated authority for the management of the GPL and functions with the assistance of the Executive Directors. The delegated authority imposes certain restrictions and conditions appropriate for the effective exercise of such delegated powers. However, the Board has not delegated its responsibility and accountability.



## OVERVIEW OF COMMITTEE WORK 2011/2012

### INTRODUCTION

The Office of the Chairperson of Committees is the third of four sub-programmes in Programme One (Leadership and Governance) of the GPL. The Chairperson of Committees is accountable for the harmonisation of the work of both the Portfolio and Standing committees, as well as the strategic management of these committees as it relates to the implementation of oversight, the policy development processes, public policy discourse, law-making processes, public participation and stakeholder management, as well as ensuring that the committee programmes are adhered to in line with GPL priorities.

The beginning of the Fourth Legislature presented various challenges to portfolio committees as some government departments were reconfigured, thus aligned to new priorities. The Department of Social Development and the Department of Health were merged into a single department – the Department of Health and Social Development. This meant that two budget votes had to be considered by a newly-formed Portfolio Committee on Health and Social Development.

Furthermore, the disestablishment of the Department of Public Transport, Roads and Works and the establishment of two separate departments: the Department of Roads and Transport as well as the Department of Infrastructure Development had resulted in the creation of two Portfolio committees, each having to consider a separate Annual Performance Plan (APP) and Budget Vote in the Fourth Legislature.

House committees in this Fourth Term have the mammoth task of vigorously implementing the Programme Evaluation and Budget Analysis (PEBA) in order to maximise efforts of holding the Executive accountable, thereby enhancing its ability to deliver quality service to the people of Gauteng.

House committees regularly hold their meetings outside the precinct of the GPL as a mechanism of bringing the GPL closer to the people, fostering public involvement and participation; stakeholder engagement; and ensuring that Committee Chairpersons interact regularly with stakeholders. With respect to the laws and regulations passed by the GPL, House committees will ensure that the views of the public are solicited and taken into consideration.

Building an Activist Legislature as a tribune of the people of Gauteng requires regular interaction and engagement with stakeholders. The road map towards building an Activist Legislature will be guided by the Stakeholder Management Strategy and Public Participation Strategy as tools for achieving the tribune of the people. In its quest to promote co-operative governance, the Standing Committee of Chairpersons participated in the Forum for Chairpersons of Committees represented, by the Chairperson of Committees and Deputy for Chairperson of Committees, and is constituted by all Chairpersons of Committees and Deputy Chairperson of Committees of all nine legislatures; National Assembly and National Council of Provinces (NCOP).

*A view of the interior of the Johannesburg City Hall*



### **The Role of the Chairperson of Committees**

The primary role of the Chairperson of Committees is in essence to monitor and evaluate the performance of committees and to ensure strategic management of committees. In doing so, the Office of the Chairperson of Committees will monitor the impact of the Programme Evaluation and Budget Analysis methodology (PEBA) in all the committees, thus ensure that committees drive their work in line with the objectives and programme of the GPL. The Office of the Chairperson of Committees will also ensure that there is a qualitative approach to law-making, oversight and public participation, and finally, to monitor the implementation of the Committee Inquiries processes.

### **The Role of the Deputy Chairperson of Committees**

The Deputy Chairperson of Committees is tasked with the responsibilities of mobilising civil society to participate in legislative activities, especially Public Participation Programmes, and to ensure the implementation of the Stakeholder Management Strategy for Presiding Officers, as well as ensuring strategic co-ordination of committees with NCOP work.

## **FOCUS OF OFFICE OF THE CHAIRPERSON OF COMMITTEES AND DEPUTY CHAIRPERSON OF COMMITTEES**

### **Oversight**

Oversight over the provincial Executive is one of the core mandates of the GPL, and is driven by the Office of the Chairperson of Committees. The office conducts its oversight over the Executive based on the PEBA methodology, and in line with the other core mandates of the institution, that is, Public Participation, Law-Making and Co-operative Governance. This methodology empowers House committees to scrutinise the performance of the Executive by endorsing the annual plans and associated budgets and to evaluate the actual performance and associated expenditure.

The Oversight conducted by the GPL is aimed at ensuring that services are delivered to the people in an efficient and sustained manner, without corruption and using a "value for money" approach. In this regard, the Office of the Chairperson of Committees has developed a framework to guide the implementation of PEBA. This framework will allow for the integrated planning, reporting and analysis of plans and performance by the Executive. The framework, the Committees Oversight and Accountability Framework (COVAC) will ensure that Oversight in its truest sense is achieved by focusing not only on programme level performance, but also, on Outcome Level Performance, specifically with reference to the Provincial Outcomes and the Millennium Development Goals. The framework was tested internationally where the office presented a paper at the International Conference of Governance and Accountability in Malaysia. It is noteworthy that the COVAC concept received commendation from a variety of leading research Journals from a number of countries, including the United States of America, China, Malaysia and Germany.

The office intends to pilot the framework during the 2012/2013 financial year. Other achievements from the Office of the Chairperson of Committees include the revision of the Study Tour Policy, and the

A view of the  
west wall of  
Parliamentary House



development of the template for future travels, and also the development of the Resolution Management Templates. Committees have also performed favourably with respect to their APP/budget achievements and there had also been notable achievement with respect to Taking the GPL to the People via the Bua le Sechaba and similar programmes. Even though the office has performed well, there is always room for improvement, and this improvement will take the form of the improved and focused reporting in 2012/2013, in line with the COVAC Framework.

### Law-Making

House committees passed two Bills: the Financial Management for Gauteng Provincial Legislature Act, which promotes accountable, transparent and sound financial management for the GPL; and the Gauteng Youth Commission Repeal Act – to repeal the Gauteng Youth Commission as statutory body. The Committee Inquiries Act will be referred back to the relevant committees for further consideration. Gauteng permanent delegates to the NCOP brief committees of the GPL at regular intervals on laws before NCOP committees.

### Public Participation

The mandate of House committees on public participation's function is to seek the views of broad sectors of the people of Gauteng, especially those representing vulnerable groups. In order to do this work, committees of the GPL have established dynamic relations with civil society organisations and draw them in when doing their legislative work of oversight and law-making. Portfolio committees on Community Safety, Education and Health and Social Development held their committee meetings outside the GPL precinct, in poor communities and peri-urban areas in Gauteng as part of fostering public participation and bringing the GPL closer to the people.

All House committees interact with their stakeholders through committee processes – the challenges still being lack of participation by stakeholders during the committee proceeding. The reviewing of the *Standing Rules* to allow stakeholder participation at the discretion of the chairperson must be fast-tracked during this term. In doubling committees efforts to foster public participation the Bua le Sechaba campaign will feature in the annual legislative programme of the GPL with more emphasis on priority committees.

## SUPPORT STRUCTURE OF THE OFFICE OF THE CHAIRPERSON OF COMMITTEES

### The Manager: Strategic Liaison and Oversight

The role of this manager is to facilitate the strategic management of committees thereby ensuring the achievement of the GPL Mandate, Provincial Priorities as well as broader political outcomes.

This is done in two ways:

- Facilitation of Oversight and Accountability via GPL committees over the Provincial Executive; and
- Facilitation of Oversight and Accountability of the GPL committees themselves





Members of the South African Police Services march to the Opening of GPL

The vehicles of delivery that this Office uses to achieve its goals are:

- The development, implementation and roll-out of the Committees Oversight and Accountability; Framework (COVAC) to guide the practical implementation of the Programme Evaluation and Budget Analysis Methodology (PEBA), thereby giving effect to the Legislative Sector Oversight Model (SOM);
- Comprehensive strategic oversight and analysis of Committee business and performance;
- Comprehensive strategic analysis of study tours planned and undertaken by Committees;
- Strategic advice and guidance and advice on Committee travel;
- Comprehensive strategic analysis of the Committee Enquiry process; and
- Comprehensive strategic analysis of the Provincial implementation of relevant legislation.

### **The Manager: Stakeholder Relations**

To role of this manager is to manage, co-ordinate and ensure overall stakeholder management strategy implementation, as well as lead and co-ordinate the implementation of special projects and programmes of the Leadership and Governance Programme.

### **The Programme Co-ordinator**

The role of the Programme Co-ordinator in the Office of the Chairperson of Committees is to provide co-ordination, logistical and administration support to all meetings of the Office of the Chairperson of Committees, i.e. Chairpersons Strategic Review Sessions, Chairpersons Forum meetings, Stakeholder Engagement meetings, internal office meetings, meetings with committee units, as well as co-ordinate inputs from Committee Support Units and make inputs to the institutional calendar. Furthermore, the SCC must provide assistance to the manager Strategic Liaison and Oversight in all aspects of ensuring the alignment of Monitoring and Evaluation in the Office of the Chair of Chairs is conducted efficiently, effectively and professionally.

### **Senior Administrative Assistant to the Chairperson of Committees**

The Senior Administrative Assistant to the Chairperson of Committees facilitates the smooth running of the Office of the Chairperson of Committees and the efficient implementation of administrative procedures.

### **Senior Administrative Assistant to the Deputy Chairperson of Committees**

The Senior Administrative Assistant to the Deputy Chairperson of Committees facilitates the smooth running of the office of the Deputy Chairperson of Committees and the efficient implementation of administrative procedures.

## **CONCLUSION**

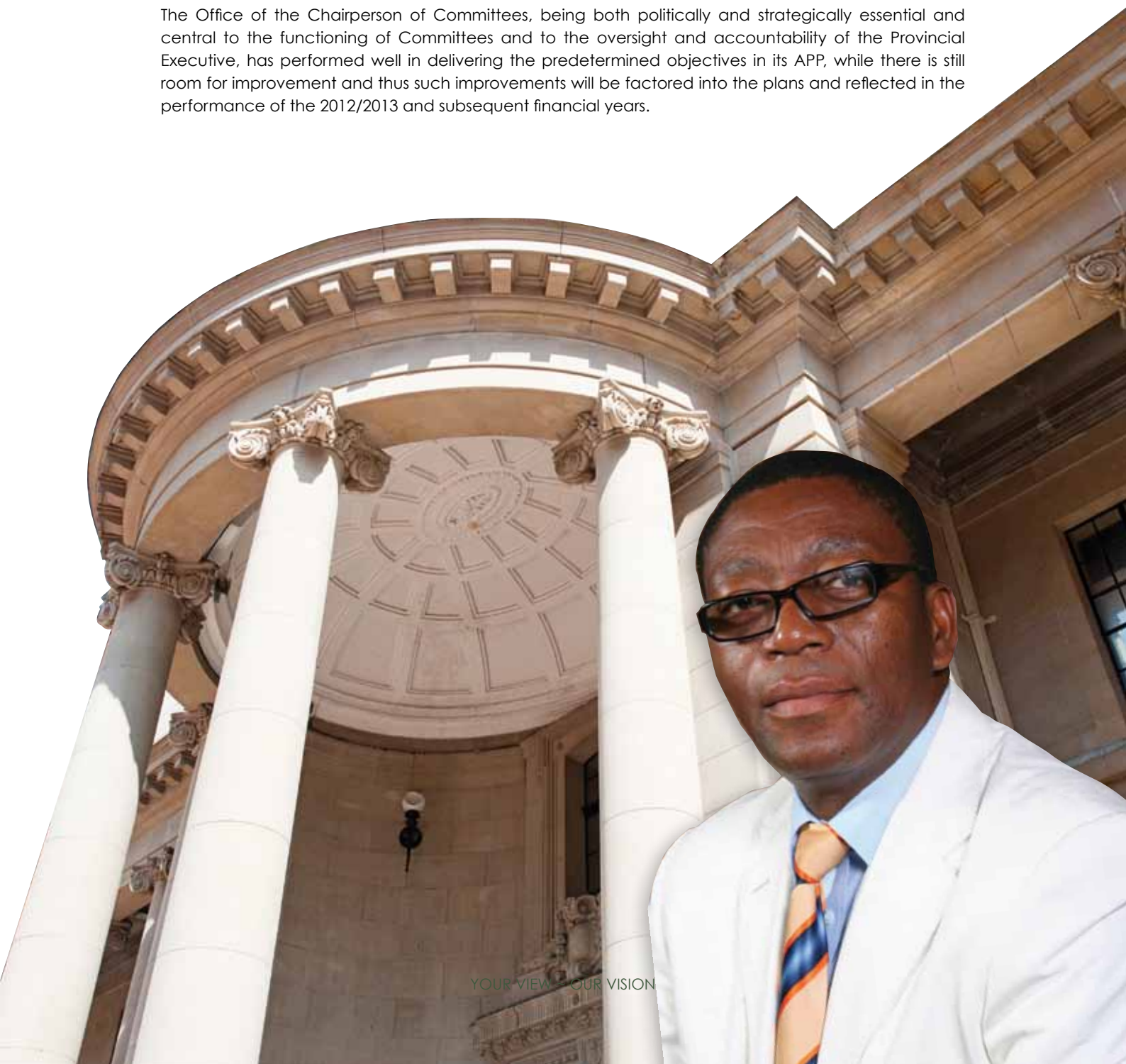
The GPL is humbled by the Speaker's Forum of South Africa to be bestowed the honour of developing the oversight model for the sector, informed by PEBA, Parliament oversight model and other best practices in other Legislatures. Going forward, the GPL will embark on the process to develop the Committees Oversight and Accountability Framework (COVAC), a guide to implement the key imperatives of the Legislative Sector Oversight Model and of PEBA. Establishment of the Forum for Chairperson of Committees

*International  
Conference on  
Public Participation  
hosted by the GPL,  
February 2012*



will assist in the co-ordination of policy development at national level and improve the functioning of committees and committees systems of the sector.

The Office of the Chairperson of Committees, being both politically and strategically essential and central to the functioning of Committees and to the oversight and accountability of the Provincial Executive, has performed well in delivering the predetermined objectives in its APP, while there is still room for improvement and thus such improvements will be factored into the plans and reflected in the performance of the 2012/2013 and subsequent financial years.



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# SECTION TWO

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EXECUTIVE SUMMARY BY THE SECRETARY  
TO THE GAUTENG PROVINCIAL LEGISLATURE

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## EXECUTIVE SUMMARY

### INTRODUCTION

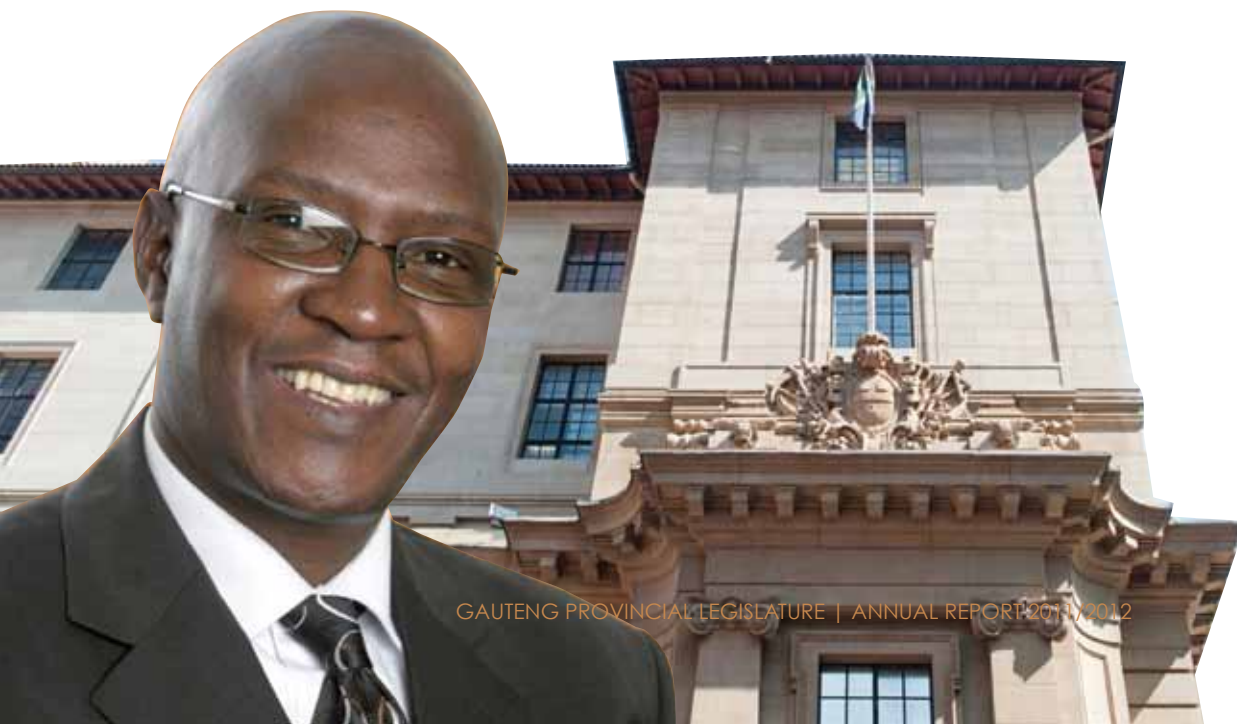
We hereby present the third Annual Report of the Fourth Term of the Gauteng Provincial Legislature (GPL). The annual report for the financial year 2011/2012 represents work in progress towards the implementation of the Strategic Plan for 2009/2014. The Strategic Plan was adopted by the Board, and it constitutes the basis on which GPL Administration is held to account by the Board and Oversight Committees. The report reflects the on-going work undertaken by MPLs, GPL staff and political parties, with a view to create an activist GPL that is responsive to the needs of the people of Gauteng.

This includes a mid-term assessment of progress and challenges towards the attainment of the strategic goals set by the Presiding Officers.

The Annual Report also coincides with the 18th anniversary celebration of the democratic breakthrough that ended apartheid colonialist rule. It is therefore, important that the report be considered in the context of progress being made towards the realisation of the goals of a better life for the people of Gauteng.

A meaningful democracy requires appropriate institutions with prospects to realise democratic aspirations in different cultural settings. The GPL as an organ of state has the responsibility to oversee the work of the Executive through oversight programmes, making relevant laws that advance the needs and aspirations of the people, and creating platforms and forums through which people's views, opinions and ideas can be listened to, heard, engaged and responded to.

In order for the GPL to exercise oversight to ensure that the Executive achieves the commitments and mandates on which it is elected, it is important that the GPL upholds corporate governance and is accountable. This annual report is presented to ensure that the GPL accounts to the people of Gauteng on how public resources are utilised in realising strategies and programmes that seek to enhance democracy and create confidence in democratic governance. This is in line with the vision of "Fostering public pride and confidence in democracy and enabling service delivery to the people of Gauteng".





*Presentation by the Brazilian speaker at the International Conference on Public Participation*

The legislative sector suffered a tactical blow in the year under review when the Constitutional Court confirmed its decision in the Limpopo judgment that all Provincial Financial Managements Acts are inconsistent with the Constitution, and therefore, declared unconstitutional. However, the court further suspended the declarations of invalidity for a period of 18 months, as the immediate declaration of invalidity would have resulted in a legislative gap that would have impacted negatively on the interests of good governance. The legislatures have been ordered to report to court by 9 September 2013 to inform the court of remedies taken to correct the defect.

## **STRENGTHENING OVERSIGHT AND SCRUTINY TO ENHANCE ACCOUNTABILITY**

Oversight entails the informal and formal, watchful, strategic and structured scrutiny exercised by legislatures in respect of the implementation of laws, spending the budget, and the strict observance of statutes including the Constitution. In addition, and most importantly, it entails overseeing the effective management of government departments by individual MECs in pursuit of improved service delivery for the achievement of a better life for all the people of Gauteng.

During the year under review, the GPL submitted monthly and quarterly financial and non-financial performance reports to the Board, committees such as the Oversight Committee on the Premier's Office and the Legislature, (OCPOL) and the Committee on Gender, Youth, and People with Disabilities (GEYODI), and the Executive Authority and Provincial Treasury.

One of the most important developments in the legislative sector, is the adoption of the Sector Oversight Model (SOM) by the National Speakers Forum (NSF). The project set norms and standards for conducting oversight within all legislatures. We are excited by this project, and commend the leadership of the SF, in particular the Speaker of the Gauteng provincial Legislature, Lindiwe Maseko, and Members of the SF Reference Group, and the Executive Director, Core Business, Ms Hlengiwe Bhengu who was project managing the project, and other colleagues who contributed immensely to the success of the project, including Ms Nerusha Naidoo from KwaZulu-Natal (KZN) who was the convener of the Project Team.

There has been increased focus on oversight by committees of the House, including on the assessment of financial and non-financial performance reports, Focused Intervention Studies (FIS), and oral and written questions by MPLs. The number and quality of House resolutions has improved, and the tracking thereof has also improved. An important new development has been the official tabling of the quarterly reports by committees. In future, the Executive will also be given the opportunity to comment on the committee report in the House.

## **PUBLIC PARTICIPATION**

The GPL has adopted a public posture that seeks to engage the people on an on-going basis to build partnerships and strengthen oversight and law-making processes. In this regard, Sector Parliaments such as the Youth Parliament, Parliament for Persons with Disabilities and the Workers Parliament were hosted outside the GPL, around the regions of Gauteng. A distinct feature of these Sector Parliaments was the partnerships forged with Sector Education and Training Authorities (SETAs), non-governmental organisations (NGOs), business and labour.

*A school choir provided entertainment at the Opening of GPL in February 2012*



Additional sector work to increase interaction and initiatives to work with people to find solutions to the challenges that they face, was undertaken by several committees of the House. This also included interaction with various sectors such as through seminars held between GEYODI and GBLTs, Early Childhood development (ECD) workshops by Health and Social Development Committee, Shelters Network Conference by Community Safety and Liaison Committee, Economic Deployment Seminar by the Economic Development Committee, etcetera.

A successful Public Participation Indaba was also hosted under the theme "The people shall govern: public participation beyond slogans". The Indaba was attended by both local and international guests, experts and practitioners. The objectives of the Indaba were to, inter-alia:

- Build a body of knowledge to benefit the legislative sector;
- Strengthen public participation strategies in governance processes;
- Share knowledge and skills required to facilitate meaningful public participation;
- Bridge the existing gap between theory and practice; and
- Enhance the role of legislatures/parliaments in facilitating public participation.

The recently adopted Gauteng Provincial Legislature Public Participation Strategy was also launched. Through the Petitions Committee, a petitions campaign was also launched, and this has resulted in an increase in the number of petitions received. The appointment of rapporteurs for each petition has increased accountability amongst members of the committee, and has speeded up the resolutions of petitions. This speedy turnaround is creating more confidence amongst the petitioners that petition systems work, and that MPLs are diligent and hard-working.

Drawing on lessons learnt during the Bua le Sechaba campaign pilot and Sedibeng experience, a successful Bua le Sechaba campaign and feedback focusing on education was conducted in the West Rand.

A Public Participation and Petition (PPP) intervention project was initiated. The project seeks to provide a systematic way of public participation to enable uniform ways of mainstreaming public participation in the GPL, and establishing tools for monitoring and evaluating public participation exercises and impact. To-date, the Knowledge, Attitudes and Practice Survey (KAP); GPL Public Participation 'As Is' Report; Draft Operational Model and Collaboration Strategy have been developed.

## **MAKING LAWS THAT ARE RELEVANT**

The Committee Inquiries Act was enacted, and a study tour undertaken to Brisbane in Australia, to learn best practices on committee inquiry processes. The GPL is continuing with the Study on the Impact of Laws Passed Since 1994 to 2008. The purpose of the study is to review the laws passed, and to determine the impact on the socio-economic lives of the people of Gauteng. The objectives of the study are to:

- Assess socio-economic impact of laws on the lives of people;
- Measure community awareness of the laws; and
- Identify the challenges encountered during the implementation of the legislation and recommend solutions that will improve the socio-economic conditions of the people of Gauteng.

*Schools from Gauteng participated at the Opening of GPL in February 2012*



The laws have been grouped into economic/finance, education, health, housing, local government, sport, tourism, transport and welfare. In total, 13 laws have been identified, and to-date two laws have been assessed. The project will be completed in June 2013, and the outcomes of the study will be shared with the committees, the Executive and the people of Gauteng on an on-going basis.

A draft law-making framework has been developed, and staff members have undertaken courses to improve their skills and competencies in drafting legislation.

## CO-OPERATIVE GOVERNANCE

As part of learning and sharing, the GPL has participated in various international and local study tours and inter-legislature visits; and has also hosted various local and international delegations, such as the State of Ekiti in Nigeria, China and Kenya. A successful Official Opening of the GPL was hosted in partnership with the City of Tshwane and the University of Pretoria, Mamelodi Campus, and the First National Bank sponsored the gala dinner that was hosted by the Speaker. A partnership was developed with the University's Journalism Department, which involved honours and third-year students writing articles relating to issues raised during the opening. These were published in the special edition of the Mamelodi Voice.

The GPL has participated in the National and Provincial Speakers Forums, Secretaries Association of Legislatures of South Africa (SALSA) and other sector forums such as the: Knowledge Management, Legal Advisors, Public Participation and Petitions, Communications, Table staff, Finance and Information Communication and Technology forums. An initiative is currently underway to develop training materials for the Legislative Sector through the Public Sector, Education and Training Authority (PSETA).

## LEADERSHIP AND ORGANISATIONAL DEVELOPMENT

Administratively, the GPL is led by the Secretary to the Legislature who is the Accounting Officers, leading three Streams, that is, Core Business, Corporate Support Services and the Office of Chief Financial Officer (CFO) led by Executive Directors. As at the end of the financial year, the GPL had 381 staff members. Women constituted 57% and men 43%. Gender parity was achieved at senior management level (P3 – P6). However, at middle management level, the ratio was skewed towards men who constituted 72% against 28% for women. The total of women representation at both senior and middle management was 34%.

In respect of the employment of persons with disabilities, the GPL went from 2% in the previous year to 1.6% in the year under review. Strategies and plans have been put in place to ensure that the GPL meets the 2% target of persons with disabilities, and creating a conducive environment for working for all MPLs and staff.

MPLs registered for their capacity building development on Leadership and Governance with UNISA through the Public Administration Leadership and Management Academy (PALAMA), and 29 MPLs



*Oversight visits to communities by chairpersons of committees*



graduated with the Leadership and Governance certificates at national qualification level (NQL5). Other MPLs registered for diplomas and degrees with various institutions of higher learning.

A total of 199 GPL staff were trained, and 44 bursaries were awarded to improve skills and knowledge.

The Committee System was reviewed in the year under review to assess the extent to which structural, operational and system changes may have had an impact on the ability of the Committee Support Unit, along with other immediate support structures of the House, to deliver on the mandates of GPL. The report was finalised and recommendations of managing by project adopted.

The Result Based Framework was developed to improve the GPL's ability to implement M&E. A revised M&E Framework has been developed, staff requirements identified, and several tools developed for full implementation in the 2012/2013 financial year.

A Draft Remuneration Strategy has been developed, and is currently under a consultative process. The ICT Strategy has been finalised, and as a result, IT functions have been removed from Operational Support Services (OSS) to establish a Chief Information Officer position and related capacity with the objective of building a fully-fledged IT capacity to reduce or eliminate the use of consultants.

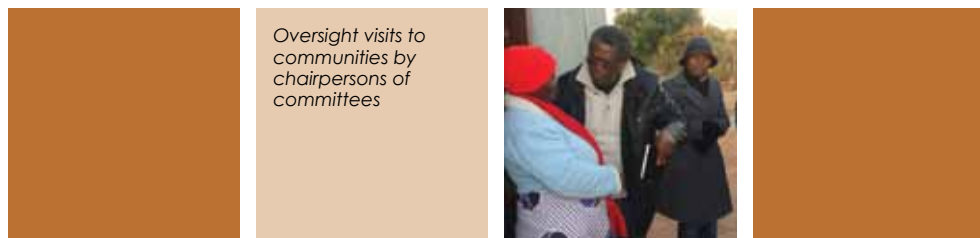
## FINANCIAL AND RISK MANAGEMENT

The GPL Risk Management Strategy provides a framework to govern and manage risks that the GPL faces by identifying, controlling, reducing or eliminating business, financial, operational and reputational risks that may negatively impact on the performance of the institution. The strategy is also used to direct internal audit efforts and priorities, and to determine the skills required to manage risks.

In the year under review, the GPL conducted a strategic risk assessment for the 2011/2012 period, and identified 16 Top Strategic Risks. Inherent risks, existing controls and residual risks were rated, and actions plans were developed. The Risk Register is monitored on an on-going basis, and reports are presented to the Risk Management Committee and Audit and Risk Committee.

The Internal Audit function of the GPL continued to operate in line with the approved terms of reference and associated service level agreements, based on the requirements of FAMLA and Standards for the Professional Practice of Internal Audit of the Institute of Internal Auditors.

Internal audits were performed on critical risk areas as reflected on the approved internal audit coverage plan to determine the adequacy and effectiveness of the systems of internal control. The outcome of the internal audit reviews was regularly reported to the Management, Risk Management Committee and the Audit and Risk Committee in terms of the Internal Audit Charter and associated service level agreements.



The Fraud Prevention Committee took responsibility for the implementation of the Fraud Prevention Plan within the GPL. Comprehensive progress has been made on the implementation strategy of the Fraud Prevention Plan. A fraud awareness workshop was also held in the 2011/2012 financial year during which the utilisation of the new fraud reporting hot line was strongly encouraged. Further workshops are planned during the new financial year.

A workshop was conducted on contract management, financial management, Supply Chain Management (SCM) Policy and Delegation of Authority.

All parties audited received unqualified audit opinions with the exception of the Freedom Front Plus. The GPL withheld funds and requested the Freedom Front Plus to comply with the audit requirements.

## CONCLUDING REMARKS

The GPL has made significant strides towards the attainment of the strategic goals and outcomes that it has set for itself. Interaction and consultation with the people has improved, the quality and depth of oversight is continuously increasing, and the ability and capability to make laws that are relevant and that enhance the quality of life of the people has also improved. These improvements have brought about new challenges which require appropriate responses. Whereas significant progress has been attained, we have no illusion regarding the amount of work that lies ahead. As an organisation that represents the aspirations and needs of the people of Gauteng, our responsibility goes beyond advocating on their behalf. The GPL is charged with the responsibility of effectively addressing the triple challenges of unemployment, inequality and poverty; improving access to quality health services and education; and creating safe communities where children are protected and job opportunities are created, especially for the youth of the province.

The above tasks require that the GPL should continue improving its work and finding creative ways towards achieving the constitutional mandates of law-making, oversight, public participation, and co-operative governance.

I wish to express my sincere gratitude to the Presiding Officers for their continued strategic leadership and stewardship, leaders and staff of all political parties for their support, and all GPL staff for their dedication, commitment, hard-work, continuous improvement and for flying the GPL flag high.

**PETER SKOSANA**  
**SECRETARY TO THE GAUTENG PROVINCIAL LEGISLATURE**

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# NOTES

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# SECTION THREE

PROGRAMME PERFORMANCE INFORMATION  
(NON-FINANCIAL REPORTING)



## PROGRAMME 1: LEADERSHIP AND GOVERNANCE

### PURPOSE

The purpose of the Leadership and Governance Programme is to provide strategic direction and leadership to the political and administrative components of the GPL in pursuance of the execution of the constitutional mandates of the institution. The programme is constituted by Presiding Officers of the GPL, namely: the Speaker; Deputy Speaker; Chairperson of Committees; and Deputy Chairperson of Committees. The exercise of Leadership and Governance in the GPL is done mainly through the Presiding Officers Forum, the Board, Office Bearers Forum; and Committee of Chairpersons of House committees.

### KEY FUNCTIONS

The main responsibility of the programme is to ensure that the constitutional obligations of the GPL are achieved, namely: the provision of oversight over the Executive (Premier and MECs); the creation of laws for the Gauteng Province, as well as the contribution of the province towards the creation of national legislation; the facilitation of public participation in legislative processes; and the establishment of relations between the GPL and external organisations.

In order to achieve this mandate, the programme has been divided into four sub-programmes with clearly defined role delegations. The four sub-programmes are listed below with a summary of their mandates.

#### Sub-programme 1: Office of the Speaker

This sub-programme is responsible for the overall co-ordination and management of the political leadership role of the Speaker, and is tasked with achieving the following:

- Effective execution of political and constitutional responsibilities of the GPL;
- Fostering co-operative governance;
- Management, co-ordination and collaboration of legislative business;
- Compliance with all laws, Acts, regulations, policies and procedures;
- Development and implementation of the legislative programme;
- Optimal functioning of the House; and
- Provision of value-based leadership that is geared towards directing the organisation to achieve its goals towards 2014 and beyond.



*Choir group  
performance at GPL  
on Human Rights  
Day, 21 September  
2011*





### Sub-Programme 2: Office of the Deputy Speaker

This sub-programme is responsible for the following tasks, to:

- Provide oversight over the administrative services of the GPL;
- Ensure quality support services to MPLs;
- Manage and co-ordinate training and capacity building for MPLs; and
- Serve as the custodian of the Privileges and Ethics of MPLs.

### Sub-Programme 3: Office of the Chairperson of Committees

This sub-programme is responsible for the following tasks:

- Strategic management of committee business;
- Development of a strong committee system for the execution of the constitutional mandate of law-making, public participation and oversight;
- Mobilisation of civil society organisations for participation in legislative business;
- Stakeholder relations management as it relates to committee business;
- Provision of leadership on all public participation processes of the GPL; and
- Effective co-ordination between the GPL and NCOP.

### Sub-Programme 4: Legislature Services Board

This sub-programme is responsible for the following tasks:

- Optimal functioning of the Board;
- Provision of leadership on corporate governance processes;
- Provision of leadership on policy management processes; and
- Management of institutional risks.

## MEASURABLE OBJECTIVES

- To promote a leadership culture that will motivate people to act towards achieving common goals;
- To build capacity on leadership and administration;
- To implement business processes, procedures and policies to ensure optimum operational efficiency;
- To uphold the image and integrity of the institution and programme through the application of the code of conduct for staff;
- To contribute towards the maintenance of the most competent, transparent and accountable GPL;
- To entrench an Institutional Leadership Model;
- To add input to law-making and policy development contributing towards deepening democracy and nation building;
- To create laws that contribute towards building the developmental and activist state;
- To track the efficacy and impact of laws passed by the GPL;
- To develop and implement the institutional strategy and budget;
- To review and implement *Standing Rules*;
- To ensure optimal functioning of the Board;
- To develop and maintain inter-institutional relations and partnerships as well as facilitation of co-operative governance;

Children's Parliament,  
17 July 2011



- To promote nation building and good governance;
- To mobilise diverse societies in an all-embracing effort to build a sense of shared destiny and common citizenship;
- To mobilise civil society to participate in the GPL through public participation programmes;
- To ensure participatory law-making process and effective oversight and governance of the province;
- To ensure strategic management of committees and programmes;
- To provide political management of the Committee of Chairpersons and committees;
- To implement Committee inquiries;
- To ensure Implementation of PEBA;
- To implement ministerial accountability;
- To provide strategic co-ordination of the GPL's interaction in the NCOP;
- To provide effective and efficient services to MPLs;
- To provide training and development programme for MPLs to effectively carry out the mandates of the GPL;
- To ensure the functioning of the Office of the Integrity Commissioner;
- To assess the performance of senior management;
- To respond to public policy issues; and
- To strengthen relations with political parties, MPLs and the Executive.

## SUMMARY OF ACHIEVEMENTS

### Internal Processes

The Speaker and Presiding Officers act as a collective to provide leadership to institutional processes, and in the year under review the following progress has been recorded:

#### Strategic planning, implementation, monitoring and evaluation

The Speaker sets the direction and pace of the GPL towards the achievement of the organisational goals, and in the year under review, the vision, mission, strategic goals, strategic objectives and measurable objectives were reviewed in order to enhance the performance of the institution. This work ensured that there is alignment between political priorities of Presiding Officers and administrative support services. In this regard, the business model of the GPL was successfully implemented. The model dictates that Presiding Officers set the direction and action of all institutional processes, while administration provides support services.

The programme convened regular meetings of Presiding Officers and the Board; monthly financial management meetings; Office Bearers and Committee of Chairpersons meetings to monitor the implementation of their decisions; and provided required leadership with a view of clearing the path and ensuring the achievement of institutional goals. As a result of this leadership provision, the GPL programme was implemented successfully in the year under review.

The programme collaborated with internal stakeholders in developing the mid-term review report of the GPL, and went on further to revise the GPL's strategic plan for 2009 to 2014. To this end, Presiding Officers adopted the revised strategic plan with improved key priorities towards 2014 and beyond.



*GPL Speaker,  
Ms Lindiwe Maseko  
with a British  
delegation*

Decisions of Presiding Officers in their various leadership forums have been communicated to the institution for implementation, and minutes of these forums included task lists through which the administration teams were held accountable for their implementation.

### **Management of the House processes**

The programme developed the annual GPL programme, and four business term programmes in consultation with the leadership of political parties. As a result of this achievement, the political priorities of the GPL have been realised, namely, the adoption of the Appropriation Bill during the second business term; the exercise of ministerial accountability through House sittings wherein the Premier and MECs responded to questions from MPLs on service delivery and other government services; and the exercise of oversight wherein departments' performance reports were scrutinised and debated by the House.

All House sittings were convened successfully without problems of the quorum. The support services in the leadership and Governance Programme provided facilitation for the success of House process through convening Legislature Programme Task Team meetings wherein the details of the programme were planned and scheduled. In addition, meetings to receive procedural advice in preparation for House sittings were convened successfully without fail.

### **Committee Matters**

The Presiding Officers resolved that committees of the House are the main drivers of the mandates of the GPL, and to this end, have ensured that they are provided the appropriate support services, individual budgets and delegated authority to execute their tasks. As a result of this approach to committee business, committees have been able to execute their tasks and report accordingly to the House. Achievements of committees include the scrutiny of departments performance reports; undertaking study tours to learn and share best practices with their counterparts in various parts of the world; undertaking oversight visits to verify performance reports of departments; engaging with stakeholders on a monthly basis; influencing public policy discourse through media statements; and convening seminars.

The Presiding Officers further endorsed a Committee Oversight and Accountability Framework (COVAC) as a mechanism to support the implementation of PEBA, and to support the monitoring and evaluation of committee business. The Committee Oversight and Accountability Framework will be piloted in the 2012/2013 financial year.

### **Law-making**

The GPL is governed by the Legislature Service Act No. 5 of 1996. This Act had not been amended since it was passed and a need was identified by the programme to align it to best-practice and other relevant legislation in order to improve the efficiency of the GPL. The programme therefore revised the Act, and presented a draft amendment Bill, which coincided with the delivery of the judgment by the Constitutional Court declaring FAMLA unconstitutional and invalid. The programme provided leadership with regard to the response of the GPL towards the Constitutional Court judgment. As a result, the decision to render FAMLA unconstitutional and invalid was suspended for 18 months with a view to avoid GPL running without financial management tools, pending the processes that are now in place to address the concerns of the court. The judgment on FAMLA impacted on the Legislature Service Act Draft Amendment Bill, resulting in delays in terms of tabling and adoption in the House.





## STAKEHOLDER MANAGEMENT

The Presiding Officers resolved that the GPL must interact with external organisations with a view to leveraging on their skills and expertise in support of the mandates of the GPL. In addition, the GPL should create more space for the people of Gauteng to participate in legislative processes. In the year under review, the following progress has been recorded:

### International work

The Speaker of the GPL has been appointed as a resource person for the International Commonwealth Parliamentary Association (CPA), and to this end, has been deployed by the CPA to address various constituencies around the world. In the year under review, the GPL was selected to host the next Africa region CPA conference in 2012. The Chairperson of Committees presented the COVAC concept at the international conference on Governance and Accountability in Malaysia. The Paper was accepted without any amendments, and has been published worldwide in the USA, China, Germany and Malaysian journals. This achievement translates into the GPL influencing the international arena on parliamentary best practices.

The Deputy Speaker led a GPL delegation to attend an international conference on Ethics in New York as part of learning and sharing best practices, whilst the Deputy Chairperson of Committees led two delegations to various parts of the world to learn about parliamentary best practice as it relates to the role of legislatures in the implementation of government programmes.

In addition to the above, the programme hosted delegations from different (used various above) parts of the world who wanted to learn our parliamentary best practices. The following parliaments were hosted: CPCC – China; GUANGDONG – China; Kenya; South Sudan. Furthermore, the Speaker successfully addressed a conference in Spain on gender budgeting, via satellite.

### National work

The Speaker was appointed as the national sponsor for oversight in the legislative sector, and to this end, provided leadership in the development of the Sector Oversight Model. The model was adopted by the National Speakers Forum in 2011/2012, and will be rolled out to all legislatures in 2012/2013 financial year.

Furthermore, the programme achieved the following:

### Provincial work

During the year under review, the Presiding Officers adopted a two-year programme of action on stakeholder relations management work of the GPL. The objective of the plan is to improve the public profile of the GPL, and to facilitate meaningful public participation in legislative processes. As a result of this plan, the GPL achieved the following:

- The Speaker has set in place processes to formalise the Provincial Speakers Forum, and to develop its Five-Year Strategic Plan, during the year under review;
- A Memorandum of Understanding for the Provincial Speakers Forum has been adopted by all councils, and the next stage will be to formalise the structure;
- The Auditor-General's (AG) road show was hosted wherein audit outcomes were communicated



to the Premier, MECs and Mayors in the province. The Road show adopted a programme of action towards the attainment of the 2014 clean audit goal;

- The GPL was officially declared a National Key point, and a certificate was handed to the Speaker in this regard;
- A prayer day was convened for education in Mamelodi, Tshwane;
- Committee chairpersons convened monthly stakeholder engagements with their respective stakeholder groups;
- Presiding Officers participated in:
  - the Sector International Consultative Seminar on Climate Change;
  - the CPA Africa Region EXCO.
  - the State of the Nation Address and in various State of the Province Addresses; and
- The Speaker also addressed a number of events, including the International Public Participation Indaba and the Gauteng Economic Summit.

## HUMAN CAPITAL MANAGEMENT

The programme filled the following positions during the year under review:

- Political Advisor to the Speaker;
- Oversight and Liaison Manager;
- Stakeholder Manager; and
- Senior Co-ordinator and Administration Secretary in the Office of the Chairperson of Committees.

Staff members in the programme have been encouraged to further their studies, and have thus registered for academic programmes at institutions of higher learning. The Speaker addressed the long-service award ceremony where GPL employees were rewarded for their long service to the institution.

## FINANCIAL MANAGEMENT

The programme ensured that sound financial management of the institution is adhered to, and that budget allocation is aligned to institutional priorities:

- For the first time, individual portfolio chairpersons appeared before the Speaker's Budget Council as treasury, to present their budgets, and also to allow the Speaker to understand the newly introduced outcomes-based budgeting;
- The Speaker's Financial management meetings were conducted successfully on a monthly basis to receive the financial status of the institutions, and presentations on the financial statements of the institution;
- The Speaker received a clean audit award from the AG following prudent financial accountability of the GPL; and
- The signing-off of the Political Party Fund was done during this reporting period.

## PROGRAMME PERFORMANCE INFORMATION: LEADERSHIP AND GOVERNANCE

PLANNED This is an extract from the APP				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Office of the Speaker	Promote a leadership culture that will motivate people to act towards achieving common goals	Practise the GPL leadership culture	High level of motivated staff Adherence to GPL goals	One Satisfaction Survey Effective and efficient running of the quarterly meetings with SAPS plus the Administration Unit
		Management of VIP services	Compliance with administrative procedures	
		Team building session	Build and maintain a strong team	One session per annum
		Strategic planning session	Business plans and budget	Twice per annum
		Staff reviews	Effective administrative and human capital management of programme	Quarterly IPMS reviews conducted
		Compliance with FAMLA	Minutes of monthly meetings and the annual financial audited statement	12 Monthly meetings on financial management and reports
		Attendance of Presiding Officers Forum	Number of Presiding Officers Forums attended	Quarterly meetings
		Presiding Officers Strategic Plan developed	Achieved political mandate	Annual Review Sessions
		Attendance of Office Bearers Forum	Number of Presiding Officers Forums attended	12 Monthly meetings
		Attendance of meetings of Standing Committee on Rules	Develop and review of <i>Standing Rules</i>	Quarterly meetings
		Standing Committee on GPL Programme	Developed, reviewed and adopted GPL Programme	Two programming meetings per business term
		Convene Speaker's Budget Council	Reviewed and approved institutional Budget	Two meetings per annum
		Speaker's meetings with senior management	Schedule of meetings	Bi-monthly meetings
		Presentation of performance reports to OC POL	OC POL Report	Quarterly presentations
		Presentation of performance reports to GEYODI	GEYODI Reports	Quarterly presentations
	Implement business processes, procedures and policies to ensure optimum operational efficiency	Adherence to processes and procedures	Compliance with processes and procedures	Quarterly reports
	Uphold the image and integrity of the programme through application of the code of conduct for staff	Disciplined staff	Reports on compliance with code of conduct	Quarterly compliance reports

<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE ON OUTPUT TARGET (efficiency)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOME</b>
The GPL conducted the annual Stakeholder Satisfaction survey as planned	No deviation	Staff satisfaction levels assessed in order to inform a motivated work force
Ongoing informal engagements conducted with senior management of SAPS	No deviation	Interventions to ensure compliance with administrative procedures
The reason for not achieving this target is that the majority of the senior staff was new and the focus was on their induction	Deferred to the 2012/2013 financial year	To enhance the execution of Presiding Officers roles and leadership
Convened strategic planning session and developed APP and budget for 2012/2013	No deviation	Revised PO strategic plan and provided direction to GPL
Annual and quarterly IPMS reviews completed	No deviation	Effective human capital
Expenditure reports submitted	No deviation	Use of budget to accomplish plans in an effective and efficient manner
Four quarterly meetings were convened wherein Presiding Officers monitored progress towards the attainment of GPL plans	No deviation	Provision of political and strategic direction
Annual review convened to consider mid-term review report and determine way forward	No deviation	Revised and adopted Presiding Officers Strategic Plan
Office Bearers meetings were convened for political management of the GPL programme	No deviation	Improved operational efficiency and implementation of the GPL legislative programme
Revised <i>Standing Rules</i> were considered by four meetings of the <i>Standing Rules</i> Committee and ultimately approved for House consideration	No deviation	Adopted <i>Standing Rules</i> to ensure efficient functioning of the House
Eight programming committee meetings were convened to consider the GPL Programme at the beginning and end of each business period	No deviation	Effective execution of constitutional mandate of the GPL
Convened budget councils for both administration and individual committees for the Speaker to approve their budget proposals	No deviation	Improved institutional planning and resource management
Meetings conducted as and when required	No deviation	Improved operational efficiency
The Speaker appeared before OCPOL to account for GPL performance and responded to questions from the committee	No deviation	Improved oversight and accountability of the GPL
The Speaker appeared before GEYODI to account for GPL performance and responded to questions from the committee	No deviation	Improved oversight and accountability of the GPL
Quarterly performance reports of the programme were submitted to the Secretary indicating levels of compliance with the GPL procedures and policies	No deviation	Improved compliance with GPL Policies and procedures
There were cases of misconduct during the year under review and thus confirming the high levels of discipline amongst staff in the programme	No deviation	Improved image and integrity of the programme



<b>PLANNED</b> <b>This is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
<b>Office of the Speaker</b>	Scrutinising/revise law- making and policy development contributing towards deepening democracy and nation building;	Enhanced law-making process	Qualitative law-making processes	100% procedural compliance and two compliance reports
	To provide technical, administrative and procedural support to MPL in order to enable them to perform their constitutional obligations	Improved facilities for MPLs	Annual stakeholder satisfaction survey	70% level of satisfaction by MPLs
	To continuously improve relationships between management and organised labour	Improved relations	Level of relations	Four leadership meetings with labour
	External Stakeholders: Provide support to MPLs, Committees of the Legislature and all relevant officials of the administration in their obligation towards external stakeholders	National Speaker's Forum Provincial Speaker's Forum	Level of participation	Four quarterly meetings
		CPA, GPL Branch meetings	Number of meetings	Four CPA Branch meetings
		CWP EXCO meetings	Number of meetings	Four CWP EXCO meetings
		Hosting of dignitaries, special visitors and delegations	Improved international relations and partnerships	12 Visits per annum
<b>Office of the Deputy Speaker</b>	Promote a leadership culture that will motivate people to act towards achieving common goals	Oversee and monitor the development and implementation of the HR strategy and relevant policies	Reviewed HR strategy and relevant policies	Monitor implementation of reviewed HRD Strategy and policies
		Implemented Legislature Institutional Memory System (LIMS)	Effective LIMS	Quarterly meetings to monitor implementation and receive progress reports
		Preparatory forums for two sub-Committee meetings of the Board	Develop agenda, minutes and reports for sub-committees	Four quarterly meetings
	Uphold the image and integrity of the institution through application of the code of conduct for both MPLs and staff	Declaration of interests by MPLs and senior managers	Compliance with the code of conduct and related policies for MPLs and senior managers	Annual declarations of interests

ACTUAL		
This section is the consolidation of the four quarters		
ACTUAL PERFORMANCE ON OUTPUT TARGET (efficiency)	REASONS FOR DEVIATION	PROGRESS TOWARDS OUTCOME
The GPL approved the appropriation bill for 2011/2012, provided mandates for NCOP Bills and received one Private Members Bill. In addition, the GPL approved several sub-ordinate legislation	No deviation	Improved law-making
The GPL received 68% satisfaction levels of MPLS	Not all units achieved more than 70% and thus affected the average score. Units have developed action plans to address this deviation	Increased support to MPLs in executing their constitutional roles
Two meetings were held with the Union leadership	The delays in the AGM of the union led to the deviation	Improved stakeholder relations in the GPL
The Presiding Officers participated in the National and Provincial Speakers Forums and attended all the meetings	No deviation	Increased contribution to sectoral work
CPA branch meetings were convened twice instead of the planned four meetings. The branch hosted the CPA SADC seminar	The programme of CPA was affected by legislature programme constraints	Sharing best practices as a learning organisation
The CWP EXCO convened two meetings instead of the planned four meetings	The programme of CPA was affected by legislature programme constraints	Sharing best practices as a learning organisation
The Presiding Officers hosted delegates from Nigeria, CPCC – China; GUANGDONG – China; Kenya and South Sudan. The GPL shared their best practices on parliamentary business	Hosting of delegates is depended upon requests received	GPL becoming a learning organisation
The Deputy Speaker convened four HRD Committee meetings to monitor the implementation of the HRD Strategy	No deviation	Effective and efficient HR strategy and relevant policies
The Deputy Speaker convened two sessions to monitor the implementation of LIMS and other projects in the GPL	The GPL undertook a forensic investigation of LIMS and thus affecting its operations	The monitoring to ensure an efficient knowledge management system could not be done owing to the reasons stated
The Deputy Speaker convened preparatory meetings for HRD and Members Affairs sub committees in order to prepare for the Board meetings	No deviation	Efficient support and management of Board processes
The MPLs in the GPL have declared their interests as per <i>Standing Rules</i> on an annual basis  The register for staff interests does not exist	There is no policy supporting the declaration of interest of GPL staff	Improved accountability by public representatives

<b>PLANNED</b> <b>This is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
<b>Office of the Deputy Speaker</b>	Uphold the image and integrity of the institution through application of the code of conduct for both MPLs and staff	One-on-one meetings with the Integrity Commissioner	Compliance with the code of conduct and related policies for MPLs and Senior Managers	Quarterly meetings
		Capacitating Integrity Commissioner's Office	Capacitated Commissioner's Office	Monitor the functioning of the office
		Assessment of satisfaction levels of MPLs	Incremental/positive satisfaction survey results	Monitoring of the implementation of the survey and action plans
		Political Office Bearers Pension Fund	Number of meetings	Four quarterly meetings
	Monitor and oversee the efficacy and impact of laws passed by the legislature	A project on the assessment of the efficacy of laws passed since 1994	Project report	Convened four quarterly meetings to monitor the implementation of the project
<b>Office of the Chairperson of Committees</b>	Implementation of the Programme Evaluation and Budget Analysis (PEBA)	Monitor the implementation of PEBA	Committee reports and resolutions of the House	Service delivery focused House resolutions
	Strong and effective committee system	Strategic management of committee work	Performance reports of committees	Four quarterly sessions of Chairpersons review meetings
	An effective Monitoring and Evaluation (M&E) system	A functional M&E system	Compliance with the M&E Framework Compliance with PEBA	Integrated functioning with institutional M&E system Facilitate and monitor Implementation of M&E committee plans for five priority Committees
	Implementation of additional oversight imperative such as Committee Inquiries and Ministerial Accountability	Roll out of the Committee Inquires and Ministerial Accountability programme	Committee oversight reports	Pilot Inquiries Act in three priority committees
	Improve resolutions tracking mechanism	Enhanced Resolutions Tracking mechanism	Functional Resolutions Tracking system	Training for all chairpersons
	To improve the quality of life of the people of Gauteng through the enactment, amendments and repeal of laws which are both just and responsive to their needs	Quality legislation	Number of laws enacted	Enactment of laws which are just and responsive to the needs of the people

ACTUAL This section is the consolidation of the four quarters		
ACTUAL PERFORMANCE ON OUTPUT TARGET (efficiency)	REASONS FOR DEVIATION	PROGRESS TOWARDS OUTCOME
The Deputy Speaker convened four meeting with the Integrity Commissioner	No deviation	Enhanced relations with the Integrity Commissioner
The Presiding Officers approved a plan to create appropriate capacity in the Office of the Integrity Commissioner	The GPL processes of recruitment are now underway	A functional and a proactive Integrity Office
The Deputy Speaker submits quarterly reports to the Members Affairs Committee on the progress made in implementing corrective action plans by units in the GPL	No deviation	Improved levels of satisfaction amongst MPLs
The Deputy Speaker attended all the meetings of the Political Office bearers pension fund in Cape Town	No deviation	Improved facilities for MPLs' well being
The Deputy Speaker convened the quarterly meetings to receive progress reports on the study  Two legislation have been studied and the reports will be made public	No deviation	Improved law-making in the GPL
The Chairperson of Committees convened quarterly sessions with committee chairs to monitor the implementation of PEBA  In addition, the Office scrutinised committees' reports before they are processed by the House	No deviation	Improved oversight over the Executive
Four quarterly sessions and six monthly Standing Committee of Chairpersons sessions were held to provide leadership to committee work	No deviation	Improved implementation of mandate of the GPL by committees
COVAC was developed as an M&E system for committee work and has been integrated into the GPL wide M&E framework	No deviation	More focused and strategic oversight
The pilot study did happen in the period under review  The affected committee have now concluded on their topics and the pilot will kick start in 2012/2013	No deviation	Improved oversight
The revised resolution tracking was presented to chairpersons of committees and adopted for implementation	No deviation	Enhanced ministerial accountability
In the year under review, the GPL enacted the GP Appropriation Bill and approved several sub-ordinate legislation	No deviation	Improved law-making



<b>PLANNED</b> <b>This is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
<b>Office of the Chairperson of Committees</b>	Ensuring that public participation is comprehensive and mainstreamed	Monitor the implementation of the stakeholder plan, public participation and sector plans	Levels of public participation in legislative processes	Quarterly reports on public participation
	Promoting advocacy and Constituency Work by MPLs in their communities	Profiling of GPL and public involvement in GPL processes	Number of constituency periods Petitions resolved brought up by MPLs through constituency work	Four constituency periods
	Ongoing Taking Parliament to the People programme	Monitor the implementation of the Bua le Sechaba campaign	Frequency of monitoring and evaluation processes conducted in respect of Bua le Sechaba campaign	Two Bua le Sechaba campaigns
	Ongoing Taking Parliament to the People programme	Monitor the implementation of NCOP Provincial Week Programme of Taking Parliament to the People and Provincial week	Frequency of monitoring and evaluation processes conducted in respect of NCOP Provincial Week Programme	Two NCOP week and one Taking Parliament to the People
	Ensure that the people of Gauteng have access to quality information on GPL work	Monitor the implementation of the communication strategy and public education programmes	Quality of inputs by the public during public participation processes of the GPL	Quarterly reports
	Develop partnerships with the Gauteng local government sphere to improve oversight, accountability and service delivery	Improve structural relations between SCOPA and Municipal Public Accounts Committees (MPACs)	SCOPA reports	Annual seminar of SCOPA and MPACs
		Support MPACs to hold council executive accountable	Number of training programmes Number of workshops Number of meetings	Training Workshops Meetings
	To enable the Forum of COCs to strengthen the legislature sector through benchmarking and sharing of experiences	Contribute towards establishment of Forum of COC	Level of participation and reports	Quarterly meetings and reports
	Improved co-ordination with the National Council of Provinces	Meetings between the office of COC Speaker Premier and permanent delegates Meetings between office of COC, provincial whip; and NCOP whip	Synchronised legislative programme between GPL and NCOP	Quarterly meetings

<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE ON OUTPUT TARGET (efficiency)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOME</b>
Committees involved stakeholders in their legislative processes. Committee reports include a section on the inputs of the stakeholders in the committee processes  Chairpersons convened monthly sessions with stakeholders for networking	No deviation	Creation of space for public involvement in legislature processes
Four constituency periods for MPLs have been implemented. In addition, Mondays are set aside for constituency work  There were two petitions brought by MPLs from their constituency work. Both petitions were resolved	No deviation	Improved public participation and resolution of concerns of residents of Gauteng
Two campaigns on Bua le Sechaba were implemented	No deviation	Improved public participation and resolution of concerns of residents of Gauteng
The GPL provided technical support to the NCOP Programmes, namely two NCOP provincial week oversight visits to Gauteng and one Taking Parliament to the People in KwaZulu-Natal	No deviation	Improved profile of legislative work
GPL information was disseminated to the public through various media, that is, during public education workshops; committee meetings in communities; radio and print reports on the GPL; TV adverts, etcetera	No deviation	Embedding the GPL in the minds of the people
SCOPA convened the seminar wherein a recommendation to setup a provincial public accounts oversight framework for Gauteng was made.	No deviation	Improved collaboration with local government and enhanced accountability in local government
SCOPA undertook hand-holding and capacity building interventions with identified municipalities of Gauteng	No deviation	Improved accountability of local government
The proposal to set up the Chairperson of Committees Forum as a separate entity was rejected by the national Speakers Forum and as a result all plans in this regard were abandoned	The establishment of the COC Forum was put on hold by the GPL	Not achieved
The Office of the Chair of Chairs co-ordinated all NCOP processes such as appointment of delegates to NCOP/ National assembly sittings, NCOP provincial weeks, taking parliament to the people; and mandates on national legislation	No deviation	Improved co-ordination between committees and NCOP

<b>PLANNED</b> <b>This is an extract from the APP</b>				
<b>SUB-PROGRAMME</b>	<b>MEASURABLE OBJECTIVE</b>	<b>OUTPUT</b>	<b>PERFORMANCE MEASURE/INDICATOR</b>	<b>ANNUAL TARGET</b>
<b>Board</b>	Promote a leadership culture that will motivate people to act towards achieving common goals;	Oversee the development and implementation of the Institutional Strategic Plan and Budget	Approved Institutional Strategic Plan and Budget	Review Strategic Plan and implementation
	Promote a leadership culture that will motivate people to act towards achieving common goals;	Oversee the development and implementation of the Institutional Strategic Plan and Budget	Approved Institutional Strategic Plan and Budget	Review Strategic Plan and implementation
	Provide support and professional advice to the Board	Consolidate and develop an agenda, minutes and reports for Board with the Chairperson of the Board	Optimal functioning of the Board	Four ordinary quarterly meetings of the Board, four ordinary meetings of each sub-committee and two special meetings of the Board
		Convene Board Preparatory Task Team meetings	Number of successful Board meetings	Quarterly meetings
	Building capacity on Leadership and Corporate Governance	Develop a corporate governance strategy	Approved corporate governance strategy	Approved corporate governance strategy
		Review Human Resource Strategy	Human Resource Development committee reports	Comprehensive impact assessment report of the current Human Resource strategy
	Entrench an Institutional Leadership Model	Performance assessment for senior managers	Number of performance assessments	Quarterly performance reviews
		Approved leadership model	GPL leadership model	Approval and implementation of GPL leadership model
		Developed governance systems and processes	Good corporate governance Framework	Develop internal audit compliance guidelines
	GPL annual report	GPL annual report adopted by the Board	An approved GPL annual report	Annual report submitted to the Board
	Establish relations with Institutions Supporting Democracy	Collaborative efforts between state organs	Number of relations established with ISDs	Three newly established relations

GPL International Public Participation Conference 2012



<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE ON OUTPUT TARGET (efficiency)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOME</b>
Board approved the revised GPL strategic plan and budget for 2012/2013 financial year	No deviation	Efficient and effective organisation
Board approved the revised GPL strategic plan and budget for 2012/2013 financial year	No deviation	Efficient and effective organisation
Board meetings were convened as scheduled to approve performance reports, policy proposals and monitoring implementation of GPL APP. As a result governance framework of the GPL was achieved	No deviation	Efficient and effective organisation
The Board Secretary convened preparatory sessions to prepare for all Board meetings	No deviation	Efficient and effective organisation
The strategy could not be finalised in the 2011/2012 and this work has been deferred to the next financial year	The Board Secretary had capacity constraints as a result of high volume of tasks	Efficient and effective organisation
Progress reports submitted to the HRD sub-committee	No deviation	Effective human capital management in the GPL
The performance reviews of the Secretary to the GPL were not done on a quarterly basis. The Speaker has instituted a process to undertake the annual performance review	Competing institutional priorities	Efficient and effective organisation
The process was stalled pending the finalisation of the leadership policy of which the model will be part thereof	Pending the finalisation of the leadership policy	Efficient and effective organisation
Internal audit compliance guidelines developed based on the regulatory framework	No deviation	Adherence to good corporate governance practices
Annual report submitted to Board	No deviation	Adherence to good corporate governance practices
The GPL established relations with the Human Rights Commission and the Public Protector	No deviation	Efficient and effective organisation



Public Participation in law making



## PROGRAMME 2: OFFICE OF THE SECRETARY

### PURPOSE

The purpose of the Office of the Secretary is to serve as the custodian of the development, implementation and monitoring and evaluation of the GPL strategy, and to provide administrative leadership with service delivery as a key output on all Board directives. The office is also responsible for the administration and monitoring of the processes of law-making, oversight, public participation and co-operative governance mandates, within corporate governance principles as enshrined in the PFMA, FAMA and *King III Report* recommendations.

### KEY FUNCTIONS

The Office of the Secretary has the responsibility to deliver on all Board directives according to the terms of the GPL business model. Accordingly, the Office has to ensure the effective management of the GPL administration services; good financial management practices; strategic planning; implementation; monitoring; reporting; and evaluation. In addition, the office is responsible for supporting the Executive Authority; the Oversight committees; and all sector-related structures.

### MEASURABLE OBJECTIVES

- To ensure implementation of GPL Programme (new measurable objective);
- To identify and implement best practice in legislature oversight, public participation, law-making and co-operative governance;
- To ensure compliance with oversight requirements by the Executive;
- To develop and sustain relations with civil society organisations, NGOs and experts for public participation;
- To ensure that the GPL implements all applicable legislation;
- To provide tactical, strategic and operational leadership and direction to GPL administration, including the Secretariat and its sub-committees;
- To lead integrated support services to law-making; oversight; public participation; and co-operative governance;
- To implement the institutional Leadership Model and charter;
- To manage relations with internal and external stakeholders;
- To implement the Contract Management Framework;
- To implement the Monitoring and Evaluation Framework for the GPL;
- To execute effective financial and risk management;
- To ensure that all revenue; expenditure; assets and liabilities of the GPL are managed efficiently, effectively and transparently;
- To implement the sector-wide plan (GPL specific projects); and
- To execute effective financial and risk management.

*GPL International  
Public Participation  
Conference 2012*



## SUMMARY OF ACHIEVEMENTS

The GPL has recorded notable achievements during the year under review. In this regard, the Office of the Secretary identified all levels of management for the Covey Leadership Training Programme, which training was completed successfully in line with the institution's Leadership Model. A results-based approach was introduced to the Monitoring and Evaluation Programme, and interviews were secured with an M&E expert for the Speaker, the Chairperson of Committees, and the Deputy Chairperson of Committees, to discuss institutional expectations and guidance on the implementation of this intervention. This information belongs to 2010/2011

Expert recommendations were provided to the Office of the Secretary on an appropriate structure to effectively implement M&E in the institution. Furthermore, the results-based approach formed the basis for the review of the legislature's Vision, Mission, Strategic Goals, and Strategic Objectives, necessitating the alignment of the Office of the Chairperson of Committees, and all committee Strategic Plans with this approach. Most importantly, the Office of the Premier was engaged on the GPL's M&E expectations on the Executive performance reporting for oversight purposes. Collaboration is now in place towards a provincial political decision on reporting standards.

In respect of stakeholders, the Stakeholder Survey Action Programme was finalised in response to the 2010/2011 Stakeholder Satisfaction Survey findings and recommendations. Public participation has now been reprioritised through the approval and resourcing of the Public Participation Strategy.

### Improving Performance Reporting and Accountability by the Service

As part of the policy development process to contribute to the achievement of better service delivery for the people of Gauteng, the GPL identified broad strategic outcomes which required quality planning. To this end, the GPL ensured responsible spending, by linking the cost of initiatives to results in order to achieve value for money. Furthermore, performance reports were subjected to rigorous quality processes of the Secretariat to ensure that quality and accountability standards were not compromised. Reports to portfolio committees were co-ordinated for effective reporting and submission in line with set standards, and proactively cultivated sustainable. The office co-ordinated reports to portfolio committees, and has realised relationships with the Chairpersons OCPOL, and GEYODI, using focused meetings to provide progress reports on performance information.

### Improving Secretariat Decision-Making and Communication

The Secretariat has improved its performance during the year under review. In particular, the meetings of this structure continue to focus more on strategic issues of the administrative services in order to improve strategy implementation, efficiency and accountability. More focus was placed on enhancing CAPEX projects, policies of the GPL, risk management and support to the House and its committees. The decision-making processes of the Secretariat have been streamlined in order to allow the organisation to function optimally whilst at the same time focusing on responding to the directives of the political leadership.



### Inter-Institutional Relations Strategy

During the year under review, the GPL continued to establish new relationships with institutions of higher learning and the business sector in Gauteng. The major break-through is the relationships established with the University of Johannesburg and the University of Pretoria which hosted the GPL Opening Ceremony the gala dinner of which was sponsored by the First National Bank in February 2012.

Furthermore, initiatives were undertaken to establish relationships with the Offices of the Public Protector and the Human Rights Commission. More work will be done to enhance these relations in the new financial year. The office continued to support political processes to build the South African legislative sector, and this resulted in the election of the Secretary to the Gauteng Legislature as the Chairperson of the South African Legislature Secretary's Association (SALSA). Following the leadership of the Secretary to the Legislature, SALSA is now poised to increase its technical support to the National Speakers Forum. The office has also been delegated the responsibility to co-ordinate the Commonwealth Parliamentary Association, Africa Region Conference, and preparatory work has begun to ensure that Gauteng hosts the most successful CPA Conference in 2012.

### Providing Strategic Leadership to the Administration Service

The Secretary to the GPL has undertaken various interventions to improve the role of leading administration services. These interventions are meant to ensure that efficient support services are provided to the business of the House and its committees. The Balanced Scorecard was aligned to the annual performance plan of the GPL in order to assist staff to work towards achieving the goals of the legislature.

The management team received training on Leadership Practice in order to enable them to provide effective leadership and management to the administration service. In addition, the GPL Leadership Policy was developed and approved this to ensure that the existing GPL Leadership Model and Charter have a policy framework that guides the GPL Leadership Practice. The Delegations of Authority were also revised to respond to the needs of a changing institution.

Conversations were held on a weekly, monthly and periodic basis with senior management, and these include performance reviews and the monitoring of strategy implementation on a quarterly basis. As a way-forward, a Secretariat Leadership Coaching Proposal was tabled and approved. The Coaching Programme is to be implemented during the second half of the 2012/2013 financial year once the GPL Leadership Programme has been launched.

The planning approach was revised with a view to improve the measurement of performance outputs. In this regard, the Results Based Planning approach was adopted as a model of planning henceforth. The 2012/2013 GPL Annual Plan has also been developed using the new Results Based Methodology.

As stated earlier, the administration services exist to serve the House and its committees in order to achieve the constitutional mandates, and therefore, these services were aligned in line with the GPL Business Model for improved results.



*The Opening of  
the Legislature in  
Mamelodi*



### Financial Management

In providing administrative leadership, the Office of the Secretary spent R11.1 million or 74.3% of the allocation. Of the total expenditure, an amount of R4.3 million or 89.7% of the allocation was spent on the compensation of employees with an under-expenditure of R494 000. The under-spending is as a result of the deferment of vacant positions.

An amount of R6.8 million or 67% of the allocation was spent on goods and services on activities such as the refinement of the Annual Performance Plan; Performance Review Sessions; Budget Council Meetings; the development of the M&E tools; international study tours for Corporate Support; Secretariat Meetings; as well as the SALSA meetings.



### Programme Performance Information: Office of the Secretary

PLANNED This section is an extract from the APP			
MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Ensure implementation of Legislature Programme	Implemented GPL Programme	Office Bearers reports Programme implementation reports Special Secretariat reports Quarterly project plans Special Secretariat reports Quarterly project plans	Quality Support Services to the House
Explore best practice on oversight work	Research reports Exchange programmes	Benchmarking proposals and implementation plans Commissioned research	Implement the recommendations
Ensure aligned Support Services to Political Programme	House Business Secretariat	Reports Programme Project plans	Approved Implementation Plan and resource plan for House Business
Ensure GPL implements all applicable legislation Ensure that GPL makes laws that are relevant to address the needs of Gauteng People	Efficient and effective Integrated Planning and Implementation Compliance Register	Compliance reports	Quarterly compliance reports M&E



Gauteng  
Provincial  
Legislature:  
East wing

<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>11 Secretariat meetings were held during the financial year to review and approve individual programme quarterly reports from streams including the following:</p> <ul style="list-style-type: none"> <li>• Customer Satisfaction Survey, resolutions on the importance of linking the survey to other initiatives of the GPL: Leadership Policy, Balanced Scorecard, the new IPMS due for implementation in the new 2012/2013 FY <i>etcetera</i>;</li> <li>• Processed and adopted the final version of the GPL M&amp;E framework;</li> <li>• GPL opening, PP Indaba proposals and project plans;</li> <li>• Presentation of the Talent Attraction Policy, Venue Management and Parking Policies;</li> <li>• Proposal on the Learnership Policy;</li> <li>• Proposal on "red index jobs";</li> <li>• The Remuneration Strategy Implementation Report;</li> <li>• The HR Strategy Implementation Report; and</li> <li>• Budget Vote and <i>GPL Annual Report</i> for the 2010/2011 FY</li> </ul>	No deviation	<p>A Secretariat that responds effectively to the needs of the GPL Model</p> <p>Improved Management-by-Project culture in the GPL</p>
<ul style="list-style-type: none"> <li>• Approval of Committee Inquiries Act;</li> <li>• Overseeing the piloting of the Act across committees;</li> <li>• Reporting on progress to OCPOL, GEYODI and SCOPA; and</li> <li>• Overseeing the Project on the Sector Oversight Model – receipt of progress reports through the Secretariat and approval of the Sector Implementation Plan</li> </ul>	No deviation	Improved Oversight Monitoring of Service Delivery
<p>Secretariat approved the Business Plan for House Business</p> <p>Received reports and projects for processing and approval, in support of House Business from all streams</p>	No deviation	<p>Effective GPL Support Services to the House</p> <p>Well formulated and resourced House Business project plans that supports the Business of the House</p> <p>Improved Oversight over the Executive</p>
<p>Produced compliance reports</p> <p>Monitored compliance through monthly and quarterly reports received</p> <p>Secretariat monitored the implementation of the Project on the Efficacy of Laws</p> <p>Quarterly compliance reports were drawn from streams and tabled with the office, the Secretary and the Secretariat for progress monitoring, guidance and approval</p> <p>The reports related to the processing for approval of the:</p> <ul style="list-style-type: none"> <li>• Contract Management and GPL compliance with all applicable legislation; and the Integrated Support Services concept</li> </ul> <p>Prepared a consolidated GPL Legislative Compliance Register</p>	No deviation	<p>A compliant GPL</p> <p>An effective GPL that represents the will and aspirations of the people of Gauteng</p>



<b>PLANNED</b> <b>This section is an extract from the APP</b>			
MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Explore best practice on law-making	Research reports Exchange programmes	Benchmarking proposals and implementation plans Commissioned research	Implement the recommendations
Develop and sustain relations with civil society organisations for public participation	MoUs Joint programmes	Minutes of meetings with civil society Attendance registers Partnerships updated stakeholder database	Quarterly network sessions with leaders of CSOs
Lead and ensure the completion and implementation of the Public Participation Strategy in line with the requirements of the Presiding Officers	Secretariat approved Revised Public Participation Strategy	Agenda Revised Public Participation Strategy Minutes of the Secretariat Decisions Register	Implement Public Participation Strategy



<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Legislative Drafting Course in London</p> <p>The Office through the Secretariat has approved the implementation of the Committee Enquiries Process</p> <p>In addition, the Office convened the Secretariat to review the progress report on the Socio-economic impact of laws passed since 2004</p> <p>The Office of the Chairperson of Committees presented a paper on COVAC in Malaysia</p>	No deviation	<p>Improved knowledge of drafting relevant and meaningful laws</p> <p>Effective Law-Making Processes</p> <p>Effective Laws.</p> <p>Increased implementation of the Committee Enquiries Process;</p>
<p>Hosted the Chairman of National People's Congress of China on 26 May 2011</p> <p>Interactions between Civil Society Organisations through consultative GPL Public Participation processes, however, the existing focused programme of action linked to the Inter-institutional Strategy is yet to be rolled out comprehensively</p> <p>Meetings with CSO Heads and other stakeholders held during the quarter under review, through pre Public Hearings Education Workshops and through the legislature process of Public Hearings</p>	No deviation	<p>Raised awareness of the role of the GPL, the intention to collaborate for active participation</p> <p>Improved participation of identified institutions</p> <p>Enhanced and systematic collaborative initiatives and/or projects</p>
<p>Refined and approved the approved PP Strategy. The purpose of the strategy is to give expression to the constitutional right of the public to exercise influence over decisions made by the provincial government. The strategy also highlights the interdependence between the public and the GPL in all the oversight, public participation and law-making processes of the GPL</p> <p>Received and approved reports on the implementation of the PP Strategy, including specific reports on: PP Indaba which was approved for implementation during fourth quarter progress reports were received by the Secretariat</p> <ul style="list-style-type: none"> <li>Sector Parliaments were successfully done as guided by the new strategy, and this includes the Sector Parliament for Elderly People</li> <li>PP intervention aimed at repositioning public participation in the institution after the adoption of the strategy is current and monitored through the Secretariat</li> </ul>	No deviation	<p>Adopted parameters for GPL engagement with civil society</p> <p>A PP Strategy that is relevant and effective, a strategy that addresses the needs of all the people of Gauteng</p>



<b>PLANNED</b> <b>This section is an extract from the APP</b>			
MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Manage relations with internal stakeholders	Annual stakeholder satisfaction survey External stakeholder survey	Stakeholder survey results	Reach more than 75% in the stakeholder satisfaction
Implement relations with Chapter 9 institutions as per House resolution	MoUs with Chapter 9 Institutions	Minutes of meetings with Chapter 9 institutions Attendance registers MoUs	Implement MoUs Bi-annual sessions with leaders of Chapter 9 institutions
Implement relations with business community of Gauteng	MoUs with Gauteng business	Minutes of meetings with Gauteng business Attendance registers MoUs	Implement MoUs Annual sessions with business leaders
Implement relations with research institutes, policy institutes and academia	MoUs with listed organisations	Minutes of meetings with organisations Attendance registers MoUs	Implement MoUs Joint projects on research developed academic programme for parliamentary practice



<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Held meetings with Parties on a needs basis</p> <p>Held meetings with; Chairpersons of Committees; Board, MPLs, and the Union</p> <p>Network sessions were held with various stakeholders including sessions with business. The Office participated in a Media Network Session organised by the Communications Directorate</p> <p>Meetings with parties were held on a needs basis Presiding Officers meetings were held to appraise political principals on matters of corporate governance in the GPL, ranging from institutional projects such as M&amp;E, reports to Oversight committees, risk management, financial management, and internal processes amongst others. The Stakeholder Satisfaction Survey results provided data that constituted agenda of the meetings</p> <p>Meetings were held with individual Party chairpersons to ensure a consolidated support service by administration to all MPLs</p> <p>The Secretariat has received, during the period under review, progress reports and offered comprehensive resolutions to identified challenges and requests for interventions towards offering support to Members:</p> <p>Network Sessions were held with various stakeholders including sessions with Business. The Office participated in a Media Network Session organised by Communications Directorate.</p>	No deviation	<p>MPLs' queries, and general concerns addressed on presentation</p> <p>An effective Board</p> <p>Conducive environment for MPLs to perform their duties and commitment to their constituencies</p> <p>Developing relations with the people of Gauteng towards a democratic society that participates in legislative processes and decisions</p>
<p>On 3 May 2011 a meeting was held with a UN delegation to South Africa to strengthen relations. A meeting was held with the South African Human Rights Commission; Rand Water; EOH; Vodacom; Birchwood Hotel and University of Pretoria</p> <p>Institutional decision to shelve project as a dependency to the review of and consolidation of a internal GPL Stakeholder Strategies and processes</p> <p>Agreements with identified stakeholders were reached with special reference to the First National Bank to collaborate for the Opening of the GPL</p>	No deviation	<p>GPL in the processes of resuscitating meetings during the second quarter</p> <p>Existing informal relationships with Chapter 9 institutions are maintained for purposes of the advocacy role of these institutions in supporting democracy and access to rights on behalf of the people of Gauteng.</p>
<p>A meeting was held with SAA to discuss the terms of contract and relations between the parties</p> <p>Another meeting was held with the State Information Technology Agency to discuss the GPL IT Strategy and new approach to reviving GPL IT infrastructure, including safety measures</p> <p>A networking session was held with Media Houses, and the implementation of same was driven by the Communications Directorate</p>	No deviation	<p>Improved GPL business relations will aid Oversight the work of the institution</p> <p>Increased and well-funded collaborative projects</p>
<p>Opening of the PAP Fourth Ordinary Session on 19 May 2011</p> <p>Launch of the Gauteng Results Operation Centre on 12 May 2011</p> <p>Joint Project with the University of Pretoria during on the GPL Opening</p>	No deviation	<p>Increased and well-funded collaborative projects</p>

<b>PLANNED</b> <b>This section is an extract from the APP</b>			
MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Provide secretariat services to the GPL sub branch of the CPA	CPA reports	Minutes of the CPA branch EXCOM Annual programme of Action CPA reports	Four CPA EXCOM One international meeting Two regional meetings
Participate in the NCSL conference	Conference reports	Invitation to the NCSL conference Research reports Travel arrangements	One conference
Implement the Sector-wide Plan (GPL specific projects)	GPL Strategic Plan and budget that reflect integration of Legislative Sector-wide Plan	Forum reports Implementation Plan Secretariat Agenda and minutes Decisions Register Reports: Speakers Forum, CPA and SALSA Sector	Full implementation of all GPL – allocated projects

*Oversight visits  
by Committee  
Chairpersons*



ACTUAL		
This section is the consolidation of the four quarters		
ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)	REASONS FOR DEVIATIONS	PROGRESS TOWARDS OUTCOMES
<p>The 42<sup>nd</sup> Annual GM was held in Kigali, Rwanda in June 2011 with the Conference theme: "Consolidating Growth and Development", with Gauteng Branch moving for the topic "The role of Parliaments in mitigating the impact of Genetically Modified (GM) crops on poverty and food security" and was seconded by Lagos CPA Executive Committee meetings held</p> <p>The GPL hosted the Commonwealth Parliamentary Association (CPA) Inter-Legislature Seminar from 19 – 23 October 2011 under the theme: "Enhancing democracy and accountability through effective oversight"</p> <p>The purpose of this seminar was to build an informed Parliamentary Community, enhancing knowledge, understanding democratic governance and strengthening co-operations amongst Parliaments and legislatures</p> <p>Participants in the Seminar National Parliament of South Africa</p>	No deviations	<p>Improved collaborative Interventions due to sharing of "best practice"</p> <p>Promotion of the advancement of Parliamentary Democracy</p> <p>Enhancement of Knowledge and Understanding of Democratic Governance</p> <p>Good governance and democracy and human rights</p>
<p>Proposal for conference attendance approved</p> <p>Travel budget committed</p> <p>Internal research commissioned</p> <p>Attended international conference. Wrote a report with recommendations</p> <p>Applications of some "best practice" in terms of knowledge amassed in relation to Oversight, Public Participation and the Law-Making process of the GPL</p> <p>Draft report was prepared by the Secretary to the Legislature</p>	No deviation	<p>Improved internal processes increased levels of reporting on "best practice" impacting positively on the Oversight role of the GPL</p> <p>A GPL that is relevant</p> <p>Improved internal processes for Oversight, Public Participation and the Law-Making Process, impacting positively on the lives of Gauteng People.</p>
<p>Oversight Project allocated to the GPL on course</p> <p>Special SALSA Meeting held on 29 August 2011 to deliberate on FAMLA Constitutional Court challenges</p> <p>Speakers Forum was held to assess progress on the rolling out the Sector Oversight Model and preparation for hosting the International Consultative Seminar</p>	No deviation	<p>Effective Sector Wide Oversight Model</p> <p>A relevant GPL</p> <p>A GPL that promotes democracy</p> <p>A GPL that upholds human rights, and advocates for gender Equality</p>

Member Letwaba at the Opening of the Legislature



<b>PLANNED</b> <b>This section is an extract from the APP</b>			
MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Provide tactical, strategic and operational leadership and direction to the Secretariat and its sub-committees	Effective Secretariat	Effective Secretariat in relation to quality processes and decisions  Scheduled Institutional Meetings  Minutes  Reports  Registers	Review and align the work of the Secretariat and its sub-committees in line with the LSA
Implement the Institutional Leadership Model and Charter  Launch of the GPL Leadership Programme launched, charter signed-off by all senior managers	Signed Charter  Seminars on leadership  Performance plans linked to the Leadership Model  Training programme	Performance reports  Business Plans	Implement the GPL Leadership Model and Charter

ACTUAL		
This section is the consolidation of the four quarters		
ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)	REASONS FOR DEVIATIONS	PROGRESS TOWARDS OUTCOMES
<p>Secretariat convened to take decisions on the following:- Voter Education Concept, Strategy for the Voter Campaign</p> <p>A Secretariat decision to adopt an open plan approach to address the office space crisis was implemented</p> <p>Approved Delegations of Authority were approved</p> <p>Approved the Disaster Recovery and Business Continuity Plan</p> <p>Provided strategic and operational leadership and direction to the Secretariat</p> <p>Provided Strategic and Operational Leadership and direction to the Secretariat and its sub-committees, through the following institutional activities: Designing the "blue-print" for the introduction, approval and implementation of the Results Based Framework in planning for 2012/2013 FY; and</p> <ul style="list-style-type: none"> <li>• Provided operational leadership through slight refinement of the approved Results Based Matrix (RBM) template for reporting to allow the institution to adjust the new approach to planning</li> </ul> <p>The following Secretariat sub-committee meetings were held:</p> <ul style="list-style-type: none"> <li>• Policy Committee;</li> <li>• Risk Management Committee;</li> <li>• Legislature Acquisition Council;</li> <li>• Moderating Committee;</li> <li>• Events Coordinating Committee; and</li> <li>• Planning Committee.</li> </ul> <p>Secretariat Meetings held to process and approve the following:</p> <ul style="list-style-type: none"> <li>• Conducted quality control over the GPL report to the Committee on Gender, Youth and Disabilities; and</li> <li>• Reviewed submissions of the non-financial performance information and the expenditure projections by all five GPL Programmes.</li> </ul> <p>The Office convened the Secretariat to deliberate on:</p> <ul style="list-style-type: none"> <li>• Policies;</li> <li>• Follow-up on CAPEX;</li> <li>• Linking the discussion of CAPEX with the monthly financial report/financial statement;</li> <li>• Deliberation on documents to be submitted to Office Bearers;</li> <li>• Received the Leadership; and</li> <li>• Policy as tabled by the Office of the Secretary and referred same to the Policy Committee.</li> </ul> <p>In addition, Secretariat deliberated and approved all reports and Project</p>	No deviation	Improved levels of effectiveness of the Secretariat
<p>Implemented the decision and recommendations of the Risk Management Committee, that of developing the GPL Leadership Policy first and aligning the existing approved GPL Leadership Model and Charter to the policy, then launch the GPL Leadership Model</p>	No deviation	<p>Opportunity cost with regard to Leadership Development Practice "best practice"</p> <p>Leadership</p> <p>Outcomes relating to improved self-awareness</p> <p>Habits and behaviour perspectives</p> <p>Cultivating healthy professional relationships and how the above affect confidence, renewal and focus of each Leader, towards effective Strategy Implementation by a cultivating a cadre of thought leaders throughout the GPL</p>



PLANNED			
This section is an extract from the APP			
MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Facilitate and support the completion and Monitor Implementation of FAMLA  Lead a Change Management Programme  Communicate a Clear Implementation Plan of the Act	Revised Legislature Services Act in line with FAMLA provisions  Developed Regulations for the implementation of FAMLA  Identified and nominated staff to attend appropriate Legal Drafting course towards improving efficiency	Awareness  Training programme  Secretariat minutes  Secretariat Decisions Registers  Agendas  Registers of trained MPLs  Registers of trained GPL staff	Quarterly compliance reports  M&E
Ensure successful completion of the efficacy of laws project	Effective Laws  Assented to Laws	Commissioned report on the Efficacy of Laws tabled at the Secretariat and approved  Minutes Agendas Decisions Registers	Quarterly reports
Engage and sustain relations with stakeholder groups in support of Public Participation in line with GPL's Inter-Institutional Stakeholder Relations Framework	MoUs  Collaborative projects	Agenda  Minutes Reports  Network sessions	Quarterly stakeholder needs assessment reports
Office of the Provincial Secretary's contribution to Public Participation	Inter-Institutional Relations Strategy  Stakeholder Management Plan  Collaborative projects	Agenda  Minutes Reports  Network sessions	Implementation of Public Participation Strategy
Implement the sector-wide plan (GPL specific projects)	GPL Strategic Plan and budget that reflect integration of Legislative Sector-wide Plan	Forum reports  Implementation Plan  Minutes of meetings  Speakers CPA and SALSA reports to the GPL from Sector  Reports to the GPL from the legislative sector	Reporting in accordance with the sector-wide plan and the GPL ToRs for Co-ordinating sector activities in the GPL

<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>The Secretariat received and approved the FAMLA report for implementation throughout the GPL</p> <p>Regulations were developed</p> <p>Staff was nominated and attended Legal Drafting Course</p> <p>Quarterly Institutional Compliance reports were tabled and approved by Secretariat</p> <p>The Corporate Legal Section of the Office had begun an internal Stakeholder Maintenance Programme in relation to contract management and legislative compliance</p> <p>During the period under review, the office, in collaboration with the Office of the CFO has also ensured the monitoring of the implementation of FAMLA by all five programmes</p> <p>The office resourced the Legal Drafting Training for GPL staff. Members were identified and recommended by their streams to attend the Legislative Drafting Training offered Internationally</p>	No deviations	<p>Improved efficiency</p> <p>A compliant and accountable GPL</p>
<p>Received progress report on the Efficacy of Laws Project. The implementation of the project was monitored through quarterly reports to the Secretariat</p> <p>The Secretariat also received periodic briefings on progress with regard to the Project on the Efficacy of Laws passed. The project looks at the socio-economic impact of laws passed since 2004</p>	No deviation	<p>Improved quality and effectiveness of laws passed</p> <p>A GPL that advocates on socio-economic rights on behalf of the people</p>
<p>Joint projects with identified stakeholders were approved by the Secretariat and resourced for implementation</p> <p>In addition, the office participated in a Media Network session organised by the Communications Directorate on behalf of the GPL</p> <p>Quarterly Review Sessions from an institutional perspective have been held with key stakeholders in relation to the mandate of ensuring quality Public Participation in all GPL processes. All five Programmes have engaged individual external stakeholders in line with current practice in relation to Oversight and the Law-making Process</p> <p>A meeting was held with NEHAWU to prepare for salary negotiations and workshop</p>	No deviation	<p>Improved public participation in all processes of the GPL</p> <p>Improved collaboration for Oversight, Law-Making and active participation by the people of Gauteng</p> <p>A GPL that is transparent and accountable to its constituency</p>
<p>Monitoring the implementation of Public Participation Strategy, employed Public Participation reports to account to Portfolio Committees (OCPOL, GEYODI and SCOPA), and Political Principals, Presiding Officers and Chairpersons</p>	No deviation	<p>Improved and integrated management of GPL stakeholders</p> <p>Improved Feedback Mechanism to the people of Gauteng on the law-making process;</p> <p>A Public Participation Strategy that is responsive.</p>
<p>One SALSA Sector Planning workshop; six SALSA Forum meetings; Speakers Forum: Progress Reports on the Oversight Project was led by the GPL in the sector</p> <p>Special SALSA meeting to deliberate on the FAMLA challenge from the Constitutional Court. Plan an approach as the legislative sector</p> <p>The key matter for the Speakers Forum and SALSA was the constitutional Judgment as it relates to FAMLA</p>	No deviation	<p>Improved levels of legislative practice across the sector</p> <p>A relevant Speakers Forum and SALSA that responds to the needs of the people of South Africa</p> <p>An effective SALSA EXCO</p>

<b>PLANNED</b> <b>This section is an extract from the APP</b>			
MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Implement the Contract Management Framework	Contract Management reports Contract Management register	No litigations No fruitless expenditure Progress reports Payments in accordance with SLA and set milestones	Reporting in accordance with the existing GPL Contract Management Framework
Implement the M&E Framework for the GPL	M&E transitional mechanism M&E implementation plan	M&E framework system Programme management system Interface maps	Reporting in accordance with relevant legislation
Provide tactical, strategic and operational leadership and direction to the Secretariat and its sub-committees	Effective Secretariat	Effective Secretariat in relation to quality processes and decisions Scheduled institutional meetings Minutes Reports Quorums Registers	Review and align the work of the Secretariat and its sub-committees in line with the LSA
Ensure finalisation of and implementation of GPL Turn-Around Strategy	*OD implementation plan completed *All OD outstanding deliverables finalised *Corporate Support Services Directorate OD completed Integration of the three Streams	Progress Reports *Regular reports on key identified deliverables presented at Secretariat and Board	Full implementation of all GPL Turn-Around Strategy recommendations
Ensure finalisation of and implementation of GPL Turn-Around Strategy	Effective reporting processes to Board Presiding Officers and Oversight committees	Administration reports Minutes Agendas Registers	Submission of administration reports seven days prior to the Board, Presiding Officers and Oversight committees

ACTUAL		
This section is the consolidation of the four quarters		
ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)	REASONS FOR DEVIATIONS	PROGRESS TOWARDS OUTCOMES
<p>Quarterly report on Contract Management produced</p> <p>Reports on Contract Management were tabled with the Office of the Secretary</p> <p>Contract Management Framework in place</p> <ul style="list-style-type: none"> <li>• Delegations of Authority approved;</li> <li>• Contract Register in place; and</li> <li>• GPL management was trained on contract management.</li> </ul>	No deviation	<p>Improved levels of compliance throughout the GPL</p> <p>Improved Contract Management throughout the GPL</p> <p>Decreased number of litigations against the GPL</p>
<p>Produced a GPL M&amp;E Report on the need to plan using Results Based Approach</p> <p>Quarterly M&amp;E review of all five programmes was conducted by the M&amp;E Task Team, employing the following criteria for analysis:</p> <ul style="list-style-type: none"> <li>• Quality High Level Logical Flow;</li> <li>• Target against performance to ensure that targets and performance are aligned;</li> <li>• Comparison against Mid-Term Review (Manner of Reporting); and</li> <li>• Mind Shift to confirm alignment with Result Based Approach</li> </ul>	No deviation	<p>Effective planning, budgeting, implementation, reporting, M&amp;E</p> <p>Improved introduction of institutional projects</p> <p>Improved institutional planning</p> <p>Clear indicators that reflect an improved GPL planning process</p> <p>An effective M&amp;E Framework and tools that improve GPL's Oversight function over the Executive</p>
<p>The Secretariat convened to deliberate on</p> <p>Development of ToR, GPL Annual Report development and the Financial Reports</p> <p>Policy Committee approved the following policies: Sports; Gift; SCM; Talent Attraction; and integration of Mobile Tools Policies (Policies adopted subject to approval by the Board)</p>	No deviation	Improved strategy and operations of the Secretariat and its sub-committees
<p>Report of the GPL Turn-Around Assessment session tabled at the Secretariat for approval</p> <p>A GPL Turn-Around Assessment Workshop was held</p> <p>The workshop was to assess the work of the Turn-Around Strategy in order to align the work of the institution and its processes to the business model</p> <p>The Secretariat was convened to monitor the implementation of all GPL Turn-Around recommendations</p> <p>Quarterly reports from streams and programmes were processed in line with each programme's implementation of the OD Strategy</p>	No deviation	<p>An efficient GPL that practices Leadership and Corporate Governance</p> <p>Improved service offering as a result of new GPL Operational Model that supports integration</p>
<p>Quality and relevant reports to the Board, Presiding Officers and Oversight Committees were submitted</p> <p>A 12 week Business Plan of the Office of the Secretary was presented and approved at the Secretariat Implemented on an ongoing basis</p> <p>The Office of the Secretary co-ordinated and convened the Secretariat to align administration in support of the Board</p>	No deviation	<p>Improved levels of efficiency in the GPL</p> <p>Effective Secretariat, a strategic Secretariat that leads the GPL in terms of initiation and Co-ordination of Strategic Process, Implementation Reporting and M&amp;E.</p>

<b>PLANNED</b> <b>This section is an extract from the APP</b>			
MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Ensure finalisation of and implementation of GPL Turn-Around Strategy	GPL strategic planning aligned to political imperatives  GPL Budget aligned to strategic plans adjustment budget approved  Aligned GPL processes, systems and policies	Reports  GPL budget  Minutes  Agendas  Secretariat inputs and decisions  Registers	GPL Turn-Around recommendations implemented
Ensure finalisation of and implementation of GPL Turn-Around Strategy	Annual Performance Plan and Budget of the GPL  Institutional <i>Annual Report</i>	Guidelines for GPL annual strategic planning  Schedule of planning sessions  Draft budget  GPL consolidated institutional SWOT analysis  Secretariat minutes agenda  Decisions register	Annual Performance Plans aligned to the 5-year strategic plan and Budget
Develop a M&E framework for GPL;	M&E framework  M&E implementation plan  *Reviewed institutional reports  *Change management approach designed  *Interface maps  *Integration processes  Institutional reporting time-lines drafted and implemented  Finalised structure for M&E  Trained GPL staff on M&E and managing by project	M&E reports: monthly, quarterly and annually in accordance with the format  GPL reporting template	Reporting in accordance with relevant legislation



Children's Parliament



<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Held normal and Special Secretariats to plan and conduct the GPL Turn-Around Assessment Workshop</p> <p>Review current GPL Strategic Plans and APPs to align them to political imperatives and the Outcomes Based Approach</p> <p>Facilitated the approval of the GPL Budget by the Board</p> <p>Led an M&amp;E process to align the GPL M&amp;E to the current planning processes</p> <p>Normal Secretariat processed the quarterly GPL APP and the Budget for alignment to the strategic plan</p> <p>Special Secretariat convened to prepare for the quarterly Board reporting on institutional performance</p>	No deviation	<p>Improved levels of planning and strategy implementation</p> <p>An accountable and transparent GPL leadership that leads effective strategy implementation</p>
<p>M&amp;E contributions to GPL Standard Guidelines and communicated through the Office of the CFO</p> <p>Improved GPL strategic planning process and alignment of all content to the adopted Results Based Framework 2011/2012 FY</p> <p>Improved GPL Annual Performance Plans for 2011/2012 and 2012/2013</p> <p>Annual planning sessions were convened</p> <p>Qualitative quarterly reports for the period under review were received</p>	No deviation	<p>A revised GPL Annual Performance Plan leads to improved budgeting</p> <p>Effective GPL reporting</p> <p>Effective M&amp;E</p> <p>Planning that is systematic and results based</p> <p>Effective strategy implementation throughout the GPL</p> <p>Responsive Plans to the Political Mandate.</p>
<p>Produced an institutional M&amp;E report on the state of M&amp;E in the GPL</p> <p>Approved GPL Consolidated Financial Performance Reports by the Secretary and the Board respectively</p> <p>Introduced new results matrix approach and templates for 2012/2013 FY</p> <p>Incorporated aspects of the results based matrix into the GPL reporting template for 2012/2013 FY</p>	No deviation	<p>Efficient GPL</p> <p>Improved budgeting and reporting in the GPL</p> <p>Improved M&amp;E focus on results by the GPL will improve service delivery</p> <p>Effective reporting</p>



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## PROGRAMME 3: CORPORATE SUPPORT SERVICES

The purpose of the Corporate Support Services Stream is to be a catalyst for service provision to our primary stakeholders, MPLs, by deploying systems; processes; policies; people; technologies; infrastructure; and instituting an enabling environment necessary for the effective and efficient functioning of the GPL.

### KEY FUNCTIONS

The mandate of the Corporate Support Stream is to provide dedicated, seamless, and professional support services to all stakeholders of the GPL in order for our primary stakeholders, the MPLs, to execute their constitutional and legislative mandates. The stream provides support in the areas of Human Resources; ICT; Security; Building; and Administration. The services are provided by the following three directorates in the stream: **Members Affairs Directorate (MA)**: The directorate consists of two units, that is, the Member's Relations and Member's Facilities Unit which provide MPLs:

- Facilities and services on training and development;
- Co-ordination of remuneration and employee benefits;
- Administration of personnel records;
- Industrial relations matters; and
- Employee assistance programmes in compliance with legislation regulating the relationship between the GPL and its employees.

Furthermore, to manage MPLs facilities and promote corporate governance through policy development initiatives, process enhancements, development of skills for MPLs and improved management of Party Caucuses, improvement and co-ordination of service delivery areas and introduction of sustainable programmes aimed at ensuring that MPLs are best equipped to fulfil their constitutional obligations. The directorate supports the function of the MPLs and parties of the GPL through professional; effective





Senior citizens  
Parliament



and efficient human resources and finance management systems; effective budgetary control as the key cornerstone; to strengthen the accountability of Party Whips for expenditure; and overseeing the prudent use of resources.

**Institutional Support Services (ISS):** The directorate consists of two units, that is, Human Resources, and Administration. The directorate provides services in the area of human resources (HR) and administration, which includes implementing human capital practices through the recruitment and retention of the best talent; training and development of talent; remuneration and rewarding of talent; performance management of talent; and providing excellent HR administrative services; professional administrative support services; including, transport management; telecommunications management; switchboard services; canteen and coffee bar services; cleaning services; decor management; hygiene services; and art curatorship.

**Operational Support Services (OSS):** This directorate consists of three units, that is, Building and Maintenance; Safety, Health and Security; and the ICT units. Services provided by the directorate include providing a platform for technology through Information Technology (IT), audio and video facilities; infrastructure for business solutions; security; health; and wellness and safety of MPLs and staff.

## MEASURABLE OBJECTIVES

- To ensure that there is effective strategic planning in the stream;
- To improve business processes, procedures and policies to ensure optimum operational efficiency;
- To apply an effective system of monitoring expenditure against budget;
- To create and sustain a culture of compliance and promote adherence to sound corporate practices, compliance processes and ensure effective and efficient Audit Management practices;
- To create and sustain a culture of compliance and promote adherence to sound corporate practices, compliance processes and ensure effective and efficient Risk Management practices;
- To provide an effective, efficient and economical supply chain management system that promotes compliance with BBBEE and Institutional scorecard;
- To ensure that there is an effective contract management system in place;
- To ensure that there is an effective system of reporting;
- To develop a culture of leadership that promotes diversity, work-life balance, transparency and accountability;
- To promote a culture of sound project management practices;
- To promote a culture of sound change management practices;
- To promote a culture of effective communication practices;
- To ensure effective HC Management in the stream;
- To ensure that there is effective oversight on ISS, OSS and MAD in providing support to all stakeholder groups;
- To ensure an effective system for tracking resolutions of Oversight committee, Board, sub-committees of the Board, and Secretariat as well as its sub-committees;
- To ensure that the Business Requirements are catered for through ICT support on Business Solutions such as SAP, appropriate training, Licensing, Maintenance and Access to required reports;

Take a girl child  
to work



Speakers  
Delegation,  
Nigeria



- To develop a system for effective integration with internal and external stakeholders;
- To develop a system for effective stakeholder resourcing model;
- To ensure that the business requirements are enhanced using ICT through constant review of SAP business packages that add value;
- To ensure that there is effective Oversight of ICT, Safety and Security and Building Management units;
- Renovation of the City Hall Organ;
- Provision of internal and external office space:
  - o Refurbishment of the City Hall;
  - o Cleaning and the restoration of the sandstone walls of the GPL building;
  - o Refurbishment of the Duncan Hall; and
  - o Installation of an air-conditioning system on the third and fourth floors on the west wing of the GPL;
- To develop a culture and conducive environment for effective service delivery through sound partnerships with stakeholder groups

**(Project – 2 PHASE: 2, Network Enterprise Composite Model)**

- To develop SLAs with all stakeholders via the Service Charter;
- To ensure that there is a harmonious relationship between the GPL and its employees by developing a strategy for salary negotiations and negotiation salary increases with the union;
- To ensure that there is oversight of Human Resources and administration unit;
- To ensure that retirement benefits of GPL employees are secured;
- To resource the institution with appropriate skills and to attract the best talent for the GPL;
- To establish a strategic HR partnership with line through dedicated HR support to business streams;
- To establish GPL as a fair and transformed institution;
- To enhance institutional performance and employee development;
- To ensure that the competence and capability of GPL staff continuously improves;
- To retain and attract the best talent and performers in GPL;
- To develop a culture of leadership that promotes diversity, work-life balance, transparency and accountability;
- To enhance and assist with the physical, emotional and personal financial well being of GPL employees;
- To provide an effective management of labour relations;
- To implement a competitive remuneration system;
- To improve service delivery and return on investment;
- To implement best practice human resources value chain able to deliver the human performance required for the GPL to meet its strategic goals and operational requirement;
- To ensure the administration of broad-banding;
- To provide the institution adequate transport and logistical support;
- To provide support to stakeholders through the provision landline and mobile telecommunication facilities, (switchboard and telephone facilities);
- To ensure a sound governance framework and best practice administration by revising all administration policies;
- To improve the working environment by providing refurbished office furniture in all GPL venues and offices in line with policy;



*Parliament for  
Persons with  
Disability*

- To provide mail room services;
- To provide stationery and consumables;
- To render insurance services;
- To provide courier services;
- To preserve art works and internal décor;
- To manage GPL Assets;
- To provide Interior Plans services;
- To provide venues for public hearings and meetings and venue bookings and revenue generation;
- To establish Panel of Transport Service providers;
- To provide canteen and coffee bar services;
- To provide Cleaning and Hygiene services;
- To ensure that technical services are provided for the House and committee business;
- To provide support to MPLs, committees of the GPL and all relevant officials of the administration;
- To ensure the upgrade of CCTV cameras, newly installed; CCTV cameras on first floor, upgrade of existing access control system linked to the 1066 Building;
- To ensure that there is effective oversight on Members Facilities and Support and Members Relations in providing support to all stakeholder groups;
- To provide co-ordination support for the Members Affairs Committee;
- To ensure that there is effective oversight on Members Facilities and Members Relations unit in providing support to all stakeholder groups;
- To bench-mark legislative business practices locally and internationally to ensure best practices at GPL;
- To develop an integrated approach of conducting courtesy visits to political Parties on a monthly and quarterly basis on a formalised basis;
- To conduct feasibility study on constituency work in support of GPL work;
- To develop and implement the Wellness Programme Plan for MPLs;
- To build relationships with institution of higher learning, legislatures and other institutions;
- To apply an effective system of monitoring expenditure against budget;
- To submit political parties' annual party funding and constituency statement;
- To manage and administer business unit Activities;
- To build relationships with primary stakeholders, MPLs, to ensure continuous feedback on service delivery;
- To compile and maintain a database of MPLs' biographical data;
- To co-ordinate arrangements for approved study tours;
- To monitor and evaluate service reports (CRM);
- To implement OD for political support staff;
- To manage the institutional Social Responsibility project;
- To optimise the functionality of the Customer Relationship Management-CRM system in providing support to MPLs;
- To manage and maintain the sports and recreation programme;
- To evaluate the relevance of MPLs' training programme;
- To facilitate and measure service levels using the Service Charter as a standard measurement; and
- To facilitate and manage an institutional stakeholder survey.



## SUMMARY OF ACHIEVEMENTS

The following is a summary of key overall performance of the stream in line with the balanced scorecard approach:

### FINANCIAL MANAGEMENT

**Budget management:** The stream managed its budget by providing monthly and quarterly projections.

**Financial management processes for Party Caucuses:** Constituency allowances, and based on the budgeted allocated payments to Parties, were effected on a monthly basis. The Political Party Fund was distributed at the beginning of the year as a once-off payment.

**Risk and audit matters:** The stream developed its own risk and audit tracking tables for continuous tracking which is evident in the body of the report. An audit and risk task tracking register has also been developed.

The following strategic risks were identified for the CSS stream within the Top Ten Risks.

- Lack of approved policies and procedures;
- Inability to attract and retain talent;
- Unstable IT environment; and
- Negative stakeholder perception.

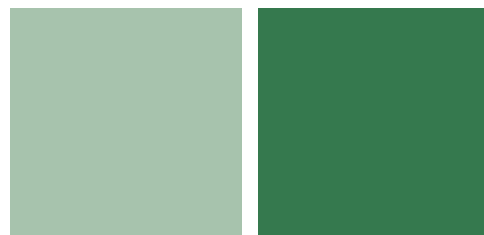
For each of the above risks, control measures were put in place with clear action plans which are monitored and tracked on a quarterly basis. The following areas were identified for audit purposes:

- Asset management;
- Venue management;
- Fleet management; and
- Telephone management.

As a result of the above audit findings, the stream held a workshop with the Administration unit with the intention to put the necessary controls in place, undertaking an OD intervention and reviewing the necessary policies associated with the findings. Direct outputs of the workshop were the development of Process Maps, proposals for restructuring, implementation of an action plan, and job description development. The report on the workshop was adopted at Secretariat level for implementation during the reporting period and the new financial year.

**Auditing on political Parties:** The GPL secured a panel of external auditors to perform an auditing function on the books of the Political Parties. The audits were in accordance with generally accepted auditing standards. The audit is conducted annually for the constituency allowance and political Party funding. The following panel of auditors was appointed:

- KPMG – ANC, COPE, DA and FV+;
- ABAKAH and Co Chartered Accounts SA – ID and IFP; and
- EBSOL Business Solution – ACDP.



All Parties were audited and six received unqualified audit opinions with only one exception, the VF+. Two workshops with Party leaders and accounting officers were conducted to discuss the role of the accounting officers and auditors.

**Contract management:** The stream developed a stream contract register which is monitored quarterly in line with the GPL register. The stream manages 20 contracts in OSS, 12 in ISS and two in MA in line with the institutional contract management framework.

## INTERNAL PROCESSES:

**Strategic planning and quarterly reporting:** The stream participated in an institutional strategic session and budget council process for the 2012/2013 financial year. Strategic plans were reviewed and progress monitored on a quarterly basis. Four quarterly management meetings were held to review the stream performance in line with its annual performance plan for the 2011/2012 financial year. An output of the evaluation of the stream performance was the adoption of a project management approach to the business of the stream, development of project charters and quarterly monitoring and evaluation on the implementation of the projects against the quarterly plans.

**Policy development:** During the annual reporting period, 11 policy committee meetings were held. The SCM, S&T; Gift; Parking; Talent Attraction; and Hiring Out of Venue Policies were approved at sub-committee and Board levels. The Transport and Learnership Policies were adopted by the Policy Committee and are awaiting the Secretariat approval process. Policies processed at Policy Committee level are the Gender, Leadership, Overtime and Acting Policies. A policy road show was scheduled during 4th quarter of the reporting period for the Safety and Security and Internship Policies. The policy framework regulating MPLs' processes and procedures was compiled into a manual and distributed during the chairperson's reviewing session. A road show on the MPLs' policies was also held during the chairperson's review session.

**Safety and Security:** A document Security Programme was conducted at Finance Directorate, ED Corporate and the Office of the Secretary to the Legislature. One evacuation drill was successfully conducted and health and safety inspection is conducted on a regular basis. Moreover, the GPL was officially declared as a National Key Point. To ensure maximum security, 12 companies screened by Sate Security Agency and 10 staff members were screened by the State Security Agency.

**Parking:** All new Political Party support staff is issued IDs and access cards, office keys and parking.

**Health and wellness:** A new functional clinic was established. The 702 Walk the Talk, Vodacom Challenge, Soweto Marathon, Ladies SPAR marathons were successfully organised and carried out. Twenty-five MPLs attended the Wellness Day Programme. To promote wellness and to pilot partnership with the Independent Counselling and Advisory Services (ICAS) four members attended the Executive Wellness Programme and the Assistance Programme.



**IT and technical support:** The following achievements were reported in the areas of IT and technical support: The replacement of 100 touch screens, power units and portable PCs in the House; software upgrade of the Chamber automation System; SAP Technical upgrade was completed; the copper based network backbone was replaced with high speed fibre optic; and the Internet Bandwidth upgrade completed.

**Building and maintenance:** The implementation of the building maintenance plan was done during the reporting period. All leases for 1066 have been approved.

**Social responsibility:** The stream embarked on social responsibility projects for the institution.

**Sports and recreation:** The GPL hosted soccer matches between the GPL and various government departments within the province.

**Transport provision:** The stream provided transport services as requested. A total of 3 349 transport requests were serviced. All vehicles were serviced in line with the manufacturers' specifications, and maintained in line with acceptable institutional standards.

**Provision of business tools:** The directorate also provided MPLs and staff the necessary landline and mobile business tools to facilitate enhanced communication and decision-making in support of improved public participation as well as enhanced oversight processes of the GPL. Through the Administration unit, in collaboration with the IT unit, the directorate facilitated the rollout of the upgrade of mobile business tools including tablets to MPLs as well as Senior Management. To this end, 120 desktops, 130 laptops and 85 cell phones were distributed to MPLs and staff.

**Asset management:** In the endeavour to ensure the safeguarding of GPL assets, the directorate conducted a bi-annual count in September as well as in February for all GPL assets in the main building, the 1066 Building as well as the NCOP offices in Cape Town. The directorate also provided MPLs, as well as all newly appointed staff, furniture in line with policy. Improvements were made to the furniture in the offices of the political Parties as Parties support staff as well as the newly built offices in the main building. The provision of new furniture has contributed to an environment conducive to service delivery and enhanced institutional performance.

**Administrative services:** The stream also provided mail delivery services, distribution of stationery, provision of flowers, décor to contribute to the ambience of the building, as well as and an enhanced working environment resulting in increased employee satisfaction.

**Reporting to committees of the House:** The stream submitted responses on resolutions related to quarterly and annual report questions to the GEYODI and OCPOL Committees as requested. Continuous tracking of responses required by the Oversight Committees is done through a task tracking register of the stream.

**Support to sub-committees of the Board:** The stream supported the HRD and Members Affairs Committee of the Board, and four Members Affairs Committee meetings, and five HRD Committee meetings. The stream co-ordinated the meetings, meeting packs were compiled and distributed on a quarterly basis to all committee members as per requirements. Regular pre and post-briefing meetings are held with administration and the chairperson of the sub-committees to ensure effective reporting and execution of the mandate.

**Health and Safety Committee:** Quarterly Health and Safety Committee meetings were held as planned.

**Participation in internal administrative committees:** The stream participated in the following internal committees: RMC; LAC; ICT; Fraud Prevention; Asset Disposal and ECC.

**Annual Stakeholder Satisfaction Survey:** The stream conducted the Annual Stakeholder Survey to create awareness on service levels within the institution. Feedback was given to various stakeholders in the Institution and reports were distributed to directors and managers. Subsequently, units with their respective directorates had to develop action plans on areas that were poorly rated.

**Stakeholder engagement processes:** The directorate embarked on a stakeholder engagement process, where workshops were conducted with various units within the GPL to develop service level agreements and compile a Draft Service Charter. The Service Charter has been developed in consultation with all the units of the administration to pledge effective and efficient service to primary stakeholders.

**Quarterly courtesy visits were conducted to political Parties:** The purpose of the courtesy visits was to take a pro-active approach with the Parties and to assist them with the queries or requests they have. Cases were manually logged on the CRM system and resolved for the reports produced for monthly and quarterly meetings.

**Support to MPLs:** The Secretariat of 28 November 2011 issued a directive to support the funeral of Member Batyi. This was co-ordinated through the Members Affairs Directorate with an involvement of other units within the institution. The Events Co-ordinating Committee provided direction in terms of the GPL plan to support the family in preparing for the funeral, including setting up a Project Team for this purpose and assigning roles and responsibilities. The Secretariat further directed that an activity plan, based on the GPL funeral policy, must be developed for presentation to the Special Presiding Officers' meeting.

**External partnerships:** The Revitalisation of Beyers Naude Square was done in partnership with the Johannesburg Development Agency as an initiative from the GPL. The stream participated in the LSS Sector Planning workshop and some of the managers actively participated in the Executive of SALSA forums. The Limpopo, Mpumalanga and KwaZulu-Natal legislatures were hosted by the GPL. The GPL visited the North West, Limpopo, Mpumalanga and Eastern Cape legislatures to compare processes, activities and to strengthen relationships with other legislatures and to share best practice.

**Union management:** The stream facilitated various meetings with the Unions on salary negotiations as governed by the Recognition Agreement.

**Support during events:** During the preparations for the official Opening of the GPL, thorough preparations were made by the stream. The stream participated in ECC meetings and project task team meetings for the GPL Opening. All events were supported from a services perspective.



## HUMAN CAPITAL MANAGEMENT

**Recruitment:** The stream contributed to building the capacity of the institution by filling a total of 47 vacancies during the financial year. A total of 15 positions remained vacant by the end of the financial year. At the end of the financial year, the directorate had a complement of 63 employees with 49% women 51% males.

**Broad-banding:** Eligible staff members were subjected to the April, as well as the September rounds of broad-banding. Of the 13 employees that were eligible, 10 employees received broad-banding awards. Feedback letters were distributed to all affected staff members.

**Leave management:** Leave management was monitored on a weekly basis for staff in the directorate through the unit managers. Weekly leave reconciliations were submitted to HR as required. Leave applications were authorised in the leave book and forwarded to HR for input in SAP. All leave was duly captured in SAP.

**Employee satisfaction survey:** The institution conducted an Employee Satisfaction Survey during the reporting period.

**Remuneration and benefits:** The stream processed staff and MPLs' payroll and benefits accurately and consistently thereby ensuring that both MPLs and staff remained engaged and thereby contributing to an environment conducive to increased employee satisfaction.

**Remuneration Strategy:** A Draft Remuneration Strategy was developed during the reporting period.

**Training and development:** A total of 199 employees were taken through training interventions. Forty-four employees were granted bursaries. The training interventions have contributed to the improvement of the competence and skills of GPL staff.

**Performance management:** The stream facilitated the implementation of performance management in the institution thereby ensuring alignment between individual performance and the realisation of the institutional strategic objectives. The stream also contributed to the enhancement of the Performance Management system and practices in the institution by implementing deliverables of the Performance Management Roadmap. This culminated in a workshop with the Secretariat for purposes of the development of the institutional workshop as well as the development of Individual Balanced Score Card Performance Contracts.

**Labour relations:** The directorate engaged with both management and management line to provide advice on a number of IR cases: four disciplinary cases as well as four grievance cases and two CCMA cases. Three of the disciplinary cases were withdrawn and the same obtained for the grievance processes. The remaining disciplinary and grievance cases were still not resolved by the end of the financial year.

**MPLs' capacity building:** Members of the Provincial Legislature registered for their capacity building development on Leadership and Governance with UNISA through PALAMA.. A total of 29 MPLs were awarded Leadership and Governance certificates at NQF Level 5. Other MPLs registered for diplomas and degrees with various institutions of higher learning. During this period, eight members of the Community Safety Portfolio Committee attended the Outcomes Based monitoring and evaluation with the University of Johannesburg.

**Political support staff:** An OD intervention for Party Caucus was conducted resulting in the recruitment of 21 new staff members for Party Caucuses. Based on the recommendation of the Party Whips, an organisational study exercise was conducted with the intention to improve and enhance understanding on performance issues. Moreover, there has been an increase in their staff complement as compared to last year, and an addition of three staff members were allocated to each Party. The additional 21 staff members were provided the necessary resources, that is, office space and business communication tools. All political support staff of various Parties participated in performance management reviews and broad-banding exercises.



**Training for political support staff:** Quarterly training was conducted for political Party staff on MS Word; Policy Awareness; Memory, Speed reading and Writing; and Project Management. Fifteen political support staff attended the MS Power Point training course. Twenty political support staff attended the Excel and MS Word training course.



Opening of GPL,  
February 2012



## PROJECTS

### The following projects were managed by the Stream

No.	Project description	Status of the project
1	Refurbishment of the City Hall	<ul style="list-style-type: none"> <li>98% complete. All safety matters have been addressed</li> <li>Scaffolding of the gallery and lobbies were done</li> <li>The kitchen and ablution facilities were renovated</li> <li>Restoration of all gilding and artefacts to original were done</li> <li>Sand-down of all wooden surfaces was done</li> </ul>
2	Restoration and cleaning of the external walls of the GPL building – Rissik Street and Harrison Street	<ul style="list-style-type: none"> <li>(Phase 1) complete – This is a multi-year project</li> <li>This include the restoration of the wall components; removal of warn-out window-sills and balustrade in order to replace or restore</li> </ul>
3	Refurbishment of Duncan Hall	<ul style="list-style-type: none"> <li>Project 50% completed with the remainder to finalised in the first quarter of the new financial year</li> <li>All walls were painted, woodwork done, ceiling replaced and ablution facilities done</li> </ul>
4	Installation of an air-conditioning system on the third and fourth floors	<ul style="list-style-type: none"> <li>Project was approved to commence in the next financial year</li> <li>Terms of Reference, designs and tender documents were approved</li> </ul>
5	Phase: Two Network Enterprise Composite Model	<ul style="list-style-type: none"> <li>SCM Process completed, awaiting delivery of equipment. Planned completion by 30 May 2012</li> </ul>
6	Audio visual installation in the auditorium	<ul style="list-style-type: none"> <li>The project is planned for completion by 30 May 2012</li> </ul>
7	Integrated Electronic Security and Fire Defence	<ul style="list-style-type: none"> <li>SCM Process completed, awaiting adjudication by LAC</li> </ul>
8	Service Charter	<ul style="list-style-type: none"> <li>Terms of Reference were drafted, approved by the Executive Director, Corporate Support Services and the Secretary to the Legislature</li> <li>Appointment of the service provider to facilitate the development of the service charter document</li> <li>Consultation with various stakeholders such as Presiding Officers, Members Affairs Committee Members, Secretariat and staff members in the institution</li> <li>Workshops were conducted to further source more details on the services rendered to the MPLs</li> <li>Draft document was developed and presented to the following structures for approval: Secretariat, and Members Affairs Committee recommended for the Board to approve</li> </ul>
9	Perception Survey on Constituency Work	<ul style="list-style-type: none"> <li>Terms of Reference were drafted and approved by the Executive Director, Corporate Support Services and Secretary to the Legislature</li> <li>Terms of Reference were approved by the Deputy Speaker and Members Affairs Committee</li> <li>Members Affairs Committee supported and approved the project</li> </ul>
10	OD Intervention for political Party support staff	<ul style="list-style-type: none"> <li>Terms of Reference were drafted and approved</li> <li>Project approved for implementation</li> <li>The number of staff allocation is three per political Party (21 staff members)</li> </ul>

No.	Project description	Status of the project
11	Appointment of External Auditors for Party Caucuses	<ul style="list-style-type: none"> <li>Terms of Reference were drafted and accepted, approved by the Deputy Speaker and Members Affairs Committee</li> <li>Project approved for implementation</li> </ul>
12	Employee Self Service (ESS) and Manager Self-Service (MSS)	<ul style="list-style-type: none"> <li>Terms of Reference were developed and approved</li> <li>Service provider appointed</li> <li>Project charter was developed</li> <li>Blue Print workshop held with stakeholders</li> </ul>
13	Development of an automated recruitment system. The project is aimed at facilitating the submission of CVs online	<ul style="list-style-type: none"> <li>The project was completed successfully and went live on 1 March 2012</li> </ul>
14	Employee satisfaction survey	<ul style="list-style-type: none"> <li>Terms of Reference were developed and approved</li> <li>Service provider appointed</li> <li>Survey questionnaire developed and presented to Secretariat for approval</li> <li>Survey questionnaire distributed electronically to staff and survey also administered physically to staff members without access to the electronic systems</li> </ul>
15	Employee Wellness Programme	<ul style="list-style-type: none"> <li>Terms of Reference were developed and approved</li> <li>Service provider appointed</li> <li>Contract was signed with service provider and service offering operational</li> </ul>
16	IPMS implementation	<ul style="list-style-type: none"> <li>Terms of Reference were developed and approved</li> <li>Service provider appointed</li> <li>Workshop held with Executives on the development of an institutional Scorecard and Strategy Map</li> </ul>
17	Broad-banding	<ul style="list-style-type: none"> <li>Broad-banding was implemented for both the April and September groups</li> <li>Broad-banding payments were effected for qualifying staff</li> <li>Broad-banding reports issued for both April and September rounds</li> </ul>
18	Development of a remuneration strategy	<ul style="list-style-type: none"> <li>Terms of Reference were developed and approved</li> <li>Service provider appointed</li> <li>Draft remuneration strategy developed</li> <li>Draft strategy was presented to the Secretariat and approved for Stakeholder engagements</li> </ul>
20	Appointment of a panel of transport service providers	<ul style="list-style-type: none"> <li>Terms of Reference were developed and approved</li> <li>Tender briefing held</li> <li>Tender evaluated and recommendation made to the Chairperson of the LAC</li> </ul>
21	Procurement of City Hall chairs	<ul style="list-style-type: none"> <li>Terms of Reference were developed and approved</li> <li>Tender briefing held</li> </ul>
22	Canteen tender	<ul style="list-style-type: none"> <li>Terms of Reference were developed and approved</li> <li>Tender briefing held</li> </ul>

## PROGRAMME 3: CORPORATE SUPPORT SERVICES

### SUB-PROGRAMME: OFFICE OF THE EXECUTIVE DIRECTOR

<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Office of the Executive Director	To ensure that there is effective strategic planning in the stream	Completed business plans and effective budget allocation	Approved Business Plans Approved Budgets	Annually in line with guidelines and MTEF
	Improve business processes, procedures and policies to ensure optimum operational efficiency	Policies and procedures developed governing all operational areas Policies approved by the Board and signed-off by the Speaker	Approved policies and procedures Policy development using the approved format Policy committee meetings taking place as scheduled	Policy development and updates following established institutional processes and recognised formats
	To apply an effective system of monitoring expenditure against budget	Expenditure against budget in line with plans projections aligned to plans	Expenditure reports Projections Effectiveness, efficiency Economy Value	Financial reports and projects produced monthly, quarterly and annually
	To create and sustain a culture of compliance and promote adherence to sound corporate practices, compliance processes and ensure effective and efficient audit management practices are implemented	Developed system of internal controls Adherence to good corporate governance practices Audit recommendations implemented	Internal audit reports Register of audit findings Audit tracking report	Tracking of audit findings on a monthly and quarterly basis

GPL co-operative  
governance,  
Members social  
responsibility



<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF THE FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
The Business Plan for the previous financial year (2010/2011) was completed and the annual report was submitted for auditing purposes. The APP for the 2012/2013 FY was submitted in August 2011. The operational plans for the 2012/2013 FY was submitted in March 2012	None	Effective execution of the mandate of the GPL by implementing plans
During the annual reporting period 11 policy committee meetings were held. The SCM; S&T; Gift; Parking; Talent Attraction; and Hiring Out of Venue policies were approved at sub-committee and Board levels during the reporting period. The Transport and Learnership Policies were adopted by the Policy Committee and are awaiting approval by Secretariat. In addition, the Policy Committee was still deliberating on the Gender, Leadership, Overtime and Acting Policies. A policy road show was scheduled during fourth quarter of the reporting period for the Safety and Security and Internship policies	None	Regulated environment  Continuous improvement and enhancement of processes for operational efficiency
Four Quarterly management meetings were held during the reporting period to evaluate the performance of the stream for the quarter. An output of the evaluation of the stream performance was the adoption of a project management approach to the business of the stream, development of project charters and quarterly monitoring and evaluation on the implementation of the projects against the quarterly plans. During third quarter the mid-year budget and performance evaluation of the institution took place in November 2011, and the stream prepared a presentation to evaluate their performance. The stream also submitted proposals to the budget council on budget adjustments in November 2011. In addition, presentations were made to the Budget Council. The office also presented the stream performance at the quarterly sessions of the Institution reflecting on their financial reporting (performance) and projects	None	Accountable utilisation of funds in line with the budget
Tracking of audit findings forms part of the stream quarterly management meeting. During the reporting period several audit tracking meetings were held and reported on in the Institutional audit meetings. The administration unit which maintained the most audit findings engaged in a controls workshop on 21 and 22 April 2011. Each directorate tracked and reported on their audit findings in the in quarterly reports and the tracking occurs on an ongoing basis. Audit findings were, amongst others, in the area of fleet management, telephone management, asset management, SAP and IT	None	Accountable to sound governance principles towards a clean audit



<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
<b>Office of the Executive Director</b>	To create and sustain a culture of compliance and promote adherence to sound corporate practices, compliance processes and ensure effective and efficient risk management practices are implemented	Developed system of risk management	Risk Register Action plans Meetings of risk management held	Systematic review of risk as per risk register
	To ensure that there is an effective, efficient and economical supply chain management system that promotes compliance with BBBEE and institutional scorecards	Goods and services procured Preferential procurement targets met Eliminated Ex-Post Facto Predetermined deviations from Procurement processes	Close collaboration with procurement Scoreboard in the stream for supply chain matters Effectiveness, efficiency Value for Money	Compliance with supply chain policies and procedure Procurement in line with preferential procurement targets Women (30% in two years) Youth (10% within two years) People with disability – 5%
	To ensure that there is an effective contract management system in place	Signed Contracts Signed SLAs Minutes of Monthly meetings produced	Effectiveness, efficiency Value for money	All contracts managed per SLAs
	To ensure that there is an effective system of reporting	Monthly, quarterly and annual reports submitted on time and in line with the agreed format	Completeness, accuracy, accessible, relevant, reliable, operational, timelines, report against the business plan	Reporting to all governance and oversight structures and stakeholders as per defined timeframes and per agreed formats Formulation and approval of policy on work-life balance and piloting it on certain areas of our business Monthly, quarterly and Annual review of project progress Monthly, quarterly and annual review of change processes Continuous communication processes implemented Monthly and quarterly tracking of Human Capital management processes on an ongoing basis

<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF THE FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>The stream developed risk registers for each directorate which were monitored and formed the standard for reporting on a quarterly basis. Action plans were also developed for the risks identified. The directors attended weekly meetings as far as possible with the Executive Director and Risk Accountant to mitigate risks. The risk registers were updated quarterly and action plans developed were monitored on a regular basis. The stream also suggested proposed decisions tracking methods to the Institutional Risk management meeting. All reports on risk for the stream were submitted to the Institutional Risk Management meetings</p>	No deviation	Risk tolerance levels maintained; risks mitigated
<p>The stream engaged the SCM twice formally during 1<sup>st</sup> quarter in relation to SCM issues which support the stream. SCM was also invited to the OD workshop for the Administration. On-going regular interactions with SCM occurred during the reporting period to determine how deadlocks within CM processes can be resolved that undermines service delivery on projects and procurement of goods and services. Further engagements focused on how preferential procurement targets and in compliance with Supply Chain policies and procedures can be achieved through the help of the Stream</p>	None	Effective planning and procurement of goods in line with procedure of accountability
<p>The contract management approach in the stream was developed in line with the Institutional contract management framework. Regular meetings are advised to take place with service providers to test the level of services provided and evaluate and well as monitor for future engagement</p> <p>The stream reports to the Risk management meeting on their contract management task and in line with the stream contract register</p>	None	Good corporate governance
<p>The fourth quarterly report of the 2010/2011 financial year was submitted in line with the agreed format and content requirements. The first, second and third quarterly reports for the 2011/2012 financial year were submitted as per requirements.</p> <p>These reports were done to all governance structures and stakeholders in the Institution in the agreed upon format.</p> <p>The reports covered areas of policy approval and formulations, reports on work-life balance proposals; and annual and quarterly review of projects as well as interventions which are aimed at supporting work of MPLs and Party Support processes</p>	None	Effective execution of plans

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SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
<b>Office of the Executive Director</b>	Develop a culture of leadership that promotes diversity, work-life balance, transparency and accountability	Developed policy on work-life balance  Embedded practices that promote diversity management	Healthy working environment Flexi-hour arrangement/ working from home Individual circumstance catered for	Formulation and approval of policy on work-life balance and piloting it on certain areas of our business
	To promote a culture of sound project management practices	Develop a policy on project management  PGO Office to be established	All projects to be approved as projects Steering Committee to lead all projects	Monthly, quarterly and annual review of project progress
	To promote a culture of sound change management practices	Implement a policy on change management  Entrenched change management practices within GPL	All institutional changes be subjected to change management methodologies	Monthly, quarterly and annual review of change processes
	To promote a culture of effective communication practices	Implemented communication strategy/policy	Implemented recommendations  Communication channels used  Communication strategies exploited	Continuous communication processes implemented
	To ensure effective HC Management in the stream	Management of staff within the Corporate Support Stream through:  Recruitment IPMS Training and development  Mentoring and coaching Career and succession planning  Leave monitoring Broad-banding processes	Effectiveness, efficiency  Human Capital Plan in the Stream  Training plan for corporate support  Career and succession plan	Monthly and quarterly tracking of Human Capital management processes on an on-going basis

<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF THE FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>The stream senior management and management attended a Covey refresher training session in April 2011</p> <p>As part of implementing the principles of certain good behaviours, the stream implemented one principle during the quarterly management meeting held in April 2011</p> <p>A decision was taken that each directorate and the Office of the ED will look at the principles during their directorate and quarterly management meetings</p>	<p>Due to conflicting demands, the stream was not able to conduct these at every quarterly management meeting and postpone this to the 2012/2013 financial year in line with the Institutional Leadership Policy</p>	<p>Effective leaders promoting high level performance and execution</p>
<p>The stream adopted the management by project approach and held two project workshops in May and June 2011. Project charters and ToR were developed for all projects, and project team assigned integrating all relevant stakeholders from other streams</p> <p>Evaluation is done on a monthly and quarterly basis. A stream project progress report was submitted to the Secretary in September 2011 and February 2012. The stream also submitted evaluation and progress report on projects to the institutional quarterly report meetings. Regular individual and directorate project meetings were held to monitor and evaluate progress on projects during the period</p>	<p>None</p>	<p>Effective execution of plans and projects, being accountable to the mandate of the GPL</p>
<p>No quarterly engagement of plans for quarterly change management occurred. A change management manual developed by 4 Chakras will be presented to Secretariat in first quarter of the new financial year</p>	<p>A strategy or policy within GPL has not been finalised as yet for implementation by the stream</p>	<p>Good corporate governance ensuring that all employees are brought on board Effective change management in the Institution</p>
<p>Continuous communication of processes was observed as an imperative informed from the Communication Strategy and Annual Stakeholder Survey. The following communication processes took place within the Stream. Input processes for policy development were carried out meticulously. Regular security alerts were issued, new staff appointments, roll-out processes of business tools, feedback mechanism where surveys were undertaken, etcetera</p>	<p>None</p>	<p>Effective communication within the stream; effective integration of the business</p>
<p>Monthly and quarterly tracking of human capital management processes were conducted on a continuous basis throughout the year and included in the quarterly reports. A skills audit and training plan for the Office of the ED have been submitted to HR for execution</p> <p>Staff in the Office of the ED attended courses as identified in the skills development plan for the Office. The Senior Admin Secretary attended a Record Management course in second quarter and the Senior co-ordinator, a Health and Safety course (report-writing course postponed).</p>	<p>No deviation</p>	<p>Effective management of human resource for excellence in service delivery</p>

<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Office of the Executive Director	To ensure that there is effective oversight on ISS, OSS and MAD in providing support to all stakeholder groups	<p>Implemented programmes and outputs in line with approved business plans</p> <p>Enhanced service delivery processes</p> <p>Regular Stream meetings</p>	<p>Effectiveness, efficiency, value for money</p> <p>Monthly and quarterly reports as well as annual reports</p>	<p>Monitoring implementation of strategic objectives as per Business Plans</p> <p>Monthly, quarterly and annually</p>
	To ensure that there is an effective system for tracking resolutions of Oversight Committee, Board, subcommittees of the Board, and Secretariat as well as its sub-committees	<p>Effective implementation of all resolutions of the House, the Board and its committees as well as the Secretariat and its sub-committees</p>	<p>Tracking system developed</p> <p>M&amp;E processes implemented</p> <p>Standardised agenda in the Stream meetings and directorate meetings</p>	<p>Monthly, quarterly and annual tracking mechanism</p>
	To ensure that the business requirements are catered for through ICT support on business solutions, for example, SAP), appropriate training, licensing, maintenance and access to required reports	<p>Effective support and resourcing of all stakeholders</p> <p>Support to existing business solutions</p> <p>Training requirements</p> <p>Adequate licenses to support business requirements</p>	<p>Access to requisite business solutions</p> <p>Access to necessary reports</p> <p>Trained staff</p> <p>Effective use of business solutions</p>	<p>Daily and ongoing</p>
	To develop a system for effective integration with internal and external stakeholders	<p>Improved support to stakeholders through participation in meetings and projects located outside Corporate Support Stream</p>	<p>Integration of stakeholder plans with our plans</p> <p>Expectation on support mechanisms clarified</p> <p>Support to Speakers Forum and SALSA programmes</p>	<p>Monthly, quarterly and annual meetings and projects supported</p>
	To develop a system for effective stakeholder resourcing model	<p>Resourcing model that depicts the impact of resources required based on positions approved by the Board for every Stream</p>	<p>Resource model</p> <p>Critical sign-off by all programme managers</p> <p>Resource sheets for every position</p>	<p>Upon completion of budget council meetings annually each year and upon commencement of recruitment processes</p>



<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF THE FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
Regular quarterly management meetings were held with directors and managers to monitor and evaluate performance on strategic objectives as per business plans. During first quarter, the OSS directorate business plan was updated to reflect the real business of the directorate. Regular meetings with directors and managers are held to track performance and monitor outputs	Due to conflicting meetings with the institutional calendar regular formal monthly meetings could not be held with directors	Effective management of the stream outputs
<p>A task tracking register has been developed by the stream which was also shared as best practice with relevant stakeholders. The tracking register is updated bi-weekly and a quarterly analysis report was done to track performance on tasks by Board and oversight committees per directorate</p> <p>Stream and directorate meetings are used as tools to track decisions via the task tracking register. The register is part of the stream meetings and a special meeting is scheduled for 1<sup>st</sup> quarter of the new financial year to track overall tasks for the 2011/2012 financial year</p>	None	Effective execution of tasks from stakeholders increasing the level of performance
The effectiveness of the ICT system is monitored on a quarterly basis. The OSS Directorate manages system challenges and identifies solutions. The Office of the ED regularly engaged with the OSS directorate and service providers to monitor performance	None	Effective ICT support ensuring an efficient operational GPL
<p>The stream adopted the management by project approach and held two project workshops in May and June 2011. Project charters and ToR for all projects were developed, project team assigned integrating all relevant stakeholders from other streams</p> <p>Depending on the nature of the project, the stream participates upon invitation in the projects of other stakeholders in the GPL. The stream participated actively in the GPL Opening 2012 project task teams and held several meetings in the stream in preparation of the support to the outputs of the task team and the institutional event. Other institutional events were well supported by the stream, for example, Sector Parliaments, Bua le Sechaba projects, CPA events of the GPL, PP Indaba <i>etcetera</i> as well as the SALSA forums engagements and initiatives</p>	None	Effective execution of projects in an integrated manner
The resourcing model has been developed and presented to the Budget Council during September 2011. This is aligned to the 2012/2013 financial year. The stream continuously updated the ICT resource requirement sheet to ensure delivery to stakeholders	None	Operational efficiency

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SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
Office of the Executive Director	To ensure that the business requirements are enhanced using ICT through constant review of SAP business packages that add value	SAP Blue print in place as per business requirements  Optimised SAP system	Effectiveness  Value for money	SAP system blue prints in place and SAP configuration conducted as per business requirements  SAP maintenance  ESS, MSS and IPMS automation completed
	Developed SLAs with all stakeholders via the Service Charter	Service level agreement with all stakeholder groups signed-off	Service Charter  Service level agreement with stakeholder groups Trained stakeholders	Developed policy and SLAs developed
	To ensure that there is a harmonious relationship between GPL and its employees by developing a strategy for salary negotiations and negotiation salary increases with the union	Approved Salary Negotiations strategy  Negotiations conducted with the union	Effective  Economic	Remuneration survey analysed  Salary negotiations strategy developed  Salary negotiations conducted  M&E of the implementation of the Recognition Agreement
	External office space: Post Office (Barbican) (1066)	Availability of options secured for negotiation  Secretariat approval, and detailed investigation on GPL suitability	Time achievements in securing  Acceptance by Secretariat of available option(s) Option(s) to be adjacent to GPL  Occupancy duration/time options (space) considerations	Monthly/quarterly meetings, review progress, report to Secretariat
	Technical Support To ensure that technical services are provided in the House and committee B business  Provide support to Members, Committees of the Legislature and all relevant officials of the administration	Technical support to Members of the Legislature, Board, Presiding Officers, Sub-committees of the Board and Office Bearers in order to enable them to perform their constitutional obligations whether within the GPL, or at external venues	Efficiency in execution  Sound contract management  Adherence to timelines  Project costing linked to milestones and sign-off  Efficiency of AV Infrastructure	Technical upgrade of the Auditorium

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<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Terms of Reference were approved for various SAP projects which were initiated in the reporting year but could not be finished prior to the end of the financial year. The projects in question are the following:</p> <p>SAP upgrade project SAP ESS and MMS project SAP business Objects project</p> <p>The IPMS automation project was not undertaken due to the dependencies it had on the IPMS roadmap exercise which to-date is still in progress. The project was therefore deferred to the next financial year.</p>	None	Business operational efficiency; confidence in GPL IT software
<p>The Members Affairs directorate developed a project on the service charter for MPLs Terms of Reference as well as a project charter has been developed</p> <p>A service provider was appointed and workshops with stakeholders were conducted in third quarter. A Draft Service Charter was developed and approved at the level of the Board sub-committee and is awaiting final approval</p>	None	Improved stakeholder management
<p>Several meetings with the union took place during the reporting period in preparation for the 2011 salary negotiation. Meetings were also held with the Union to discuss the OD implementation in the CSS stream and its implications on staff. The monitoring and implementation of the recognition agreement took place through the ISS Directorate</p>	None	Effective relations with the union and management
<p>The project was monitored during two project forum workshops held in May and June 2011</p> <p>Guidance and leadership were given to the OSS team and it was requested that the project be developed into a project charter, project teams and steering committee constituted; budget allocated and Terms of Reference developed monthly project meetings will be held with the stream to monitor progress on projects</p> <p>A draft Office Space Plan was submitted to the Secretariat in first quarter further input was provided and decisions taken</p> <p>The stream monitored implementation of the Secretariat decisions on a quarterly basis</p> <p>Continuous guidance is provided by the ED Corporate Support and regular meetings are held</p>	None	Effective monitoring and evaluation of implementation of projects towards accountability
<p>The project was monitored during two project forum workshops held in May and June 2011 Guidance and leadership were given to the OSS team and it was requested that the project be developed into a project charter, project teams and steering committee constituted; budget allocated and Terms of Reference developed</p> <p>Monthly project meetings will be held with the stream to monitor progress on projects</p> <p>Regular interactions occur with technical services to monitor progress on projects and provide guidance</p>	No deviation	Effective monitoring and evaluation of implementation of projects towards accountability

PLANNED THIS SECTION IS AN EXTRACT FROM THE APP				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE/INDICATOR	ANNUAL TARGET
<b>Office of the Executive Director</b>	Upgrade of CCTV cameras, newly installed CCTV cameras in first floor, upgrade of existing access control system linked to 1066 Building Installation of turnstiles in public entrance newly built control room	Effective and efficient access control system  Effective and efficient security system	Upgrade CCTV cameras in basement and ground floor  New CCTV cameras in first floor, turnstiles in public entrance Newly built control room X-ray and walk through metal detectors for City Hall <b>(Phase 1)</b>	CCTV cameras in the precinct CCTV cameras  CCTV cameras in all the floors  CCTV cameras in City Hall  CCTV cameras at HHP Parking <b>(Phase 2)</b>

### SUB-PROGRAMME: MEMBERS AFFAIRS

PLANNED THIS SECTION IS AN EXTRACT FROM THE APP				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
<b>Members Affairs</b>	To bench-mark legislative business practices locally to ensure best practices at GPL	Research of best practice locally and internationally  Revised model for providing resources on Constituency Offices	GPL Members' facilities always reflect best practices	Partnership identified to share information, knowledge and practise
	To ensure that there is oversight of members' facilities support and Members Relations unit	Business plans implemented	Monthly reports  Quarterly reports  Annual performance statements	Strategic objectives as per Business Plans  Monthly, quarterly and annually



Youth Parliament

<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF THE FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
Regular monitoring occurs and guidance is provided through meetings	No deviation	Effective monitoring and evaluation of implementation of projects towards accountability

<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF THE FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>A comparative study on MPLs' facilities support and services were conducted with the following Legislatures:</p> <ul style="list-style-type: none"> <li>• North West</li> <li>• Mpumalanga</li> <li>• Limpopo</li> <li>• Eastern Cape</li> </ul> <p>The result of the benchmark studies indicated difference in policy formulation Proposal and recommendation of the exercise will be presented to the Members Affairs Committee on completion of the exercise Members Affairs Directorate hosted KZN, Free State and Mpumalanga legislatures</p>	No deviation	Best practice maintained
<p>Quarterly evaluating and monitoring performance of members facilities and relations unit</p> <p>Performance of the two units were in line with the directorate strategic objectives and Business Plans</p> <p>Members Facilities and Members Relations units performed effectively and efficiently for the period under review</p>	No deviation	Effective, economical and efficient management of the programme



Bua Le Sechaba feedback session





<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
<b>Members Affairs</b>	To provide strategic leadership for all strategic projects in the directorate	All strategic projects implemented	Minutes of Steering Committee meetings held Signed SLAs Project charters Project closeout reports	Monitoring of project implementation per project charter
	To ensure that there is effective planning for the directorate	Completed business plans and budget	Approved plans Approved budgets	Annually in line with guidelines and MTEF
	Improve business processes, procedures and policies to ensure optimum operational efficiency	Policies and procedures developed	Approved policies and procedures	Compile a handbook for distribution
	Develop an integrated approach of conducting courtesy visits to Parties on a monthly, quarterly basis on a formalised basis	Formalised structure to undertake courtesy visits to Parties Monthly, quarterly courtesy visits conducted for Expenditure reports	Effective and efficient tool that enhances Party Whips and Members Affairs unit's interaction	Formalised structure established and courtesy visits planned

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<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>To monitor the progress in the implementation of the strategic projects, the following were implemented:</p> <ul style="list-style-type: none"> <li>• Project plans were drawn up;</li> <li>• Project budgets were drawn;</li> <li>• Realistic milestone for the projects were reconfirmed;</li> <li>• Steering Committee meetings were convened to consult on the project and to discuss the status progress;</li> <li>• Projects were implemented according to Project Plan and progressing according to plan; and</li> <li>• Project meetings were held to monitor progress</li> </ul> <p>The directorate had five strategic project for the period under review namely:</p> <ul style="list-style-type: none"> <li>• Appointment of external auditors for Party Caucus;</li> <li>• OD intervention for Party Caucus;</li> <li>• Resource allocation for political support staff;</li> <li>• Service charter for the organisation; and</li> <li>• Perception</li> </ul> <p>Two projects were carrying over projects from the previous financial year, namely</p> <ul style="list-style-type: none"> <li>• IPMS for political support staff; and</li> <li>• Members profile booklet.</li> </ul>	<p>The strategic project on constituency office was delayed due lack of expertise in the field</p> <p>The delay in completion of IPMS for political support staff was due to competing prioritise</p> <p>The MPLs biography project was delayed by the approval process</p>	<p>Effective project management promoting good governance</p>
<p>Monthly and quarterly management meetings were held with the budget officers to discuss expenditure reports, projections, to monitor implementation of business plan and adherence to budget projections</p> <p>The business plan has been executed according to the timelines set</p> <p>Reports were compiled to respond to progress made and ensuring effective monitoring and evaluation of plans</p> <p>Resource allocation for MPLs and political support staff were monitored to create a conducive working environment</p>	<p>No deviation</p>	<p>Promote good governance</p>
<p>The following were policy-related activities to ensure operational efficiency</p> <p>A draft <b>procedure manual</b> was compiled during the reporting period and circulated to the Chairpersons Review session to create policy awareness of the framework</p> <p><b>Policy implementation:</b> The following policies were implemented during the period under review</p> <ul style="list-style-type: none"> <li>• Members' Funeral Policy;</li> <li>• S&amp;T policy;</li> <li>• Travel policy for political parties;</li> <li>• Bursary schemes for MPL; and</li> <li>• 100 kms travel claim.</li> </ul> <p>Processes and procedure for the Directorate were reviewed for continuous improvement</p>	<p>No deviation</p>	<p>Good corporate governance</p>
<p>Formalised courtesy visits were managed and facilitated by the Members Relations unit. The following administrative units were in attendance</p> <ul style="list-style-type: none"> <li>• Members Facilities and Support unit;</li> <li>• Finance;</li> <li>• Administration</li> <li>• Building and Maintenance;</li> <li>• Safety and security;</li> <li>• Human resource; and</li> <li>• Information and Technology</li> </ul> <p>All political Parties were visited namely ANC, DA, COPE, ACDP, ID, IFP, VF+</p>	<p>The quarterly courtesy visit for the third quarter was not held as there due to conflicting programmes</p> <p>The fourth quarter visits to the ACDP and VF+ were not held as dates could not be confirmed</p>	<p>Relationship building with primary stakeholders (MPLs and Party Caucus)</p>

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<b>SUB-PROGRAMME</b>	<b>MEASURABLE OBJECTIVE</b>	<b>OUTPUT</b>	<b>PERFORMANCE MEASURE / INDICATOR</b>	<b>ANNUAL TARGET</b>
<b>Members Affairs</b>	To ensure that there is an effective system for tracking resolutions of oversight committee, Board, subcommittees of the Board, and Secretariat as well as its sub-committees	Effective implementation of all resolutions of the House, the Board and its committees as well as the Secretariat and its sub-committees	Tracking system developed  M&E processes implemented Standardised agenda in the stream meetings and directorate meetings	Monthly, quarterly and annual tracking mechanism
	Develop and implement wellness programme plan for MPLs	Approved wellness programme	Improved emotional, physical and financial wellbeing of MPLs	Implement wellness programme presented to Members Affairs Committee
	Relationship building with institution of higher learning, legislatures, departments and other institutions	Strengthened and sustained relations for knowledge sharing	Memorandum of agreement or understanding	Two institutions identified and memorandum of agreement signed

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<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Four Members Affairs Committee meetings took place during the reporting period and reports from GPL administration were prepared for presentation to the committee</p> <p>To track resolutions of the Board and subcommittee of the Board monthly consultative meetings were held with the Deputy Speaker</p> <p>Integrated divisional meetings were held to effectively track resolutions of the sub-committee (Members Affairs committee)</p> <p>Chairperson's report on Members Affairs Committee was prepared as a feedback mechanism to the Board</p> <p>The directorate participated in the following sub-committee meetings: Policy, ECC, Risk committee, Programming, Office Bearers and Moderating Committee</p> <p>A new service provider, ICAS, was appointed to work on the programme</p>	No deviation	Effective implementation of Members Affairs committee, Secretariat and the Board resolution
<p>The effective element of the wellness programme for MPLs has been the Wellness Day</p> <p>In preparation for the Wellness Day, Terms of Reference were drafted for approval for the Members Affairs</p> <p>Committee Wellness Day was hosted for the MPLs during the period under review</p> <p>Five MPLs attended an Executive Wellness Programme during the month of December</p> <p>Contract with Careways has expired and ICAS has been selected as a new service provider</p> <p>A Service Level Agreement of ICAS was submitted to Corporate Legal for opinion and for ratification to enable MPLs to utilise the programme for the next financial year</p>	No deviation	Promote the wellness of MPLs and political support staff
<p>To build alliance and ensure capacity building program is effective relationship were developed with the following institutions:</p> <ul style="list-style-type: none"> <li>• UNISA and PALAMA;</li> <li>• University of Pretoria;</li> <li>• Stellenbosch University;</li> <li>• Regenesys School of Business Leadership; and</li> <li>• Witwatersrand University</li> </ul> <p>11 MPLs have enrolled with institutions of higher learning to further their studies</p> <p>Seven Political Support staff have enrolled to further their studies</p>	The MoUs between the GPL and with institutions of higher learning is outstanding	Strengthened and sustained relationship with external stakeholders



GPL promotional material



<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
<b>Members Affairs</b>	Review and development of Members Policies Framework	Annual review of all policies	Adherence to corporate governance processes	Review and development of policy as per requirement
	To apply an effective system of monitoring expenditure against budget	Expenditure against budget in line with plans Projections aligned to plans	Expenditure reports Projections Effectiveness, efficiency Economy Value	Financial reports and projects produced monthly, quarterly and annually
	Management of the Members facilities and support unit activities	Provision of advice and assistance usage of allocated budgets Constituency allowance Travel allowance Secretarial Training	Budget managed effectively	Facilities are managed effectively on monthly basis



*Presenter from Northern Ireland at the International Conference on Public Participation*



<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF THE FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>The following policies were reviewed and developed:</p> <ul style="list-style-type: none"> <li>• Members capacity building policy revised;</li> <li>• Travel Policy for political Party business;</li> <li>• Subsistence and Travel; and</li> <li>• Constituency allowance policy</li> </ul> <p>A new policy was developed on Sports and Recreation and presented to the Members Affairs Committee for Board approval</p> <p>Policy framework was shared and compared with the following legislatures North West, Mpumalanga, Limpopo and Eastern Cape</p> <ul style="list-style-type: none"> <li>• MPLs S&amp;T policy;</li> <li>• Travel policy for political parties;</li> <li>• Funeral policy; and</li> <li>• Disability policy for Members</li> </ul>	No deviation	Good corporate governance
<p>Monthly and quarterly expenditure reports were submitted to Party Caucus. Budget expenditure was according to plans</p> <p>Project payments were effected according to the milestone achieved</p> <p>Budget projections were submitted to finance and divisional for approval</p> <p>Expenditure reports were presented to the Members Affairs Committee for information purposes to the various Party Caucus leaders</p> <p>There is constant monitoring and evaluation of expenditure patterns for directorate and the Party Caucus</p>	No deviation	Efficient and effective financial management patterns
<p>To manage the administration of units one to one meeting are held with managers to monitor and evaluate implementation business plan and expenditure patterns</p> <p>Monthly and quarterly report submitted for assessment and progress reviewed</p>	No deviation	Promote good governance



*Tshwane Council Chambers where the Parliament of Persons with Disability was held*

<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
<b>SUB-PROGRAMME</b>	<b>MEASURABLE OBJECTIVE</b>	<b>OUTPUT</b>	<b>PERFORMANCE MEASURE / INDICATOR</b>	<b>ANNUAL TARGET</b>
<b>Members Affairs</b>	Capacitate constituency staff members through training  Building capacity on Leadership and Corporate Governance	Development of training plans	Annual training plans	Annual training plans implementation and reviews
	To train directorate and unit staff on Protocol and Business Etiquette	Capacitate directorate staff members to understand protocol and business etiquette concepts	Directorate staff members trained	Seven staff members were targeted to attend course
	To train directorate staff and unit staff on IPMS "Train the Trainer"	Capacitate directorate staff members to understand IPMS "Train the Trainer" concepts	Directorate staff members trained	Two staff members were targeted to attend the course
	To train Party Caucuses leaders/management on Enhanced IPMS Policy	Capacitate Party Caucuses leaders/management on Enhanced IPMS Policy	Party Caucuses leaders/management trained	Two staff members were targeted to attend course
	To build relationships with primary stakeholders (MPLs) to ensure continuous feedback on service delivery	Courtesy visits to Parties  Party Matters raised tracked and resolved	Enhanced primary stakeholder satisfaction	Quarterly courtesy visits to Parties

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<p>The following training plans were executed:</p> <p><b>Individual training</b> and development bursaries were awarded as per policy of training and development (11)</p> <p><b>Committee related training</b> on request was implemented for the following committees: safety and community and road and transport committee</p> <p><b>Party related</b> training were executed and 46 MPLs attended political Party training</p> <p><b>Legislative sector</b> training was conducted according to plan and MPLs were awarded certificates on completion</p> <p><b>Two workshops were held for seven accounting officers</b> trained on Party Funding Act, rules and regulations of the fund</p> <p>23 MPLs attended training on Pension Fund for Office Bearers; 24 MPLs attended Revised <i>Standing Rules</i></p> <p>19 MPLs attended Committee Inquiries Act 29 MPLs attended and graduated on "Leadership and Governance certificate course through UNISA and PALAMA partnership; 46 Members attended corporate governance, action research and media communication; 23 Political support staff attended Business Communication workshop; 32 Political support staff attended Microsoft suite workshop</p>	No deviation	Enhanced MPLs capacity to fulfil their constitutional obligations/ capacitating MPLs
<p>Seven members attended protocol and business etiquette training during the reporting period</p> <p>An additional course on emotional intelligence was attended by the team</p>	No deviation	Capacitated staff members on business etiquette and protocol
<p>Directorate staff attended the Imps training</p> <p>Furthermore two staff members were trained course on train the trainer</p>	No deviation	Enhanced staff capacity and promote competency
<p>11 Members of political caucuses were trained on IPMS to be implemented in the new financial year</p>	No deviation	Improved management of performance management
<p>Quarterly courtesy visits were held as per request to maintain communication and build relationships with Party Caucuses</p> <p>Areas of concern were monitored and implemented</p> <p>Integrated quarterly courtesy visits to the following parties were completed:</p> <ul style="list-style-type: none"> <li>• ACDP;</li> <li>• ANC;</li> <li>• DA;</li> <li>• COPE;</li> <li>• ID;</li> <li>• IFP; and</li> <li>• VF</li> </ul> <p>Minutes and reports of the meetings were recorded for reference purpose</p>	No deviation	Relationship building with primary stakeholders to improve service level

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<b>Members Affairs</b>	To coordinate arrangements for approved study tours	Checklist for primary stakeholder study tour compiled and maintained study tour participants briefed Debriefing and feedback sessions held	Enhanced Primary Stakeholder satisfaction	Conduct briefing sessions and post analysis of the trips
	To compile and maintain a database of MPLs' biographical data	Created and maintained MPLs profile database	Raised the public profile of MPLs	Review and update the members profiles as required
	To co-ordinate the GPL Corporate Social Responsibility	Charity events co-ordinated and organised	Created goodwill, positive publicity and media focus for MPLs and the GPL	Execute three Social Responsibility projects
	To facilitate and measure service level using the service Charter as a standard measurement	Service Charter circulated and updated	Enhanced primary stakeholder satisfaction	Updated Service Charter document for the institution
	To monitor and evaluate service reports	Customer Relationship Management (CRM) reports	Improved service delivery	Monitoring and evaluation of the queries through the CRM system
	To establish strategic partnership with Administration units to support MPLs legislative work	Quarterly courtesy visits Service assessment reports	Improved and efficient service to internal stakeholders	Conduct courtesy visits to other units within the Administration

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<p>Briefing sessions were conducted for the following countries:</p> <ul style="list-style-type: none"> <li>• Botswana;</li> <li>• Kenya;</li> <li>• CSNL and Miami;</li> <li>• New Wellington, New Zealand;</li> <li>• Malaysia;</li> <li>• India;</li> <li>• Canada;</li> <li>• USA;</li> <li>• Brazil;</li> <li>• Spain; and</li> <li>• Australia</li> </ul> <p>The briefing session improved logistical co-ordination</p> <p>All Members profiles have been completed and signed off Party leaders have signed off information related to their Political Parties. A completed MPLs' biography booklet was signed off by the Provincial Secretary to the Legislature</p> <p>The following corporate social responsibility projects were conducted for the period under review</p> <ul style="list-style-type: none"> <li>• Paper recycling project (on- going monthly project);</li> <li>• Funds for the paper recycling have been utilised to support identified beneficiaries; and</li> <li>• Vosloorus Home of the Aged, Salvation and Bombanani Shelter were beneficiaries of non perishable goods</li> </ul> <p>Easter eggs were distributed to charity organisations</p> <p>Disposed of unused assets – donated to a few beneficiaries</p> <p>The ToR were approved for the appointment of the service provider to facilitate Service Charter update</p> <p>Briefing meeting were held with the service provider and appointed based on merits</p> <p>The project was executed according to milestone</p> <p>Workshop was conducted with the various stakeholders to compile stakeholder matrix for all units compiled</p> <p>The service charter is awaiting approval of the Board before implementation</p> <p>For the current financial year a manual CRM system has been used to track, trace, monitor and queries</p> <ul style="list-style-type: none"> <li>• 263 cases were logged for the year;</li> <li>• 245 resolved queries; and</li> <li>• 18 unresolved queries</li> </ul> <p>A service provider has been appointed to assist upgrade the CRM system to be compatible with the GPL email routing system</p> <p>Relationships were sustained with unit managers as secondary stakeholders and constant meeting were held to resolve queries. Monthly divisional meetings were held to resolve resourcing of political support staff namely Members Facilities and Support, Finance unit, Safety and security, Supply chain management unit, Speakers' Office IT unit, Administration Committee and NCOP manager to discuss support service to MPLs</p>	<p>No deviation</p> <p>No deviation</p> <p>No deviation</p> <p>No deviation</p> <p>No deviation</p> <p>No deviation</p> <p>No deviation</p>	<p>Improved logistical support to MPLs when undertaking trips</p> <p>Create more publicity for the GPL and the public representatives</p> <p>Created awareness about the GPL with the external stakeholders</p> <p>Quality service provided to MPLs and update Service Charter</p> <p>Effective internal stakeholder management</p> <p>Effective internal stakeholder management and improved service offering</p>

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<b>Members Affairs</b>	To facilitate and manage institutional Stakeholder Survey	Annual institutional stakeholder survey	Improved and efficient service offering to internal stakeholders	Annual stakeholder survey
	Facilitation of the sports and recreation	Facilitation of the institutional sports and recreation	Enhanced relations between the MPLs and the GPL staff	Development of the sports and recreation policy Appointment of the interim sports management Committee

### SUB-PROGRAMME: INSTITUTIONAL SUPPORT SERVICE

<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
<b>Institutional Support</b>	To ensure that there is effective strategic planning for the directorate	Completed Business Plans and Effective Budget allocation	Approved Business Plans Approved Budgets	Annually in line with guidelines and MTEF
	Improve business processes, procedures and policies to ensure optimum operational efficiency	Policies and procedures developed governing all operational areas Policies approved by the Board and signed-off by the Speaker	Approved policies and procedures	Policy development and updates following established institutional processes and recognised formats



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<p>The Annual Stakeholder Survey reports were presented to the following stakeholders</p> <ul style="list-style-type: none"> <li>• The Board;</li> <li>• Members Affairs Committee;</li> <li>• Secretariat;</li> <li>• Corporate division units;</li> <li>• CORE division units;</li> <li>• Finance division units; and</li> <li>• The Planning Commission</li> </ul> <p>The various units thereafter compiled action plans Implementation plans served as corrective intervention in identified areas to improve service levels</p>	No deviation	Effective internal stakeholder management and improved service offering; improvement of service offering
<p>Soccer matches with the following departments have been conducted for the current year to improve relations and to encourage wellness</p> <ul style="list-style-type: none"> <li>• Department of Health;</li> <li>• Department of Finance;</li> <li>• Department of Roads and Transport;</li> <li>• Department of Local Government and Housing;</li> <li>• Department of Agriculture and rural development;</li> <li>• Department of Education;</li> <li>• Rand Water; and</li> <li>• Road Accident Fund</li> </ul>	No deviation	Enhanced relations between the MPLs, the administrative staff and the external stakeholders

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<p>The Annual Business Plans and budgets for the 2012/2013 financial were completed in line with adopted institutional goals and the revised results-based planning Budgets were presented to the Budget Council in alignment with directorate Business Plans. Business Plans and budgets were duly approved. The ISS budget adjustments were presented to the Budget council for the budget adjustment appropriation exercise. The ISS Operational Plans for the 2012/2013 financial year were revised to ensure readiness for results based planning</p>	No deviation	Delivery of GPL strategic objectives
<p>The Talent Attraction; Hiring out of venue Policies were approved at sub-committee and Board level during the reporting period</p> <p>The Transport and Learnership Policies were adopted by the Policy Committee and are awaiting the Secretariat approval processes. In addition, the Policy Committee deliberated on the Gender, Overtime and Acting Policies</p> <p>Two policy Road show meetings were scheduled in the year, one in third quarter and another in fourth quarter with focus on the Safety and Security and Internship Policies. The Revised Grievance Policy and Disciplinary Policy were registered with the Policy Committee for deliberations</p>	No deviation	Improved governance and reduced audit findings

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SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
<b>Institutional Support</b>	To apply an effective system of monitoring expenditure against budget	Expenditure against budget in line with plans  Projections aligned to plans	Expenditure reports  Projections  Effectiveness  Efficiency  Economy  Value	Financial reports and projects produced monthly, quarterly and annually
	To create and sustain a culture of compliance and promote adherence to sound corporate governance practices, and ensure effective and efficient Audit Management practices are implemented	Developed system of internal controls  Adherence to good corporate governance practices  Audit recommendations implemented	Internal audit reports  Register of audit findings  Audit tracking report  Standard documents approved  Delegation of authority implemented  Operational procedures implemented	Tracking of audit findings on a monthly and quarterly basis
	To create and sustain a culture of compliance and promote adherence to sound corporate governance practices' s and ensure effective and efficient Risk Management practices are implemented	Developed system of Risk Management	Risk register  Action plans  Minutes or risk management meetings held	Systematic Review of Risk as per Risk Register
	To ensure that there an effective, efficient and economical supply chain management system that promotes compliance with BBBEE and institutional scorecard	Goods and services procured  Preferential procurement targets met	Effectiveness, efficiency  Value for money  SLAs  ToR  Minutes of service provider meetings	Compliance with Supply Chain policies and procedure  Procurement in line with preferential procurement targets  Women (30% in two years) Youth  (10% within two years People with Disability 5%
	To ensure that there is an effective contract management system in place	Signed contracts  Signed SLAs  Minutes of monthly meetings held	Effectiveness, efficiency  Value for money  Delivered service  ROI  Close out report	All contracts managed per SLA's

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<p>Expenditure was monitored against the budget Engagements were held with the budget office to discuss misallocations and projected overspend</p> <p>Under-spending was experienced under the consultant's budget negatively impacting on projections</p>	<p>Under-spend on consultants experienced in second quarter were due to the extended time taken on the institutional planning and budgeting processes in the second quarter due to a move to results based planning</p>	<p>Effective utilisation of resources</p> <p>Expenditure in line with FAMLA/Regulations</p>
<p>The internal audit recommendation was incorporated into the revised Venue Management and Fleet Management Policies</p> <p>The Venue Policy was reviewed and adopted by the Board with internal Audit and Management comments made to findings on Asset Management as well as Human Resources</p>	<p>No deviation</p>	<p>No adverse audit findings</p> <p>Achievement of an unqualified audit</p>
<p>The following risks were identified for ISS in the institutional Risk Register:  <b>Risk 1: Lack of approved policies:</b>  <b>Action plans:</b>  Policies were developed in line with the policy scheduled per the Policy Committee</p> <p><b>Risk 5: Failure to retain talent:</b>  <b>Action Plans</b>  The Draft Remuneration Strategy was developed and approved by the Secretariat for stakeholder inputs</p> <p>Draft Retention Strategy was developed; however, the strategy was not presented to the Secretariat</p>	<p>No deviation</p>	<p>Reduction in high level risk</p>
<p>All Supply Chain management requirements were complied with and followed a three quote system ToR were revised/developed and submitted to the SCM in line with requirements for the following projects:</p> <ul style="list-style-type: none"> <li>• Broad-banding;</li> <li>• employee satisfaction survey;</li> <li>• Remuneration strategy;</li> <li>• Wellness/EAP; and</li> <li>• ESS/MSS service provider</li> </ul> <p>Service providers were appointed in strict compliance with supply chain processes</p>	<p>No deviation</p>	<p>Improved governance</p> <p>Improved reputation with stakeholders</p>
<p>Project implementation plans were developed and agreed to with service providers prior to the commencement of the following projects:</p> <ul style="list-style-type: none"> <li>• Broad-banding</li> <li>• Employee Satisfaction Survey and Wellness</li> </ul> <p>All relevant documentation were submitted to Legal for the drafting of the contract to be entered into between the GPL and the Wellness service provider, ICAS</p>	<p>No deviation</p>	<p>Value for money service providers paid on time</p>

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SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
Institutional Support	To ensure that there is an effective system of reporting	Monthly, quarterly and annual reports submitted on time and in line with the agreed format	Completeness Accuracy Accessible Relevant Reliable Operational Timeliness Stakeholder feedback	Reporting to all governance and oversight structures and stakeholders as per defined timeframes and per agreed formats
	To promote a culture of sound project management practices	Implemented project management practices	All projects to be approved as projects Steering Committee to lead all projects	Monthly, quarterly and annual review of project progress
	To promote a culture of sound change management practices	Developed and implemented change management framework Entrenched change management practices within GPL	Approved change management framework document	Monthly, quarterly and annual review of change processes
	To promote a culture of effective communication practices	Implemented communication plan	Implemented recommendations Communication channels used Communication strategies exploited	Continuous communication processes implemented



*Ekurhuleni  
multipurpose centre  
where the People's  
Assembly was held*

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<p>Complied with the 2010/2011 fourth quarter reporting requirements</p> <p>Submitted the fourth quarter HRD report, however the HRD Committee meeting did not proceed due to lack of quorum</p> <p>All reporting requirements were complied with in line with prescribed templates and timeframes Secretariat</p> <ul style="list-style-type: none"> <li>Quarterly reports;</li> <li>HRD report;</li> <li>Members Affairs report;</li> <li>Board Chairperson's report;</li> <li>GEYODI report;</li> <li>OCPOL report; and</li> <li>Moderating Committee report</li> </ul> <p>Reports were submitted to the EDs office for approval prior to being served at oversight structures</p>	No deviation	Increased accountability
<p>Project charters and Project Plans were developed for all projects in the ISS Directorate</p> <p>ToR were completed and signed off on all HR related projects namely:</p> <ul style="list-style-type: none"> <li>Broad-banding</li> <li>Employee Satisfaction</li> <li>ToR were finalised and resubmitted for the admin-related projects as well as for the ESS/MSS project</li> </ul> <p>Regular reports were compiled and presented to the ED, Corporate Support on progress made against implementation plans</p> <p>The ESS/MMS proposals were evaluated and a recommended service provider was appointed</p> <p>The City Hall Chairs Tender was evaluated, however, no appointment had been made at the end of the financial year</p>	No deviation	Timeous delivery of projects
<p>A Change Management Framework document that was developed by 4 Chakras needs improvement, however the document was not revised as envisaged, but regular feedback on HR and admin initiatives and developments was provided to affected stakeholders</p> <p>A Change Management Framework document that was developed by 4 Chakras will be presented to the Secretariat in the first quarter of the new financial year</p>	No deviation	Stakeholder buy-in
<p>Regular meetings were held with the directorate management/supervisor team</p> <p>Emails confirming agreements on APP implementation and reports were sent from the director</p> <p>One-on-one meetings were held with direct reports to monitor and evaluate implementation</p>	No deviation	Enhanced communication and communication practices



Inside the GPL  
public forum

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SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
<b>Institutional Support</b>	To ensure effective HC Management	Management of staff through: <ul style="list-style-type: none"> <li>• IPMS;</li> <li>• Training and development;</li> <li>• Mentoring and coaching;</li> <li>• Career and succession planning; and</li> <li>• Leave monitoring</li> </ul>	Effectiveness, efficiency, value for money  Agreed work plans  Approved training and development plan  Approved policies reporting	Monthly and Quarterly tracking of Human Capital management processes on an ongoing basis
	To ensure that there is an effective system for tracking resolutions of Oversight committee, Board, sub-committees of the Board, and Secretariat as well as its sub-committees	Effective implementation of all resolutions of the House, the Board and its committees as well as the Secretariat and its sub-committees	Tracking system developed M&E processes implemented Standardised agenda in the Stream meetings and directorate meetings	Monthly, quarterly and annual tracking mechanism
	To develop a system for effective integration with internal and external stakeholders	Improved support to stakeholders through participation in meetings and projects located outside ISS	Integration of stakeholder plans with our plans  Expectation on support mechanisms clarified  Support to Speakers Forum and SALSA programmes	Monthly, quarterly and annual meetings and projects supported
	To develop a system for effective stakeholder resourcing model	Developed resourcing model that depicts the impact of resources required based on positions approved by the Board for every stream	Resource model  Critical sign-off by all programme managers  Resource sheets for every position	Upon completion of Budget Council meetings annually and upon commencement of recruitment processes
	Developed SLAs with all stakeholders via the Service Charter	Service level agreements with all stakeholder groups signed-off	Service Charter  Service level agreements with stakeholder groups  Trained stakeholders  Customer satisfaction survey	Developed policy and SLAs developed
	To ensure that the oversight of Human Resources and administration unit	To ensure that strategic objectives of the HR and Admin units are implemented	Monthly reports quarterly reports annual performance statements	Monitoring implementation of strategic objectives as per business plans monthly, quarterly annually



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<p>Performance reviews were conducted for direct reports for the first Quarter</p> <p>One-on-one meetings were held with direct reports on a regular basis</p> <p>All leave taken by direct reports were approved in the leave book and forwarded to HR for capturing in SAP</p>	No deviation	Efficient management Human Capital/Unleashed talent
<p>All Board deliverables as communicated complied with the tracking of APP implemented conducted through weekly monthly and quarterly reports as well as one on one meetings with direct reports</p> <p>Minutes from Secretariat as well as resolutions of all oversight bodies were distributed to directorate management and supervisor team to ensure execution of oversight bodies</p> <p>Reports prepared and forwarded to the ED's office on follow-ups from oversight bodies:</p> <ul style="list-style-type: none"> <li>• Secretariat;</li> <li>• Members Affairs;</li> <li>• HRD;</li> <li>• GEYODI; and</li> <li>• OCPOL</li> </ul>	No deviation	Effective implementation of all resolutions of the stakeholder groups
<p>Exit management forms were disseminated to Admin, Security and IT to ensure completeness of exit management processes</p> <p>The Training and Development Specialist attended the SALSA forum</p>	No deviation	Enhanced support processes to stakeholder group
<p>Emails were circulated to role players every month to ensure resourcing on the following: Office space, office furniture, computer equipment and mobile communication tool</p> <p>Resource Model completed and distributed to stakeholders for inputs as well as budget council for approval for the 2012/2013 financial year</p> <p>A new Starter Report from Human Resources was disseminated on a monthly basis to the Administration unit, Security, IT and Building management in order to allow for preparation on resourcing of newly appointed staff</p>	No deviation	Effective and efficient resourcing of all stakeholders in line with policy
Not implemented	Service Charter development process to be concluded in the new financial year	<p>Enhanced accountability processes</p> <p>Enhanced service provision</p> <p>Embedded stakeholder management responsibilities</p>
Regular meetings were held with the directorate management and supervisors to track progress in the implementation of the APP and to identify bottlenecks and to provide alternatives	No deviation	Effective implementation of business plans of the ISS Directorate

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SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
<b>Institutional Support</b>	To provide strategic leadership for all strategic projects in the ISS Directorate	All strategic projects implemented	Minutes of Steering Committee meetings held Signed SLAs Project Charters Project closeout reports	Monitoring of project implementation per project charter Monthly Quarterly
	To ensure that the business requirements are accounted for in IT through management of the SAP system	SAP Blue print in place as per business requirements	SAP Blue print documents Minutes of Steering Committee meetings Signed-off Terms of Reference	SAP system blue prints in place and SAP configuration conducted as per business requirements SAP Maintenance ESS,MSS and IPMS Automation completed
	To ensure that there is a harmonious relationship between GPL and its employees by developing a strategy for salary negotiations and negotiation salary increases with the union Ensuring that there is a signed Recognition Agreement in place and Implemented	Approved Salary Negotiations Strategy Negotiations conducted with the union	Negotiations strategy document Minutes of meetings held Signed agreement Signed Recognition Agreement	Remuneration survey analysed Salary negotiations strategy developed salary negotiations conducted M&E of the implementation of the Recognition Agreement
	To ensure that retirement benefits of GPL employees are secured	Legislature Provident Fund / Pension Funds properly managed as per the Fund Rules as well as the Pension Funds Act	Minutes of Provident Fund meetings held Benefit Statements issued Annual Financial Statements Value for money	Provident Fund Board of Trustee meetings held and managed as per the Fund Rules



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<p>Guidance provided to direct reports on the development of Project Plans ToR and Project Plans were approved for implementation and forwarded to the Office of the ED for approval</p> <p>Reporting was done on a regular basis to the ED, Corporate Support against the adopted dashboard</p> <p>Regular meetings were held with project leaders in the directorate to track the following:</p> <ul style="list-style-type: none"> <li>• Project Charters in place for all projects</li> <li>• ToR for all admin projects revised in line with agreements with the ED</li> <li>• ToR signed</li> </ul>	No deviation	Effective implementation of projects within budget and within projected time frames
<p>During the reporting period SAP blue prints were in place for HR, Materials Management, Finance (FI/CO) ToR reference on ESS/MSS implementation not concluded, however, agreements reached with IT management to ensure the IT upgrade project is concluded prior to ESS/MSS roll-out</p> <p>The IPMS project was deferred to the next financial year 2012/2013</p> <p>SAP blue prints in place for HR, Materials Management, Finance (FI/CO)</p>	No deviation	<p>Business operational efficiency</p> <p>Confidence in GPL IT software</p>
<p>The Bi-Annual Remuneration Survey was utilised to inform the development of the salary negotiations strategy and was duly approved by the Secretariat</p> <p>Several salary negotiation meetings were held with NEHAWU representatives through the Bargaining Forum as governed by the Recognition Agreement, however, no settlement had been reached at the point of reporting</p> <p>The union has declared a dispute with the institution and the dispute taken to CCMA and still not resolved</p> <p>A certificate on non-resolution was issued</p> <p>9% increase was implemented in December 2011 following failure at further attempts to broker a deal</p> <p>Meetings were convened with the union through the Office of the Secretary to the Legislature</p>	No deviation	Harmonious relationship with the union
<p>Meetings were not held as scheduled</p> <p>Benefits were administered by the Human Resources in compliance with Fund Rules. However, a preparatory meeting was held between the Director ISS as well as the Simeka Consultants</p>	Request from Free State for the meeting to be postponed	Compliance with Fund Rules



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SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
<b>Institutional Support</b>	To resource the institution with appropriate skills  To attract the best talent for the GPL	Vacancies filled as per standard for newly created positions  Vacancies filled as per standard for existing positions  EE Recruitment	Efficiency Effectiveness Economy Value for money Recruitment packs Contracts of employments Vacancy status reports Approved job profiles	Vacancies filled as per standard for newly created positions  Vacancies filled as per standard for existing positions  50% women on senior management in two years  50% women on middle management level in two years  5% people with disability
	To establish a strategic HR partnership with line through dedicated HR support to business streams	Monitor and Evaluate the impact of the delivery model and enhance  Change Management Strategy  Process and procedures developed	Dedicated Resources deposited to stream Documented Change Management process Stream Talent Management Plan Signed Service Level Agreements (SLAs) Annual HR Plan Effectiveness, efficiency, value for money	HR Business Partner deposited to Core Business  Efficient and effective HR delivery to stream  Change Management Strategy process
	To establish GPL as a fair and transformed institution	Fully implemented EE Plan Forum reporting  Presentation annual submission recruitment aligned to defined EE targets	Minutes of Employment Equity Forum  EE Reports submitted to HRD  Embedded practices that promote diversity management	Approved institutional EE Plan established EE Forums  Continuous reporting on EE status

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<p>A total of 47 positions were filled in the year 43 positions were filled with external candidates and four were filled with internal candidates 62% (29 positions) were filled by females and 38% (18 positions) were filled by male candidates. There were a total of 15 vacancies at the end of 2011/2012 financial year – excluding deferred positions</p> <p>At the end of the financial year, the GPL had attained parity (50:50) on the employment of males and females in senior management positions</p> <p>Women accounted for 28% of middle management positions, and only 1.6% of the staff complement was made up of people with disabilities</p> <p>15 Employees exited the GPL in the 2011/2012 financial year. These were constituted as follows:</p> <ul style="list-style-type: none"> <li>• 11 Resignations</li> <li>• Two retirements</li> <li>• One abscondment</li> <li>• One death in service</li> <li>• 11 Exit interviews were conducted for this financial year</li> </ul> <p><u>October 2011</u>: Two Transport Officers Administrative Secretary; Public Participation and Petitions; Committee Coordinator; Chairperson's Committee; Researcher: Economic Affairs</p> <p><u>November 2011</u>: Occupational Nurse; Professional Assistant; two General Cleaners</p> <p><u>December 2011</u>: Information and Knowledge Management Specialist; four drivers Three exit interviews were conducted Job evaluation interviews were conducted for the following jobs – awaiting results from Deloitte: NCOP Manager; Professional Assistant; Liaison Officer Following jobs are still to be evaluated: Hansard Manager; Hansard Deputy Editor; Language Practitioner; Legal Advisor: Office of the Secretary</p>	<p>Some vacancies have been deferred to be filled from the 1 April 2012</p> <p>Senior Manager: Human Capital declined to conduct an exit interview</p>	<p>Capacitated and resourced institution</p>
<p>Discussions were held between the Director ISS, the Senior Manager Human Capital and the HR Business Senior Manager Human Capital for the revision of the HR Delivery Model to ensure alignment to the approved strategy</p> <p>A presentation on HR Strategy was made to the Secretariat with recommendations on the role of the HR Business Partner</p>	<p>No deviation</p>	<p>Improved service delivery</p>
<p>The EE Report for the reporting year 2010/2011 was compiled and presented to the HRD Committee on 26 September 2011 for adoption</p> <p>The approved EE Report by the Provincial Secretary was submitted to the Department of Labour on 30 September 2011</p> <p>An Employment Equity Plan is in place and the Equity Forum meeting was held in the fourth quarter</p>	<p>An EE Forum meeting was scheduled in December, however, the meeting did not materialise due to unavailability of forum members</p>	<p>A transparent, equitable and accountable GPL</p>

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Institutional Support	To enhance institutional performance and employee development	Implemented IPMS and Performance Correction and Consequence Management Policies	Approved IPMS Policy document	Approved and implemented IPMS and Performance Correction System
			Agreed on individual's Scorecards and individual Personal Development Plans	Enhanced understanding of the performance management process and procedures
			Approved Action Plans to improve poor performance	
			Stream and Institutional Moderating Committee reports	Automated IPMS system
	To ensure that the competence and capability of GPL staff continuously improves	Implemented Learning and Development System	Approved L&D Policy and Process document	Implemented L&D system
				Empower line on L&D Policy
	To ensure that the competence and capability of GPL staff continuously improves	Training delivered as per training applications	Signed Training Application form and confirmation e-mails Weekly, monthly, quarterly training reports Training evaluation forms Attendance registers Effectiveness Equity Efficiency Value for money	Processes and Procedures
				Develop feasibility study for GPL Provider Accreditation
	To ensure that the competence and capability of GPL staff continuously improves	Workplace Skills Plan implemented (submitted to PSETA)	Signed and submitted WSP to PSETA	Research, develop and implement a Monitoring and Evaluation system
		Bursary applications processed	Signed bursary applications and processed payments	Training conducted as per mandatory training, Skills Audit and individual development plans
			Signed and submitted WSP to PSETA	Signed and submitted WSP to PSETA
			Signed bursary applications and processed payments	Bursary applications processed in line with policy



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<p>IPMS recommendations effected for 2012 Recommended employees were paid</p> <p>Receipts issued to staff members and line managers for submissions made for 2011/2012</p> <p>IPMS Strategy Map and institutional Balanced Scorecard Workshop were held with Trideco on 11 and 12 November 2011</p> <p>Institutional Balanced Scorecard and Strategy Map were compiled and feedback was tabled at the Secretariat, ED and CFO's Balanced Scorecards development sessions were conducted</p> <p>Draft Balanced Scored Cards were issued to the Secretariat members for their inputs</p> <p>Follow-up sessions were scheduled to take place in January 2012</p> <p>Moderating Committee report was prepared and presented to the Moderating Committee for the 2010/2011 awards</p>	No deviation	Improved implementation of the performance management system
Project for the Automated IPMS systems was deferred to the 2012/2013 financial year	Deferred project	Improved implementation of the performance management system
<p>The training implemented was in line with the Strategic Objectives of the unit. Training interventions were conducted for one hundred and ninety nine (199) employees at a total cost of R1, 501, 288.46. A total of forty four (44) employees were granted bursaries at a total cost of R537, 653.00. A total of thirty nine (39) employees were inducted in the 2011/2012 financial year. Skills audit updates were facilitated and training expenditure reports were submitted to the PSETA. Internship toolkits were developed and an internship implementation plan was also developed. The unit also conducted information sessions with directors and business unit managers on internship processes. The unit developed job descriptions for interns and facilitated the internship recruitment process through the Skills Portal. The unit further developed the learnership policy and the policy education proposal was submitted. Policy road show presentations were developed and policy road show were conducted.</p>	No deviation	<p>Competent and high performing institution</p> <p>Developed and aligned GPL to recognised industry and legal standards</p> <p>Enhanced understanding of IPMS</p>
<p>Training implemented was in line with the Strategic Objectives</p> <p>Training Interventions were conducted for one hundred and ninety nine (199) employees at a total cost of R1,501,288.00</p> <p>A total of 39 employees was inducted in the 2011/2012 annual year</p>	No deviation	Competent and high performing institution
WSP and actual training report was developed and submitted to PSETA. Training and expenditure reports were submitted to the PSETA	No deviation	Developed and skilled employees
A total of 44 employees were granted bursaries at a total cost of R537,653.00	No deviation	Developed and skilled employees

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<b>Institutional Support</b>	To ensure that the competence and capability of GPL staff continuously improves	Implemented Internship process	Internship Toolkit Register of appointed Mentors/Mentees	Implement Internship programme
		Implemented Succession Planning System Red Index Jobs signed-off	Signed-off Succession Planning process	Roll-out Succession Planning Programme
	To retain and attract the best talent and performers in GPL	Exit interviews conducted for all resignations	Exit interview report (monthly and quarterly) Resignation stats	Conduct exit interviews for all resigned positions in the year
	To retain and attract the best talent and performers in GPL	Pulse interviews conducted for all newly appointed employees	Pulse interview report (quarterly)	Conduct pulse interviews for all employees joining the GPL
	To retain and attract the best talent and performers in GPL	Job evaluations conducted as and when required	Job evaluation results/ report	Job evaluations conducted as and when required
	To retain and attract the best talent and performers in GPL	Conduct Employee Satisfaction Survey (ESS) in second quarter	ESS Results / Reports	Conduct ESS in second quarter
		Action Plans developed and implemented		
	Develop a culture of leadership that promotes diversity, work life balance, transparency and accountability	Formulation of policy on Work-life balance (WLB) and piloting it on certain areas of our business	Approved work-life balance framework	Developed policy on work-life balance
	To enhance/assist with the physical, emotional and personal financial well being of GPL employees	Monitoring and evaluation of Wellness Programme implementation and reporting to Secretariat and HRD	Equity, economy, value for money Approved Wellness framework Reports Feedback	Implemented Wellness Programme

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Developed internship toolkit Developed internship implementation plan	No deviation	Developed and skilled staff
Succession Planning Implementation Plan was submitted to the Secretariat for deliberations	No deviation	Enhanced employee engagement through career development and opportunities
Eleven exit interviews were conducted during the reporting period Senior Manager: Human Capital declined to conduct an exit interview	Resignation letter for CSU Manager was received in the afternoon a day before his last day of work Exit interview was scheduled for the last day of work but the CSU Manager did not attend	Retention of the best talent in GPL
Pulse interviews were conducted with all new employees to the GPL after the first three months of their employment. 80% of the staff interviewed responded very positively on their experiences. Line managers ensured that work plans of staff are in place within the first month as far as possible and be discussed with new incumbents	No deviation	Retained talent
Job evaluations were conducted for 13 positions Five evaluations were for new positions and eight were for existing positions	No deviation	Enhanced institutional performance
The survey process started in fourth quarter but was not concluded	The survey report will only be available in first quarter in the 2012/2013 financial year due to the delay in the process that is subject to institutional processes and the slow response from employees to participate in the survey exercise	Motivated staff/stable working environment
This did not materialise, proposals were developed, but not finalised	Deferred to new financial year	Conducive working environment Productive staff
ICAS was appointed as the Employee Assistance Programme (EAP) provider for the GPL: MPLs, Senior Managers, and staff, including political support staff Contract was signed between the GPL and ICAS Internal stakeholders were informed of the new service provider Project team was established for the full implementation of the Wellness Programme	No deviation	Improved emotional physical and personal financial well-being of GPL employees Value for money Economy Equity Efficiency

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<b>Institutional Support</b>	To foster/create a sound working relationship between management and the union	Engagements with organised labour in line with the Recognition Agreement Reports presented to Secretariat, HRD and the Board on a quarterly basis Follow up workshop held with union leadership	Minutes of meetings Attendance registers Revised and signed-off Recognition Agreement	Management/union meetings held on a monthly basis  Signed Recognition Agreement
	Effective management of labour relations	IR matters managed	Proper advice and reduction of disciplinary and grievance cases	Minimal grievance and disciplinary cases
	To implement a competitive remuneration system	Implement approved Remuneration Strategy  Implement Revised Remuneration Policy	Value for money	Approved Remuneration and Reward strategy  Revised Remuneration policy  Remunerated employees
	To improve service delivery and return on investment	Implemented Service Level Agreements	Value for money Effectiveness Efficiency	Service Level Agreements developed and implemented
	Implemented best practice human resources value chain able to deliver the human performance required by the GPL to meet its strategic goals and operational requirement	Payroll for MPLs and staff executed on the 15 <sup>th</sup> and 25 <sup>th</sup> respectively every month	Approved payroll  Paid salaries	Management of MPLs and staff payroll

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<p>One meeting was held per quarter as per the Recognition Agreement</p> <p>The bargaining unit salary increases were implemented in the December 2011 payroll run and were backdated to April 2011</p> <p>Salary increases for Senior Managers were pronounced on the 5 December 2011 and implemented with the December payroll, backdated to April 2011</p>	No deviation	Conducive working environment in line with labour rules and regulations and best practice
<p>Enhanced Disciplinary and Grievance policies, procedures and flow charts were ready to be presented at the Policy Committee meeting</p> <p>Two formal disciplinary cases were reported for the quarter</p> <p>One formal disciplinary case [communications unit] was withdrawn because the employee absconded</p> <p>The other disciplinary matter in research, alleged assault, was withdrawn by the complainant before a charge sheet could be served on the employee</p> <p>Of the five grievances reported for the quarter, two are carried over from the previous quarter:</p> <p>the Finance grievance and the communications grievance</p>	No deviation	Harmonious relationship between line managers and employees
<p>Presented Draft Strategy and Policy to the ED, Corporate Support Services and the Secretariat</p> <p>Adoption by the Secretariat in March 2012 resulted in the Stakeholder session scheduled for the end of March and the beginning of April 2012</p>	<p>Draft Strategy and policy were developed, stakeholder sessions to be concluded by mid-May 2012</p> <p>Enhanced strategy and policy to be presented to the Secretariat by the end of May 2012</p> <p>Strategy and policy to be deposited to the Policy Committee in June 2012</p>	<p>Improved employees morale</p> <p>Employee retention</p> <p>Competitive employer</p> <p>Value for money</p>
All SLAs with service providers were adhered to by the GPL	No deviation	Accountable HR
<p>Payroll for MPLs and staff were executed on the 15<sup>th</sup> and 25<sup>th</sup> respectively without default</p> <p>Salary Increases for staff were effected and increase letters disseminated to all staff</p> <p>MPLs annual increases were effected without default</p> <p>Bonus Provision paid</p> <p>Stakeholder reports submitted to Finance monthly</p> <p>Tax Tables for 2012/2013 implemented</p>	<p>Change on Medical Aid</p> <p>Tax legislation not implemented</p> <p>Sap system needs to be configured</p>	<p>Retained and motivated employees</p> <p>Statutory compliance and contribution to reduced audit findings leading to an unqualified audit</p>

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<b>Institutional Support</b>	To ensure administration of Broad-banding	Broad-banding implemented as per standard in April and September	Broad banding reports Approved broad banding implementation report Individual Broad banding Letter Implemented salary adjustment	Processed Broad-banding for eligible staff
	Effective management of HR administration	HR benefits and administration managed in line with approved policies and best practice	Implemented Medical Aid Implemented Retirement administration Approved Leave policy Leave reports Medical Aid reports Provident Fund Benefits statements	Sound and managed HR administration (Medical Aid, Retirement, Leave)
	To provide the institution with adequate transport and logistical support	All transport and logistical requirements serviced in line with policy Record keeping of vehicle usage Maintained and serviced vehicles Tracking and logging	Requisition Sheets Logbooks Service books/records Expenditure reports Weekly, monthly and quarterly reports Approved SLA's	All transport request met in line with policy Serving of vehicles as per manufactures specifications



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<p>April 2011 Broad-banding session was conducted and completed</p> <p>A total of 76 employees were eligible for the broad-banding exercise in April 2011</p> <p>73 employees received monetary rewards for April 2011 emanating from the exercise</p> <p>Financial Report submitted in November 2011</p> <p>Individual letters were issued to participants</p> <p>September 2011 broad-banding session was conducted and completed</p> <p>A total of 60 employees were eligible for the broad-banding exercise in September 2011</p> <p>43 employees received monetary rewards for September 2011 emanating from the exercise</p> <p>Financial report was implemented in February 2012</p> <p>Individual letters were issued to participants</p>	<p>Delayed payment to service provider resulted in delay in quality audits on assessment results</p>	<p>Rewarded employees</p>
<p>All Medical Aid deductions were made and paid over</p> <p>All new staff members applications were processed</p> <p>Payment schedule was prepared and submitted monthly from April 2011 to March 2012</p> <p>Medical Aid on site sessions were held monthly</p> <p>All pension and Provident Fund payments were deducted and paid over monthly from April 2011 to March 2012</p> <p>All new employee applications were processed monthly from April 2011 to March 2012</p> <p>All leave forms received were captured for 2011/2012</p> <p>Leave accrual report was prepared and submitted to Finance on a monthly basis</p> <p>Remuneration and Benefits satellite Office operational</p>	<p>No deviation</p>	<p>Accountable HR administration</p> <p>Healthy employees</p>
<p>A total of 3 349 transport requests were serviced</p> <p>Records of vehicle usage were kept and signed-off by the Auxiliary Service Coordinator and the Unit Manager</p> <p>All vehicles were serviced in line with the manufacturers' specifications, and maintained in line with acceptable institutional standards</p>	<p>46 requests were cancelled for non-compliance with policy, and 60 requests were cancelled</p>	<p>Reliable transport offering</p>

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<b>Institutional Support</b>	To provide support to stakeholders through the provision of Landline and Mobile Telecommunication facilities (switchboard and telephone facilities)	Optimal Mobile, Switchboard and telephone facility and uptime  Controlled telephone costs	Approved Landline and Mobile Business Tool Policy Requisitions Expenditure Reports Weekly, Monthly and Quarterly Reports Signed Split Billing Forms Mobile Allocation Registers Loan Phone Register Phone Repair Register SLAs Updated Switchboard system	Telecommunication services rendered per applicable policy with recoveries effected where limits are exceeded
	To ensure a sound governance framework and best practice admin by revising all admin policies	Admin policies benchmarked and revised:- <ul style="list-style-type: none"> <li>• Venue Management</li> <li>• Transport</li> <li>• Telephones</li> <li>• Cleaning and hygiene</li> <li>• Asset management</li> </ul>	Reliability  Efficient  Value for money	Periodic review of all policies
	To improve working environment by providing refurbished office furniture in all GPL venues and offices in line with policy	Furnished venues and office space	Value for money  Equity	Annual review of the moveable assets in all GPL venues
	Contract Management  (Entering into SLAs with various stakeholders for the following services, namely Transport, Mobile Business Tools, Courier Services and Venue Management)	100% performance on time and material against SLA	Efficiency, effectiveness and value for money	Periodic review of SLAs
	Provisioning of Mail Room Services	Timely and accurate document collection and delivery service	Signed off Documents Register Signed off Mail Register Reports Service Monitoring Report Approved Requisitions	Relevant documentation within two days of request

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<p>Monthly reports on landline telephone expenditure were distributed to line managers and those who have exceeded per applicable policy</p>	<p>Insufficient co-operation received in the submission of acknowledgement of debt forms for amounts in excess Soft-locking of lines of those who do not sign acknowledgement of debt forms</p>	<p>Effective telecommunication</p>
<p>The hiring out of GPL Venues, Transport and Logistics, and the Integrated Mobile and Landline Telecommunications Policies were reviewed</p> <p>The hiring out of GPL Venues Policy was adopted at Board the level</p> <p>The Asset Management Policy was reviewed by Finance for compliance with GRAP</p>	<p>Cleaning and Hygiene and Asset Management functions migrating from the unit</p>	<p>Promotion of a sound governance environment and best practice admin with the use of policies to provide guidance relating to the acceptable use of facilities associated with them</p> <p>Good corporate governance</p>
<p>Office furniture was provided to newly-recruited GPL and political support staff, and the Integrity Commissioner based on actual verified needs in line with policy provision.</p> <p>Various items of furniture such as tables, chairs and server units were allocated to political and administrative boardrooms, and damaged/ broken office furniture was replaced in a number of administrative offices</p> <p>The first and second Bi-Annual Asset Verifications were conducted</p> <p>GRAP Principles were implemented on the management of assets</p> <p>Newly-acquired assets were recorded in the register</p> <p>Reconciliations were performed between the Asset Register and the General Ledger</p>	<p>Overlap in CAPEX memo processes in the acquisition of assets leading to anxiety in certain instances, and inadequate co-operation received from staff in providing information requested on assets in their possession</p>	<p>Conducive working environment</p>
<p>Most SLAs were still current and continued to form the basis for the provision of services associated with transport and mobile business tools among other services</p> <p>The various vehicle tracking SLAs were replaced by a new SLA with one service provider</p>	<p>There was a need to streamline the area of vehicle tracking to include the additional vehicles acquired</p>	<p>Effective provision of transport services</p>
<p>Documents were distributed in line with set standards Most documents were distributed on the same day thereby exceeding the set two day target</p>	<p>There were certain improvements effected in the distribution of documents</p>	<p>Good corporate governance</p>

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<b>Institutional Support</b>	Provisioning of stationery and consumables	Efficient and timeous supply of stationery requirements	Approved stationery Requisitions Signed-off stock control sheet Approved payment of Requisitions Reports	Within three days of requisition date
	Rendering of insurance services	Insured staff, MPLs and GPL assets and possessions	Implemented Insurance policy Insurance contract SLA Reports Audit and Risk Committee reports Approved requisitions Approved claims	All staff, MPLs and GPL assets and possessions covered at all times
	Provisioning of courier services	Timely and precise courier service	Approved requisitions Reports Signed-off way bills	Relevant deliveries within 24 hours of request
	Preservation of art works and internal décor	Preserved art works and internal decor	Art evaluation report Art register	Preservation of art works and decor on an annual basis
	Management of GPL assets	Updated asset register	Signed-off Asset Register Store room Access Logbook Signed off Inventory Forms Implemented Asset Management Policy Approved Asset Register Reconciliation Signed Inventory forms Approved Asset Movement Forms Approved Requisitions Approved CAPEX Memorandums Weekly, monthly and quarterly reports	100% of assets accurately recorded
	Interior plants services	Conserved interior plants	Approved requisitions SLA	interior plants maintained on a weekly basis
	Provision of venues for public hearings and meetings and venue bookings and revenue generation	Proper system for venue hiring in place	Signed Venue Contracts Revenue report Approved venue hiring schedule Approved venue policy	Availability of venues to both internal and external stakeholders at all times

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Performance was in line with targets and exceeded the target in certain instances as most deliveries were affected within two days of collection/receipt of relevant requisitions	Noticeable improvements in the level of delivery in this area of work	Good corporate governance
<p>All staff, MPLs and GPL assets and possessions were adequately covered by insurance</p> <p>There was a smooth transition from one service provider to the other, without compromising the insurance cover enjoyed by the Institution</p>	Challenges encountered in relation to the lodgement and follow-up on claims and their settlement timeframes	Creating a conducive working environment that contributed to a 'caring' GPL
All courier services were affected in line with the set target Investigation of the need for the possible use of a different courier service for cross-border deliveries will be conducted in the new financial year	Cross-border difficulties were encountered in a few instances where the service was required	Effective service delivery/ conducive working environment
<p>Artworks were preserved on a caretaker basis by the Asset Management Section which also performed some interior decor functions on a limited scale</p> <p>All artworks were fully accounted for, and were included in the Asset Register</p>	There was a lack of dedicated capacity in this area of work Although an Art Register was kept, it was not possible to prepare an Art Evaluation Report	Preservation of art work and internal decor
<p>100% of Assets were recorded accurately</p> <p>The Asset Register was updated and signed off, and the Store Room Access Logbook was kept</p> <p>Inventory forms were signed off and the Asset Management Policies for MPLs and staff were implemented</p> <p>Reconciliation was performed between the Asset Register and the General Ledger in consultation with Finance</p> <p>Movements of assets were done in accordance with approved Asset Movement Forms</p> <p>Spot checks were conducted on a weekly basis in the IT storeroom to ensure that there was adherence to Asset Management processes</p>	IT Assets were at times acquired without the knowledge of Asset Management, resulting in delays in their capture on the Asset Management System	Good corporate governance and accountable GPL
<p>Interior plants were maintained on a monthly basis</p> <p>Continued monitoring of the effectiveness of the monthly plant maintenance arrangement</p>	The monthly maintenance of plants proved to be quite adequate and more cost-effective	Conducive working environment
<p>The venues were placed at the disposal of internal and external stakeholders only during part of the first half of the year Venue contracts were signed and revenue was fully accounted for</p> <p>The approved venue hiring schedules were maintained, and the revised Policy on the Hiring Out of GPL Venues was approved by the Board</p> <p>The refurbishment project was nearing completion towards the end of the year</p>	Venues could not be let out during the remainder of the first half, and the second half of the year owing to the refurbishment project	Provision of adequate venues contribute to a conducive working environment

<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	PERFORMANCE MEASURE / INDICATOR	ANNUAL TARGET
<b>Institutional Support</b>	Establish panel of transport service providers	Additional support placed at the institution's disposal to supplement current service	SLAs Approved ToR Approved Panel of Transport Service Providers	Monitor and evaluate effectiveness of system
	Provision of canteen and coffee bar service	Ensure Proper service delivery and good healthy food	SLAs Approved Terms of Reference	Monitor and evaluate canteen and Coffee Bar service delivery
	Provision of cleaning and hygiene service	Create a healthy and hygienic environment	Clean environment	Provide a clean, hygienic and healthy environment



<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF THE FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)</b>	<b>REASONS FOR DEVIATIONS</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>The ToR for the Panel of Transport officers was completed during the reporting period</p> <p>The tender for the establishment of the Panel of Transport Service Providers was advertised</p> <p>The compulsory briefing session was held and bids were received up until the date on which the bidding process closed</p>	<p>The evaluation of the tender could not be finalised</p> <p>Outstanding activities are scheduled for completion in the first quarter of the 2012/2013 financial year</p>	<p>Effective and efficient transport provision</p>
<p>Service delivery in the Canteen and the Coffee Bar was monitored and evaluated in line with the SLA ToR for the tender process were approved and the tender was advertised, bids were received and the tender was evaluated</p>	<p>The adjudication of the bids was still outstanding as a result of the need to address further issues relating to the tender</p>	<p>Healthy and conducive environment caring for staff and MPLs</p>
<p>Cleaning and hygiene services were provided in line with set standards</p>	<p>No deviation</p>	<p>A healthy and hygienic environment was created</p>



<b>PLANNED</b> <b>This section is an extract from the APP</b>					
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATORS	ANNUAL TARGET	
<b>Operational Support Services</b>	To ensure that there is effective Oversight of ICT, Safety and Security and Building Management Units	To ensure that Strategic Objectives of the Human Resource and Admin units are implemented	<ul style="list-style-type: none"> <li>Monthly reports</li> <li>Quarterly reports</li> <li>Annual performance statements</li> </ul>	Monitoring implementation of strategic objectives as per Business Plans  Monthly, quarterly and annually	
	To provide strategic leadership for all strategic projects in the OSS Directorate	All strategic projects implemented	Minutes of Steering Committee meetings provided Signed SLAs Project Charters Project Closeout Reports Minutes of management meetings	Monitoring of project implementation per project charter  Monthly, quarterly	
	Renovation of the City Hall Organ	Fund raising initiatives  Technical repairs plan, and implementation to full serviceability	Fund raising targets reached – initial contribution from Treasury possible, remainder from public contributions Consultant and organ builder/plans/timelines/milestones/delivery of fully functional, restored organ NB: As the organ is owned by the GPL, and private funds are being sought, it is considered that Govt funds must also be contributed	Completed project to full original and orchestral standard in 2013/2014	
	External office space: (1066)	Availability of options secured for negotiation Secretariat approval, and detailed investigation on suitability to the GPL	Time achievements in securing Acceptance by Secretariat of available option(s) Option(s) to be adjacent to GPL Occupancy duration/ time option (with space) considerations	Monthly, quarterly meetings, review progress, report to ED, and Secretariat	
	Internal office space in GPL	Space options availability in GPL	Additional space in the GPL identified a proposal has been drawn up for consideration by the Secretariat	Approval by Secretariat Renovating the identified space	



City Hall

ACTUAL This section is the consolidation of the four quarters			
	ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)	REASONS FOR DEVIATIONS	PROGRESS TOWARDS OUTCOMES
	<p>Compilation and submission of relevant time-driven reports were done</p> <p>Strategic plans were implemented and monitored on a regular basis</p> <p>Most projects were implemented and arrangements were made for those projects not implemented at the end of the financial year to be rolled over to the new financial year</p>	No deviation	Effective execution of the mandate of the GPL
	<p>Projects have been tendered and adjudicated except for the Security Project due to legal technicalities</p> <p>Meetings were held with the Secretary and ED, CSS, and a way forward established the monitoring of the projects</p>	<p>Minor deviations arose due to the application of milestones in certain projects</p> <p>Project closeout reports are still outstanding as some projects were not finalised during the reporting period</p>	Effective and efficient management of projects is difficult due to SCM processes
	<p>Establishment of the organ committee was completed during the reporting period</p> <p>The original manufacturer of the organ was contacted</p> <p>A Fund Raising Plan was formulated through the Speaker who is a patron of the Friends of the Organ</p>	Preservation of the heritage of City Hall (1915)	Outcome not realised at this reporting period
	<p>A plan was put in place and was submitted to the Secretariat</p> <p>The decisions of Secretariat was monitored and reviewed on a regular basis</p>	Availability of office space for the expanding GPL is still a challenge that was mitigated through identification of additional space	Additional office space that enhances the GPL's conducive environment
	<p>A plan was put in place and was submitted to the Secretariat</p> <p>The decisions of the Secretariat was monitored and reviewed on a regular basis</p>	Availability of office space for the expanding GPL	Additional office space that enhances the GPL's conducive environment



GPL Opening gala dinner

<b>PLANNED</b> <b>This section is an extract from the APP</b>					
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATORS	ANNUAL TARGET	
Operational Support Services	Refurbishment of the City Hall	Space options availability in GPL	Additional space in the GPL identified	Renovating the identified space	
	Cleaning and the restoration of the sandstone walls of the GPL building	Clean and healthy GPL building	Clean and restored building	Clean and restored building in Rissik and Harrison Street (Phase one of three)	
	Refurbishment of the Duncan hall	Clean, safe and healthy space for GPL work	Clean, safe and healthy meeting room	Clean, safe and a healthy meeting room	
	Installation of an air-conditioning system on the 3 <sup>rd</sup> and 4 <sup>th</sup> floor on the west wing	Clean, safe and healthy space for GPL work	Clean, healthy and habitable working space	Fully installed and functional air-conditioning system	
	Develop a culture and conducive environment for effective service delivery through sound partnerships with stakeholder groups <u>Project - 2</u> Phase: 2 Network Enterprise Composite Model	Appoint Service Provider Project Team first meeting Project Scoping	Network design in alignment with best practises and standards	Phase 2 of Network Enterprise Composite Model Completed	
	Develop a culture and conducive environment for effective service delivery through sound partnerships with stakeholder groups	Improve network performance Support for existing business solutions in place	100% Uptime of Servers and service level agreement	100% Uptime of Servers and service level agreement	

ACTUAL This section is the consolidation of the four quarters			
	ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)	REASONS FOR DEVIATIONS	PROGRESS TOWARDS OUTCOMES
	<p>A Project plan was submitted and approved, the Bill of Quantities were submitted and approved, and the Tender document was submitted and approved by the Secretary</p> <p>The tender was advertised and adjudicated upon and a new contractor was appointed in November 2011</p> <p>The project completion stands at 96% and progress is monitored on a regular basis</p>	<p>Availability of space to accommodate</p> <p>GPL's work with the public</p>	<p>Additional space that enhances GPL's conducive environment</p>
	<p>A Project Plan was submitted and approved, the Bill of Quantities were submitted and approved, and the Tender document was submitted and approved by the Secretary</p> <p>The tender was advertised and adjudicated upon and a contractor appointed in November 2011</p> <p>The project completion stands at 98% of Phase one and progress is monitored on a regular basis</p>	<p>Availability of space to accommodate GPL's work with the public</p>	<p>Additional space that enhance the GPL's conducive environment</p>
	<p>A Project Plan was submitted and approved, the Bill of Quantities was submitted and approved, and two disciplines (Electrical and Building work) with three quotes each were submitted and approved by the SCM</p> <p>The project completion stands at 50% for both disciplines and progress is monitored on a regular basis</p>	<p>Availability of space to accommodate GPL's work with MPLs, staff and the public</p>	<p>Additional space that enhances the GPL's conducive environment</p>
	<p>A Project Plan was submitted and approved, the Terms of Reference were approved, Bill of Quantities was submitted and approved, and the Tender document including the designs were submitted and approved by the Secretary</p> <p>The project could not be delivered in the current year and was rolled-over to the next financial year, the project will be advertised in May and commissioned in June 2012</p>	<p>Availability of a healthy and habitable space to accommodate GPL's work with MPLs, staff and the public</p>	<p>Habitable space that enhance the GPL as a conducive environment</p>
	<p>Proposal for actual costing completed</p> <p>SCM processes were completed,</p> <p>Terms of reference completed</p> <p>Development of BoQ completed</p> <p>Phase 2 of the project commenced and was completed in fourth quarter of the reporting period</p> <p>High-speed wireless access (Wi-Fi) has been deployed on all floors in the main building and 1066</p> <p>The copper-based network backbone in the main building was replaced by high speed optical fibre</p>	<p>Delivery of material for the project</p>	<p>Provision of secured, reliable technical infrastructure and responsive technical support</p>
	<p>The 100% target was met and thanks to on-going network improvements</p> <p>Telkom lines failure, impacting on mail delivery</p>	<p>No deviation</p>	<p>System maintenance schedules have now been fully revised, focusing on adherence to operational efficiency</p>

PLANNED This section is an extract from the APP					
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATORS	ANNUAL TARGET	
Operational Support Services	Develop a culture and conducive environment for effective service delivery through sound partnerships with stakeholder groups	Successfully deploy Windows Server Update Services in all servers running Windows OS	Update Services to all servers running Windows OS	Improve effective and efficient operations in all servers running Windows OS	
	Develop a culture and conducive environment for effective service delivery through sound partnerships with stakeholder groups	Business Solution Systems maintenance <ul style="list-style-type: none"> <li>• LIMS</li> <li>• SAP</li> <li>• Other</li> </ul>	Improve effective and efficient operations	Improve network performance Support for existing business solutions in place	
	Develop a culture and conducive environment for effective service delivery through sound partnerships with stakeholder groups	Providing technology-related audio visual equipment	No of meetings successfully conducted with AV equipment	Provision of secured, reliable technical infrastructure and responsive support	

### ADDITIONAL INFORMATION NOT IN THE APP

PLANNED This section is an extract from the APP					
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATORS	ANNUAL TARGET	
	Project: CAUCUS ROOMS AUDIO DELIGATE and VIDEO INSTALLATION  Technical support to MPLs,	Efficiency and effectiveness of AV technical support operations	Improve effective and efficient technical support	Provision of secured, reliable technical infrastructure and responsive support	
	Project: Review and the development of the ICT Strategy Increased facilities and infrastructure support to MPLs and staff of the GPL by: Increased functionality of ICT to business Increased integration of ICT as an enabler to business	Project governance structure in place and project initiated	Increased and improved active involvement in the provision of technical support to all Oversight functions of the House committees and public participation events	Providing effective support, on all oversight functions of the House, committees and GPL staff in the business of the institution	



ACTUAL This section is the consolidation of the four quarters			
	ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)	REASONS FOR DEVIATIONS	PROGRESS TOWARDS OUTCOMES
	Successfully deployed Windows Server Update services in all Servers running Windows OS	No deviation	Improve effective and efficient operations
	Maintenance schedules, focusing more on critical areas  Monitoring incidents and risks on weekly basis	No deviation	Network structure and business applications in alignment with best practise and standards
	Provided technology-related audio visual equipment  Eliminate microphones failure in committee rooms	No of meetings per day and failure by co-ordinators to plan properly Equipment failure	Replacement of microphones in committee Room B, C, A and Mayivuke Rooms

ACTUAL This section is the consolidation of the four quarters			
	ACTUAL PERFORMANCE AGAINST TARGET OUTCOME ACHIEVED (EFFECTIVENESS)	REASONS FOR DEVIATIONS	PROGRESS TOWARDS OUTCOMES
	DA Audio and video systems installation completed  ANC waiting for the furniture table, before the microphones can be installed  COPE delays due to pending relocation of existing boardroom table  COMM A: Delivery of the main projector is awaited	Waiting for the furniture (table) ANC	Improve effective and efficient technical support to Party caucuses
	<ul style="list-style-type: none"> <li>Project Charter approved and adopted</li> <li>Assessment of Current ICT System Capability and performance is almost 80% done</li> </ul>	No deviation	Continued stakeholder satisfaction of the level and standard of service being delivered

## PROGRAMME FOUR: CORE BUSINESS

### **PURPOSE**

The purpose of the Core Business Programme is to provide strategic direction to the programme directorates to implement the core functions of the GPL. This includes the promotion of information and knowledge exchange; to support GPL business processes; retention of institutional memory, and embedding knowledge management into business processes that support the execution of the GPL mandates. The programme also supports the enhancement of the GPL's profile, by ensuring that the image, role and products of the GPL are profiled and branded in terms of best practice standards. Furthermore, Core Business ensures seamless provision of administration, co-ordination and management services to the House and its committees. This includes the provision of procedural advice to committees and Presiding Officers, ensuring the accuracy of document content as well as providing research services.

### **KEY FUNCTIONS**

The mandate of the Core Business Programme is to implement the Vision, Mission, Goals and Strategic objectives of the GPL, through the three directorates under its umbrella, namely:

- Parliamentary Business, which operates through the Committees Support, Proceedings, Research, and NCOP and Legal units.
- Information and Knowledge Management, which operates through the Information Centre, Documents and Services, and Hansard and Languages units.
- Communications and Public Participation and Petitions, which operates through the Communications and PPP units.

The Core Business Programme is therefore, responsible for executing the following key functions:

- Co-ordinating and driving the execution of the core mandates of the GPL;
- Providing strategic direction to the programme and its directorates;
- overall strategic planning, implementation, monitoring and evaluation;
- Financial management and administration of the programme;
- Capacity building within the programme;
- Effective and efficient co-ordination of support functions to the committees and the House;
- Developing and delivering strategic projects which are organised through directorates;
- Monitoring and evaluating the key deliverables on law-making, oversight and public participation;
- Improving internal processes including inter-directorate planning and programme planning and accountability;
- Fostering good relations with internal and external service providers and support to GPL stakeholders;
- Co-ordinating the interface between the Office of the Speaker and committees of the House; and
- Co-ordinating provincial law-making processes, and promoting information and knowledge sharing to support GPL business processes; and retaining institutional memory, and embedding knowledge management into business processes that support the GPL mandates.



## MEASURABLE OBJECTIVES

The measurable objectives of the Core Business Programme are to:

- Facilitate the report on the annual performance of the GPL;
- Undertake team building sessions on an annual basis for the programme;
- Ensure effective strategic management and direction to the programme;
- Implement the Oversight Model;
- Implement the revised *Standing Rules*;
- Undertake oversight on the implementation of legislation;
- Ensure accountability of MECs on outstanding questions;
- Conduct Committee Efficacy Studies;
- Strengthen Research Services to reflect a new agenda;
- Scrutinise sub-ordinate legislation;
- Implement the Committee Inquiries Act;
- Support PEBA and the *Standing Rules* requirements through the production of House publications;
- Produce House Rulings Booklets per legislative term;
- Conduct research on ethical issues;
- Assist the Integrity Commissioner with investigations on alleged breaches of ethics;
- Publish the Members Register of Interest;
- Ensure the co-ordination of effective House plenary;
- Implement the revised *Standing Rules*;
- Implement the NCOP Provincial Oversight Week;
- Administer, co-ordinate and manage effective committee meetings;
- Mobilise and identify stakeholders for PEBA imperatives;
- Develop a Communication Plan for committees and House business;
- Conduct Communication Awareness Campaigns on the petitions system;
- Conduct Public Awareness Workshops on the petitions system;
- Mobilise and empower stakeholders for all PEBA imperatives;
- Support the taking of committee meetings to the people of Gauteng campaigns;
- Implement the Resolution Tracking System;
- Support Committee Inquiries and other committee work, as well as Ministerial Accountability processes by providing required support information;
- Facilitate access to information services and knowledge products through relations with Chapter 9 institutions, NGOs, and research institutes;
- Provide information to support and enhance the research agenda;
- Provide record services to all House and committee proceedings;
- Provide language services to the House and committees;
- Maintain, preserve and deposit records to relevant storage and places of legal deposit;
- Provide refreshments to House and committee meetings;
- Provide printing, binding and packaging of GPL documents;
- Improve management and access to information, both paper-based and electronic for the retention of institutional memory;



- Implement sector parliaments;
- Implement all GPL annual events, including Bua le Sechaba campaigns;
- Support constituency work by providing relevant information service to MPLs;
- Implement feedback mechanism for all committees public participation processes;
- Manage the NCOP Taking Parliament to the people of Gauteng;
- Implement Public Hearings for law-making;
- Develop public education programmes for House and committees;
- Ensure that the people of Gauteng have access to quality information on GPL work;
- Develop and implement feedback mechanisms for all committees' public participation processes;
- Support the implementation of sector forums for committees;
- Support the roll-out of Bua le Sechaba campaigns;
- Conduct public education workshops on petitions system of the GPL;
- Conduct Public Education Workshops for sector parliaments;
- Conduct Communication Awareness Campaigns;
- Implement feedback mechanisms for all petitions processes;
- Scrutinise sub-ordinate legislation;
- Develop the GPL law-making framework for MPLs and committee Bills;
- Review the impact of laws passed since 1994;
- Draft Money Bills and related matters Amendment Procedure Act;
- Ensure that national legislation responds to the needs of the people of Gauteng;
- Conduct pre-public hearing workshops;
- Finalise the regulations for the Petitions Act, 2002;
- Support committees when conducting public hearings;
- Provide parliamentary business monitoring services to support law-making;
- Implement the GPL Leadership Model and Charter;
- Improve business processes, procedures and policies;
- Uphold the image and integrity of the institution through the application of the code of conduct for both MPLs and staff;
- Implement the Monitoring and Evaluation System of the GPL;
- Effective human capital development and management;
- Implement the institutional project management tool for the stream;
- Embed Knowledge Management Practices in GPL functions and processes;
- Deliver digital attendance register for MPLs;
- Ensure integrated support services to committees and the House;
- Support the Office of the Integrity Commissioner;
- Increase the satisfaction level of stakeholders;
- Establish and sustain relations with professional bodies and other organisations;
- Enable the Speakers Forum to strengthen the legislative sector through benchmarking and sharing of experiences;
- Enable SALSA to strengthen the legislative sector through benchmarking and sharing of experiences;
- Create a customer and information desk;
- Co-ordinate institutional events;
- Implement an electronic communication system for external stakeholders;



- Enhance and maintain stakeholder relations;
- Support SALSA and the Speakers Forum in building the SA legislative sector; and
- Develop partnerships with the Gauteng local government sphere to improve oversight, accountability and service delivery;

## SUMMARY OF ACHIEVEMENTS

The administrative arm of the GPL was given a directive by Presiding Officers to implement a total overhaul of public participation in the institution through the Core Business Programme, including:

- Deepening Oversight and scrutiny by ensuring full utilisation of the Oversight Model and PEBA;
- Placing emphasis on public participation and stakeholder management; and
- Improving the public profile of the GPL.

The programme endeavoured to fulfil the directive of the Presiding Officers, and through its teams, made the following key achievements:

### Deepening Oversight and scrutiny by ensuring full utilisation of the Oversight Model and PEBA

#### Law-making and Oversight

Core Business administrative support to the House and committees was provided with the utmost diligence, and achievements in this regard include the following examples:

- 33 House sittings convened including the GPL Opening supported by quality procedural advice, legal opinions and secretarial activities;
- All committees were supported in convening their meetings effectively and procedural advice was rendered to Chairpersons of Committees;
- All committees were supported to successfully complete their results-based management strategic planning sessions, all budget oversight reports were adopted by the House, and all quarterly reports and focussed Intervention Studies (FIS) were prepared, considered and adopted by all portfolio and standing committees;
- Committees' Term Schedules for the reporting year were produced and updated for their currency;
- The Knowledge Management (KM) 'as is' assessment was completed and a draft action plan has been developed. The action plan will guide the roll-out of KM in the current financial year,
- A backup recording system was delivered to ensure continuity in the event of problems with the current system, during committee and House proceedings
- In support of the GPL mandate of Law-Making, the programme processed various pieces of legislation, including the Provincial Appropriation Bill, the Gauteng Scrutiny of Sub-ordinate Legislation Bill, the Provincial Adjustment Appropriation Act, the Money Bills, and Related Matters Amendment Act, and has developed a Draft Law-Making Framework.
- The programme ensured that the Gauteng Scrutiny of Sub-ordinate Legislation is assented and promulgated, and therefore, the GPL now has the Gauteng Scrutiny of Sub-ordinate Legislation Act in place.
- Procedural services were successfully provided to support the following:



Mayor of the City of Jo'burg, Parks Tau, gave a presentation at the International Conference on Public Participation

- o Legislation considered as referred:
  - Division of Revenue Amendment Bill, 2011;
  - Medium-Term Budget Policy Statement (MTBPS), 2011;
  - Adjustments Budget October 2011;
  - Revised Fiscal Framework, November 2011;
  - Legal Analysis and Support on: The E-Tolling Petitions;
  - The Education Amendment Bill and the Provincial Bill to align to the national one;
- o NCOP legislation was processed within the stipulated timeframes; and
- o Both the Negotiating and Final Mandates were accordingly submitted to the NCOP in line with the GPL *Standing Rules*.

Other Mandates were prepared and submitted to the NCOP:

- The Final Voting Mandate on B20B Sectional Titles Schemes Management Bill, and B21B;
- Community Ombuds Services Bill, 2011;
- Negotiation Mandate on B36-2009 Basic Education Laws A/B;
- Improved synergy between GPL and NCOP programme;
- The Medium Term Budget Policy Statements were also considered and passed (reflecting legislative compliance);
- Draft Regulations were presented to Office Bearers and the amendments to Petitions Regulations were finalised;
- Core Business Services, led by the Speaker of the GPL, led the process of enhancing oversight in legislatures in South Africa, through managing the SOM. The SOM Project seeks to promote a paradigm shift in relation to oversight in the legislative sector. To this end, SOM was completed, adopted by SALSA and the Speakers Forum in September 2011, and is currently being rolled out to legislatures in the country, including consultation on the model in the form of road shows, development of implementation tools and training. This project will promote the development of common norms, standards and procedures on oversight and scrutiny. Committee support staff in all legislatures is currently undergoing training on SOM. To-date, five road shows have been conducted in the Eastern Cape, the Free State, Mpumalanga, the North West and KwaZulu-Natal legislatures.
- The House considered and adopted all In-year Budgets and Annual Oversight Committee reports for the 2011/2012 reporting period, and the resolutions thereof were drafted following the SMART principles, and 35 resolutions were processed in the 4th quarter alone. No deviations were experienced since all the quarterly committee reports were presented, including the GPG Wide reports for the province;
- In support of PEBA imperatives, the following were implemented through research services:
  - o Oversight research analyses were presented to individual committees. All analyses on the oversight reports were received from the researchers supporting respective House committees. The analyses assisted MPLs in their preparations for oversight deliberations;
  - o Committees have increased their focus on key service delivery issues and are continuing to ask strategic oversight questions. This is an improvement as recommended in the PEBA Efficacy report;
  - o The GPL Research Agenda is currently being revised to strengthen research services at the GPL;
  - o SCOPA reports on AG findings were produced per department programme and contributed to minimising under/over-expenditure, unauthorised spending, irregular, fruitless and wasteful expenditure.





*The Speaker of the Legislature,  
Secretary to the Legislature,  
Executive Directors for Core Business  
and Corporate Support Services and  
the CFO*

- To enhance oversight in the implementation of laws in the province, the following Regulations were considered as per departmental submissions:
  - o Gauteng Gambling Amendment Regulations, 2011;
  - o Gauteng Roads Traffic Regulations, 2011;
  - o Gauteng Public Transport Regulatory Entity Regulations, 2011; and
  - o Gauteng Public Passenger Road Transport Regulations, 2011.

No other regulations were referred to CSSL during the third quarter. Sub-ordinate legislation were scrutinised as per departmental submissions.

- To uphold the integrity of the GPL, the Core Business Programme concluded the compilation and publication of the Register of Members Interests for the Financial Year 2011/2012. The register is also intended to enhance ethics and transparency in the institution; and
- As part of improving governance relating to ICT management in the, the development of the GPL ICT Strategy was completed. Members of the Secretariat will be on the strategy in the beginning of 2012/2013 financial year. The workshop will also inform the roll-out of the action plan as recommended by the strategy.

### Public Participation

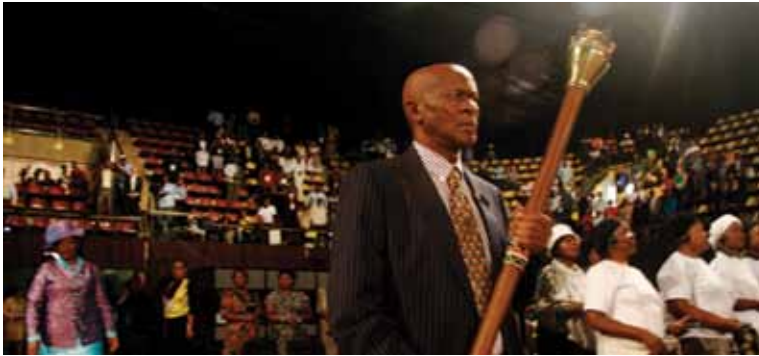
Public participation is key to fostering the confidence of the people of Gauteng in the GPL. This explains the importance of integrating stakeholders in the initiatives of the institution. To this end, the institution recorded significant achievements in the year under review in response to its mandate of promoting meaningful public participation, as well as implementing the GPL Collaboration Strategy. The GPL programme "Taking the Legislature to the People" has been put into action as indicated by the increasing hosting of GPL Sector Parliaments and GPL events across the regions of Gauteng. While most of the Sector Parliaments and GPL events were implemented in the year under review, the following are a few examples of the GPL's success in its public participation initiatives, particularly in taking the legislature to the people of Gauteng:

- The constitutional mandate of taking parliament to the people as part of promoting public participation was put into action through the 2012 Opening of the GPL. The Opening was held in Mamelodi, where a replica of the House was constructed with the relevant sitting arrangement for MPLs. This was a first and a major investment in taking the GPL to the people. The added benefit is that the model of the House remains the property of the GPL, and will be taken to any site of the Opening in the future. Furthermore, the people of Mamelodi benefited from the event through providing services such as catering and entertainment. Partnerships and networks were established with various stakeholders, including schools, NGOs, CBOs, traditional leaders, universities as well as national and local political and administrative structures. Sponsorships were secured from FNB and Rand Water. The partnership with the University of Pretoria, Mamelodi Campus, was in the area of services such as security, protocol functions, sharing costs for services such as catering, as well as collaborating in numerous planning meetings, site visits and guest planning activities. About 50 Journalism students of the university were given the opportunity to do assignments on the Opening, as part of their studies, which involved writing articles on various processes of a parliamentary Sitting following their observation of the Opening. The students also provided print media services for the Opening in the newspaper, *Mamelodi Voice*.



GPL PPP conference

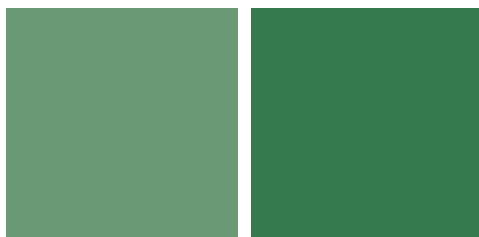
- A successful Public Participation Conference was hosted on 29 February to 2 March 2010, and was attended by both national and international dignitaries, including presenters and delegates from Kenya, Nigeria, Ghana, the East African Legislative Assembly, Brazil, Scotland, Denmark and Northern Ireland, amongst others. Delegates also included youth formations and students, unions, NGOs, CBOs, academics, the private sector, IEC, local and international universities, persons with disabilities, government officials, and more importantly, participants from the legislative sector. Due to the significant attendance of the conference by persons with disabilities, extra care was taken to make the venue disability-friendly, whilst sign language services were also provided. The GPL Public Participation Strategy was finally launched at the conference, and an International Declaration on Public Participation, informed by deliberations at the conference was also compiled and adopted. Papers presented at the conference will be peer reviewed and published as a book chapter in the 2012/2013 financial year. A post conference implementation report, which includes a conference evaluation section on lessons learnt, was developed to inform future conferences of the GPL;
- Similarly, a successful Knowledge Management Summit was hosted under the theme: "Towards creating a knowledge-based legislature for enhanced law-making, oversight and public participation". Renowned national and international speakers were secured for the summit, and recommendations from the summit will be used to enrich knowledge management programmes in the GPL, and in particular, to enhance the achievements in the mandates of Law-making, Oversight and Public Participation;
- The GPL was the first legislature to host the annual Nelson Mandela Children's Parliament, which will be rolled out to all provinces in subsequent years. This event was implemented in partnership with the National Department of Women, Children and Persons with Disabilities (DWCPD) and the Nelson Mandela Children's Fund (NMCF). The GPL used this event to begin to mainstream children's rights into the work of the institution, where the event will form part of the GPL Sector Parliaments each year. This is a strategic approach to reaching all segments of society in Gauteng, particularly children. This provides the opportunity for GPL to contribute in raising a generation that is not only politically informed, but also aspire to become future leaders;
- The inaugural Workers Parliament that was hosted in Kliptown in Soweto, Johannesburg Region, in collaboration with labour federations such as COSATU, FEDUSA, SOLIDARITY, CONSAWU and NACTU, and the sector parliament was championed by the Portfolio Committee on Economic Development. Issues of relevance to workers, such as labour broker regulation, youth employment, job creation and sustainability and the empowerment of workers to own the economy were deliberated on and resolutions were compiled;
- The Youth Parliament was held in Mohlakeng in Randfontein, West Rand in collaboration with the Randfontein Municipality, the National Youth Development Agency (NYDA) and various SETAs that are relevant to issues of youth development. The NYDA and State SETAs supporting youth



development exhibited and shared programmes with the youth regarding opportunities available to them for their development;

- The Nelson Mandela Day was taken out to Olievenhoutbosch Disability Organisation in Tshwane, a home for persons with disabilities. In this particular event the GPL fulfilled its commitment to social responsibility and inclusiveness, by recognising the call to mainstream targeted groups in the work of the GPL;
- The Bua le Sechaba campaign, a platform for committees of the House to engage the people of Gauteng as part of efforts to promote effective public participation and to enhance stakeholder relations in the province was taken to Sedibeng by the Education Portfolio Committee, while the Portfolio Committee on Sport, Recreation, Arts and Culture conducted an equally successful campaign in Kokosi, Forchville. These campaigns were preceded by their respective public education and mobilisation activities, which resulted in considerable attendance and relevant input by the public, which included community organisations, women, youth, persons with disabilities and other relevant stakeholders; and
- Public education and mobilisation for participation in GPL events by the people of Gauteng has particularly thrived in the year under review, beginning with the Voter Education Campaign for the Local Government elections in the first quarter, and that was conducted in partnership with the IEC, this, subsequent to Public Education Workshops conducted prior to all sector parliaments. This is evident through the remarkable attendance of GPL events by the Gauteng public, as was observed in the Workers Parliament in Kliptown. To enforce the notion of promoting meaningful public participation in the GPL, public education initiatives prepare the public for meaningful participation by assisting them to understand the mandates, functions and processes of the GPL, and the role they may play in making input into the business of the GPL. To this end, educational materials have been reviewed and revised to enhance the relevance and currency of the material.

The impact of the GPL public education initiatives becomes evident in the quality of participation in events and sector parliaments by members of the public. This may be put succinctly by quoting one of our MPL's comments in one of the Members Fora that "The senior citizens knew what they were talking about", referring to the deliberations of the Senior Citizens Parliament of 19 October 2011. This indicates that public education works, educated participation is meaningful and the GPL is moving towards being relevant to the people of Gauteng. One of the factors that have led to the observed improvements in public participation in the institution are the institutional efforts to base events and sector parliaments on themes that not only speak to the Provincial Priorities, but also to committee's research work during oversight.



## Stakeholder Management

Various stakeholder engagement activities were conducted successfully, including to name but a few:

- In the spirit of collaboration and integrated work relations in the GPL, the Core Business Programme revised the draft Gift Policy, consulted with various stakeholders for input, including the Policy Committee, Members Affairs Committee and Office Bearers, finalised the policy and handed it over to the Members Affairs Directorate to facilitate approval processes. Similarly, the draft Public Participation Strategy was edited finalised and was adopted by the institution during this financial year. The programme also developed team-building guidelines to inform relevance in team-building activities, in an effort to create effective teams for effective services to the House and committees. Furthermore, the Even Co-ordinating Committee (ECC) To were revised to enhance the effectiveness of the ECC in its co-ordination of GPL events. To enhance the development of good quality concept documents for the GPL events, the programme undertook to quality assure concept documents and mentored its teams to produce good quality event concept papers.
- A Marketing Plan was developed for the petitions system the implementation of which began with a workshop with municipalities in Gauteng to elicit recommendations on improving the petition system which took place on 7 September 2011, hosted by the Petitions Committee. This was followed by a successful Petitions Hearing on 20 September in Kliptown, which was also used as a public awareness platform for the petitions system, where about 800 members of the public were reached. To enhance integrated working relations within the GPL, SLAs were developed, agreed upon and signed by GPL stakeholders to enforce the implementation of the petitions system.
- In a quest to operationalise the GPL Stakeholder Management Strategy, particularly in striving to support committees more effectively, Core Business conducted road shows with Committee Chairpersons to solicit and respond to their needs and challenges, with a view to plan in a manner that responds appropriately to the needs of committees. Road shows were conducted with the following committees:
  - Petitions;
  - Community Safety;
  - Health and Social Development;
  - Economic Development; and
  - Infrastructure Development.
- Through the Communications unit, media road shows were also conducted with the following committees:
  - Education Economic Development;
  - Petitions; and
  - Infrastructure.
- To support the engagement of the people of Gauteng by committees, the following was achieved:
  - The draft concept document on the Sector Forums was finalised and adopted for implementation by Office Bearers;



- o Support to the Public Accounts and MPACs Seminar that took place on the 21 to 22 September 2011;
  - o The Roads and Transport Committee hosted the Women Empowerment Workshop on Contractor Development;
  - o The Sector Forum by the Economic Development Committee on Job Creation took place during the fourth quarter;
  - o The Economic Development Summit, hosted by the Economic Development Committee was held on 27 and 28 March 2012;
  - o Supported a workshop with farmers, hosted by the Agriculture and Rural Development Committee in pursuit of enhancing Co-operatives; and
  - o Supported a seminar with gay and lesbian societies, hosted by the GEYODI Committee, to discuss social challenges faced by these sections of the community.
- The programme staff members participated in various stakeholder engagement activities including the following examples:
  - o Engaging Parliamentary Constituency Offices (PCO) for a briefing and mobilisation of stakeholders for the Education Prayers Day, Public hearings and other public participation initiatives;
  - o Mobilising stakeholders for the pre-public hearing workshops and public hearing on the Protection of State Information Bill. About 900 people attended the Tshwane public hearing, and about 2000 people attended the Sedibeng public hearing;
  - o Mobilising and briefing PCOs and the people of Gauteng on the 2012 GPL Opening and the State of the Province Address;
  - o The institution engaged the leadership of community newspapers that yielded positive coverage. As a result, the leadership of mainstream media are keen to meet with the political leadership of the institution to discuss working relations. In an endeavour to build relations with advertising houses, the GPL also initiated a meeting with PRIMEDIA Outdoor advertising to explore possibilities of outdoor advertising placements; and
  - o Support was provided to the Economic Development; Local Government and Housing Committees in participating at the Seminar on Millennium Development Goals in National Parliament.
- The GPL's Electronic Petitions System is a key mechanism of stakeholder engagement and facilitating public participation, where the people of Gauteng may express their needs and challenges for the attention of the GPL. The GPL website features an e-Petitions link, where the public can log in and register their petitions online. This facility is an add-on to the existing Petitions System through which the public writes to the GPL to register their concerns and queries. Usage of the Electronic Petitions System has improved with a notable increase in the use of the facility by the public. Manually received petitions have all been captured on the system. The increase can be attributed to media campaigns undertaken by the Standing Committee on Petitions.
- Informed by the annual stakeholder satisfaction report, action plans were developed and implemented to enhance support to internal stakeholders.



### Improving the public profile of the GPL

- Print and electronic, mainstream and commercial media are crucial for profiling the GPL, communicating essential information about the institution to the people of Gauteng, with the intention of raising awareness about the GPL's mandates of Law-Making, Oversight and Public Participation. The GPL received widespread media coverage across print, broadcast and online platforms. The Advertising Value Equivalent (AVE) indicates that the institution received value-added space without buying, thus saving costs.
- The official website of the GPL has been fully refurbished, currently offering ease of navigation and up-to-date information, including the profiles of Presiding Officers, chairpersons and committees, as well as regular updates on the business of the GPL, including committee meeting schedules, Public Hearings and other Public Participation and Petitions schedules, media releases, the programme of House sittings, Order Papers, Question Papers and other critical information that is suited for public consumption. Social media such as Facebook and Twitter on the GPL website generate exposure to all social networking users, enhancing interactivity between the GPL and the people of Gauteng. Using a database generated by the CMS system on the GPL website, the institution is currently sharing its social media with a large number of followers and users, and feedback was sent through our website feedback system. The following is an example of some of the feedback we received through the website:

*"I would like to commend the legislature for the well developed infrastructure and for providing an enabling environment for the citizens of Gauteng. I follow your campaigns, departmental strategies and I am impressed. Please keep up the good work" (Malibongwe Luyenge).*

As with other forms of communication, the GPL website platform keeps the people of Gauteng informed about the institution.

- Some of these kinds of feedback are taken through our Helpdesk to seek further responses, which complement our vision of enhanced Customer Relations Management. By so-doing, we have increased the traffic visits to the website while expanding the channels of communication. The website currently records daily web traffic hits and statistics on the actual countries from which the website is being visited. Search Engines: 2,239.00 (70.92%).
- Communication is key to the profiling of the GPL. This includes communicating essential information to the people of Gauteng to facilitate public participation, and the implementation of all mandates of the institution. Therefore, the use of various forms of communication becomes crucial in the GPL, not only for profiling the institution, but also for closing the gap between the institution and the people of the province. To this end, the Media Strategy was adopted and implementation is underway.





Hon Members of the GPL

The following were achieved:

- o A schedule of Media Networking Sessions was put in place, and the sessions are led by chairpersons of committees. This initiative recognises chairpersons as spokespersons for their individual committees, in so-doing, operationalising the institution's Media Strategy. The Networking sessions commenced in the second quarter with SCOPA, where the chairperson presented the work of the committee to stakeholders. This resulted in some stakeholders expressing interest in entering into MoUs with the GPL. (A detailed list of the stakeholders is available). Committee chairpersons hosted their key stakeholders as dictated by each committee's scope of work and its relevant audience. The sessions are a platform to discuss all key challenges and programmes relating to the mandate of each committee;
- o In recognition of the power and influence of the media, the GPL has entered into agreements with various media houses to profile Presiding Officers and chairpersons on an ongoing basis through the media road shows (A detailed list of the media houses is available);
- o A quarterly GPL Stakeholder Newsletter was conceptualised to expand existing efforts to communicate the work of committees to the people of Gauteng. Distribution of the Newsletter began in the third quarter and it is intended to also communicate information that will assist the public to understand the constitutional mandates of the GPL, its role as an oversight and law-making entity, and the importance of the people's participation in the processes of the GPL. The Newsletter will contribute to the visibility of the GPL amongst the people of the province; and
- o Monthly radio slots for Presiding Officers and chairpersons of committees were also intensified in this financial year and chairpersons have featured in radio stations such as Lesedi FM, Metro FM, Kaya FM, Ukhozi and others, being interviewed on topics of interest, profiling the GPL and their Committees or educating the public on the work of the GPL and public participation therein. This initiative has proven to be an effective form of interactive platform for the GPL and the public.

The Core Business Programme has, through its teams, strived to achieve its mandates as directed by Presiding Officers, and the brief achievements presented indicate significant progress towards excellence in executing the functions of the programme. In supporting the House and committees, the programme has adopted a culture of responding to the programme of action of the province to contribute to issues of service delivery, as well as fostering a culture of deliberately targeting 'targeted groups' in our communities to promote inclusivity and non-discrimination. In implementing GPL events and sector parliaments, the programme has adopted a 'Managing-by-Project' approach, where each event is conceptualised as a project and a steering committee is established to implement the project, which encourages collaboration and skills transfer. The programme leadership is poised to enhance team-work for optimal performance and excellent results.

## Strategic Project

No	Project Description	Nature and status of the project
1	Develop and implement the Public participation Intervention plan (PPP Intervention Project)	This project seeks to provide a systematic way of implementing public participation in the GPL, so that there is a common way of mainstreaming public participation in the business of the institution, there are tools for monitoring and evaluating public participation exercises, and reporting occurs in a manner that indicates the impact of public participation on the people of Gauteng. The project is scheduled to end in September 2013. To date, the project has achieved the following: <ul style="list-style-type: none"> <li>• GPL Knowledge, Attitudes and Practice Survey on Public Participation;</li> <li>• GPL Public Participation 'As Is' Report;</li> <li>• GPL PPP Draft Collaboration Strategy;</li> <li>• GPL PPP Draft Operational Model; and</li> <li>• Presentation of project progress to the leadership.</li> </ul>
2	Digitalisation and transfer of data from analogue to digital format	500 of 5 000 tapes have been converted into format readable digitally. Digital Recording backup system was also procured to ensure that there is continuity in the event of problems with the Winscribe.
3	Knowledge Management Summit	A Knowledge Management Summit was hosted and renowned national and international speakers were secured to present papers at the summit. Recommendations from the summit will be used to enrich knowledge management programmes in the GPL and in particular, to enhance the achievement of the mandates of Law Making, Oversight and Public Participation.
4	Study of the Impact of Laws Passed from 1994 to 2008	Research on two legislation was completed and report submitted to the Secretariat. This is a multi-year project that will continue in 2012/2013.
5	Committee Inquiries	Topics were reviewed and adopted by Pilot Committees and subsequently submitted to the Speaker for further concurrence in line with the Act and ratification by the Speaker. Training of MPLs and staff was completed.

## FINANCIAL MANAGEMENT

The Core Business Programme spent R124 million or 96% of its budget. R77.9 million or 100% of the budget was spent on the compensation of employees. In co-ordinating the support functions to the committees, the House and the GPL business processes, a further amount of R46.1 million was spent towards goods and services. The programme under-spent by 9% due to delays in the finalisation of strategic projects such as the Digitalisation of Hansard recording and the study of the Impact of Laws Passed Since 1994.









## Programme Performance Information: Core Business

### Sub-Programme: Office of the Executive Director

<b>PLANNED</b> This section is an extract from the APP					
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET	
Office of the Executive Director	To facilitate the report on the annual performance of the GPL	Audited <u>Annual Report</u>	Published <u>Annual Report</u>	Audited, approved, published and distributed annual report	
	To undertake team building sessions on an annual basis for the stream	Scheduled team building sessions	Team building programme and report	One Stream team-building session	
	To evaluate the role the Office of the ED plays in the execution of the institutional vision through the Core Business Stream	Conduct a planning and mini OD for the office	Workshop and planning report Grading motivation	Review and monitor the role of the Office of the ED	
		Conduct a workshop on impact of Turn-Around Strategy on the stream	Workshop and report with recommendations	Three quarterly review workshops and on-going evaluation	
	Effective strategic management and direction to the Stream (new one: improve business processes, procedures and policies to ensure optimum operational efficiency)	Strategic planning sessions of stream (annual review and planning session)	Number of strategic planning sessions	Reviewed business plan and budget based on emerging priorities for the year	
		Quarterly performance reports	Number of quarterly reports aligned with strategic plan	Four quarterly reports were submitted	
		Quarterly management meetings	Number of management meetings	Four quarterly management meetings held Ongoing implementation and tracking of decisions at management meetings	
	Financial management of the office	Expenditure reports	Number of expenditure reports per quarter	Four quarterly financial expenditure reports	



<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>			
	<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
	<p>The 2010/2011 <u>Annual Report</u> was completed within the specified timelines, submitted to the AG, revised as per the AG's input and tabled in the House as required</p> <p>The <u>Citizens Annual Report</u> was also produced in five languages and Braille</p> <p>Both versions of the annual report were distributed</p>	No deviation	Accountability and effective oversight and scrutiny
	The session was planned for the third quarter; however, due to an unforeseen situation in the Institution, the stream-wide session was cancelled and a team-building session was conducted only with the management team of the stream	A stream-wide team-building session was not achieved	Improved staff morale for an effective GPL
	Owing to demanding projects in the fourth quarter, this activity was deferred	The session has been deferred to the first quarter 2012/2013	Improved business processes to address mandate and goals of GPL to ensure moral authority, transparency and accountability
	This activity has been rescheduled to the second quarter of 2012/2013	Owing to demanding projects in the fourth quarter, this activity was deferred to the second quarter 2012/2023	Improved business processes in the GPL
	The Core Business Stream Annual Performance Plan and budget were developed, presented and approved at the budget council	No deviation	Improved business processes in the GPL
	Four quarterly reports were submitted to finance	No deviation	Accountability for resources for transparent GPL
	Two quarterly management meetings were held A stream-tracking document was continuously circulated to directors for progress inputs	Two quarterly management meeting was not conducted owing to a congested work schedule	Optimal operational efficiency
	All the quarterly reports; as prepared by Finance were responded to and resubmitted back to Finance	No deviation	Effective utilisation of financial resources



<b>PLANNED</b> <b>This section is an extract from the APP</b>					
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET	
Office of the Executive Director	To create and sustain a culture of compliance and promote adherence to sound corporate practices, compliance processes and to ensure effective and efficient risk management processes are implemented	Stream risk management	Directorate risk management corrective action plans reports on a quarterly basis	Four risk-management workshop	
	Effective human capital development and management	Performance management of senior management	Number of performance evaluation sessions per stream according to policy	Four annual performance reviews for the staff in the Office of the ED	
	Implement the institutional project management tool for the stream	Effective project scoping using project management tool	Project tool application reports	Assess impact of tool	
	To implement Institutional M&E framework in core business	M&E framework developed M&E tool for Stream applied	Institutional framework Stream framework	Monitor implementation	
	To implement the business model of GPL	Roll out the process maps and interface maps – developed procedural manuals for Stream	Procedure manuals	Roll out implementation of the procedural manuals	
	To effectively organise key GPL events	Events coordinating through the ECC meetings	Number of ECCs	Six quarterly ECC and two special ECC	
		Evaluation of Institutional events of the ECC	Number of evaluations session reports	Two quarterly ECC evaluations of events	
		Setting up of ECC task teams on celebratory and commemorative days	Number of ECC task team meetings	Six task teams Review use of task teams for events	



ACTUAL			
This section is the consolidation of four quarters			
	ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)	REASONS FOR DEVIATION	PROGRESS TOWARDS OUTCOMES
	<p>The Core Business management attended: Risk-management meeting on 12 May 2011</p> <p>Risk-management workshop on 12 September 2011</p> <p>The stream management held a session with the Risk Management unit to discuss action plans for strategic risks on 27 October 2011</p> <p>A risk management session was held with the Risk Management unit and the risk register for the fourth quarter was completed as requested by the unit in March 2012</p>	No deviation	Accountability and effective utilisation of resources
	Four staff members have been reviewed	No deviation	Enhance management performance Optimal service delivery
	While the project management tool is being finalised by the institution, the stream has adopted a managing by project approach to implementing the stream projects	The development of the project management tool was delayed	To enhance the execution of projects to achieve the strategic goals and mandates of the GPL
	The institutional framework is currently being implemented and the process will inform the stream framework	The stream framework will be developed once institutional M&E framework has been completed	Accurate feedback on business of GPL, optimal operational efficiency and service delivery and effective monitoring and evaluation
	Owing to a congested work schedule, the procedural manual development project has been deferred to the 2012/2013 financial year	Procedural manuals project has been deferred	Effective governance and optimal service delivery
	10 ECC meetings, seven special ECCs were held to discuss Freedom Day, Workers Day, Voter Education, Youth Parliament, Nelson Mandela Children's Parliament, Mandela Day, Women's Month, Workers Parliament, People's Assembly, CPA Inter-Legislature Seminar, Sector Parliament for Senior Citizens, Parliament for Persons with Disability, Opening of the GPL and the PP Indaba	No deviation	Accountability of the Executive through co-ordination for optimal service delivery, integration in planning and optimal operational efficiency
	Two post-event evaluation reports of the Opening and the PPP Conference were developed	Due to the congested schedules of ECC members, only two of the targeted reports were produced.	Optimal service delivery and operational efficiency
	<p>12 Task-teams were established for the Freedom Day</p> <p>Workers Day</p> <p>Voter Education</p> <p>Youth Parliament</p> <p>Nelson Mandela Children's Parliament</p> <p>Mandela Day, Women's Month</p> <p>Workers Parliament</p> <p>Sector Parliament for Senior Citizens</p> <p>Parliament for Persons with Disability</p> <p>Opening of the GPL and the PP Indaba</p>	No deviation and the target was exceeded	Accountability of the Executive through coordination for optimal service delivery, integration in planning and optimal operational efficiency, stakeholder relationship established

<b>PLANNED</b> <b>This section is an extract from the APP</b>					
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET	
<b>Office of the Executive Director</b>	To facilitate the stream report to Board, Presiding officers, Office Bearers and the Secretariat (To provide technical, administrative and procedural support to Board Members and Office bearers in order to enable them to fulfil their institutional and inter-institutional obligations)	Reports and tracking of decisions, guidance and referral to directorates for implementation	Number of task tracking quarterly reports	Monthly report (12 meetings per quarter) Implement and review reporting to political offices	
	To convene Stakeholder Results Workshops for the Stream	Stakeholder Management Workshops to better the results achieved during stakeholder relations surveys.	Stakeholder Results Workshop Reports	Monitor implementation of Stakeholder Management Strategy	
	To coordinate of the activities and outputs of the stream	Stream calendar developed	Calendar	One annual calendar, updated quarterly and linked to legislature programme and institutional calendar	
	To co-ordinate the Study of International Best Practice in the legislative business	International Study Tour that is cross-functional	Study visit programme and reports	Implement framework and reporting standards of the international visits	
	To facilitate Inter-Legislature Exchange programmes (share and learn exercise) for the stream in consultation with the institutional plan	Inter-legislature exchange programmes with other provinces	Study Visit Programme and reports	Implement plan for exchange programme: four quarterly three day programmes	

ACTUAL			
This section is the consolidation of four quarters			
	ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)	REASONS FOR DEVIATION	PROGRESS TOWARDS OUTCOMES
	<p>The Office of the ED: Core Business reported on: Annual report performance information to the Secretariat</p> <p>Annual report performance information to the Board for approval</p> <p>Annual report performance information to the Planning Committee</p> <p>Gift Policy; which was revised in the Office of the ED, to the Members Affairs Committee</p> <p>Presented to five Office Bearers meetings</p> <p>10 Presentations to the Secretariat on various event concepts, plans and progress, including Freedom Day, Workers Day, Voter Education, Youth Parliament, Nelson Mandela Children's Parliament, Mandela Day, Women's Month, Workers Parliament, People's Assembly, CPA Inter-Legislature Seminar, Sector Parliament for Senior Citizens, Parliament for Persons with Disability, Opening of the GPL and the PP Indaba</p>	No deviation	Consistent implementation of institutional decisions
	<p>As part of monitoring the implementation of the Stakeholder Management Strategy, senior management in Core Business conducted a workshop where action plans to respond to the stakeholder survey results were developed, developed a draft stream Stakeholder Management Strategy, participated in the development of the Services Charter and conducted road shows with Committee Chairs</p> <p>Furthermore, the stream participated in 12 briefing sessions in the Office of the Speaker</p> <p>The stream has also coordinated responses to all OCPOL and GEYODI questions and submitted to the Office of the Secretary as required</p>	No deviation	Effective support and relations by Core Business Stream and alignment with the GPL stakeholder management
	The annual Core Business calendar has been developed and was updated throughout the year to accommodate emerging priorities in the institution, as informed by the Institutional calendar.	No deviation d	Integrated and efficient planning for effective service delivery
	<p>An international study tour to Brazil was undertaken to explore the areas of Money Bills and public participation.</p> <p>Staff in the stream also formed part of the delegation that attended the National Council of State Legislatures (NCSL) conference in the US, as part of part of implementing the study visit programme</p>	No deviation	Enhanced oversight and scrutiny and stakeholder relations
	<p>Owing to the unavailability of suitable dates in various legislatures, including KZN, Limpopo and the EC, these activities were not implemented</p> <p>However, some members of the stream management participated:</p> <p>One CPA Inter-Legislature Seminar</p> <p>In the hosting of the Ekiti State House of Assembly, Nigeria, on their visit to the GPL, where ideas were shared regarding legislative processes</p> <p>The stream also coordinated presentations to the South Sudan and Kenyan delegations who visited the GPL in to learn about governance processes of the GPL</p>	Owing to the unavailability of suitable dates, the target was not reached	Enhanced oversight and scrutiny and stakeholder relations

PLANNED This section is an extract from the APP					
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET	
Office of the Executive Director	To further strengthen stakeholder relations with other legislatures (To enable SALSA to strengthen the legislative sector through benchmarking and sharing of experiences)	Attendance and participation at SALSA workshops, other provincial legislatures and Speakers Forum	SALSA programme and reports	Four SALSA workshops  Three Papers prepared and presented at legislatures	

### Sub-Programme: Parliamentary Business

PLANNED This section is an extract from the APP					
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET	
Parliamentary Business	Review and implement oversight model	Committees reports	Resolution tracking reports Committee reports House resolutions	Committee reports on oversight processes	
	Prepare for the inquiries process pilot and implement the Committee Inquiries Act	Committee reports	Pilot study report Approved topics Committee reports	Implement the Committee Inquiries Act	

ACTUAL			
This section is the consolidation of four quarters			
	ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)	REASONS FOR DEVIATION	PROGRESS TOWARDS OUTCOMES
	<p>The stream leadership attended: One SALSA workshop. Presented the Sector Oversight Model to SALSA, which was adopted by this forum</p> <p>Prepared and presented the SOM discussion documents and implementation plans which were presented to SALSA for adoption</p> <p>A three-day Consultative Seminar on Legislative Collaboration on Oversight, in March at National Parliament.</p>	No deviation	Enhanced execution of GPL mandate by sharing and learning experiences in the legislative sector

ACTUAL			
This section is the consolidation of four quarters			
	ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)	REASONS FOR DEVIATION	PROGRESS TOWARDS OUTCOMES
	<p>The House considered and adopted all committee budget oversight reports for the 2011/2012 financial year as well as the quarterly committee reports. Resolutions were prepared following the SMART principle during the second quarter. 51 House resolutions were adopted and referred to the Executive for implementation. 35 Sets of House resolutions processed to GPG Departments.</p> <p>An evaluation report has been finalised</p>	No deviation	<p>Improved oversight on the Executive</p> <p>Effective House resolutions</p>
	<p>Topics and training on the Committee Inquiries Act have been concluded during the 2011/2012 FY. The Act was presented in detail to Pilot Committees with a view of informing relevant topics for adoption. Pilot committees duly adopted their respective topics during the financial year under review and subsequently submitted for further concurrence in line with the Act and ratification by the Speaker <i>Agriculture and Rural Development Committee</i>, adopted a topic on the effect of river spillages on the Province.</p> <p>The Committee intends to conduct an inquiry by soliciting information from the following stakeholders among others: Municipal Authorities; Community Members; provincial government.</p> <p><i>Economic Development Committee</i> intends to embark on an inquiry to examine the effectiveness of Gauteng Enterprise Propeller.</p> <p>In doing this, the committee will engage the following stakeholders: SMMEs; Co-operatives; Community members; provincial department.</p> <p><i>Community Safety Committee</i> during its routine oversight functions found that there was a reported challenge of law enforcement in Kleinfontein area at the former Metsweding Municipal District.</p> <p>The committee intends to institute an inquiry with a view to ensure that all communities in Gauteng are safe. The following stakeholders, among others, will be engaged: Community Members; South African Police Services; Provincial Government; Local Authority.</p> <p>Training on the Act has been conducted.</p>	No deviation	Effective oversight legislative compliance by departments

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Parliamentary Business</b>	Implement the revised <u>Standing Rules</u>	Revised <u>Standing Rules</u> Rulings booklet Training programme	House Resolutions on the revised rules Minutes of the House Report of Rules Committee Training schedule and programmes for all stakeholders	Adopted and implemented <u>Standing Rules</u>
	Exercise oversight over the Executive on the implementation of provincial legislation	Committee Reports Reviewed Committee report formats	House resolutions House rulings Analysis Legal opinion Committee reports reflecting legislative compliance	Implement legislative review framework
	Review and implement mechanisms that ensure accountability of MECs on outstanding questions	Responses to questions tracking report	Question paper Departmental responses Records of sittings	Implement Rules on questions
	Produce House publications	House papers	Order Paper Question Paper ATCs Indexed questions and replies	Produce House papers
	Produce a rulings booklet	Rulings Booklet	Draft rulings Files on rulings Resolutions of the House Records of House proceedings	Produce Annual rulings booklet
	Ensure effective House plenary	Minutes of House sittings	Procedural Brief Order Paper Question Papers ATCs Notices Motions Speaking list Table duty schedule	Minutes of House sitting



<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Revised <i>Standing Rules</i> implemented and Rulings file compiled for publication of the Rulings booklet  Rulings Booklet was developed  All minutes of proceedings captured and distributed  Training schedule and programme was developed and training of staff and MPLs has been completed</p>	No deviation	<p>Improved management of the House</p> <p>Improved House debates  improved accountability by the MECs</p>
<p>Legislation register has been completed and submitted to Office Bearers  The main focus has been on the consideration and passing of the Provincial Appropriation Bill  Consideration and passing of the Provincial Adjustment Appropriation Bill and the Medium Term Budget Policy Statement  Consideration of the Amendment to the Division of Revenue Act 2011  Rulings were made by the Speaker during the period under review  Legal Opinions were developed for committees on legislation processes</p> <p>Four regulations were referred for scrutiny and compliance</p>	No deviation	<p>Enhanced oversight on the implementation of laws in the province</p>
<p>A ruling was prepared for the review of limitation of questions to department to add questions that were deferred from other Sittings  Quarterly report of questions has been finalised  Eight Question Papers produced  Tracking Document on Questions developed  33 Records of House sittings were produced</p>	No deviation	<p>Enhanced oversight over the Executive</p>
<p>Quarterly reports on House papers were completed  The following House papers were produced:</p> <ul style="list-style-type: none"> <li>• 91 Order Papers</li> <li>• 23 Question Papers</li> <li>• 83 ATCs</li> <li>• 193 Written Questions</li> <li>• 73 Replies</li> <li>• 51 Resolutions</li> <li>• 132 Questions</li> </ul>	No deviation	<p>Enhanced House processes and Oversight</p>
<p>A Rulings Booklet was developed  Rulings were prepared for the Presiding Officers and a file for all the Rulings made was compiled  35 Sets resolutions prepared and sent to EXCO  All minutes of proceedings captured and distributed</p>	No deviation	<p>Enhanced House processes and oversight</p>
<p>Minutes of all House sittings have been produced  33 House sittings were supported with procedural briefs, Order Papers, Speaking lists, Question papers and Motions prepared, table duty provided and minutes for all House sittings compiled  Order papers and Motion without notices</p> <p>Question papers, ATCs, Notices and Speaking lists were prepared</p>	No deviation	<p>Enhanced House processes and oversight</p>

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
Parliamentary Business	Ensure administration, coordination and management of committee business	Scheduling of committee meetings	Notices, agendas, and minutes of proceedings Notices, agendas, and minutes of proceedings Procedural advice Reports for all committee processes	Committee schedule for committee activities As in line with GPL Programme
	Implement Provincial Oversight Week	Oversight committee report	Programme plan Minutes and records of Oversight Visits	Two Provincial Oversight Week



<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Committees' schedules were produced and updated on a regular basis</p> <p>Committee meetings were convened as required by Committees Standards</p> <p>Procedural Advice documents produced on behalf of chairpersons</p> <p>Committee adopted reports were tabled</p> <p>Budget Reports have been adopted by the House</p> <p>The Principle of the Provincial Budget report has been adopted by the House</p> <p>Annual Reports have been adopted by the House</p>	No deviation	Enhanced efficiency of support to committees
<p>The Programme for the NCOP Week was developed and implemented accordingly</p> <p>The following committees participated in the NCOP Provincial Week between 12 and 16 September 2011:</p> <ul style="list-style-type: none"> <li>• Local Government and Housing</li> <li>• Agricultural and Rural Development</li> <li>• Health and Social Development</li> <li>• Economic Development</li> </ul> <p>A report encompassing all the identified committees that in turn actively participated during the NCOP Provincial Week has been prepared for consideration in Parliament</p>	No deviation	Improved synergy between GPL and NCOP programme



<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Parliamentary Business</b>	Strengthening Research services to reflect a new agenda	Budget vote analyses	Number of analyses conducted	Analyses of budget votes
		Focus Intervention Studies Report	Number of motivation	FIS analysis
		Quarterly Reports Analyses	Number of Quarterly reports analysed	Analyses for all quarterly performance reports of departments
		Annual Reports Analyses	Number of Annual reports analysed	Analyses for all annual performance reports of departments
		SCOPA Reports analyses	Number of SCOPA reports analysed	SCOPA reports analyses
		SCOPA Reports analyses	As and when referred	Referred SCOPA reports analyses
		Research reports emanating from independent research (field work)	Number of reports produced	Independent research reports



<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
13 Budget vote analyses were prepared and presented to committees Two Analyses prepared on the Principle of PAB and DORA	No deviation	Enhanced research services and support to Oversight
12 FIS emanating from the budget process were conducted and completed by Portfolio and Standing Committees during the period under review  13 FIS motivations / background documents were prepared  14 FIS-related outputs were produced	Most portfolio and standing committees could not conduct FIS emanating from the Budget process as a result of time constraints and emphasis as well as focus on the annual report process	Enhanced research services and support to oversight
Quarterly reports of GPG Departments were prepared and presented, including those of entities under some of the departments	No deviation	Enhanced research services and support to oversight
All analyses on the departmental annual report were received on time from the Researchers supporting House committees	No deviation	Enhanced research services and support to oversight
15 SCOPA analyses reports produced per department per programme on under-expenditure, unauthorised expenditure, irregular, fruitless and wasteful expenditure	No deviation	Enhanced research services and support to oversight
Produced Unauthorised Expenditure Schedules in preparation for the completion of the Unauthorised Expenditure Bill Prepared a presentation on "Roles, Powers and Functions of MPACs" which was presented by the chairperson at MPACs support staff training SCOPA researchers prepared SADCOPAC Conference report	There were few annual reports wherein departments must still respond to SCOPA	Enhanced research services and support to oversight
Roads and Transport Researcher drafted oversight report on DLTCs  Roads and Transport researcher conducted pre site visits preparation for Roads Safety Campaign on 17 February 2012  Agriculture Researcher conducted fieldwork in Emfuleni, West Rand, Cullinan and East Rand in preparation for Roads Shows in January 2012	No deviation	Enhanced research services and support to oversight



<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Parliamentary Business</b>		Proactive papers	Number of proactive papers produced	Proactive papers
		Policy briefs	Number of policy briefs produced	Policy briefs
		Opinion Editorial (Op Eds)	Number of Op Eds produced	Op Eds
		International and National Conference papers	Number of conference papers presented	Produced conference papers
		Participating at seminars/workshops	Seminar/ Workshops report	Reports of attended seminars
		Hosting seminars/workshops/brown bags	Papers presented at seminars/workshops/brown bags	Four brown bag session reports
		Legislation analyses	Number of legislation analysed	Legislation analyses in line with processed legislation





<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
Three papers produced and submitted to the external publishers; one book launched during the reporting period Senior Researcher G&D published a paper titled "Emerging and non-Emerging African countries: A Statistical Exploration of the Leadership Factor" published by the Developmental Leadership Programme	No deviation	Generation of knowledge for the GPL and enhanced profiling of the GPL
Two Policy Brief produced	Insufficient articles submitted	Generation of knowledge for the GPL and enhanced profiling of the GPL
Three editorial opinions submitted to publishers	No deviation	Generation of knowledge for the GPL and enhanced profiling of the GPL
Six Conference papers developed; three conference abstracts produced; three local conferences attended Two Papers presented at the March 2012 SAAPAM Conference in Bloemfontein Reviewed and Selected abstracts for the PP Indaba (Conference) held in February Researchers also provided editorial and secretarial support at the conference Submission of an abstract for the EDULEARN12 conference in Durban	No deviation	Generation of knowledge for the GPL and enhanced profiling of the GPL
Attended the APAC training for Committee support staff and presented a paper on "Standardising Reporting Mechanisms for PACs" Supported SCOPA on the attendance of the APAC Conference from 03-07 October 2011 Supported Local Government and Housing Committee on the international study tour undertaken to India and the committee's second leg of the study tour to Malaysia Economic Development Researchers made a presentation at a stakeholder workshop for the Economic Development Summit  SCOPA researchers participated in the AGSA MFMA workshop on audit outcomes and assisted with the roll-out of MPAC's training G&D Researcher made presentation on PEBA at Roads and Transport Stakeholder Workshop  Roads and Transport researcher attended the e-tag launch event, as well as the launch of Tarlton Road	No deviation	Generation of knowledge for the GPL and enhanced profiling of the GPL
One seminar held	Not achieved due to competing priorities	Generation of knowledge for the GPL and enhanced profiling of the GPL
Analysis of Basis Education Laws Amendment Bill Economic Development researcher produced an analysis of the Blue IQ Investment Amendment Bill  Finance researchers wrote a report on the Provincial Appropriation Bill	No deviation	Enhanced support to committees' law making



<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Parliamentary Business</b>	Produce Discussion, Conference Papers for Presiding Officers and the institution	Discussion, Conference Papers for Presiding Officers and the institution	Prepared quality discussion papers and conference papers	Discussion papers prepared for conferences
	Collaborate with institutions of higher learning, Research institutions and other relevant organisation	Engagement reports	Network sessions Reports on initiatives	Engagement reports
	Ensure that National legislation responds to the needs of all people of Gauteng	Committee reports and Mandates	Legal analysis, research analysis	Mandates of processed legislation
	Develop and implement the Petitions' Regulations	Petitions Regulations	Draft regulations CSSL report Legal and research analysis	Implemented Petitions Regulations



*Sedibeng region where the Bua Le Sechaba took place*

<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Five Papers produced for the Presiding Officers SCOPA researchers prepared a Paper for the chairperson at the "Public Sector Performance, Monitoring and Accountability Master class 2012" in May</p> <p>Discussion notes were prepared for SCOPA Chairperson for his appearance on Asikhulume (January)</p> <p>Prepared a discussion document for the Speaker (Implications of the implementation of SOM)</p> <p>Infrastructure Researcher compiled a discussion document for the Chairperson of the Infrastructure development stakeholder workshop held on 14 March 2012</p> <p>Prepared an Opening Address for the Speaker for the Economic Development Summit</p> <p>Prepared a paper for the Chairperson of the Petitions Committee for the PP Indaba</p>	No deviation	Generation of knowledge for the GPL and enhanced profiling of the GPL
<p>Jointly hosted a seminar on Local Government Elections with the Department of Political Sciences of UNISA</p>	No deviation	Enhanced stakeholder management
<p>Mandates processed:</p> <p>DORA-2011</p> <p>Final Voting Mandate on B20B Sectional Titles Schemes Management Bill and B21B</p> <p>Community Ombuds Services Bill</p> <p>Negotiation Mandate meeting on B36-2009 Basic Education Laws A/B</p> <p>Negotiating Mandate on B36-2009 Basic Education Laws</p> <p>NCOP Mandates processed:</p> <p>Further Education and Training Collages A/B</p> <p>Legal and Research analysis and Mandate developed for the DORA</p>	No deviation	Improved synergy between GPL and NCOP programme
<p>Petitions Regulations have been finalised and submitted to the committee</p> <p>Petitions regulations have also been submitted to OB for considerations and approval</p> <p>Regulations awaiting OB approval</p>	<p>Although the Petitions Regulations have already been drafted, PSC requested more time to input</p> <p>The amendment to the Petitions Regulations is scheduled for finalisation pending OB approval.</p>	Enhanced implementation of the Petitions Act in the Province



<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
Parliamentary Business	Scrutinise sub-ordinate Legislation	Committee reports	Committee reports Resolution of the House Legal and research analysis	Implementation of the Scrutiny of Sub-ordinate Legislation Act
	Implement framework for law making for committees and Members Bills	Law making framework	Committee reports on Members and Committee Bills	Adopted law making mechanism
	Conduct the research on the impact of laws passed since 1994	Research Report	Progress reports	Research Progress reports
	Ensure that national legislation responds to the needs of all people of Gauteng	Mandates Committee reports Legislation	Negotiating and final voting Mandates Select Committee Report	Mandates in line with introduced legislation
	Develop Draft Money Bills and Related Matters Amendment Procedure Act	Money Bills and Related Matters Amendment Procedure Act	House resolutions, legal and research analysis Committee reports	Adopted Money Bills and Related Matters Amendment Procedure Act
	Implement sector forums for committees	Sector Forum reports	Forum programme Sector forum minutes Schedule of sector forums	Implemented sector forums
	Roll out two Bua le Sechaba campaigns	Committee report	Project Plan; Research report	Two Bua le Sechaba campaigns

<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>The following regulations were tabled for comments:</p> <p>Gauteng Gambling Amendment Regulations 2011</p> <p>Gauteng Roads Traffic Regulations 2011</p> <p>Gauteng Public Transport Regulatory Entity Regulations 2011</p> <p>Gauteng Public Passenger Road Transport Regulations 2011</p> <p>Gauteng Gambling Amendment Regulations 2011</p> <p>Gauteng Roads Traffic Regulations 2011</p> <p>Gauteng Public Transport Regulatory Entity Regulations 2011</p> <p>Gauteng Public Transport Regulatory Entity Regulations 2011</p> <p>Gauteng Public Passenger Road Transport Regulations 2011</p> <p>Referrals, legal opinions and socio-economic analysis prepared for committees</p>	No deviation	Enhanced oversight of the implementation of laws
<p>The draft framework has been finalised but still to be submitted for political input</p> <p>The framework to be enhanced and submitted to OB for approval before it can be referred to the Rules Committee for consideration</p>	Further work was necessitated by reports on laws passed and the project team has been requested to review the documents	Enhanced capacity of the GPL to make laws
Two progress reports on the study of two Acts were presented to Secretariat	Appointment of service providers was delayed	Understanding of the impact of laws passed in Gauteng since 1994
Two National Bills processed and mandates in line with provincial interests	No deviation	Improved synergy between GPL and NCOP programme
<p>The Money Bills and Related Matters Amendment Procedure Bill were drafted</p> <p>The discussion document and Policy document still being finalised</p>	<p>The discussion document still has to be discussed and adopted at a political level</p> <p>To present at OB for approval and further consultation</p>	Enhanced capacity of GPL to make effective laws
<p>A concept document was developed and the Economic Development Committee hosted the Worker's Parliament</p> <p>Public Accounts and MPACs Seminar took place</p> <p>Roads and Transport Committee hosted Women Empowerment Workshop on Contractor Development</p> <p>Economic Development Committee successfully hosted the Economic Development Summit on the 27 and 28 March 2012</p>	No deviation	Enhanced stakeholder engagement and participation by committees
Both the Education and SRAC components of the Bua le Sechaba campaign were successfully carried out	No deviation	Enhanced stakeholder engagement and participation by committees

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Parliamentary Business</b>	Implement feedback mechanism for all committees public participation processes	Feedback correspondence	Stakeholder feedback reports Committee reports; Stakeholder/public submissions	Feedback correspondence for PEBA imperatives
	Manage the NCOP Taking Parliament to the People	Committee report	Notices Public Submissions Records of meetings	NCOP taking parliament to the people report
	Taking committee meetings to the people	Committee reports	Schedule of committee meetings Minutes of committee meetings Attendance registers	Attendance registers
	Implement public hearings for law making	Committee reports	Public submissions Notices Programme Attendance registers	Scheduled public hearings for bills
	Ensure integrated support services to committees and the House	Committee Reports	Project Plans; Assessment reports	Four Project Plans for supporting committees and the House per year



<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>All adopted reports were forwarded to stakeholders who participated during the FIS, Budget and Annual process</p> <p>Some Portfolio Committees had invited Stakeholders to the House sittings where quarterly reports were considered</p> <p>Committees provided feedback to the petitioners on the progress of their petitions</p>	<p>Two Bua le Sechaba Feedback Campaigns remain outstanding due to unavailability of Presiding Officers, a determination has not been made</p>	<p>Enhanced stakeholder engagement and participation by committees</p>
<p>A well coordinated and supported Taking Parliament to the people was conducted in November 2011</p>	<p>No deviation</p>	<p>Improved synergy between GPL and NCOP programme</p>
<p>Stakeholder engagement and participation on Committees activities had been undertaken during the budget and quarterly report process</p> <p>Infrastructure Development Committee conducted two public meetings in Sedibeng and West Rand respectively</p> <p>GEYODI involved stakeholder reps from Albinism Society, Put a Smile organisation, SHERP Youth for Human Rights in their Budget deliberations process</p> <p>Five Stakeholder engagement and participation on Committees activities outside the GPL precincts had been undertaken during the Annual and second quarterly report process</p> <p>Education, Community Safety, Agriculture and Rural Development as well as Health and Social Development Committees conducted meeting outside the legislature for the annual reports</p> <p>Seven Stakeholder engagement and participation on committees activities outside the GPL precincts had been undertaken during the Macro Budget, FIS and third quarterly report process</p>	<p>No deviation</p>	<p>Enhanced stakeholder engagement and participation by committees</p>
<p>The following public hearings were conducted:</p> <p>The Petitions Committee conducted the following three hearings: a hearing with municipalities of Tshwane, Ekurhuleni and Emfuleni who were subpoenaed to appear before the Committee; a hearing on housing related petitions in Kliptown; a hearing on the Gauteng Toll Gate system</p> <p>Two hearings were conducted on the GPL premises with petitioners and relevant authorities invited and one hearing was conducted as part of a petitions system public awareness campaign in Kliptown, where more than 800 people from all over Gauteng attended</p> <p>Finance Portfolio Committee invited stakeholders during the consideration of the Amendment to the Division of Revenue Bill and the Provincial Adjustment Appropriation Bill</p> <p>Education Committee considered and conducted a hearing on Gauteng Education Laws Amendment Bill [G003-2011] during the period under review. The committee also considered the Further Education and Training Colleges Amendment Bill [B13D-2011]</p>	<p>No deviation</p>	<p>Enhanced stakeholder engagement and participation by committees</p>
<p>All Committee Project Plans were developed to support committees and the House</p>	<p>No deviation</p>	<p>Enhanced support to committees and the House</p>

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
Parliamentary Business	Implement the Code of Conduct for MPLs	Ethics report	Schedule of meetings Reports of IC Procedural Briefs Research Papers Members Register of Interests Ethics publications Committee reports	Implement MPLs code of ethics
	Assess the satisfaction level of our stakeholders	Annual stakeholder satisfaction report	Quarterly results Action plans	Annual stakeholder satisfaction survey and an action plan report
	Support the relations between GPL and professional bodies and other organisations	Professional services Legal opinions, procedural advice, research papers	Records of engagement Project Plan Submissions from professional bodies Opinions	Engagement reports
	Support the petitions' committee to implement seminar resolutions	Adopted provincial petitions system	Records of engagements Adopted proposal on the seamless petitions	Implemented seminar resolutions
	Support SCOPA in convening the provincial public accounts seminar	Adopted provincial public accounts framework	Project Plan for the seminar RSVPs	Adopted MoU between Province and local government
	Improved Coordination with NCOP	NCOP reports	Parliamentary programme Travel requisitions	NCOP programme
	Support Speakers Forum and SALSA in developing SA legislative sector	SALSA participation reports	Invites, travel requisitions, programmes, minutes, reports	Speakers Forum reports
	Implement the GPL leadership model and charter	Defined GPL leadership culture	Implementation programmes Training plans	Adopted leadership model

<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Ethics and Privileges Committee Report on two investigations concluded by the Integrity Commissioner was considered and adopted by the House</p> <p>The annual report of the Ethics and Privileges Committee was considered and adopted by the House</p> <p>Draft Members Register was developed. Reminder to members of submission of Register of Members Interest issued</p> <p>Administrative and co-ordination support was provided to the Integrity commissioner. The director ensured that the IC is provided with business tools</p> <p>Three staff members were provided to support the IC</p>	No deviation	Sound ethics in the GPL
Survey results were received and action plans were developed for implementation	No deviation	Enhanced support to internal stakeholders
<p>Jointly hosted a seminar on elections with the Department of Political Sciences of UNISA</p> <p>Supported meeting between GPL and SAHRC with procedural advice</p>	No deviation	Enhanced stakeholder engagement for the GPL
<p>The Petitions Seminar Resolutions have been sent through together with the MoU to all municipal councils in the province for resolutions; inputs-proposals for amending the MoU from some municipalities were received and duly responded to</p> <p>Feedback has been received from most municipalities with regards to progress in adoption of same</p> <p>The second Petitions Workshop was convened at Birchwood to follow up on the implementation of the previous Seminar Resolutions as well as the tenets of the MoU with municipal councils in the province</p> <p>Committee Report thereof produced</p> <p>Petitions resolutions referred to local municipalities for adoption</p>	No deviation	Enhanced public participation in the GPL
<p>The Public Accounts Seminar-SCOPA / MPACS- was convened 21 and 22 September 2011 in Magaliesburg</p> <p>Resolutions and Report on the Public Accounts Seminar-SCOPA/MPACS- convened in second quarter, finalised and conveyed to Municipal Councils in the Province for adoption into Council Resolutions</p> <p>Public Accounts resolutions were referred to local municipalities for adoption</p>	No deviation	Enhanced cooperative governance in the work of oversight
<p>The NCOP programme was developed and coordinated successfully:</p> <p>Co-ordinated Opening of Parliament, DORA, Protection of Info Bill, NCOP Consultative Seminar and Budget Speech</p> <p>Produced NCOP report</p>	No deviation	Improved synergy between GPL and NCOP programme
<p>Hosted Executive meeting of the CSF in Gauteng</p> <p>Attended meetings of the SOM project team</p> <p>Participated in Committee Support Forum in Mpumalanga and hosted the Executive meeting of the CSF in Gauteng and the Legal Advisor's Forum in Polokwane</p>	No deviation	Enhanced stakeholder engagement in the sector
Not yet completed	Leadership Model not in place yet	Improved leadership leading to more productive employees

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Parliamentary Business</b>	Convene management and staff meetings in the directorate	Streamlined decision making	Notices, agenda and minutes Calendar of meetings	Staff meetings
	Submit performance reports	Directorate quarterly performance reports	Performance reports	Quarterly performance reports
	Execute effective financial and risk management	Financial and risk management reports	Risk register Budget projections Financial reports	Directorate risk report
	Ensure that all revenue, expenditure, assets and liabilities of the GPL are managed efficiently, effectively and transparently	Financial report all revenue, expenditure, assets and liabilities	Risk register Budget projections Financial reports	Directorate financial report

### Sub-Programme: Information and Knowledge Management

<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Information and Knowledge Management</b>	Implemented the resolution tracking System	Functional electronic workflow system that will expedite tracking of resolutions and core business processes	Assessment reports Training schedule	Continued training and assessment to support the implementation of the electronic resolutions tracking system
	Support committee work, committee inquiries and ministerial accountability processes by providing required supporting information	Information support to PEBA imperatives	Available databases Annual subscriptions List of new books Information packs E-mail alerts User profiles	Expanded proactive information provision to support committee work
	Support committee work, and processes	Portfolio committee web pages	Quarterly statistics	Maintain and market all web pages

<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
Quarterly staff meetings were held.	No deviation	Enhanced leadership and delivery on predetermined targets
Quarterly performance reports were completed and duly submitted	No deviation	Enhanced coordination of support to mandate
Attended the 2011/2012 Annual Risk Assessment Session: Phase II on 12 September 2011 at Thaba ya Batswana	No deviation	Enhanced accountability for financial resources
Financial report all revenue, expenditure, assets and liabilities completed	No deviation	Enhanced accountability for financial resources

<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>All end users were trained on the system. However, according to system-generated reports, usage of the system remained very low In trying to increase usage, service level agreement was signed with all process owners</p> <p>Resolutions tracking was also shortened to make it simpler for users and ongoing training support provided</p> <p>Process Owners also committed to incorporate system usage into the work plans of individual staff members.</p> <p>There is improvement as reflected in the usage reports generated</p>	No deviation	Once the system is used to the maximum, this will enhance House and committee processes
<p>To support PEBA imperatives with relevant information: Two SABINET databases which include Parliamentary Monitoring, Inter-lending database and other two relevant databases were renewed One new database subscription Daily e-mail alerts and information packs were disseminated as needed 16 Journal subscriptions were procured 282 New books were acquired covering a variety of areas supporting committee work Profiles of committee cluster researchers and chairpersons were compiled to target them with relevant information required Daily newspapers and weekend newspapers were renewed according to identified needs</p>	No deviation	Committee work supported and enhanced through provision of independent information
<p>120 Alerts were circulated to targeted stakeholders The user electronic manual was completed which included a brochure Online Public Catalogue</p>	No deviation	Committee work supported and enhanced

<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Information and Knowledge Management</b>	Facilitated access to information services and knowledge products through relations with Chapter 9 institutions NGOs and research institutes	Research reports and commentaries	Number of institutional memberships	Create database of membership with benefits  Number of Institutional memberships secured
	Provide information to support and enhance the research agenda	Comprehensive information service provided	Available Databases  Annual Subscriptions  List of new books  Information packs Email Alerts User Profiles	Expanded proactive information provision to support committee work
	Provide record service to all House and committee proceedings	Recorded and archived proceedings  Transcripts	Timeous recordings and transcripts	All House proceedings recorded  Designated committee transcripts produced
	Provide record service to all House and committee proceedings	Edited all Hansards	Number of Hansards edited	Edited all Hansards
	Provide record service to all House and committee proceedings	Published Hansard document	Number of Hansards published  Electronically and in hard copy	Publish all Hansards
	Maintain, preserve and deposit records to relevant storage and places of legal deposit	Properly indexed and Archived records for ease of access	Inventory of documents archived	Maintain, preserve and deposit records to relevant storage and places of legal deposit
	Provide refreshments to House and committee meetings	Served refreshments	Timeous and quality provision of refreshments	Provision of refreshments to all House and committee meetings
	Provided Printing, binding and packaging of GPL documents	Well printed, bound and packaged documents	Timeous printing and packaging of documents	Printing, binding and packaging of GPL documents
	Provide documents service to House and committees	Distributed and printed documents  Well compiled MPLs register	House documents and committee documents  MPL register	As per schedule of the House sittings and committee meetings



<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Five Institutional memberships were secured covering the African Institute of South Africa, South African Institute of Race Relations, South Africa Institute of International Affairs, Institute of Security Studies, and the Institute of African Alternatives</p> <p>Business relationships with existing contacts were strengthened</p>	No deviation	Research needs supported and satisfied
<p>To support the new research agenda:</p> <p>52 Journal subscriptions were renewed in the reporting period</p> <p>201 new books covering broad subject areas were obtained</p> <p>Ongoing e-mail alerts were provided as informed by User Profiles that were created and updated</p> <p>Ongoing supply of information as per requests</p> <p>All existing subscription were adequately managed to ensure the support of institutional information requirements</p>	No deviation	Proactive research and research agenda supported and enhanced
<p>33 House proceedings and 331 Committee proceedings were recorded</p> <p>33 House proceedings were transcribed</p> <p>87 Committee transcripts produced</p> <p>23 Proceedings were archived</p>	<p>Three proceedings were archived due to the archiving system being broken</p> <p>There was a switch to a digital system in the third quarter</p>	<p>Enhanced House and committee work</p> <p>Compliance with legislation</p>
<p>Preliminary editing has been completed for 34 House transcripts</p> <p>Editing has been completed for all 87 Committee transcripts</p>	No deviation	Enhanced House and committee work
<p>Published electronically:</p> <p>33 Hansard volumes and 87 committee transcripts</p> <p>45 Hard copy Hansard volumes were published</p>	No deviation	<p>Enhanced House and committee work</p> <p>Compliance with legislation</p>
<p>Preserved, archived and deposited all records in places of legal deposit</p>	No deviation	Well maintained records
<p>Provided refreshments for the all House and committee meetings</p>	No deviation	Efficient and successful House and committee business
<p>Supported the House, committees and administration by providing well printed and bound documents</p>	No deviation	Well informed House and committee deliberations
<p>Distributed, collected and printed documents to the House and committees</p> <p>Ensured that MPL attendance register is completed</p> <p>Provided printing services for the PP Conference</p>	No deviation	<p>Well informed House and committee deliberations</p> <p>Monitored and accounted for attendance of MPLs</p>

<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Information and Knowledge Management</b>	Improve management and access to information both paper based and electronic for the retention of institutional memory	Document Management Centre	Easy access to information	Development of policies and procedures for GPL documents and records Procurement and installation of scanners for paper based documents deployment of tools for the Trained User groups
	Provide databases to support law making processes	Government legislation and policies	Info packs	Expanded proactive information provision to support law- making
	Provide language services to the House and committees	Translated documents Interpreting provided terminology developed	Timeous and quality translation Timeous and quality translation	Quality language services provided on time
	Provide for information needs of internal stakeholders	Loaned of own material and inter-library loans in support of information needs of individual MPLs and staff	To promote effective stakeholders relations management	Expanded information provision to support business of the GPL and staff development
	Develop Stakeholder Database	Stakeholder database developed	Report	Development, training and implementation
	Facilitate capacity building by developing and strengthening existing relationships and partnerships with relevant forums, professional bodies and independent bodies	Expanded professional networks for knowledge sharing	Number of networks and conferences	Acquiring new and renewing existing Institutional and professional memberships

<b>ACTUAL</b> <b>THIS SECTION IS THE CONSOLIDATION OF FOUR QUARTERS</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Conducted Study tour to National Parliament focusing on the establishment of a Document Centre</p> <p>Study tour reports were developed with recommendation</p> <p>Document Management system (DMS) and scanners ready to commence migrating documents from shared drive to DMS Naming Convention completed.</p> <p>Staff in Documents and Services were trained on document management system</p> <p>Currently working on an appropriate policy regime for records management in the entire institution</p> <p>This process will be completed in the next financial year</p>	The development of policies and procedures is currently underway	Effective data warehouse for the institution and reduction in the use of paper
<p>To support the law making process: Six Legal Information databases were renewed - Green Gazette, Legal Brief, SA Gazettes, Juta Stat database, and Bill Tracker and Policy Documents from Lexis Nexis</p> <p>Two new databases were secured: SABINET - Stellenbosch Law Review and SA E-Publications containing SA Law Journal, Law Democracy and Development, SA Journal of Human Rights</p> <p>Existing databases were adequately managed to ensure continuous supply of information to support the law-making</p> <p>Law-making processes were effectively supported with required information</p>	No deviation	Compliance with legislation
<p>17 Documents were translated</p> <p>Interpreting provided for 62 proceedings</p> <p>871 Terms were extracted</p>	No deviation	Enhanced House and committee work Compliance with legislation
<p>In this reporting financial year, the Information centre issues a total of 1 152 books on loans, which mainly covered but not limited to politics, governance, socio-economics, public administration and management</p> <p>A total of 70 books and articles were requested from other libraries in the country through Inter-Library Loans (ILL).</p>	No deviation	Broadened information and knowledge base of the GPL
<p>Scoping was completed with the provider and functional specification and database development currently underway</p>	Delays on the side of the provider as their resources were over stretched	Effective stakeholder database
<p>One professional membership renewed – LIASA (Library and Information Association of South Africa)</p> <p>Two professional memberships were secured (Special Libraries and Information Services – SLIS and Organisation of SA Law Libraries)</p> <p>One professional membership was secured with IFLA</p> <p>Three conferences were attended by staff: SA Monitoring and Evaluating Association Conference (SAMEA), KM Summit and PPP conference</p> <p>One internal workshop (PPP workshop) was attended by one member of staff</p>	No deviation.	Information and knowledge shared through continuous communications with existing professional networks. Strengthened and sustained relations for knowledge sharing Effective networking potential for new stakeholders.

PLANNED THIS SECTION IS AN EXTRACT FROM THE APP				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
Information and Knowledge Management	Support constituency work by providing relevant information service to MPLs	Constituency profiles and portals.	Profiles and email alerts	Expanded proactive information provision to support constituency work
	Implement feedback mechanisms for all petitions process	Electronic petitions system	Assessment report	Implementation and monitoring system use
	Provide Effective human capital development and management	Performance management	Reports and work plans	Annual and quarterly IPMs reviews
	Effective team development through team building initiatives	Effective team development through team building initiatives	Team Building workshop	One team building workshop
	Provide management control guidance, monitoring directorate outputs, realigning meeting for better effectiveness	Directorate management meetings	Report and minutes	Four meetings
	Implement the Institutional project management tool for the directorate	Effective project scoping using project management tool	Training programme Project Plan and charter	Training and implementation



ACTUAL THIS SECTION IS THE CONSOLIDATION OF FOUR QUARTERS		
ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)	REASONS FOR DEVIATION	PROGRESS TOWARDS OUTCOMES
Daily information alerts were provided as per constituencies	No deviation	MPLs informed on constituency matters
Usage of electronic petitions has improved tremendously with an increase in the use of the system by the public  Manually received petitions have all been captured on the system  The increase can be attributed on media campaign undertaken by standing committee on petitions  Presentation of Petitions to the Standing Committee on Petitions based on reports drawn from the petitions system  However, concern was raised that users need to do the actual processing and updating of petitions within the system and not outside so that reports that are helpful can be drawn. Half of the 66 manually submitted petitions before the standing committee on petitions have been captured. SLA to increase usage and media marketing of the tool underway.	No deviation	Enhanced public participation
All staff work plans were submitted and quarterly reviews conducted, including management reviews	No deviation	Effective performance management system
Not achieved	This was not achieved due to low staff turn-out	Effective team development through team building initiatives
Seven Directorate management meetings were held in the reporting period  One directorate staff meeting  Numerous staff meetings at Unit level	No deviation	Enhanced leadership and governance
Decision taken at a stream level that project management training be organised for all stream managers	Due to the Opening of the GPL, preparation for PP Indaba and House and committee processes it was impossible to have project management training	Enhanced implementation and execution of projects



<b>PLANNED</b> <b>THIS SECTION IS AN EXTRACT FROM THE APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Information and Knowledge Management</b>	Embed Knowledge Management Practices in GPL functions and processes	Recorded processes for retention institutional memory and knowledge sharing Professional capacitating of Knowledge Management programme and staff	Training programme Recorded processes EDMS	Roll-out of Knowledge Management to GPL line function/operational function
	Deliver digital attendance register for MPLs	Functional electronic attendance register for MPLs	Assessment report	Roll-out of the system
	Provide effective strategic and tactical management of the directorate	Strategic planning sessions of the directorate conducted (annual review and planning session)	Business plan	One business plan
		Monthly performance reporting Quarterly performance reports	Reports	12 Reports Four reports
	Support Speakers Forum and SALSA in developing SA legislative sector	KM Forum reports Minutes of meetings	Report Minutes	One report
	Ensure that all revenue, expenditure, assets and liabilities of the GPL are managed efficiently, effectively and transparently	Financial report  All revenue  Expenditure Assets and liabilities	Risk Register Budget projections Financial reports	Directorate financial report





ACTUAL THIS SECTION IS THE CONSOLIDATION OF FOUR QUARTERS		
ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)	REASONS FOR DEVIATION	PROGRESS TOWARDS OUTCOMES
<p>KM project close-out report was presented to the Secretariat and adopted</p> <p>Evaluation of KM Specialist position to implement the recommendations of the report was completed and the position was filled</p> <p>KM assessment by the KM Specialist was completed and draft action plan has been crafted</p> <p>The action plan will guide the roll-out of KM in 2012/2013 financial year</p> <p>Hosted the knowledge management summit which was aimed at embedding KM in the legislative sector</p>	No deviation	Improved institutional performance and innovation
<p>Digital attendance register was completed and is functional</p> <p>The register has been installed in all committee rooms and the House, software was loaded and tested</p> <p>Currently the register cannot generate reports</p> <p>However, the technicians are currently fixing challenges with biometric infrastructure communication with the server for roll-out to take place</p>	Delayed as a result of problems with IP Addresses and server communication	Will lead to good governance
<p>Business plan and budget for the directorate has been completed.</p>	No deviation	Improved business processes to address mandate and goal of GPL to ensure moral authority, transparency and accountability.
<p>Monthly performance / expenditure reports were submitted.</p> <p>Four monthly performance reports were submitted</p>	No deviation	Improved business processes to address mandate and goal of GPL to ensure moral authority, transparency and accountability
<p>Attended meetings of the SALSA Knowledge Management Forum</p> <p>Hosted the sector knowledge management portal</p>	No deviation	Enhanced image of GPL
<p>Reported on the financial expenditure of the directorate as required</p>	No deviation	Enhanced accountability for financial resources



**Sub-Programme: Communications and PPP**

<b>PLANNED</b> This section is an extract from the APP				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Communications and PPP</b>	Implement the five-year Communication Strategy informed by the 2010/2011 review	Development of communication plans to support institutional programmes	Profile the Institution and its programme	Four communications annual plans
	Implementation of the PPP Strategy	Feedback reports, attendance registers	Number of meetings	Four feedback session on petitions
	Develop a comprehensive media relations strategy	Development of media plans and implementation	Comprehensive media coverage Procure media analysis service provider	Amplified media coverage
	Develop a comprehensive industry focused media database	CRM for media	Automated delivery of media advisories and press releases	Automated media database
	Professional management of events	Development of concepts for all institutional events	Events held	Organise all institutional events

<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Strategy implemented: Adoption of reviewed recommendation of the strategy and resumption of the implementation process, where communication plans were developed and supported through:</p> <ul style="list-style-type: none"> <li>• World AIDS Day</li> <li>• 16 Days of Activism</li> <li>• Duduza tornado sight visit</li> <li>• Senior Citizens Parliament</li> <li>• CPA</li> <li>• PP Indaba</li> <li>• Local Government and Housing oversight visit</li> <li>• Agricultural and Rural development</li> <li>• Annual Report</li> <li>• Community Safety Annual Report</li> <li>• Portfolio Committee on Sport Petitions</li> </ul> <p>The approval of the media strategy and its implementation enabled the Directorate to review the Communications Strategy</p>	No deviation	<p>Consistent communications of the institution to the public Publicity and profiling of institutional programmes Effective and profound publicity and profiling of institutional programmes Enhanced public profile of the institution and its programmes</p>
Four feedback sessions were conducted and reports of the sessions are available	No deviation	Increased public confidence on the GPL process
<p>Strategy adopted and implementation in progress</p> <p>Media analysis report currently being collated.</p> <p>Media plans developed and implemented for Institutional programmes:</p> <ul style="list-style-type: none"> <li>• All GPL events were supported through: media plans, advisories, interviews, advertorials, press conference;</li> <li>• Produced and flighted a TV commercial on Petitions;</li> <li>• Produced and flighted radio adverts on radio in support of 16 Days of Activism;</li> <li>• Received coverage in newspapers, radio, television and online;</li> <li>• Media analysis report indicates enhanced media reach in all media platforms.</li> </ul>	No deviation	Quality media coverage of Institutional programmes
Comprehensive manual multipurpose database has been developed	No deviation	<p>Consistent media coverage in different media</p> <p>Improved communication with the media</p>
<p>Ground breaking joint Freedom Day, Workers Day and Voter Education held successfully (attended by over 1000 stakeholders) All Committee events were supported</p> <p>Developed concepts, hosted and supported the following events:</p> <ul style="list-style-type: none"> <li>• 16 Days of Activism</li> <li>• World AIDS Day</li> <li>• Nelson Mandela Day</li> <li>• Inaugural Nelson Mandela Children's Parliament</li> <li>• Press conference on tolling</li> <li>• Economic Development Summit;</li> <li>• Early Childhood; and Development Workshop.</li> <li>• PP Indaba</li> <li>• Economic Development Networking Session</li> <li>• GEYODI Networking Session</li> <li>• GPL Sector Parliaments</li> <li>• Opening of the GPL</li> </ul>	No deviation	<p>High-quality media coverage of Institutional events</p> <p>Improved branding and public relations</p>

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Communications and PPP</b>	Develop Internal Communication Strategy	Development of Internal Communication Strategy	Informed staff, MPLs and external key stakeholders	Development of strategy, adoption and implementation
	Marketing publications	Print publication and e-newsletter	Development and distribution of: 4 print publication and 12 e-newsletters	Print publication and newsletters produces
	Electronic communication management	e-Newsletter reports and social networks activity report. Web analytics report	Functional website and intranet	Regular information updates on the site
	Creation of social media networks	Updating of the social media networks and creation of the internal survey.	To create communication platforms through which the public can actively participate in the affairs of the institution	Launch on social media platforms
	Task Team for implementation of the Social Media Content	Updating of Social Media Content	Quality content on website	Set up task team
	Development of strategy and plan for the customer and information desk	Implementation of the front desk project	Implementation of the front desk project	Implementation of the front desk project
	Activity reports of the Front Desk referrals, walk-ins, registrations and information dissemination	12 Activity reports	12 Activity reports	12 Activity reports
	Stakeholder relationship building	Stakeholder networking sessions	Strategic sessions held	Nine stakeholder network sessions

<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
The strategy has been developed and currently being subjected to internal processes	The draft internal communication strategy had to be put in urbane in order to effect the recommendations of the 5-year Communication Strategy review and is currently undergoing internal process	Better understanding of the internal media platforms Effective employee communications
E-newsletters published Quarterly newsletter produced and distribution strategy developed Committees' banners produced GPL posters produced GPL Office Bearers posters and business cards produced Revised vision and mission posters produced Institutional cards produced.	No deviation	Informed internal and external stakeholders
Site reviewed and changes and recommendations implemented Regular information uploads: <ul style="list-style-type: none"> <li>• Order papers</li> <li>• Events</li> <li>• Workshops</li> <li>• Sitzings</li> <li>• Question papers</li> </ul> Database management of users Electronic analytical and statistics report of website traffic Online stats reporting improved	No deviation	Fully functional electronic media Improved functioning and content dissemination for external stakeholders Increased number of users
Twitter and Facebook created and functional Monitoring of external uploads and responses on both Twitter and Facebook interfaces Draft e-policy developed	No deviation	Interactive platform and improved online access to external stakeholders
Task team established and it ensures content management for all Institutional programmes	No deviation	Clear roles and responsibilities of content management Integrated website
Front Desk has been implemented, including: Stakeholder management database Effective running of memorabilia shop Stock management and accountability Stakeholder relationship management	No deviation	Functional Front Desk Servicing the people of Gauteng better and faster
Reports produced: Three customer contact activity reports Attending to walk-in stakeholder queries Receiving and registering manual and electronic petitions Receiving and escalating website and telephone queries management of memorabilia shop	No deviation	Effective query resolution Effective dissemination of information
Two networking sessions were conducted with the Education and Petitions Committees	This target was partially achieved due to competing priorities	Profiling GPL and chairpersons of committees as Spokespersons of their individual committees Improved stakeholder relations and participation.

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Communications and PPP</b>	To hold sector forums	PPP and Communications Sector Forum reports  Preparatory workshops programmes and briefing sessions programmes	Updated Stakeholder Database Forum programme, Sector forum reports Media analysis report Marketing and branding report	Five sector forums for priority committees
	Mobilise and educate stakeholders to participate in legislative program taking the GPL to the people	Committee reports  Public Participation and Communications Plan	Project Plan  Mobilisation plan  Media analysis Research report  Preparatory workshops programmes and briefing sessions programmes	2Bua le Sechaba campaigns
	Conduct pre public hearings	Pre public hearing reports	Mobilisation Plans, pre public hearing workshop programme, briefings sessions programme, list of stakeholders	Depend on NCOP and committees
	Taking committees to communities	Attendance registers	Mobilisation plan	Depend on committees
	Conduct Public Education workshops on GPL processes	Public Education Workshops report	Number of workshops held, attendance registers	280 public education workshops
	Conduct public education workshops on petitions	Public education workshops report	Number of workshops held, attendance registers	12 Workshops
	Develop educational material	Updated GPL materials	Number of materials development, frequency of material printing	Distribute education material inclusive of 30 000 Posters 60 000 Z-cards 30 000 petition forms 30 000 guide to GPL Workshop manuals 20 000 budget books
	Stakeholder database	Consolidated stakeholder database	Database list, attendance registers, network session reports	Unit database



<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
To support the engagement of the people of Gauteng by Committees, preparatory workshops were conducted for various sector forums and community engagement activities such as: Roads and Transport Committee hosted Women Empowerment Workshop on Contractor Development. One stakeholder session held by the Agriculture and Rural Development Committee	The target was not achieved as sector fora are dependent on Committees initiating them	Enhanced Public participation. Increased stakeholder participation.
Two Bua le Sechaba campaigns were conducted, one in Kokosi, Fochville and one in Sedibeng, led by the Sport Portfolio Committee	No deviation	Enhanced Public participation Informed stakeholders
One Provincial briefing Three Pre Public hearings were held on the Protection of State Information Bill, with two Public hearings held	No deviation	Enhanced stakeholder management Enhanced public participation
Mobilisation was conducted for Committees that convened meetings in the various Communities of the Province including: Committees like Infrastructure, Education, Roads and Transport, Community Safety, Housing and Local Govt, Agriculture and Rural Development as well as Health and Social Development that conducted most of their meetings outside the GPL for the <u>Annual Reports</u>	No deviation	Enhanced public participation
276 Workshops were conducted	The shortfall of four was due to extensive focus on workshops for the parliaments for persons with disability and senior citizens	Informed people of Gauteng on GPL processes
Two workshops were conducted and this was followed by a petitions seminar	All the regions were combined in the two workshops conducted and they all also participated in the petitions seminar.	Informed Gauteng people on petitions processes
A new Office Bearers poster was developed and published Petitions forms and Z-cards were developed Education booklets were developed	No deviation	Distribution of collated information for the use of the public
PPP database was developed Draft stakeholder database in place An electronic database also developed Collation of attendance registers	No deviation	Enhanced Institutional stakeholder database

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Communications and PPP</b>	Implementation of the integrated petitions system	Municipalities petitions policies and plans	Minutes of meetings, progress reports, reports of conducted workshops. Adoption of policies	Five workshops
	To encourage the GPL to participate in community work	Event concept and plan Mobilisation Plan	Implement the Mandela day event	One Mandela Day
	Mobilise and identify stakeholders for the PEBA imperatives (FIS, quarterly, budget process, annual report)	Reports, attendance registers	Number of stakeholders mobilised and number of submissions received	As per committee requirements
	Implementation of sector parliaments	Reports on sector parliaments, attendance registers	Implement Sector Parliaments	Six sector parliaments
	Increased the number of petitions submissions	Monthly reports on petitions received, quarterly reports	Number of petitions received, processed and resolved	Resolve 90% of the petitions received

<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
All municipalities participated in one workshop held on the 7 September 2011 All municipalities agreed on having similar petitions system and processes All municipalities are drafting similar petition policies	One workshop was conducted with all municipalities	Accessible and integrated petition system across the province
Implement the Mandela legacy project in July 2011	No deviation	GPL image and brand building
To support the work of Committees and enhance public participation, stakeholder mobilisation was conducted for the following: <ul style="list-style-type: none"> <li>• A relationship building workshop for Economic Development Portfolio committee held on 3 February 2012 at Thaba Ya Batswana;</li> <li>• Economic Development Portfolio Committee meeting on 21 February, the pre summit workshop held at Parktonian Hotel on the 29 February and the Summit on 27 – 28 March 2012;</li> <li>• The Agriculture and Rural Development Portfolio Committee road show held at Orange Farm on 10 March;</li> <li>• OCPOL's visit to Thusong Service Centres in Daveyton and Ratanda;</li> <li>• The Petitions Committee Public Hearing held on the 16 March 2012 at Evaton in Sedibeng;</li> <li>• The ECD workshop convened by the Health and Social Development Committee;</li> <li>• A relationship building workshop for Transport and Roads Portfolio Committee held on the 10 March at Parktonian Hotel;</li> <li>• Stakeholders for Finance and Agriculture were invited for Budget process and Quarterly Reports;</li> <li>• 25 members of the City of Joburg Safety Portfolio committee attended the sitting of 9 March;</li> <li>• About 50 students attended the sitting of 13 March 2012; and</li> <li>• About 40 community members, NGO's and CDW's attended the sitting of 23 March 2012</li> </ul>	No deviation	Enhanced public participation
The following six sector parliaments were held: Youth Parliament, Nelson Mandela Children's Parliament, Women's Parliament, Workers Parliament, Sector Parliament for Senior Citizens, Parliament for Persons with Disability	No deviation	Enhanced public participation
Resolved 90% of petitions received and remaining 10% is still being processed by the committees	No deviation	Effective and efficient petition system. Increased public confidence on the GPL processes

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Communications and PPP</b>	Enhance and maintain stakeholder relations	Host briefing sessions, mobilisation and stakeholder sessions/forums	Reports on stakeholder attendance	Dependent on committees and institutional needs
	Implement team development programme in the directorate	Team building programme	Project teams and plans Reports	One per year
	Convene management and staff meetings in the directorate	Streamlined decision making	Notices agenda and minutes Calendar of meetings	Four directorate meetings Four management meetings Four extended meetings
	Submit performance reports	Directorate quarterly performance reports	Number of performance reports	One performance report per quarter
	Execute effective financial and risk management		Risk register Budget projections Financial reports	Four Financial statement
	Convene Task team meetings	Successful event coordination and management	Task teams and plans State or readiness Reports	As per the GPL events calendar
	Ensure that all revenue, expenditure, assets and liabilities of the GPL are managed efficiently, effectively and transparently	Financial report all revenue, expenditure, assets and liabilities	Risk register Budget projections Financial reports	Directorate financial report

<b>ACTUAL</b> <b>This section is the consolidation of four quarters</b>		
<b>ACTUAL PERFORMANCE AGAINST TARGET (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES</b>
<p>Three briefing sessions held for NCOP week, Petitions hearing and Workers Parliament</p> <p>Stakeholder relationship building sessions were also supported as follows:</p> <ul style="list-style-type: none"> <li>• Education visit undertaken on Gauteng schools to investigate the role of Districts in Supporting underperforming Schools;</li> <li>• The GEYODI Committee on a seminar conducted with Gay and Lesbians;</li> <li>• The 2<sup>nd</sup> Petitions Workshop convened at Birchwood to follow up on the implementation of previous Seminar resolutions as well as the tenets of MoU with Municipal Councils in the Province;</li> <li>• Resolutions and report on the Public Accounts Seminar/ MPACS – convened in second quarter finalised and conveyed to Municipal Councils in Province for adoption into Council Resolutions; and</li> <li>• The Seminar Declaration and Resolutions will also be tabled at the Provincial Speakers Forum for purposes of expeditious implementation at Local Government</li> </ul>	No deviation	<p>Enhanced public participation</p> <p>Enhanced stakeholder relations</p>
One team-building session was conducted.	No deviation	Enhanced team morale
All meetings were held.	No deviation	Enhanced tracking of the implementation of the business plan
All performance reports submitted	No deviation	Effective reporting on the performance of the directorate on a quarterly basis
Responded to all risks as identified in the risk register Budget projections submitted as required and financial reports were responded to as required	No deviation	Effective financial and risk management
Tasks teams were convened for all Institutional events	No deviation	Better coordinated institutional events
Financial report: All revenue, expenditure, assets and liabilities completed	No deviation	Enhanced accountability for financial resources

## PROGRAMME FIVE: OFFICE OF THE CFO

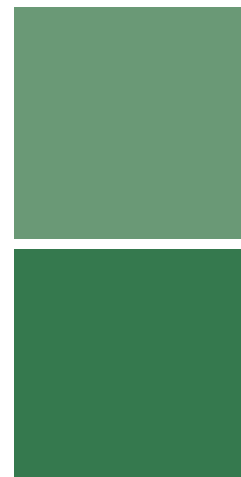
### PURPOSE

The purpose of the Office of the CFO is to provide professional Financial, Risk and Supply Chain Management services to our stakeholders through service excellence to support the realisation of the GPL Strategic Goals and Objectives. The office strives to raise financial resources equitably and efficiently to ensure adequate funding for the implementation of the institutional Strategic Plan and ensures the efficient and effective demand and supply chain management system. The office promotes strong financial and risk management controls through partnership processes with programme managers, chairpersons of committees and accounting officers of Parties participating in the GPL. It must ensure financial integrity whilst striving to achieve a balance between budget priorities and expenditure through interaction with all internal and external stakeholders.

The office is also responsible for ensuring continuous implementation of FAMLA to enhance the fiscal stability, accountability and integrity of the GPL. The CFO's office is the integrity arm of the GPL and consists of highly skilled staff that is committed to providing a high level of service to accomplish its strategic goals and objectives.

The programme comprises the following directorates:

- Financial Management;
- Supply Chain Management; and
- Audit, Risk and Governance.





## KEY FUNCTIONS

The key functions of the Office of the CFO are to enhance the financial stability, accountability and integrity of the GPL. The Office strives to raise financial resources equitably and efficiently, and to manage the financial assets and liabilities soundly. The Executive Office of the CFO provides strategic guidance and direction to the overall programme. It has a legislative mandate to strengthen the GPL's financial policy, effective risk management processes, transparency and effective financial management in respect of revenue, expenditure, assets and liabilities.

The 2010/2011 financial year marked the third anniversary of the fully established Office of the CFO, which is now fully recognised in the new GPL organisational structure. In order for the Office to be effective, a number of key positions still need to be filled. This will allow the programme to continue to perform the high quality work as it has in the past, whilst at the same time capitalising on its new stature, positioning and capacity to drive the office to new heights within the GPL.

## MEASURABLE OBJECTIVES

- To execute financial, risk and supply management and administration according to FAMLA, provisions of King Reports, policies, regulations, and all applicable and relevant legislative sector financial management reforms;
- To improve financial management by developing and implementing sound policies and procedures on financial, risk and supply chain management;
- To enhance the fiscal stability, accountability and integrity of the GPL and strive to manage assets and liabilities soundly;
- To provide financial administrative and procedural support to MPLs in order to enable them to perform their constitutional obligations;
- To provide technical, administrative and secretarial support to corporate governance structures;
- To develop the institutional budget that is informed by the institution's goals and objectives as expressed in the institutional Strategic Plan whilst applying effective control over financial resources;
- To ensure efficient procurement of goods and services in the most economical and effective manner in ensuring value for money that will align preferential procurement with the aims and principles of BBEE and PPPFA Acts;
- To build Financial Capacity for political Parties by developing financial management procedures and systems for Political Parties;
- To pay Political Party facilities timeously and appropriately in line with relevant Acts and policies enhancing multi party democracy and utilised for purposes arising from their function as political parties;
- To ensure payment of salaries to MPLs and staff in line with POB Remuneration Act and HR policies;
- To ensure timeous and accurate settlement of institutional liabilities and commitments by processing payments to suppliers of goods and services in line with applicable acts and policies;
- To provide informative and timeous financial reports to all stake-holders in line with FAMLA and FAMLA regulation requirements to influence effective and informed decision making;
- To improve financial management capacity and risk management skills of programme managers by coordinating training and development programmes;
- To co-ordinate implementation of the FAMLA and related regulations;
- To manage an effective, efficient and transparent system of risk management and internal control for the identification and avoidance of risk in order to realise Institutional goals;
- To co-ordinate and prepare reports on the implementation of the Institutional strategic plan and budget;
- To execute the payroll for both MPLs and staff in line with relevant acts and policies on prescribed dates;
- To ensure that a three year internal audit plan is approved by the Audit and Risk Committee and executed within the respective timeframes;
- To ensure that an Annual External Audit Plan is approved by the Audit and Risk Committee and external audit reports finalised within five months after the financial year-end in pursuance of an unqualified audit opinion; and
- To ensure effective fraud prevention plans are implemented through the Implementation of the Anti-fraud and Corruption policy and Fraud Prevention Plan.



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## SUMMARY OF ACHIEVEMENTS

### Internal Processes:

#### Strategic Planning:

The stream participated in the institutional the strategic planning process and the following can be reported:

- The stream also co-ordinated and finalised the 2012/2013 Annual Performance Plan for the Institution;
- The Annual Performance Plan and the budget for the 2012/2013 financial year were presented to the Speaker's Budget Lekgotla and Board for adoption. The approved Annual Performance Plan was then submitted to Treasury and subsequently aligned to the final allocation from Treasury after certification by all programme managers;
- The stream reported on their performance on a quarterly basis and the draft Annual Report for 2010/2011 finalised for the stream was finalised; and
- The stream also reviewed and finalised business plans for 2012/2013 in line with revised strategic plan and MTEF allocations – facilitated signing off of Business Plans and refined the 2012/2013 Medium Term Expenditure Framework (MTEF) Chapter.

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#### Financial Management:

The programme ensured the management of the institutional finances by the following activities:

- Budget Council meetings were held to consider annual performance and financial plans of for 2012/2013 for recommendation to the Speaker and the Board. Meetings were also held to consider emerging priorities and pressing issues for the adjustment budget. The adjustment budget was presented to the Board and approved for onward submission to the Provincial Treasury;
- Facilitated a meeting between the Speaker and the MEC for Finance to initiate a consultative process on funding requirements for 2012/2013 financial year. Meetings were also held with the Head of Treasury to discuss funding requirements for the 2012/2013 MTEF and adjustment budget. Treasury was further engaged to fund other emerging priorities through the adjustment budget for 2011/2012 financial year. Engaged with Treasury to discuss the 2011/2012 additional funding request and the 2012/2013 MTEF budget. The Budget Statement Chapter and budget tables were updated to incorporate Treasury's 2012/2013 MTEF allocations. The Budget Statement was subsequently revised in line with final indicative allocations by Treasury;
- Austerity and cost-cutting measures continued to be implemented to realise savings;
- The programme also prepared a proposal for the Speaker on salary increments for senior management during the reporting period;
- Regular engagements with all directorates and respective programme managers to finalise the budget for 2012/2013 as well as reprioritisation of projects for 2011/2012 in order to spend within available resources were held. Programme managers were continuously engaged to resolve their budget related matters and expenditure projections. Scheduled meetings were also conducted to determine planned activities to inform expenditure projections. Guidance and feedback on budgetary matters are provided both on a formal and informal basis;
- No irregular and fruitless/wasteful expenditure had been reported and liabilities of the institution were settled timeously in line with policy and available resources.



- Amended and aligned the financial procedure manual with GRAP requirements;
- Captured the approved 2012/2013 budget on SAP;
- Revised the Annual Revenue and Expenditure Projections for 2012/2013 in accordance with FAMILA and aligned to the revised business plans and developed revenue generation measures and strategy for implementation in the new financial year. Continuous implementation of revenue generation measures and strategy were adhered to;
- Cash flow was monitored and planned activities evaluated on a monthly basis. There was continuous interaction with programme managers to determine activities and projects that were realistic, relevant, capable of completion and necessary. Regular bi-laterals with Treasury were conducted to ensure effective cash flow management and adequate cash flow resources and monthly funds requisitions to Provincial Treasury were submitted timeously. Expenditure projections were developed for 2012/2013 and presented to Treasury;
- Financial reports were prepared on a monthly basis and submitted to both internal and external stakeholders. Expenditure reports were also prepared for Political Parties on a monthly basis. The monthly financial reports were prepared by the 15<sup>th</sup> of each subsequent month;
- Performance reports were prepared on a quarterly basis and submitted to all relevant internal and external stakeholders;
- Implemented adopted cost cutting measures with greater control on expenditure, identifying areas where savings could be realised and to ensure that the limited allocated resources were optimally and efficiently utilised. Reviewed the S&T Policy for alignment to the new GPL structure and to cater for inflationary increases;
- Procured Case Ware accounting software for Financial Reporting standards in line with GRAP;
- Conducted In-House Financial Management training for all programme managers;
- Capacitated the accounts payable with training and compiled supplier reconciliations in line with GRAP requirements;
- Successfully put into operation the new bank accounts with First National Bank during April 2011;
- Amended and aligned with GRAP requirements the financial procedure manual;
- Compiled GPL 2012/2013 budget data base and submitted to Treasury during December in line with agreed timelines;
- Compiled GPL 2012/2013 budget statement chapter and submitted to Treasury during December in line with agreed timelines;
- Compiled GPL's adjustment budget chapter and submitted to Treasury during November in line with agreed timelines. The GPL's adjustment budget requests were approved by Treasury and tabled at the GPL;
- Monthly Bank reconciliations were conducted to accuracy of all transactions recorded; and
- Development of the GPL Investment Policy in line with FAMILA to utilise unspent funds/retained income.

#### **Asset Management:**

The programme performed its assets management responsibility by:

- The Asset Disposal Committee met regularly to consider the disposal of the Institutional assets in line with policy; and
- Developed and tabled the revised Asset Management Policy to the Policy Committee.



#### **Travel:**

To ensure effective travel management to stakeholders the following can be reported:

- Courtesy calls to MPLs travelling were made to ensure that all travel arrangements were satisfactory; and
- A proactive approach was adopted to eliminate travel problems by having regular meetings with travelling candidates.

#### **Audit matters:**

The Audit of the 2010/2011 financial year was concluded with the final audit report submitted at the end of July 2011. The GPL achieved a "clean audit" with no emphasis of matter items. The following achievements can be noted on audit matters:

- The programme responded to all audit queries and provided all necessary information as and when required;
- Co-ordinated and monitored the internal audit process in line with the approved Coverage Plan and Internal Audit Charter;
- The programme developed an external audit strategy in preparation for the 2011/2012 financial year aimed at achieving a "clean audit". The 2011/2012 Audit Strategy was executed and a 2-day workshop was held;
- The forensic audit on the Legislative Information Management System (LIMS) project was facilitated during the period. A draft provisional report was received subject to consideration by the Accounting Officer and tabling with the Speaker;
- The Audit Committee finalised the preparation of the Annual Financial Statements for the 2010/2011 financial year in line with Generally Recognised Accounting Practice (GRAP). The Audit Committee adopted the Annual Financial Statements (AFS) and recommended same to the Board for final adoption;
- Finalised the preparation of the Annual Financial Statements (AFS) of the Gauteng Political Party Fund for the 2010/2011 financial year. An unqualified audit opinion was achieved with two emphases of matter items;
- Audit Committee Meetings were held on a quarterly basis in line with the charter with full agenda preceding Board meetings. Special meetings were held as and when required. The Audit Committee met on a quarterly basis and reviewed financial statements, monitored the appropriate accounting policies as well as the systems of internal control and considered findings of Internal Audit. The committee also scrutinised the reports submitted by both the internal and external auditors on compliance levels, materiality and the effectiveness of systems (A Special Audit Committee meeting was held for the tabling of the GPL strategic risks for 2011/2012 financial year and. Two additional special meetings were also held during the year to consider the Annual Financial Statements and the revised Strategic Risks respectively. Audit and Risk Committee meetings held quarterly in line with the Audit Charter);
- All information and documentation for the key controls assessment was duly submitted to the AG. The results were highly rated as the only matter of concerns raised was outstanding vacant positions;
- Evaluation for the tender of the appointment of an Internal Audit service provider for the 4th Internal Audit cycle, that is, 1 April 2012 to 31 March 2015 has been concluded;
- Facilitated the executing of Internal Audit in line with the Annual Internal Audit Coverage Plan;
- The final Audit Plan for 2011/2012 was presented to the Audit Steering Committee and Audit and Risk Committee for acceptance and approval;

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- The Office of the AG concluded with the execution and reporting phase of the 2010/2011 external audit. Planning for the 2011/2012 external audit also commenced during the year;
- Co-ordinated and complied with all external audit requests for the 2010/2011 external audit. The audit was concluded and the consensus letter signed on the 29 July 2011;
- Progress reports on the implementation of audit recommendations were presented to Risk Management Committee and Audit and Risk Committee; and
- Development of Annual Internal Audit Coverage Plan for 2011/2012 and tabled at Audit Committee and adopted.

#### **Risk matters:**

Risk management was conducted by the programme as follows:

- During the period under review the strategic risks for the GPL were reviewed and the risk register updated accordingly and the 2011/2012 strategic risk assessment was concluded. The risk register was regularly assessed on implementation of corrective actions and mitigating controls and presented at all Risk Management Committee (RMC) and Audit and Risk Committee (ARC) meetings. The Chairperson of the Audit and Risk Committee updated the Board on progress and status of the risk register;
- The Risk Management Strategy was reviewed;
- Risk Management meetings were held in line with the terms of reference with full agenda preceding Audit and Risk Committee meetings;
- Regular engagements with all directorates and respective programme managers to address audit issues and update tracking reports on Risk Management were held;
- Further training on the Barn Owl Risk Management System was facilitated for the remaining programme and sub-programme managers for effective utilisation of the tool; and
- Operational risk assessments were concluded at programme levels during the year.

#### **Supply Chain Management:**

The programme facilitated sound supply chain management on behalf of the Institution as follows:

- The institution developed a Supply Chain Management policy which is aligned with the Financial Management of GPL Act, 2009 thus bringing the GPL into the 21st Century in terms of Supply Chain Management standards;
- LAC meetings were held on demand to ensure principles of SCM were stringently complied with;
- All approved requisitions were processed in line with the applicable SCM processes. Non-relevant and expired requisitions were timeously deleted from the system;
- All travel requisitions were processed and finalised in line with the SCM prescripts;
- All contracts were accounted for in the contract register and reported at Risk Management Committee meetings;
- All vendor application forms have been captured on the system and approved;
- All tenders were concluded within 90 days (that is, within the validity period). The following tenders were concluded during the financial year:
  - Rehabilitation of the City Hall;
  - Repairs to the exterior surface of the City Hall;
  - Computers and laptops for MPLs and staff; and
  - Insurance.



- A Strategy to realise preferential procurement and BEE targets was developed and tabled to the Secretariat for adoption. Preferential procurement and the provision for the promotion of Broad Based Black Economic Empowerment (BBBEE) are also made in our SCM policy to further emphasise the seriousness that is orchestrated by both the Acts. Status in relation to targets as at Financial Year end 2011/2012 were:
  - Total HDI spend was 57.26 % against a target of 60% (2011: 53.84%);
  - Total spend on women was 30.37 % with target at 30% (2011: 27.64%);
  - Total spend on youth was 9.96 % with target at 10% (2011: 6.83%); and
  - Total spend on people with disabilities was at 0.01% targeted at 5% (2011: 0.1%).
- The Delegations of Authority (DOA) was revised in line with best practice for the 2011/2012 financial year.

#### **Team Building:**

The CFO stream embarked on a team-building exercise during the reporting year.

#### **Fraud Prevention:**

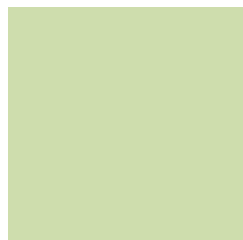
- Fraud Prevention meetings held quarterly in line with its mandate preceding Risk Management Committee meetings and a revised Fraud Prevention Plan were presented to the ARC in line with the risk assessment concluded; and
- The Fraud Prevention Plan and Strategy was revised and adopted by the Audit and Risk Committee. The Fraud Prevention Plan (FPP) Operational Committee took responsibility for the implementation of the fraud prevention plan within the GPL. Satisfactory progress was made on the implementation of the fraud prevention plan and a fraud prevention workshop was conducted during the year under review.

## **STAKEHOLDER MANAGEMENT**

The programme ensured stakeholder management through:

- CFO Stream Executive meetings were held immediately after Board and Secretariat meetings to communicate decisions of the Board and the Secretariat. Tasks emanating from the Secretariat and the Board were updated on the tracking register. The monthly reporting register was tracked to ensure compliance with submission of all reports for the stream;





- Responses to questions and resolutions of Oversight Committees of SCOPA, GEYODI and OCPOL were done during the reporting period;
- The tracking and monitoring of the Stakeholder Management Survey was conducted regularly, based on a developed action plan;
- Bilateral discussions and engagements with committee chairpersons and relevant committee staff were undertaken to confirm annual performance plans and associated budgets. Budgets were determined and allocation letters were issued to committee chairpersons for certification;
- The Chief Financial Officer participated in the SALSA and CFO Forums as Chairperson of the Forum and also attended the SALSA conference in Cape Town;
- The Chief Financial Officer participated in the Presiding Officers and chairpersons strategic planning session and presented financial reports;
- Closer liaison with the Members Affairs Directorate was maintained to ensure service excellence to MPLs. Monthly reports for parties were prepared and distributed at Members Affairs meetings;
- Regular meetings were held with the Office of the AG and relations remain extremely cordial on a professional basis. In its assessment of the GPL as an auditee, the AG rated the GPL a maximum five out of five. Professional relations were also maintained with the Internal Audit service provider;
- Regular meetings were held with the Treasury whilst recognition of constitutional roles was respected;
- Met with representatives from Treasury regarding planning of Fraud Risk Assessment;
- Regular meetings were also held with SARS to discuss tax matters affecting GPL and MPLs;
- A CFO Stream workshop was conducted on Finance, SCM and Risk Management as part of the CFO Stream "Partnership" processes;
- The programme attended and participated in the Budget structure and programme for the Legislative Sector at National Treasury;
- The programme hosted the Mpumalanga Legislature on matters of Financial Management and SAP;
- GPL guidelines were developed for the utilisation of the Sector funding received from Parliament; and
- Allocated, monitored and reported the utilisation of the Sector funding received from Parliament.

## HUMAN CAPITAL

The programme finalised the appointment of the Supply Chain Management Compliance Officer during the reporting period and concluded IPMS review sessions with staff.

## PROGRAMME PERFORMANCE INFORMATION: OFFICE OF THE CEO

### Sub-Programme: Financial Management

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Financial Management</b>	To provide financial administrative and procedural support to MPLs in order to enable them to perform their constitutional obligations	Remunerated MPLs	Zero incidents of untimely and inaccurate remuneration of MPLs	Monthly payroll processed on the 15 <sup>th</sup> of each Month
	Processed MPLs S&T claims (per diem)	All claims paid one day before departure	Disbursement of all claims one day before departure	All MPLs' S&T claims were disbursed one day before departure in line with applicable timelines
	Party facilities processed	All facilities paid in line with applicable policies and legislations	Party facilities payments processed in-line with the applicable policies and legislations  Constituency allowances paid within five days from the date of receiving requisition Political Party Funding processed in line with the applicable policies and legislations	Party facilities payments processed in-line with the regulations and MoA  Constituency allowances paid within five days from the date of receiving requisition Political Party Funding processed in line with the applicable policies and legislations
	To develop mutual relationships with suppliers and service providers that enables the GPL to deliver on its mandates and to contribute to growth and sustainability	All service providers paid	All payments processed within 30 days	Process all payments within 30 days of receipt of invoice
	To provide financial, services to stakeholders through service excellence in order to realise the institutional strategic goals whilst achieving an unqualified audit	Readily available accurate, reliable and complete financial reports	Submitted financial information in line with the timelines	Monthly and Quarterly financial reports in line with prescribed formats and timelines
		Readily available accurate, reliable and complete non-financial performance reports	Submitted non financial information reports in-line with applicable timelines	Quarterly non financial reports in line with the prescribed formats and timelines



ACTUAL		
This section is the consolidation of the four quarters		
ACTUAL PERFORMANCE ON OUTPUT TARGET PER QUARTER (EFFICIENCY)	REASONS FOR DEVIATION	PROGRESS TOWARDS OUTCOMES (EFFECTIVENESS)
Monthly MPLs' payroll processed on the 15 <sup>th</sup> of each month with zero incidents of untimely and inaccurate MPLs' payroll	No deviation	Satisfied MPLs Compliance with applicable legislation (Political Office Bearers Act) and internal processes
No deviation	Compliance with MPLs S&T Policy	Processed MPLs S&T claims (per deem)
No deviation	Enable MPLs to fulfil their constitutional obligations Reducing dependency on private funding  Compliance with applicable legislation	Party Facilities processed
All supplier payments were made within 30 days of the receipt of invoice	No deviation	
Produced accurate, reliable and complete monthly and Quarterly financial reports in line with agreed timelines	No deviation	Transparent and accountable GPL  Enhanced decision making on financial matters relating to the GPL  Ensured Accountability on implementation of budget
Submitted all quarterly non financial performance report in line with prescribed formats and timelines	No deviation	Ensure accountability on the implementation of the strategic plan Improved planning and execution



<b>PLANNED</b> This section is an extract from the APP				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
<b>Financial Management</b>		Interim and Annual Financial Statements produced in line with the applicable legislation	Accurate and reliable interim and annual financial statements in compliance with applicable legislation and accounting standards	Annual Financial Statements (2010/2011) completed by the end of May  Interim financial statements before the end of the third quarter
	To enhance the fiscal stability, accountability and integrity of the GPL and strive to manage assets and liabilities soundly	All bank accounts reconciled monthly	All bank accounts without non-reconciling items	Monthly bank reconciliations
	To enhance the fiscal stability, accountability and integrity of the GPL and strive to manage assets and liabilities soundly	Voted funds and direct charges received	Sufficient funds	Monthly funds requisitions to Provincial Treasury
	To enhance the fiscal stability, accountability and integrity of the GPL and strive to manage assets and liabilities soundly	Monthly cash flow projections	Expenditure aligned with operational plans	Monthly update of cash flow projections
	To provide financial administrative and procedural support to staff of the GPL in order to enable them to perform their obligations	Remunerated staff members	Zero incidents of untimely and inaccurate remuneration of staff	Monthly staff payroll processed on the 15 <sup>th</sup> of each Month
	To enhance the fiscal stability, accountability and integrity of the GPI and strive to manage assets and liabilities soundly	Asset Register reconciled	An asset register without non-reconciling item	Monthly reconciled asset register
	Execute financial management and administration according to FAMLA, FAMLA Regulations, Policies, Regulations, and all applicable legislation	Reviewed and updated finance procedure manual	Compliant finance procedure manual	Update procedure manual by the end of the financial year



<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE ON OUTPUT TARGET PER QUARTER (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES (EFFECTIVENESS)</b>
<p>Annual financial statements of the 2010/2011 financial year were completed and submitted to AG on 31 May 2011 in line with FAMLA and GRAP</p> <p>Interim financial statements prepared and submitted before the end of the third quarter</p>	No deviation	Presented a true and fair view of the GPL's financial performance, financial position, changes in net asset and cash flow that is useful to stakeholders
Monthly Bank reconciliations prepared and reviewed	No deviation	<p>Accurate transactions recorded in the GPL's bank account and general ledger</p> <p>Detect any fraudulent transactions</p> <p>Compliance with internal processes and applicable legislation</p>
Monthly funds requisitions to Provincial Treasury were submitted timeously	No deviation	<p>Ensured adequate funding to fulfil the GPL's mandate</p> <p>Proper cash flow management</p> <p>Ensured continuous compliance of applicable legislation in the prevention of over expenditure</p>
Accurate monthly cash flow projections were compiled	No deviation	<p>Alignment of expenditure with operational plan</p> <p>Timeous determination of over and under expenditure</p>
Monthly payroll processed on the 15 <sup>th</sup> of each month with zero incidents of untimely and inaccurate MPLs' payroll	No deviation	<p>Compliance with applicable legislation</p> <p>Satisfied stakeholders</p>
Performed and reviewed asset register on a monthly basis	No deviation	<p>Compliance with internal controls and applicable legislation</p> <p>Enhanced Accountability of Institutional Assets</p>
Procedure manual updated by end of the financial year	No deviation	<p>Effective and efficient Financial Management and Internal controls</p> <p>Prevention of fraud and corruption</p> <p>Promoting Good Governance</p>

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
	Provide informative and timeous Financial and non financial reports in line with FAMLA Requirements	GPL Annual Performance Plan produced	Clearly defined GPL Objectives	Complete GPL Annual Performance Plan six months prior to the start of the new financial year
		Annual Budget compiled	Adequately Resourced Business Plans	Compilation of Annual budget in line with FAMLA and applicable Treasury timelines
		Budget Statement Chapter submitted to Treasury	GPL plans aligned with budget allocation	Submission of the budget statement chapter in line with Provincial Treasury timelines
		Adjustment Budget compiled	Emerging priorities adequately funded	Submission of the adjustment budget in line with FAMLA and Treasury timelines

### Sub-Programme Name: Supply Chain Management

<b>PLANNED</b> <b>This section is an extract from the APP</b>				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
Supply Chain Management	To provide effective and efficient Supply Chain Management	Partnership engagement meetings with line	Minutes of engagement meetings	Monthly engagement meetings with programmes
	To procure goods and services in a fair, equitable, transparent, competitive and cost effective manner	Achieved Institutional targets on HDI's	Percentage of expenditure to HDI service providers Monthly statistics on purchases awarded above R 30,000.00	60% to HDIs Women (30%) Youth (10%) PwD (5%)
	Adherence to relevant SCM legislative framework, policies and procedures	Unqualified audit report	Zero audit qualifications and matters of emphasis	All internal Audit and AG recommendations have been implemented
	To ensure effective and efficient Supply Chain Management	Revised SCM policy and Delegations of Authority	Adopted Supply Chain Management policy and Delegations of Authority	Revised and approved SCM policy and delegations in the first quarter of each year



<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE ON OUTPUT TARGET PER QUARTER (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES (EFFECTIVENESS)</b>
GPL Annual Performance Plan completed six months prior to the beginning of the new year	No deviation	Communicated GPL plans to enhance transparency and accountability Allocation of financial resources
GPL 2012/2013 budget compiled in-line with FAMLA and applicable Treasury timelines	No deviation	Adequately resourced Institution Compliance with applicable legislation  Resources applied economically, efficiently and effectively
Final budget statement chapter submitted to Treasury in line with applicable timelines	No deviation	Adequately resourced Institution Compliance with applicable legislation
Adjustment budget submitted in line with FAMLA and Treasury timelines	No deviation	Emerging priorities adequately funded Increased public awareness of the Institutions service delivery plans

<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE ON OUTPUT TARGET PER QUARTER (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES (EFFECTIVENESS)</b>
Regular engagement meetings took place as and when required in line with business needs		Resources acquired, economically and efficiently in a fair and transparent manner Resources provided to implement the strategic plan
HDI – 57.26% Women – 30.37% Youth – 9.96 PwD – 0.01%	By virtue of the implementation of the BBBEE strategy, 95.5% of the target was achieved groups The target for PwDs was above the norm in light of the population of PwDs in the Gauteng	Economic transformation and social cohesion Empowerment of targeted enterprises
All internal Audit and AG recommendations had been implemented	No deviation	Compliance with Corporate Governance No adverse Audit Report
The SCM policy and Delegation of Authority were revised and approved	No deviation	Compliance with Corporate Governance Compliance with the Supply Chain Management Framework  Improved efficiency and effectiveness of the institution



<b>PLANNED</b> This section is an extract from the APP				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
Supply Chain Management	To prevent unauthorised, irregular, fruitless and wasteful expenditure which promotes high ethical standards and prohibits fraud corruption and favouritism	Monthly reporting of unauthorised/irregular, fruitless and wasteful expenditure	Monthly report submitted to CFO Updated registers of irregular and fruitless/wasteful expenditure	Monthly reports detailing unauthorised/irregular, fruitless and wasteful expenditure
		Ex post factors condoned as per delegation of authority	Register of all ex post factor cases	Monthly condonation of ex post facto expenditure
	To ensure contracts concluded for the supply of goods and services are properly managed and enforced	Improved administration of contracts	Signed Service Level Agreements for contracts	All contracted services have service level agreements and contracts in place
		Checklists for new contracts compiled	Checklists for new contracts	Checklist in place for all new contracts
	To ensure Supply Chain Management which is fair, equitable, transparent, competitive and cost effective	Maintenance of the vendor database	<ul style="list-style-type: none"> <li>Updated database of suppliers</li> <li>Audit trail to changes and additions to vendor database</li> </ul>	Vendor database updated annually
		Acquisitions in line with Business Plans	Report on the processing of purchase requisitions and orders	All goods and services acquired in line with business plans and applicable SCM processes and GPL policies
		Travel requisitions administered	Report on the processing of travel requisitions	All travel requisitions processed in line with business plans and applicable SCM processes and GPL policies
	To ensure Supply Chain Management which is fair, equitable, transparent, competitive and cost effective	Bids/tenders effectively administered	Updated bid/tender register	All tenders awarded within the validity period
		LAC meetings held	LAC Reports Approved terms of Reference	LAC meetings held at least once a month

Developed asset acquisition plan - Asset management function was executed under the Administration unit during the year of reporting



<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE ON OUTPUT TARGET PER QUARTER (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES (EFFECTIVENESS)</b>
Monthly reports prepared and no instances of unauthorised/irregular, fruitless and wasteful expenditure were reported	No irregular and fruitless/wasteful expenditure had been reported	Compliance with Corporate governance Compliance with Supply Chain Management processed and procedures
All ex post facto expenditure were condoned		Compliance with Corporate Governance Compliance with Supply Chain processes
All services sourced and payments effected in line with the contracts and/or service level agreements	No deviation	Effective Contract Management Compliance with SCM processes
Checklists were put in place for all new contracts	No deviation	Effective Contract Management Compliance with SCM processes
The vendor database maintained and updated throughout the year		Compliance with Legislative and GPL requirements Realisation of value for money
All goods and services were acquired in line with business plans and applicable SCM processes and GPL policies	No deviation	Compliance with Corporate Governance Contribution towards realising goals and objectives of the GPL
All travel requisitions were processed in line with business plans and applicable SCM processes and GPL policies	No deviation	Effective and efficient acquisition management Assisting the MPLs to effect their constitutional role
All tenders were awarded within the validity period	No deviation	Compliance with SCM policy Realisation of value for money Transparency Fairness Competitive Equity and equality
LAC meetings were held on demand	LAC meetings held on an ad-hoc need basis	Compliance with corporate governance imperatives Realisation of value for money Transparency Fairness Competitive Equity and equality

### Sub-programme: Risk and Governance

<b>PLANNED</b> This section is an extract from the APP				
SUB-PROGRAMME	MEASURABLE OBJECTIVE	OUTPUT	INDICATOR	ANNUAL TARGET
Risk Management	Ensuring an effective and efficient a risk management environment exists throughout the GPL	Strategic annual risk assessments conducted	Complete and updated strategic risk register	Annual risk assessment
		Annual operational risk assessments conducted	Complete and updated operational risk registers	Annual operational risk assessments
	Facilitate and organise the annual external audit process	External audit report completed	Signed audit consensus letter	Annually audit report
	To manage the Internal Audit Function effectively and efficiently as guided by the audit coverage plan	Internal audit reports produced as per coverage plan	Internal audit reports as per coverage plan	All internal audit report completed as per coverage plan
	Provide technical and administrative secretarial support to corporate governance structures (Fraud Prevention Committee)	Fraud Prevention Committee meetings	Agendas and minutes of meetings held	Quarterly Fraud Prevention Committee meetings
	Provide technical and administrative secretarial support to corporate governance structures (Risk Management Committee)	Risk Management Committee meetings	Agendas and minutes of meetings held Report to Audit and Risk Committee	Quarterly Risk Management Committee meetings
	Provide technical and administrative secretarial support to corporate governance structures (Risk Management Committee)	Audit and Risk Committee meetings	Agendas and minutes of meetings held	Quarterly Audit and Risk Committee meetings
	Facilitate the implementation of audit recommendation	Updated audit tracking report	Exception reports on implementation (as per agreed due dates)	Quarterly updated audit tracking report



<b>ACTUAL</b> <b>This section is the consolidation of the four quarters</b>		
<b>ACTUAL PERFORMANCE ON OUTPUT TARGET PER QUARTER (EFFICIENCY)</b>	<b>REASONS FOR DEVIATION</b>	<b>PROGRESS TOWARDS OUTCOMES (EFFECTIVENESS)</b>
The 2011/2012 strategic risk assessment was concluded and adopted by the Audit and Risk Committee	No deviation	Strategic annual risk assessments conducted
Operational risk assessments were concluded for all programmes	No deviation	Annual operational risk assessments conducted
The 2010/2011 external audit was concluded and the consensus letter signed within stipulated timeframes	No deviation	External audit report completed
Completed all internal audit reports as per the coverage plan	No deviation	Internal audit reports produced as per coverage plan
Three quarterly fraud prevention Committee meetings and one Annual Fraud awareness Workshop	No deviation	Fraud Prevention Committee meetings
Quarterly Risk Management Committee meetings were held in line with its ToR	No deviation	Risk Management Committee meetings
Quarterly Audit and Risk Committee meetings held in line with Audit and Risk Committee Charter	No deviation	
Audit tracking report updated quarterly	No deviation	



## NOTES

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# SECTION FOUR

THE AUDIT COMMITTEE

YOUR VIEW ~ OUR VISION

## GAUTENG PROVINCIAL LEGISLATURE

### REPORT OF THE AUDIT COMMITTEE

We are pleased to present our report for the financial year ended 31 March 2012.

#### Audit Committee Members and Attendance

The audit committee consists of the members listed hereunder and have met at least four times per annum as per its approved charter. During the current year six meetings were held.

Name of Member	Number of Meetings Attended
JL Davis (Chairperson)	6
AR Martin	4
VP Skosana	5
R Letwaba	5
M Madlala	2

#### Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 45(1) of the FAMILA. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.





### The effectiveness of internal control

The system of internal control applied by the GPL over financial and risk management is effective, efficient and transparent.

In line with the FAMLA, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. From the various reports of the Internal Auditors, the Audit Report on the Annual Financial Statements and the management report of the Auditor-General, it was noted that no matters were reported indicating any material deficiencies in the system of internal control or any deviations there from. Accordingly, we can report that the system of internal control for the period under review was efficient and effective.

### Evaluation of Financial Statements

The Audit Committee has:

- Reviewed and discussed the audited / unaudited annual financial statements to be included in the annual report, with the Auditor-General and the Accounting Officer;
- Reviewed the Auditor-General's management report and management's response thereto;
- Reviewed changes in accounting policies and practices (where applicable);
- Reviewed the GPL's compliance with legal and regulatory provisions;
- Review the information on pre-determined objectives to be included in the annual report; and
- Reviewed significant adjustments resulting from the audit.

The Audit Committee concurs and accepts the Auditor-General's conclusions on the annual financial statements, and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

### Internal audit

The Audit Committee is satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to GPL in its audit.

### Auditor-General South Africa

The Audit Committee has met with the Auditor-General South Africa to ensure that there are not unresolved issues.

**JL DAVIS**

**CHAIRPERSON OF THE AUDIT COMMITTEE**

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# SECTION FIVE

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THE ANNUAL FINANCIAL STATEMENTS

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## GENERAL INFORMATION

Country of incorporation and domicile	South Africa
Member	Peter Skosana
Registered office	Cnr President and Loveday Streets Johannesburg 2001
Business address	Cnr President and Loveday Streets Johannesburg 2001
Postal address	Private Bag X52 Johannesburg 2000
Bankers	The Standard Bank of South Africa
Auditors	Auditor-General of South Africa
Secretary to the Legislature	Peter Skosana

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# REPORT OF THE AUDITOR-GENERAL TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

## REPORT ON THE FINANCIAL STATEMENTS

### Introduction

1. I have audited the financial statements of the Gauteng Provincial Legislature set out on pages 233 to 273, which comprise the statement of financial position as at 31 March 2012, and the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, the notes and a summary of significant accounting policies and other explanatory information.

### Accounting Officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation of these financial statements in accordance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Financial Management of Provincial Legislature Act, 2009 (Act No. 7 of 2009) (FAMLA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor-General's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the *General Notice* issued in terms thereof and International Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Opinion

5. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Gauteng Provincial Legislature as at 31 March 2012, and its financial performance and cash flows for the year then ended in accordance with the SA Standards of GRAP and the requirements of the FAMLA.

### Emphasis of matters

I draw attention to the matters below. My opinion is not modified in respect of these matters.

### Restatement of corresponding figures

6. As disclosed in note 26 to the financial statements, the corresponding figures for 31 March 2011 have been restated as a result of an error discovered during 31 March 2012 in the financial statements of the Gauteng Provincial Legislature at, and for the year ended 31 March 2011.

### Material underspending of the budget

7. As disclosed in the report of the accounting officer, the Gauteng Provincial Legislature has materially underspent the budget on Corporate Support to the amount of R19 million which represent 5% of the total allocated budget.

## REPORT OF THE AUDITOR-GENERAL TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

8. In accordance with the PAA and the *General Notice* issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

#### Predetermined objectives

I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages 36 to 213 of the annual report.

9. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information*.

The reliability of the information in respect of the selected programmes is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).

10. There were no material findings on the annual performance report concerning the usefulness and reliability of the information.

#### Additional matter

11. Although no material findings concerning the usefulness and reliability of the performance information was identified in the annual performance report, I draw attention to the following matter below. This matter does not have an impact on the predetermined objectives audit findings reported above.

#### Achievement of planned targets

12. Of the total number of planned targets, only 274 were achieved during the year under review. This represents 29% of total planned targets that were not achieved. This was mainly due to the fact that indicators and targets were not suitably developed during the strategic planning process.

#### Compliance with laws and regulations

13. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the *General Notice* issued in terms of the PAA are as follows:

#### Annual financial statements

14. The financial statements submitted for auditing were prepared in accordance with the prescribed financial reporting framework, however aggregate material misstatements on current liabilities, revenue, and disclosure items were identified by the auditors in the submitted financial statement and were subsequently corrected which is in contravention of section 54 of FAMILA, resulting in the financial statements receiving an unqualified audit opinion.

#### Expenditure management

15. The accounting officer did not take reasonable steps to prevent irregular expenditure as required by section 6(e) of FAMILA.

#### Procurement and contract management

16. Sufficient appropriate audit evidence could not be obtained that quotations were awarded to suppliers whose tax matters have been declared by the South African Revenue Services to be in order as required by Section 7.3 of the Supply Chain management policy and the Preferential Procurement Regulations.

## REPORT OF THE AUDITOR-GENERAL TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

17. Sufficient appropriate audit evidence could not be obtained that quotations were awarded only to bidders who submitted a declaration on whether they are employed by the state or connected to any person employed by the state, which is prescribed in order to comply with section 44(c) (d) of FAMLA.
18. Sufficient appropriate audit evidence could not be obtained that goods and services of a transaction value above R500,000.00 were procured by means of inviting competitive bids in contravention of section 2.1.2 of the Supply Chain Management Policy. Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of section 2.1.2 of the Supply Chain Management Policy.

### Internal control

19. I considered internal control relevant to my audit of the financial statements, performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that result in the findings on the compliance with laws and regulations included in this report.

### Leadership

20. Management did not exercise adequate oversight responsibility regarding compliance with laws and regulations.

### Financial and performance management

21. Financial management- the financial statements and information supporting disclosure notes was not adequately reviewed for completeness and accuracy.

### OTHER REPORTS

#### Investigations

22. An investigation is currently undertaken to probe the allegation of corruption against a GPL staff member who was suspected to be receiving bribes from suppliers and failing to declare interest on a contract. The allegations were reported on the national anti corruption hotline (NACH) and the investigation is conducted by the Gauteng Shared Services of Gauteng Department of Finance. The investigation was still not completed as at the date of this report.
23. An investigation was conducted by the Integrity Commissioner of the Gauteng Provincial Legislature (GPL) to probe allegations of possible conflict of interest regarding a contract that was awarded by GPL. The investigation seeks to uncover if there was any contravention of the SCM regulations and possible contravention of the Gauteng Legislature ethics code. The report relating to the investigation was released on 16 July 2012 and found no wrong doing.

*Auditor - General*  
Johannesburg

30 July 2012



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

# REPORT OF THE ACCOUNTING OFFICER TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

## 1. GENERAL REVIEW OF THE STATE OF FINANCIAL AFFAIRS

The Financial Management of Gauteng Provincial Legislature Act (FAMLA) requires the Executive Authority to ensure transparency, accountability and sound management of the revenue, expenditure, assets and liabilities of the Gauteng Provincial Legislature (GPL).

Efficient and sustainable financial management is fundamental to the promotion of good governance. In line with the strategic goal of Leadership and Corporate Governance, systems of good corporate governance, effective administration and good financial management systems continued to be effective during the financial year.

This report reviews the progress made during the reporting year by describing the main financial achievements (and challenges) against the key financial objectives of the GPL. Much has been achieved during the year from a procedural and systems perspective to ensure that there was compliance with sound corporate governance and financial practices. Systems were successfully implemented to ensure access to management and financial information. Policies, procedures and guidelines were reviewed to make this more relevant, user friendly and accessible. The Finance Policy and Procedure manual was revised during the year to ensure relevant controls and best business practice.

### 1.1 Budgeting process and allocation

In terms of section 12 (a) and (b) of chapter 3 of the FAMLA, the Speaker must oversee the preparation of the GPL's strategic plan, annual performance plan, budget and adjustments budgets, and table the annual performance plan in the Provincial Legislature annually.

During the year, the GPL developed a Planning, Budgeting and Reporting Framework that outlines each stage of the planning, budgeting, implementation, reporting, monitoring and evaluation cycle. The emphasis was on performance information and templates to be used for purposes of drafting the strategic and annual performance plans. Furthermore, the framework also covers a guide and templates on reporting.

Goals and objectives were the prime outputs flowing from the strategic planning process. The defined objectives were then translated into plans which were consistent with the policies, political priorities and guidelines laid down by the political leadership. Plans and budgets should be interrelated to improve operational effectiveness. It is important for budget plans to link to plans to ensure that key objectives and priorities are budgeted for and achieved. In this regard, the GPL continued to improve and implement various initiatives that sought to focus greater attention on the relationship between budgets and performance, such as the activity-based costing methodology. In achieving this, outputs were broken down into performance enhancing processes or activities. This information then informed the calculation of budgets.

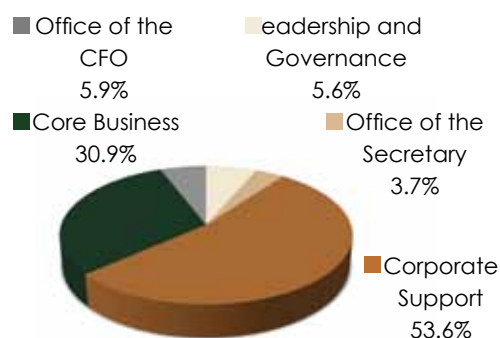
For the year under review, the GPL received a total budget allocation of R402.7 million to implement its annual performance plan. This represents an increase of 29.8 % as compared to the budget allocation of the previous financial year. The identification of emerging priorities during the financial year resulted in the movement of funds from areas of saving and movement of funds from strategically less important areas.

## REPORT OF THE ACCOUNTING OFFICER TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

The budget allocation for the 2011/12 financial year is depicted in the table and graphical analysis below:

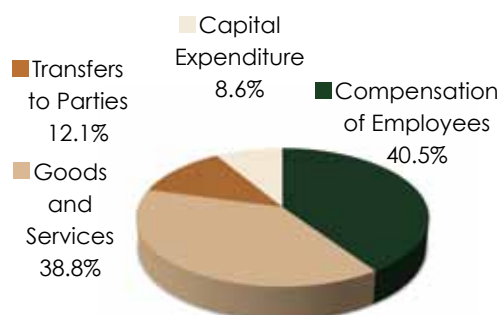
### BUDGET BY PROGRAMMES

PROGRAMME	% OF BUDGET	R'000
Leadership and Governance	5.6%	22 712
Office of the Secretary	3.7%	14 907
Corporate Support	53.8%	216 789
Core Business	30.9%	124 377
Office of the CFO	5.9%	23 935
TOTAL	100%	402 720



### BUDGET BY ECONOMIC CLASSIFICATION

CLASSIFICATION	% OF BUDGET	R'000
Compensation of employees	40.5%	163 101
Goods and Services	38.8%	156 429
Transfer to Parties	12.1%	48 652
Capital Expenditure	8.6%	34 538
TOTAL	100%	402 720



An additional amount of R57.2 million was received as a statutory appropriation in respect of remuneration for Political Office Bearers. This amount is distinct from the GPL voted budget and falls within the ambit of the Direct Charges Act.

### 1.2 Expenditure Analysis

The monitoring of the budget during the year was conducted through monthly financial reporting. The GPL spent R376.1 million (2011: R290.4 million) of the total allocated budget. This represents 93.4% utilization of the total voted funds for the year. The GPL realised an under spend of R26.5 million, primarily attributable to the deferment of capital projects, approved positions as per the organisational structure not filled as well as planned international trips not undertaken during the year. Actual spending and growth is reflected in the table below:

ECONOMIC CLASSIFICATION	% SPENT	ACTUAL SPENDING 2011/12	ACTUAL SPENDING 2010/11	% GROWTH
Compensation of employees	42.4%	159 489	119 065	33.95%
Goods and Services	38.3%	144 253	105 020	37.36%
Transfer to Parties	12.8%	48 296	54 449	-11.30%
Capital Expenditure	6.4%	24 152	11 909	102.80%
TOTAL	100.0%	376 190	290 443	29.52%

## REPORT OF THE ACCOUNTING OFFICER TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

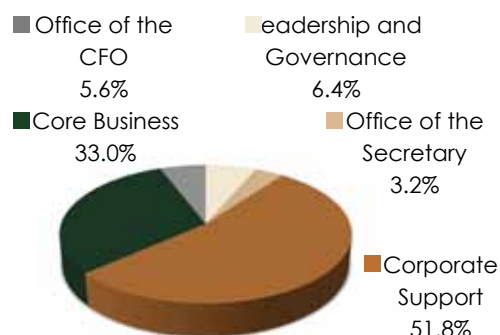
The total expenditure of the current financial year increased by 29.5% when compared to the previous financial year. An analysis of the financial growth linked to the institutional strategy revealed the following strategic growth areas:-

- Increase in allocation of funds to Committees, Committees support and related activities and Public Participation Programmes;
- Increased capacity in Research to ensure support to oversight and law-making;
- A notable increase in Members facilities, capacity building and funding allocation to political parties;
- More focus on corporate governance processes and enhancement of business tools;
- Increased allocation for Commonwealth Parliamentary Association (CPA) activities;
- Enhancement and emphasis on strategic planning processes; and
- Investment in corporate governance processes and enhancement of business tools and processes

The results for the financial year ended 31 March 2012 reflects that the GPL operated relatively within budget resources and has met all its financial obligations for the year under review. Actual spending by Programmes and Economic Classification is reflected in the table below:

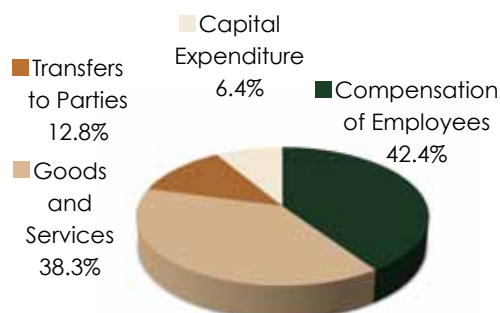
### EXPENDITURE BY PROGRAMMES

PROGRAMME	% OF BUDGET	R'000
Leadership and Governance	6.4%	23 943
Office of the Secretary	3.2%	12 079
Corporate Support	51.8%	194 916
Core Business	33.0%	124 020
Office of the CFO	5.6%	21 232
TOTAL	100%	376 190



### EXPENDITURE BY ECONOMIC CLASSIFICATIONS

CLASSIFICATION	% OF BUDGET	R'000
Compensation of employees	42.4%	159 489
Goods and Services	38.3%	144 253
Transfer to Parties	12.8%	48 296
Capital Expenditure	6.4%	24 152
TOTAL	100%	376 190



### 1.3 Under/(Over) spending

The GPL under spent its total allocated budget by R26.5 million. Challenges in the implementation of the following capital projects contributed to the under spend on this expenditure for the reporting year:

- Technical upgrade of the control room linked to the House;
- Integrated security and fire defence project;
- Acquisition of a new switchboard system – the outright purchase of the system was suspended as other more viable options of leasing were considered;
- Automation of the IPMS system -deferred to the next financial year as it was deemed appropriate to acquire the software after the development and implementation of the new IPMS policy; and
- Acquisition of chairs for the City Hall- the acquisition of the chairs was delayed due to the envisaged refurbishment of the City Hall



## REPORT OF THE ACCOUNTING OFFICER TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

There were a number of strategic and operational projects that were planned for and emerged during the financial year. To effectively attempt to execute all projects, the GPL adopted the management by project approach, held regular review and evaluation meetings to check progress and deal with bottle necks. Several engagements were also held with key stakeholders to eliminate delays in the execution of the operational and capital projects. However, despite these attempts, the above projects could not be delivered due to competing priorities as well as delays in finalising terms of references due to the extreme technical and intricate nature of certain projects. In other instances, projects required two tender processes within one project to be undertaken which further delayed these projects.

As reflected on the annual financial statements, a further contributing item to the under spend was personnel budget as a result of approved positions not filled during the financial year. It is anticipated that these positions would be filled in the early part of the new financial year. The surplus in the personnel budget also resulted from an additional amount of R2.7 million refunded by the Provincial Treasury for the shortfall of direct charges for Members remuneration from the previous financial year.

The following under expenditure items were also noted during the financial year:

- Under-spending on travel and workshop and functions of committees due to increased level of local activities and a political decision to reduce the number of delegates on international study tours; and
- All planned international and local trips could not be undertaken by Committees, Offices of the Speaker and Secretary to the Legislature due to other institutional priorities.

### 2. ENHANCED FINANCIAL MANAGEMENT

The GPL identifies itself as a learning organisation which is performance driven. Accordingly, a workshop was held for all programme and sub-programme managers in areas of financial, supply chain and risk management. This process was in line with the objectives of the Office of the Chief Finance Officer (CFO) in ensuring that responsible managers are given the necessary skills and training required to optimise financial management and further enhance achievement of organisational objectives.

Section 49 of FAMLA requires the Accounting Officer to submit the report on actual expenditure and projections to the Executive Authority and Provincial Treasury within fifteen days after the end of each month. These reports were submitted to both the Speaker and Provincial Treasury on a monthly and quarterly basis. The timing of monthly reports provided management with an 'early warning' of deviations from planned results and targets. These were also reported at the Audit and Risk Committee on a quarterly basis.

The process of control over budgets and monthly reporting operated satisfactorily during the year. The planning and budget unit regularly met with programme and sub-Programme managers providing guidance on business planning and budget implementation. Financial performance and expenditure projections were monitored on a monthly basis and reported at quarterly Planning Committee meetings for interrogation and scrutiny.

Programme and sub-programme managers updated quarterly their expenditure projections to provide action plans for implementation of the budget and reasons for any deviations. This process allowed managers to identify gaps timeously and institute the necessary plans to achieve the identified objectives. The commitment register has been fully implemented and provided programme managers with on-line information on outstanding purchase requisitions, purchase orders and payments made to date.

The implementation of FAMLA continued with an ongoing training programme and interaction with the legislative sector. A major milestone emanating from the Act is the regularisation of a consultative process between the Speaker and the MEG for Finance on the funding requirements of the GPL.

## REPORT OF THE ACCOUNTING OFFICER TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

### 2. ENHANCED FINANCIAL MANAGEMENT (continued)

This ensured that the GPL was adequately funded to fully implement its annual performance plan with the necessary base line allocation. The effect of the FAMILA has had marked results in financial management policy bringing the GPL into the forefront of the sector financial reforms.

### 3. SUPPLY CHAIN MANAGEMENT (SCM) PRACTICES

The GPL is committed to the broader achievement of socio-economic goals. It has put in place processes that are aligned to the aims and objectives of both the Broad Based Black Economic Empowerment Act (BBBEEA) and the Preferential Procurement Policy Framework Act (PPPFA). During the year, the GPL also developed a Supply Chain Management (SCM) policy which is aligned to the FAMILA ensuring enhanced supply chain management standards.

Through the adoption of the preferential procurement strategy, a preference mechanism has been introduced in the procurement of all goods and services to target especially Historically Disadvantaged Individuals (HDIs). Reasonable progress has been made in its implementation but not to its full extent. A SCM Compliance Officer was appointed during the year to oversee and ensure full implementation in this regard.

Preferential procurement and the provision for the promotion of Broad Based Black Economic Empowerment (BBBEE) is also made in our SCM policy to further emphasise the seriousness that is orchestrated by both the Acts. Status in relation to targets as at Financial Year end 2011/12 were:

- Total HDI spend was 57.26% against a target of 60% (2011: 53.84%);
- Total spend on women was 30.37% with target at 30% (2011: 27.64%);
- Total spend on youth was 9.96% with target at 10% (2011: 6.83%); and
- Total spend on people with disabilities was at 0.01% targeted at 5% (2011: 0.1%)

Refined tender processes will largely contribute to the achievement of the set BBBEE goals as they encompass preferential procurement points that will benefit existing and emerging businesses managed and owned by HDIs, women, youth and people with disabilities with preference to those located in the Gauteng province. This initiative will assist in the realisation of the projected BBBEE spend for the MTEF. The Chief Financial Officer will monitor progress in achieving the targets

### 4. CONSTRAINTS

Further configuration of the SAP system is still required specifically in the supply chain management area to ensure accurate and complete information and that reporting is fully automated. This project will be undertaken in the new financial year.

### 5. CORPORATE GOVERNANCE

The GPL strives to adhere rigorously to the principles of good governance, accountability and ethics in all its undertakings. Adherence to these principles assures the GPL of more effective executive decision-making and allocation of internal resources. This requires not only that the GPL adheres to the prescriptive framework found in legislation and regulations, but also that the GPL's corporate governance structures are aligned with the relevant provisions of the King report. The GPL has adapted and applied, as far as it is possible for a public sector institution, the principles contained in King III.

The policy directing body of the GPL is the Legislature Services Board (LSB). During the year, the Board continued to focus on improving corporate governance and consolidating the effective operation of the board. In line with the GPL's efforts to improve decision-making, meetings of the sub-committees of the board preceded the scheduled meetings of the LSB.

## REPORT OF THE ACCOUNTING OFFICER TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

### 5.1 Audit and Risk Committee

In line with section 46 of the FAMILA, the Audit and Risk Committee (ARC) operated in terms of the audit charter which adequately deals with its membership, authority and responsibilities. In the year under review, the ARC reviewed the effectiveness of GPL's internal control systems, the effectiveness of the internal audit function, the risk areas of GPL's operations to be covered in the scope of internal and external audits, the adequacy, reliability and accuracy of financial information, any accounting and auditing concerns identified as a result of internal and external audits.

The ARC also reviewed GPL's compliance with legal and regulatory provisions, the activities of the internal audit function including its annual coverage plan and co-ordination with the Auditor-General.

The Committee provided valuable support to the Office of the CFO in relation to financial management and accountability. Both internal and external auditors have unrestricted access to the Audit and Risk Committee, which ensures that their independence is in no way impaired. Meetings are attended by the appropriate members of executive management, including those involved in risk management, control and finance.

The Board annually reviews the performance of the Audit and Risk committee through a comprehensive evaluation process undertaken by independent consultants.

### 5.2 Risk Management

The adopted risk management strategy provided a framework for governing and managing the affairs of the GPL to identify, manage, control, reduce or eliminate business, financial and operational risks that may affect the performance of the GPL adversely. The strategy is further used to direct internal audit effort and priority, and to determine the skills required of managers and staff to improve controls and to manage these risks.

The Accounting Officer has and maintains effective, efficient and transparent systems of risk management and internal control. Risk management is an integral part of the institutions activities to reduce risks to acceptable levels. Continued integration of risk management into key decision-making processes of the organisation was also achieved with the explicit inclusion of risk management principles into GPL's strategic and business planning processes. All GPL business plans have risks explicitly articulated as part of the plans.

The Risk Management Committee met four times during the financial year. The mandate of the Committee is to oversee and co-ordinate the risk management process. Management remain responsible for the identification, assessment and management of risk. The responsibility is not limited to the Secretariat but includes the total management structure within each stream.

The Risk Management Officer continuously engaged with management to update the risk register and report to the Risk Management Committee and Audit and Risk Committee on progress in implementing actions to mitigate risks and reduce risks to acceptable levels and levels of tolerance. The risk register was updated in line with the outcome of the high level risks based on the strategic priorities of the Institution. The risk register informed the development of the annual internal audit plan and the risk identification process for all programmes of the GPL and now features as a standard agenda item at the Audit and Risk Committee, Board and senior management meetings.

## REPORT OF THE ACCOUNTING OFFICER TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

### 5.3 Internal Audit

The internal audit function of the GPL continued to operate in line with the approved terms of reference and associated service level agreement based on the requirements of the FAMLA and Standards for the Professional Practice of Internal Audit of the Institute of Internal Auditors.

Internal audits were performed on critical risk areas as reflected in the approved internal audit coverage plan to determine the adequacy of the system of internal control within the organisation. The outcome of the internal audit reviews was regularly reported to management, Risk Management Committee and the Audit and Risk Committee.

The internal audit function provided objective and independent assurance to management and the Audit and Risk Committee on the adequacy and effectiveness of internal controls, risk management and governance processes of the GPL. This was accomplished mainly through regularity, performance, information technology and compliance audits. In pursuing this activity, internal audit is guided by the Audit and Risk Committee at all times.

### 5.4 Fraud Prevention Plan

A fraud prevention plan has been adopted which is aligned to the risk management strategy. Both documents have been communicated to staff and also loaded on the GPL intranet for awareness and reference purposes. The Fraud Prevention Plan (FPP) Operational Committee took responsibility for the implementation of the fraud prevention plan within the GPL. Comprehensive progress has been made on the implementation strategy of the fraud prevention plan. A fraud awareness workshop was also held at the end of the 2011/2012 financial year during which utilisation of the fraud reporting hot line was strongly encouraged. Further workshops are planned during the new financial year.

## 6. ASSET MANAGEMENT

The GPL manages its assets within the framework of the FAMLA. An Asset Management Unit (AMU) has been established under the SCM Directorate in the Office of the CFO. This will be fully implemented in the new financial year.

The requirements in terms of the FAMLA relating to asset management reforms have been met. All the assets within the GPL were physically verified through a stock take exercise. A disposal process is also in progress to ensure that all the disposals are appropriately dealt with in accordance with the prescripts. The asset management policy has been revised to re-emphasize the role that responsibility managers need to play in ensuring the safe keep of state assets under their custody.

A concerted effort is under way to strengthen the overall control of assets and monitoring compliance on an ongoing basis through enhanced individual accountability for assets and regular physical counts of assets.

## 7. PERSONAL INFORMATION

The GPL has entrenched performance reporting as an integral part of an effective accountability framework. In executing its mandate of facilitating law making, ensuring public participation in the legislative processes and exercising oversight over the executive and the organs of the state, the GPL has an obligation to formulate strategic, annual and tactical (operational) plans, allocate resources for the implementation of those plans, and monitor and report the results,

Performance information also facilitates effective accountability, enabling oversight bodies such as the Oversight Committee on the Premier's Office and the Legislature (OCPOL), the Legislative Services Board (LSB) and other interested parties, to track progress, identify the scope for improvement and better understand the issues involved,

## REPORT OF THE ACCOUNTING OFFICER TO THE GAUTENG PROVINCIAL LEGISLATURE ON VOTE NO.2: GAUTENG PROVINCIAL LEGISLATURE

In line with the requirements of FAMILA, the Accounting Officer after the end of each quarter reported to the Executive Authority and OCPOl the GPL's performance in implementing the annual performance plan in that quarter. The reports seek to present the state of affairs of the GPL and its performance against predetermined objectives at the end of each reporting period. Programme performance is also reported at dedicated Secretariat and Planning Committee meetings on a quarterly basis. Emphasis was given to the development, communication and introduction of tools, procedures and structures for business planning and performance monitoring. Various strategies have been put in place to ensure the GPL's broad objectives are achieved.

Performance information plays a significant role in governance and accountability and consequently more focus was applied on the quality and timeliness of the information. Performance and financial reports were prepared for each quarter and also submitted to relevant internal and external stakeholders.

### 8. IMPORTANT POLICY DECISIONS AND STRATEGIC ISSUES FACING THE GPL

The GPL in the execution of its mandate will undertake the following primary initiatives to enhance the way it functions:

- Emphasis on the oversight model and role of Committees whilst continuing to put in place appropriate systems for Executive Accountability;
- Doing much more in respect to the execution of our constitutional mandate of law making, public participation and oversight;
- Deepening of democracy by ensuring that the public is involved in the process of law making and oversight, locating public participation at the centre of the legislative processes;
- Consolidation of law making processes and a review of the efficacy of laws passed;
- Building an effective and transformative GPL by focussing on the development of procedures, skills and resources for effective continuous oversight;
- Improving the effectiveness of the Board and Secretariat by the application of principles of good governance;
- To operate efficiently and effectively by improving the efficacy of the existing structures;
- Efficient, economical and effective utilisation of limited resources with due cognizance of the fiscal constraints and liquidity challenges facing the province;
- Allocate resources efficiently by directing more resources towards the constitutional mandate and making the work of elected representatives more effective; and
- Maintaining effective, efficient and transparent systems of financial management, risk management and internal control.

### 8. STANDING COMMITTEE ON PUBLIC ACCOUNTS COMMITTEE (SCOPA) RESOLUTIONS

No resolutions were referred by SCOPA as the GPL received a clean audit for the 2010-11 financial year.

### 10. ADOPTION OF GENERALLY RECOGNISED ACCOUNTING PRACTICE (GRAP)

Section 54 of the FAMILA prescribes that for each financial year, the Accounting Officer must prepare annual financial statements in accordance with the standards of generally recognised accounting practice (GRAP).

In compliance with this requirement, the annual financial statements have been prepared in accordance with the effective standards of GRAP including any interpretations, guidelines and directives issued by the Accounting Standards Board. The annual financial statements have therefore been prepared on an accrual basis which necessitated adoption of accounting policies consistent with GRAP.

## 10. ADOPTION OF GENERALLY RECOGNISED ACCOUNTING PRACTICE (GRAP), (continued)

The adoption of GRAP and consequent transition from modified cash basis to accrual basis of accounting is a significant milestone in the history of the GPL. It is clear that this provision of FAMLA has provided an opportunity to strengthen the GPL by developing a solid financial management approach that ensures that the GPL become the example that it should be in terms of best practice in South Africa.

## 11. COMMITMENTS MADE TO ADDRESS OUTCOMES OF THE 2011/12 AUDIT

Resulting from audit findings affecting the audit report, management has made the following commitments to address the weaknesses identified through the audit process and registered on the Management letter by the Auditor General. The Office of the Auditor-General has also committed to assess progress made through the review of key controls on a quarterly basis, and then provide feedback on progress to the Secretary of the Legislature and the Speaker of the Legislature.

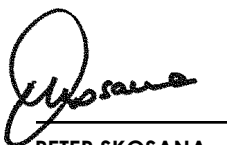
No	Commitment
1.	<b>Record management</b> Management will ensure that timeframes stipulated in the information requests are adhered to in future audits
2.	<b>Financial Statements</b> Management will prepare fully fledged monthly financial statements that comply with the requirements of GRAP. In addition, Management will ensure that schedules for the major notes to the AFS are prepared on a quarterly basis to enable complete and accurate reporting
3.	<b>Compliance monitoring</b> A compliance register for SCM will be maintained to ensure that all aspects of relevant laws and regulations are complied with. The SCM compliance register will be added to the Risk Management Committee's agenda and a standard item in order for the SCM Compliance Officer to report the status of SCM compliance requirements on a quarterly basis. Reporting on the level compliance to various pieces of legislation is reported to the Risk Management Committee on a quarterly basis; however the format of reporting will be reviewed to ensure that all critical matters are addressed.
4.	<b>Governance</b> The composition of the Audit & Risk Committee will be aligned to comply with the FAMLA requirements and corporate governance practices during the 2012/13 financial period.
5.	<b>Oversight Responsibility</b> o AG key controls evaluations will be completed on a quarterly basis; and o To engaged with the office of the Auditor-General on a quarterly basis.
6.	<b>Oversight Responsibility – Speaker</b> o Speaker to engage quarterly with the audit committee's chairperson on the effectiveness of internal control, quality of financial statements and internal audit; and o Quarterly key controls discussion between AGSA and Speaker will now also include the chairpersons' of Portfolio Committee and Audit Committee

## 12. OTHER

There are no other facts or circumstances that may have an effect on the GPL's financial state of affairs.

## 13. APPROVAL

The annual financial statements set out on pages 233 to 273 have been approved by the Accounting Officer.



**PETER SKOSANA**  
**SECRETARY TO THE PROVINCIAL LEGISLATURE**  
**(ACCOUNTING OFFICER)**

31 May 2012

## STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 MARCH 2012

	NOTES	2012 R'000	2011 R'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Inventories	9	2 792 388	2 060 332
Receivables from exchange transactions	10	384 000	2 718 854
Other receivables from non-exchange transactions		–	624 320
Unauthorised expenditure		–	2 638 196
Cash and cash equivalents	11	58 471 969	25 685 586
		<b>61 648 357</b>	<b>33 727 288</b>
<b>Non-Current Assets</b>			
Heritage assets	3	38 206 017	27 478 517
Property, plant and equipment	4	25 709 111	22 988 564
Computer software and development costs	5	17 390 771	22 410 233
		<b>81 305 899</b>	<b>72 877 314</b>
<b>Total Assets</b>		<b>142 954 256</b>	<b>106 604 602</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Finance lease obligation	12	409 401	852 990
Operating lease liability	7	71 058	126 752
Payables from exchange transactions	14	17 345 106	19 026 540
Provisions	13	21 825 372	15 525 722
Voted funds		–	245 673
Staff payable		648 046	675 917
		<b>40 298 983</b>	<b>36 453 594</b>
<b>Non-Current Liabilities</b>			
Finance lease obligation	12	81 478	245 052
Operating lease liability	7	–	51 888
		<b>81 478</b>	<b>296 940</b>
<b>Total Liabilities</b>		<b>40 380 461</b>	<b>36 750 534</b>
<b>Net Assets</b>		<b>102 573 795</b>	<b>69 854 068</b>
<b>Net Assets</b>			
Accumulated surplus		102 573 795	69 854 068



## STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2012

	NOTES	2012 R'000	2011 R'000
Revenue	16	459 711 578	366 647 215
Other income	17	4 846 196	674 642
Operating expenses (Refer to page 340 – 341)		(425 127 049)	(344 458 951)
<b>Operating surplus</b>		<b>39 430 725</b>	<b>22 862 906</b>
Investment revenue	19	2 075 678	934 531
Finance costs	20	(184 027)	(162 798)
<b>Surplus for the year</b>		<b>41 322 376</b>	<b>23 634 639</b>

## STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 31 MARCH 2012

	Notes	Accumulated surplus R'000	Total net assets R'000
Opening balance as previously reported		52 298 870	52 298 870
Adjustments			
Prior year adjustments	26	(6 079 441)	(6 079 441)
<b>Balance at 01 April 2010 as restated</b>		<b>46 219 429</b>	<b>46 219 429</b>
Changes in net assets			
Surplus for the year		46 219 429	46 219 429
Total changes		23 634 639	23 634 639
Opening balance as previously reported		56 178 736	56 178 736
Adjustments			
Prior year adjustments		5 072 683	5 072 683
<b>Balance at 01 April 2011 as restated</b>		<b>61 251 419</b>	<b>61 251 419</b>
Changes in net assets			
Surplus for the year		41 322 376	41 322 376
Total changes		41 322 376	41 322 376
<b>Balance at 31 March 2012</b>		<b>102 573 795</b>	<b>102 573 795</b>
Note(s)			

## CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

	Notes	2012 R'000	2011 R'000
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Grants		459 711 578	363 928 361
Interest income		2 075 678	934 531
Other receipts		4 846 196	547 254
		<b>466 633 452</b>	<b>365 410 146</b>
<b>Payments</b>			
Employee costs		(222 801 976)	(178 472 288)
Suppliers		(184 882 831)	(153 040 859)
		(407 684 807)	(331 513 147)
<b>Net cash flows from operating activities</b>	22	<b>58 948 645</b>	<b>33 896 999</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	4	(8 768 879)	(12 482 797)
Purchase of computer software and development costs	5	(695 066)	(738 757)
Purchase of heritage assets		(10 727 500)	(2 740 363)
<b>Net cash flows from investing activities</b>		<b>(20 191 445)</b>	<b>(15 961 917)</b>
<b>Cash flows from financing activities</b>			
Finance Lease Payments		(5 970 817)	(741 866)
Movement in other liabilities		–	49 783
Operating Lease		–	12 898
<b>Net cash flows from financing activities</b>		<b>(5 970 817)</b>	<b>(679 185)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>32 786 383</b>	<b>17 255 897</b>
Cash and cash equivalents at the beginning of the year		25 685 586	8 429 689
<b>Cash and cash equivalents at the end of the year</b>	11	<b>58 471 969</b>	<b>25 685 586</b>

## ACCOUNTING POLICIES

### 1 PRESENTATION OF ANNUAL FINANCIAL STATEMENTS

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention unless specified otherwise. They are presented in South African Rand.

A summary of the significant accounting policies, which have been consistently applied, are disclosed below.

These accounting policies are consistent with the previous period.

#### 1.1 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

##### **Trade and other receivables**

The entity assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the GPL makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for trade receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

##### **Impairment testing**

The recoverable amounts of cash-generating units and individual assets have been determined based on the higher of value-in-use calculations and fair values less costs to sell. These calculations require the use of estimates and assumptions. It is reasonably possible that the (name a key assumption) assumption may change which may then impact our estimations and may then require a material adjustment to the carrying value of goodwill and tangible assets.

##### **Provisions**

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 13 – Provisions.

##### **Useful lives of property, plant and equipment, software and development costs**

The entity's management determines the estimated useful lives and related depreciation charges for property, plant and equipment, software and development costs. This estimate is based on the pattern in which an asset's future economic benefits or service potential are expected to be consumed by the entity.

## ACCOUNTING POLICIES

### 1.1 Significant judgements and sources of estimation uncertainty (continued)

#### **Effective interest rate and deferred payment terms**

The GPL uses an appropriate interest rate, taking into account guidance provided in the accounting standards, and applying professional judgement to the specific circumstances, to discount future cash flows.

### 1.2 Property, plant and equipment

Property, plant and equipment are tangible non-current assets that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired at no cost, or for a nominal cost, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, it's deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Major spare parts and stand by equipment which are expected to be used for more than one period are included in property, plant and equipment. In addition, spare parts and stand by

## ACCOUNTING POLICIES

equipment which can only be used in connection with an item of property, plant and equipment are accounted for as property, plant and equipment.

Major inspection costs which are a condition of continuing use of an item of property, plant and equipment and which meet the recognition criteria above are included as a replacement in the cost of the item of property, plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

Any increase in an asset's carrying amount, as a result of a revaluation, is credited directly to a revaluation surplus. The increase is recognised in surplus or deficit to the extent that it reverses a revaluation decrease of the same asset previously recognised in surplus or deficit.

Subsequent to initial measurement property, plant and equipment are depreciated on a straight line basis over their expected useful lives to their expected residual values. Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets, or where shorter, the term of the relevant lease.

Depreciation commences when the asset is ready for its intended purpose. The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Average useful life
Leasehold property	Over the lease period
Plant and machinery	8 years
Furniture and fixtures	10 years
Motor vehicles	5 years
Office equipment	8 years
IT equipment	8 years
Computer software	10 years
Library books	20 year

The residual value, and the useful life and depreciation method of each asset are reviewed at the end of each reporting date. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

Reviewing the useful life of an asset on an annual basis does not require the entity to amend the previous estimate unless expectations differ from the previous estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset. The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

## ACCOUNTING POLICIES

### 1.2 Property, plant and equipment (continued)

Assets which the entity holds for rentals to others and subsequently routinely sell as part of the ordinary course of activities, are transferred to inventories when the rentals end and the assets are available-for-sale. These assets are not accounted for as non-current assets held for sale. Proceeds from sales of these assets are recognised as revenue. All cash flows on these assets are included in cash flows from operating activities in the cash flow statement.

### 1.3 Computer software and development costs

An asset is identified as an intangible asset when it:

- is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, assets or liability; or
- arises from contractual rights or other legal rights, regardless whether those rights are transferable or separate from the entity or from other rights and obligations.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

Computer software and development costs are initially recognised at cost.

Where an intangible asset is acquired at no or nominal cost, the cost shall be its fair value as at the date of acquisition.

Expenditure on the research phase of an internal project is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

Subsequent to initial measurement intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these computer software and development costs, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other computer software and development costs amortisation is provided on a straight line basis over their expected useful lives to their estimated residual values.



## ACCOUNTING POLICIES

The amortisation period, residual value, if any, and the amortisation method for intangible assets are reviewed at the end of each reporting date. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as computer software and development costs.

The useful lives of intangible assets have been assessed as follows:

Item	Useful life
Computer software and development cost	10 years

Intangible assets are derecognised on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of an intangible asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the intangible asset. Such difference is recognised in surplus or deficit when the intangible asset is derecognised.

### 1.4 Heritage assets

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

#### Recognition

A heritage asset is recognised when, it is probable that future economic benefits or service potential associated with the asset will flow to the GPL, and the cost or fair value of the asset can be measured reliably.

#### Initial measurement

Heritage assets are measured at cost.

Where a heritage asset is acquired at no cost or for a nominal cost, or through a non-exchange transaction, its cost is measured at the date of acquisition.

#### Subsequent measurement

Subsequent to initial measurement heritage assets are carried at cost less any accumulated impairment losses.

#### Impairment

The entity assesses at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

#### Derecognition

The entity derecognises heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

## ACCOUNTING POLICIES

### 1.4 Heritage assets (continued)

The gain or loss arising from the derecognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset. Such difference is recognised in surplus or deficit when the heritage asset is derecognised.

### 1.5 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

A financial asset is:

- cash;
- a residual interest of another entity; or

a contractual right to:

- receive cash or another financial asset from another entity; or
- exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

#### Classification

The entity has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Cash and cash equivalents	Financial asset measured at amortised cost
Other receivables from non-exchange transactions	Financial asset measured at amortised cost

The entity has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Trade and other payables from exchange transactions	Financial asset measured at amortised cost
Employee vendors	Financial asset measured at amortised cost

#### Initial recognition

The entity recognises a financial asset or a financial liability in its statement of financial position when the entity becomes a party to the contractual provisions of the instrument.

The entity recognises financial assets using trade date accounting.

#### Initial measurement of financial assets and financial liabilities

The entity measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

## ACCOUNTING POLICIES

The entity measures a financial asset and financial liability initially at its fair value [if subsequently measured at fair value].

When the entity first enters into a concessionary loan agreement, it first assesses whether the substance of the concessionary loan is in fact a loan. On initial recognition, the entity analyses a concessionary loan into its component parts and accounts for each component separately. The entity accounts for that part of a concessionary loan that is:

- a social benefit in accordance with the Framework for the Preparation and Presentation of Financial Statements, where it is the issuer of the loan; or
- non-exchange revenue, in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers), where it is the recipient of the loan.

### **Subsequent measurement of financial assets and financial liabilities**

The entity measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at fair value;
- Financial instruments at amortised cost; and
- Financial instruments at cost.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

### **Fair value measurement considerations**

The best evidence of fair value is quoted prices in an active market. If the market for a financial instrument is not active, the entity establishes fair value by using a valuation technique. The objective of using a valuation technique is to establish what the transaction price would have been on the measurement date in an arm's length exchange motivated by normal operating considerations. Valuation techniques include using recent arm's length market transactions between knowledgeable, willing parties, if available, reference to the current fair value of another instrument that is substantially the same, discounted cash flow analysis and option pricing models. If there is a valuation technique commonly used by market participants to price the instrument and that technique has been demonstrated to provide reliable estimates of prices obtained in actual market transactions, the entity uses that technique. The chosen valuation technique makes maximum use of market inputs and relies as little as possible on entity-specific inputs. It incorporates all factors that market participants would consider in setting a price and is consistent with accepted economic methodologies for pricing financial instruments. Periodically, an entity calibrates the valuation technique and tests it for validity using prices from any observable current market transactions in the same instrument (i.e. without modification or repackaging) or based on any available observable market data.

The fair value of a financial liability with a demand feature (e.g. a demand deposit) is not less than the amount payable on demand, discounted from the first date that the amount could be required to be paid.

### **Gains and losses**

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value is recognised in surplus or deficit.

## ACCOUNTING POLICIES

### 1.5 Financial instruments (continued)

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

#### Derecognition

##### Financial assets

The entity derecognises financial assets using trade date accounting.

The entity derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived;
- the entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:
  - derecognise the asset; and
  - Recognise separately any rights and obligations created or retained in the transfer.

The carrying amounts of the transferred asset are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. Newly created rights and obligations are measured at their fair values at that date. Any difference between the consideration received and the amounts recognised and derecognised is recognised in surplus or deficit in the period of the transfer.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

##### Financial liabilities

The entity removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished – i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from non-exchange Transactions (Taxes and Transfers).

#### Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

## ACCOUNTING POLICIES

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when the entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

### 1.6 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

#### **Finance leases – lessee**

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets or the arrangement a right to use the asset. The classification of the lease is determined as follows:

#### **Operating leases – lessor**

Operating lease revenue is recognised as revenue on a straight-line basis over the lease term. The difference between the amounts recognised as revenue and the contractual receipts are recognised as an operating lease asset or liability.

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease revenue.

The aggregate cost of incentives is recognised as a reduction of rental revenue over the lease term on a straight-line basis.

Any contingent rent is recognised separately as revenue when received or receivable and are not straight lined over the lease term.

#### **Operating leases – lessee**

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

## ACCOUNTING POLICIES

### 1.6 Leases (continued)

The aggregate benefit of incentives is recognised as a reduction of rental expense over the lease term on a straight line basis over the lease term.

Any contingent rent is recognised separately as an expense when paid or payable and is not straight lined over the lease term.

### 1.7 Inventories

Inventories are initially measured at cost except where inventories are acquired at no cost, or for nominal consideration, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for;

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Current replacement cost is the cost the entity incurs to acquire the asset on the reporting date.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the weighted average cost formula. The same cost formula is used for all inventories having a similar nature and use to the entity.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered.

The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

### 1.8 Impairment of cash-generating assets

Cash-generating assets are those assets held by the entity with the primary objective of generating a commercial return. When an asset is deployed in a manner consistent with that adopted by a profit-orientated entity, it generates a commercial return.

## ACCOUNTING POLICIES

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets held with the primary objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable amount of an asset or a cash-generating unit is the higher its fair value less costs to sell and its value in use.

Useful life is either:

- a. the period of time over which an asset is expected to be used by the entity; or
- b. the number of production or similar units expected to be obtained from the asset by the entity.

Criteria developed by the entity to distinguish cash-generating assets from non-cash-generating assets are as follow:

### Identification

When the carrying amount of a cash-generating asset exceeds its recoverable amount, it is impaired.

The entity assesses at each reporting date whether there is any indication that a cash-generating asset may be impaired. If any such indication exists, the entity estimates the recoverable amount of the asset.

When the carrying amount of a cash generating asset exceeds its recoverable amount, it is impaired.

Irrespective of whether there is any indication of impairment, the entity also test a cash-generating intangible asset with an indefinite useful life or a cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.



## ACCOUNTING POLICIES

### 1.8 Impairment of cash generating assets (continued)

#### Value in use

Value in use of a cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset and from its disposal at the end of its useful life.

When estimating the value in use of an asset, the entity estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and the entity applies the appropriate discount rate to those future cash flows.

#### Discount rate

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money, represented by the current risk-free rate of interest and the risks specific to the asset for which the future cash flow estimates have not been adjusted.

#### Recognition and measurement (individual asset)

If the recoverable amount of a cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

#### Reversal of impairment loss

The entity assess at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable amount of that asset.

An impairment loss recognised in prior periods for a cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a cash-generating asset is recognised immediately in surplus or deficit.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

### 1.9 Impairment of non-cash generating assets

Cash-generating assets are those assets held by the entity with the primary objective of generating a commercial return. When an asset is deployed in a manner consistent with that adopted by a profit-orientated entity, it generates a commercial return.

## ACCOUNTING POLICIES

Non-cash generating assets are assets other than cash-generating assets.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets held with the primary objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable service amount is the higher of a non-cash generating asset's fair value less costs to sell and its value in use.

Useful life is either:

- a. the period of time over which an asset is expected to be used by the entity; or
- b. the number of production or similar units expected to be obtained from the asset by the entity.

### Identification

The entity assesses at each reporting date whether there is any indication that a non-cash generating asset may be impaired. If any such indication exists, the entity estimates the recoverable service amount of the asset.

Recoverable service amount is the higher of a non-cash generating asset's fair value less costs to sell and its value in use.

When the carrying amount of a non-cash generating asset exceeds its recoverable service amount, it is impaired.

Irrespective of whether there is any indication of impairment, the entity also test a non-cash generating intangible asset with an indefinite useful life or a non-cash generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable service amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

## ACCOUNTING POLICIES

### 1.9 Impairment of non-cash generating assets (continued)

#### Value in use

Value in use of an asset is the present value of the asset's remaining service potential.

The present value of the remaining service potential of an asset is determined using the depreciated replacement cost approach.

#### Depreciated replacement cost approach

The present value of the remaining service potential of a non-cash generating asset is determined as the depreciated replacement cost of the asset. The replacement cost of an asset is the cost to replace the asset's gross service potential. This cost is depreciated to reflect the asset in its used condition. An asset may be replaced either through reproduction (replication) of the existing asset or through replacement of its gross service potential. The depreciated replacement cost is measured as the reproduction or replacement cost of the asset, whichever is lower, less accumulated depreciation calculated on the basis of such cost, to reflect the already consumed or expired service potential of the asset.

The replacement cost and reproduction cost of an asset is determined on an "optimised" basis. The rationale is that the entity would not replace or reproduce the asset with a like asset if the asset to be replaced or reproduced is an over designed or overcapacity asset. Over designed assets contain features which are unnecessary for the goods or services the asset provides.

Overcapacity assets are assets that have a greater capacity than is necessary to meet the demand for goods or services the asset provides. The determination of the replacement cost or reproduction cost of an asset on an optimised basis thus reflects the service potential.

#### Recognition and measurement

If the recoverable service amount of a non-cash generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. This reduction is an impairment loss.

#### An impairment loss is recognised immediately in surplus or deficit.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the non-cash generating asset is adjusted in future periods to allocate the non-cash generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

#### Reversal of an impairment loss

The entity assess at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a non-cash generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for a non-cash generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss.

The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

## ACCOUNTING POLICIES

A reversal of an impairment loss for a non-cash generating asset is recognised immediately in surplus or deficit.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the non-cash generating asset is adjusted in future periods to allocate the non-cash generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

### 1.10 Share capital/contributed capital

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

### 1.11 Employee benefits

#### **Short-term employee benefits**

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cellphones) for current employees.

When an employee has rendered service to the entity during a reporting period, the entity recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The entity measure the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognise the expected cost of bonus, incentive and performance related payments when the entity has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

## ACCOUNTING POLICIES

### 1.11 Employee benefits (continued)

#### Post-employment benefits: Defined contribution plans

When an employee has rendered service to the entity during a reporting period, the entity recognise the contribution payable to a defined contribution plan in exchange for that service:

- as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the reporting date, an entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

Where contributions to a defined contribution plan do not fall due wholly within twelve months after the end of the reporting period in which the employees render the related service, they are discounted. The rate used to discount reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the obligation.

### 1.12 Provisions and contingencies

Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating deficits.

If an entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

## ACCOUNTING POLICIES

A constructive obligation to restructure arises only when an entity:

- has a detailed formal plan for the restructuring, identifying at least:
  - the activity/operating unit or part of a activity/operating unit concerned;
  - the principal locations affected;
  - the location, function, and approximate number of employees who will be compensated for services being terminated;
  - the expenditures that will be undertaken; and
  - when the plan will be implemented; and
- has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it.

A restructuring provision includes only the direct expenditures arising from the restructuring, which are those that are both:

- necessarily entailed by the restructuring; and
- not associated with the ongoing activities of the entity

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 24.

### 1.13 Revenue from exchange transactions

Exchange transactions are transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange.

#### Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

#### Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

#### Interest

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends is recognised when:

- It is probable that the economic benefits or service potential associated with the transaction will flow to the entity, and
- The amount of the revenue can be measured reliably.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

## ACCOUNTING POLICIES

### 1.14 Revenue from non-exchange transactions

Non exchange transactions are transactions that are not exchange transactions. In a non exchange transaction, the GPL either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

#### Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

#### Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

When, as a result of a non exchange transaction, the GPL recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability.

Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently decreased the amount of the reduction in the liability is recognised as revenue.

Revenue from the recovery of unauthorised, irregular, fruitless and wasteful expenditure is based on legislated procedures, including those set out in the Public Finance Management Act (Act No. 29 of 1999), and is recognised when the recovery thereof from the responsible board members or officials is virtually certain.

#### Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the GPL and the fair value of the assets can be measured reliably.

### 1.15 Conditional grants and receipts

Revenue received from conditional grants, donations and funding are recognised as revenue to the extent that the GPL has complied with any of the conditions embodied in the agreement. To the extent that the conditions have not been met a liability is recognised.

### 1.16 Borrowing costs

It is inappropriate to capitalise borrowing costs when, and only when, there is clear evidence that it is difficult to link the borrowing requirements of an entity directly to the nature of the expenditure to be funded i.e. capital or current.

Borrowing costs are recognised as an expense in the period in which they are incurred.



## ACCOUNTING POLICIES

### 1.17 Comparative figures

When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are restated. The nature and reason for the reclassification is disclosed. Where accounting errors have been identified in the current period, the correction is made retrospectively as far as is practicable, and the prior period comparatives are restated accordingly. Where there has been a change in accounting policy in the current period, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

### 1.18 Unauthorised expenditure

Unauthorised expenditure means:

- overspending of a vote or a main division within a vote; and
- expenditure not in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

All expenditure relating to unauthorised expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

### 1.19 Irregular expenditure

Irregular expenditure as defined in section one of the FAMLA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including:

- a. this Act; or
- b. the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- c. any provincial legislation providing for procurement procedures in that provincial government.

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 1 April 2008):

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

## ACCOUNTING POLICIES

### 1.19 Irregular expenditure (continued)

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

### 1.20 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

### 1.21 Budget information

The GPL is typically subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar.

### 1.21 Budget information

A statement of comparison of budget and actual amounts and a reconciliation have been included in the annual financial statements, as the annual financial statements and the budget are not on the same basis of accounting. (Refer to note 37 Statement of comparison of budget and actual amounts and note 39 Reconciliation to cash flow statement)

### 1.22 Related parties

The GPL operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only entities within the national sphere of government are considered to be related parties.

Key management is defined as being individuals with the authority and responsible for planning, directing and controlling the activities of the GPL, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions. GPL regards all individuals at senior management as key management per the definition of the financial reporting standard.

Close members of the family of a person are considered to be those family members who may be expected to influence, or be influenced by, that management in their dealings with the GPL.

Only transactions with related parties not at arm's length or not in the ordinary course of business are disclosed.

## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### 2. NEW STANDARDS AND INTERPRETATIONS

#### 2.1 Standards and interpretations issued, but not yet effective

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after 01 April 2012 or later periods:

	Standard/ Interpretation:	Effective date: Years beginning on or after
	• IGRAP 23: Revenue from Non-exchange Transactions	01 April 2012
	• IGRAP 24: Presentation of Budget Information in the Financial Statements	01 April 2012
	• GRAP 103: Heritage Assets	01 April 2012
	• GRAP 21: Impairment of non-cash generating assets	01 April 2012
	• GRAP 26: Impairment of cash generating assets	01 April 2012
	• GRAP 25: Employee benefits	01 April 2013
	• GRAP 104: Financial Instruments	01 April 2012
	• IGRAP 7: The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction	01 April 2013
	• GRAP 106: Transfers of functions between entities not under common control	01 April 2014
	• GRAP 107: Mergers	01 April 2014

### 3. HERITAGE ASSETS

	2012			2011		
	Cost/ valuation	Accumulated depreciation and accumulated impairment	Carrying value	Accumulated depreciation and accumulated impairment	Carrying value	Cost/ valuation
Heritage assets	38 206 017	–	38 206 017	27 478 517	–	27 478 517

#### Reconciliation of heritage assets – 2012

	Opening balance	Additions R'000	Total R'000
Heritage assets	27 478 517	10 727 500	38 206 017

#### Reconciliation of heritage assets – 2011

Heritage assets	24 738 154	2 740 363	27 478 517
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## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### 4. PROPERTY, PLANT AND EQUIPMENT

	2012			2011		
	Cost/ valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost/ Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Leasehold property	2 847 136	(2 380 494)	466 642	2 248 736	(1 329 871)	918 865
Plant and machinery	9 003 525	(4 941 064)	4 062 461	7 492 281	(3 924 942)	3 567 339
Furniture and fixtures	9 915 305	(3 478 425)	6 436 880	8 097 700	(2 571 553)	5 526 147
Motor vehicles	5 832 932	(2 351 383)	3 481 549	5 550 148	(1 419 164)	4 130 984
Office equipment	323 041	(165 124)	157 917	323 041	(125 016)	198 025
IT equipment	17 897 373	(7 891 049)	10 006 324	13 410 877	(5 897 722)	7 513 155
Library books	2 297 337	(1 199 999)	1 097 338	2 224 363	(1 090 314)	1 134 049
<b>Total</b>	<b>48 116 649</b>	<b>(22 407 538)</b>	<b>25 709 111</b>	<b>39 347 146</b>	<b>(16 358 582)</b>	<b>22 988 564</b>

#### Reconciliation of property, plant and equipment – 2012

	Opening balance	Additions	Depreciation	Total
Leasehold property	918 865	598 400	(1 050 623)	466 642
Plant and machinery	3 567 339	1 510 620	(1 012 498)	4 065 462
Furniture and fixtures	5 526 147	4 130 984	1 817 605	282 784
Motor vehicles	(906 872)	6 436 880	(935 221)	3 481 549
Office equipment	198 025	–	(40 108)	157 917
IT equipment	7 513 155	4 486 496	(1 993 327)	10 006 324
Library books	1 134 050	72 974	(109 685)	1 097 339
	<b>22 988 565</b>	<b>8 768 879</b>	<b>(6 048 334)</b>	<b>25 709 111</b>

#### Reconciliation of property, plant and equipment – 2011

Leasehold property	1 217 284	408 377	(706 796)	918 865
Plant and machinery	3 636 928	820 175	(889 764)	5 037 561
Furniture and fixtures	4 690 041	1 553 027	(716 921)	5 526 147
Motor vehicles	1 710 850	2 760 677	(340 542)	4 494 671
Office equipment	188 243	47 765	(37 983)	198 025
IT equipment	7 428 395	1 681 339	(1 596 579)	7 513 155
Library books	1 111 170	110 708	(87 828)	1 134 050
	<b>19 982 911</b>	<b>7 382 068</b>	<b>(4 376 413)</b>	<b>24 822 474</b>

#### Assets subject to finance lease (Net carrying amount)

Leasehold property	466 642	<b>918 865</b>
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A register containing the information required by the FAMILA Act is available for inspection at the registered office of the entity.

## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### 5. COMPUTER SOFTWARE AND DEVELOPMENT COSTS

	2012			2011		
	Cost/ valuation	Accumu- lated amortisation and accumulated impairment	Carrying value	Cost/ Valuation	Accumu- lated amortisation and accumulated impairment	Carrying value

Computer software, other	23 540 090	(6 149 319)	17 390 771	22 845 024	(434 791)	22 410 233
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#### Reconciliation of computer software and development costs – 2012

	Opening balance	Additions	Depreciation	Total
Computer software	19 021 088	695 066	(2 325 383)	17 390 771

#### Reconciliation of computer software and development costs – 2011

	Opening balance	Additions	Depreciation	Total
Computer software	24 645 056	1 154 322	(3 389 145)	22 410 233

### 6. FINANCIAL ASSETS BY CATEGORY

The accounting policies for financial instruments have been applied to the line items below:

	Cash and cash equivalents	Total
--	---------------------------------	-------

#### 2012

Cash and cash equivalents	58 471 696	58 471 696
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	Cash and cash equivalents	Total
--	---------------------------------	-------

#### 2011

Cash and cash equivalents	25 685 586	25 685 586
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## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

	2012 R'000	2011 R'000
<b>7. OPERATING LEASE LIABILITY</b>		
Non-current liabilities	–	(51 888)
Current liabilities	(71 058)	(126 752)
	<b>(71 058)</b>	<b>(178 640)</b>
<b>8. EMPLOYEE BENEFIT OBLIGATIONS</b>		
<b>Defined contribution plan</b>		
It is the policy of the entity to provide retirement benefits to all its employees (or specify number of employees covered). A number of defined contribution provident funds, all of which are subject to the Pensions Fund Act exist for this purpose.		
The entity is under no obligation to cover any unfunded benefits		
The total economic entity contribution to such schemes	7 625 790	9 717 448
The amount recognised as an expense for defined contribution plans is	7 625 790	9 717 448
<b>9. INVENTORIES</b>		
Other inventories for sale	211 666	153 505
Consumable stores	1 290 217	1 159 259
Maintenance materials	1 290 505	747 568
	<b>2 792 388</b>	<b>2 060 332</b>
<b>10. RECEIVABLES FROM EXCHANGE TRANSACTIONS</b>		
Trade debtors	384 000	2 718 854
The receivables is in respect of parking income outstanding at year end.		
<b>11. CASH AND CASH EQUIVALENTS</b>		
Cash and cash equivalents consist of:		
Cash on hand	5 900	5 900
Bank balances	58 466 069	25 679 686
	<b>58 471 969</b>	<b>25 685 586</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

	2012 R'000	2011 R'000
<b>12. FINANCE LEASE OBLIGATION</b>		
<b>Minimum lease payments due</b>		
– within one year	461 020	959 046
– in second to fifth year inclusive	67 123	205 072
	528 143	1 164 118
less: future finance charges	(37 264)	(66 076)
<b>Present value of minimum lease payments</b>	<b>490 879</b>	<b>1 098 942</b>
<b>Present value of minimum lease payments</b>		
– within one year	490 879	1 098 042
– in second to fifth year inclusive	81 478	245 052
	<b>490 879</b>	<b>1 098 042</b>
Non-current liabilities	81 478	245 052
Current liabilities	409 401	852 990
	<b>490 879</b>	<b>1 098 042</b>

It is entity policy to lease certain equipment and cellphone under finance leases.

The average lease term was 2–5 years and the interest rate used is the prime interest rate applicable for each financial year.

Interest rates is linked to prime at the contract date. All leases have fixed repayments and no arrangements have been entered into for contingent rent.

The entity's obligations under finance leases are secured by the lessor's charge over the leased assets. Refer note.

### 13. PROVISIONS

#### Reconciliation of provisions – 2012

	Opening balance	Additions	Utilised during the year	Total
Bonus provision	8 730 797	13 700 406	(8 730 797)	13 700 406
Leave pay provision	6 794 925	1 330 041	–	8 124 966
	<b>15 525 722</b>	<b>15 030 447</b>	<b>(8 730 797)</b>	<b>21 825 372</b>



## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### 13. PROVISIONS (continued)

#### Reconciliation of provisions – 2011

	Opening balance	Additions	Utilised during the year	Total
Bonus provision	4 707 754	8 730 797	(4 707 754)	8 730 797
Leave pay provision	6 070 848	724 077	–	6 794 925
	<b>10 778 602</b>	<b>9 454 874</b>	<b>(4 707 754)</b>	<b>15 525 722</b>

The leave pay provision represents the potential liability in respect of leave outstanding.

The bonus pay provision represents the potential liability in respect of performance bonuses to be paid out.

### 14. PAYABLES FROM EXCHANGE TRANSACTIONS

	2012 R'000	2011 R'000
Trade payables	17 345 106	19 026 540

It is the policy of the GPL to pay all suppliers within 30 days. All the payables at year end were within 30 days. The amount disclosed therefore approximates the fair value of the trade payables.

### 15. FINANCIAL LIABILITIES BY CATEGORY

The accounting policies for financial instruments have been applied to the line items below:

2012		
	Financial liabilities at amortised cost	Total
Trade and other payables	16 874 197	16 874 197
2011		
	Financial liabilities at amortised cost	Total
Trade and other payables	19 026 545	19 026 545

## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

	2012 R'000	2011 R'000
<b>16. REVENUE</b>		
Voted Funds	402 720 000	310 148 001
Direct Charges	56 991 578	56 499 214
	<b>459 711 578</b>	<b>366 647 215</b>
<b>17. OTHER INCOME</b>		
Insurance refund	10 000	130 421
Aid assistance	3 484 000	128 000
Parking income	1 190 213	263 281
Sundry income	154 083	4 440
City hall booking revenue	7 900	138 368
Foreign currency refunds	–	10 132
	<b>4 846 196</b>	<b>674 642</b>
<b>18. Employee related costs</b>		
Basic	162 760 278	139 765 840
IPMS	11 042 206	–
Medical aid - company contributions	9 145 372	7 927 139
UIF	363 216	1 153 374
Leave pay provision charge	6 073 043	2 760 063
Overtime payments	5 351 231	4 352 853
Acting allowances	7 413 874	7 450 000
Car allowance	20 499 484	20 551 767
Less: Employee costs included in other expenses	153 272	212 798
	<b>222 801 976</b>	<b>184 173 834</b>
<b>Remuneration of provincial secretary</b>		
Annual Remuneration	760 431	730 315
Car Allowance	271 490	229 952
Performance Bonuses	125 094	114 976
Contributions to UIF, Medical and Pension Funds	201 032	169 015
Contribution to medical aid	71 628	20 478
	<b>1 429 675</b>	<b>1 264 736</b>
<b>Remuneration of chief finance officer</b>		
Annual Remuneration	668 665	606 713
Car Allowance	303 392	256 973
Performance Bonuses	111 834	102 789
Contributions to pension funds	115 151	92 510
Contribution to medical aid	79 098	71 696
	<b>1 278 140</b>	<b>1 130 681</b>

## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

	2012 R'000	2011 R'000
<b>18. EMPLOYEE RELATED COSTS (continued)</b>		
<b>Remuneration of executive director - Corporate services</b>		
Annual Remuneration	757 769	683 005
Car Allowance	447 944	382 013
Performance Bonuses	113 624	109 147
Contribution to medical aid	29 172	26 448
	<b>1 278 140</b>	<b>1 130 613</b>
<b>Remuneration of executive director - Core business</b>		
Annual Remuneration	809 498	675 874
Car Allowance	174 609	109 147
Performance Bonuses	103 237	95 477
Contributions to Pension Funds	68 536	65 501
Contributions to medical aid	31 335	65 501
	<b>1 187 215</b>	<b>1 011 500</b>
<b>Remuneration of members</b>		
Speaker	1 505 718	1 420 489
Deputy Speaker	1 188 627	1 116 082
Chief Whip	1 080 604	1 014 652
Political office bearers	15 648 989	14 611 568
Members	10 595 607	9 874 749
Members' pension and medical aid contributions	11 098 399	12 588 041
Members' allowances	15 873 634	15 873 634
	<b>56 991 578</b>	<b>56 499 215</b>
<b>19. INVESTMENT REVENUE</b>		
<b>Interest revenue</b>		
Bank interest	<b>2 075 678</b>	<b>934 531</b>
The amount included in Investment revenue arising from non-exchange transactions amounted to -		
<b>20. FINANCE COSTS</b>		
Finance leases	184 027	162 798
<b>21. AUDITORS' REMUNERATION</b>		
External Audit Fees	3 913 977	1 160 328

## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

	2012 R'000	2011 R'000
<b>22. CASH GENERATED FROM OPERATIONS</b>		
Surplus	41 322 376	23 634 639
<b>Adjustments for:</b>		
Depreciation and amortisation	4 883 557	3 715 523
Amortisation - Intangible Assets	3 389 145	–
Finance costs - Finance leases	184 027	128 248
Debt impairment	–	5 786 621
Movements in provisions	6 299 650	4 747 118
Finance Lease Payments	–	726 877
Finance lease accrued interest	–	34 550
Operating lease strightling	34 000	–
<b>Changes in working capital:</b>		
Inventories	(806 502)	(1 307 584)
Receivables from exchange transactions	2 334 854	(2 718 854)
(Increase)/Decrease in other receivables from non-exchange transactions	624 320	(92 838)
Prepayments	–	290 137
Unauthorised expenditure	2 638 196	–
Payables from exchange transactions	(1 681 434)	5 658 400
Voted funds	(245 673)	(6 613 000)
Increase/(Decrease)	(27 871)	(92 838)
	<b>58 948 645</b>	<b>33 896 999</b>
<b>23. COMMITMENTS</b>		
Authorised expenditure		
Already contracted for but not provided for		
• Property, plant and equipment	–	282 784
• Current expenditure	1 757 320	1 167 347
	<b>1 757 320</b>	<b>1 450 131</b>
<b>Operating leases – as lessee (expense)</b>		
<b>Minimum lease payments due</b>		
– within one year	234 377	641 592
– in second to fifth year inclusive	–	234 377
	<b>234 377</b>	<b>875 969</b>

Operating lease payments represent rentals payable by the entity for certain of its office properties. Leases are negotiated for an average term of three years and rentals escalate at an average of 11% annually. No contingent rent is payable.

## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### 24. CONTINGENCIES

#### Contingent liabilities

##### Contractual Dispute between Orion and GPL

The claim emanates from a contract dispute between Gauteng Provincial Legislature and Orion, GPL is of the opinion that the contract termination date was February 2009. GPL has settled all outstanding payments during before the end of the contract.

The Plaintiff has issued fresh summons as the previous summons were irregular. The GPL has entered an appearance to defend the matter.

##### Settlement Agreement between GPL and an Employee

The Employee alleges that the GPL promised him a promotion. The court case was postponed as there has been correspondence between, the employee's attorney and the GPL legal services. Should employee settlement agreement be confirmed the potential financial effect to GPL will be R500,000.00.

Applicant failed to take further steps, the GPL has applied to court for the matter to be finalised.

The GPL has a potential liability with regard to the reinstatement of an ex-employee to her position

The compensation amount of R120,000.00, which is equivalent of six months salary, will be payable should the employee continue with the claim. Further legal cost to the amount of R20,251.00 in respect of the attorneys will also be payable. The potential liability for the applicants attorney should the GPL be unable to successfully defend the matter on appeal cannot be determined.

##### Payment of once-off gratuity for former Members

The GPL received combined summonses on 19 April 2012 from former Members JM Swart, FJA Wolmarans and M Pluddeman claiming that an order declaring the plaintiffs entitled to once off gratuity as determined in accordance with Proclamation 52 of 2008 to pay the plaintiff an amount of R138,328.20 per Member.

##### Interest and Penalties levied on late payment of PAYE and UIF for employees

The GPL is disputing the interest and penalties levied by SARS. The outstanding interest and penalties dates back from 1997.

The GPL has provided SARS with proof of payments from 1999 and requested SARS to waive all penalties and the discounting of levied interest on the GPL account dating back from 1997. Subsequent to various meetings SARS reduced the outstanding amount from R844,095.00 to R63,280.61. The GPL is still disputing the remaining balance, meetings will be held with SARS management to finalise this matter.

#### Contingent assets

##### High Court Order: Provisionally winding up of Monitoring South Africa (Pty) Ltd

The GPL renewed its annual subscription with Monitoring SA during August 2010 amounting to R107,114.00. The North Gauteng High Court, Pretoria issued an order on 15 March 2011 to provisionally wind up Monitoring SA. The GPL received the order during May 2011. GPL is in the process of filing a claim with liquidators for reimbursement of the amount of R107,114.00 paid for annual subscription.

## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### 24. CONTINGENCIES (continued)

#### Insurance claims

The claim emanates from the stolen laptops allocated to Staff and Members. The GPL has submitted the claims the insurance company. Should the Insurance company settle all the claims the expected amount will be R59,677.00.

### 25. RELATED PARTIES

#### Relationships

Controlled entities Provincial Treasury

Refer to Note 18 for remuneration of key management and members.

#### Related party balances

	2012 R'000	2011 R'000
<b>Amounts included in Trade receivable (Trade Payable) regarding related parties</b>		
Provincial Treasury	–	2 718 854
Dept of Health and Social services	384 000	–
<b>Reveue received from Provincial treasury</b>		
Voted funds	402 720 000	310 148 001
Direct charges	56 991 578	56 499 214
<b>Amounts paid to Political parties</b>		
Political party funding	48 295 650	49 229 356

The legislature receives a grant from Provincial Treasury based on the approved budget for all their operating expenditure.

### 26. PRIOR PERIOD ERRORS

1. Property plant and equipment were depreciated at an incorrect rate. The property plant and equipment was adjusted retrospectively.
2. Members were exempted from UIF contributions retrospectively in terms of sec,114 of the Taxation Laws Amendment Act, 2011.

The correction of the error(s) results in adjustments as follows:

#### Statement of financial position

Property, plant and equipment	–	(11 047 030)
Opening Accumulated Surplus or Deficit	–	7 802 696

#### Statement of Financial Performance

Depreciation expense	–	2 991 144
Lease expenses	–	736 125
UIF	–	185 673

## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### 27. RISK MANAGEMENT

#### Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities.

The entity's risk to liquidity is a result of the funds available to cover future commitments. The entity manages liquidity risk through an ongoing review of future commitments and managing available cash resources.

Cash flow forecasts are prepared and adequate funding is requested from Provincial Treasury on an ongoing basis.

#### Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The entity only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

	2012 R'000	2011 R'000
<b>28. IRREGULAR EXPENDITURE</b>		
Opening balance	306 000	306 000
Add: Irregular Expenditure – current year	10 193 379	–
Less: Amounts condoned	(6 572 365)	3 927 014
	<b>3 927 014</b>	<b>306 000</b>

The irregular expenditure was as a result of the following:

1. Deviations from normal procurement procedures. These deviations were condoned by the Accounting Officer in the period under review.
2. Valid Tax clearance certificates were not obtained in all transactions.

### 29. RECONCILIATION CASH FLOW STATEMENT

Reconciliation of budget surplus/deficit with the net cash generated from operating, investing and financing activities:

#### Operating activities

Actual amount as presented in the budget statement	49 226 539	–
<b>Net cash flows from operating activities</b>	<b>58 948 645</b>	

#### Investing activities

Actual amount as presented in the budget statement	(20 191 445)	–
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#### Financing activities

Actual amount as presented in the budget statement	(5 970 817)	–
<b>Net cash generated from operating, investing and financing activities</b>	<b>32 786 383</b>	



## NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 MARCH 2012

### 30. STATEMENT OF COMPARATIVE AND ACTUAL INFORMATION

2012	Original budget	Budget adjustments	Final budget	Actual outcome	Variance	Actual outcome as % of final budget	Actual outcome as % of final budget
<b>Financial Performance</b>							
Direct Charges	(56 991 578)	(56 991 578)	(56 991 578)	(56 991 578)	–	100%	100%
Voted funds	(400 000 000)	(402 720 000)	(402 720 000)	(402 720 000)	–	100%	101%
<b>Total revenue (excluding capital transfers and contributions)</b>	<b>(456 991 578)</b>	<b>(459 711 578)</b>	<b>(459 711 578)</b>	<b>(459 711 578)</b>	<b>–</b>	<b>100%</b>	<b>101%</b>
Employee costs	161 087 000	2 720 000	163 807 000	159 489 100	4 317 900	97%	99%
Remuneration of Members	56 991 578	56 991 578	56 991 578	56 991 578	–	100%	100%
Capital Expenditure	34 538 000	34 538 000	34 538 000	20 191 445	14 346 555	58%	58%
Transfers and grants	48 652 000	–	48 652 000	48 296 000	356 000	99%	99%
Goods and services	156 429 000	–	156 429 000	152 086 751	4 342 249	97%	97%
<b>Surplus/(Deficit) for the year</b>	<b>706 000</b>	<b>(365 462 000)</b>	<b>706 000</b>	<b>(22 656 704)</b>	<b>23 362 704</b>	<b>(3 209%)</b>	<b>(3 209%)</b>

The variance are explained as follows:

#### Employee costs

The variance in the employee costs is as a result of additional amount of R2.7 million refunded by Treasury for the shortfall of Direct Charges for Members remuneration from the previous financial year as well as unfilled vacant positions as per the organisational structure.

#### Operating expenses

A total amount of R9 million savings on goods and services is attributable to underspending on travel and workshop and functions for committees due to increased level of local activities and a political decision to reduce the number of delegates on international study tours. Additional text

#### Capital expenditure

The institution has under spent by R10 million on the capital budget. The under expenditure is mainly contributed by challenges in the implementation of the following capital projects:

1. Technical upgrade of the control room linked to the House.
2. Integrated security and fire defence project.
3. Acquisition of new switchboard system.
4. Automation of the IPMS system.
5. Acquisition of the City Hall chairs.

## DETAILED STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2012

	Note(s)	2012 R'000	2011 R'000
<b>Revenue</b>			
Voted funds		402 720 000	310 148 001
Direct charges		56 991 578	56 499 214
	16	<b>459 711 578</b>	<b>366 647 215</b>
<b>Other income</b>			
Insurance refunds		10 000	130 421
Aid assistance		3 484 000	128 000
Parking income		1 190 213	263 281
Sundry income		154 083	4 440
Hall bookings income		7 900	138 368
Foreign currency refunds		-	10 132
Interest received	19	2 075 678	934 531
		<b>6 921 874</b>	<b>1 609 173</b>

*The supplementary information presented does not form part of the annual financial statements and is unaudited*

## DETAILED STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2012

	Note(s)	2012 R'000	2011 R'000
<b>Operating expenses</b>			
Accommodation - local		(6 122 377)	(2 715 354)
Subscriptions		(809 598)	(1 135 300)
Advertising		(4 194 281)	(1 705 270)
Print room rentals		(994 513)	(890 376)
Assets expensed		(363 841)	(102 566)
Auditors remuneration	21	(3 913 977)	(1 160 328)
Printing general		(2 404 626)	(5 786 621)
Bank charges		(33 522)	(96 703)
Public venue hearing		–	(16 051)
EAP expenses		(212 334)	(129 323)
Cleaning		(290 108)	(416 040)
Telephone system		–	(135 385)
Staff training		(3 233 505)	(2 402 618)
Computer expenses		(13 132)	–
Postage		(30 654)	–
Consumables		(1 069 221)	(2 150 350)
Technical services		(400 622)	(262 897)
Depreciation, amortisation and impairments		(8 272 702)	(4497 142)
Catering contract		(1 738 869)	(4 256 698)
Employee costs		(222 801 976)	(184 173 834)
Licencing fees		(6 199 017)	(3 584 829)
Interpretations		(51 443)	–
Maintenance and repairs		(4 353 920)	(1 990 020)
Uniforms		(648 753)	(47 420)
General stationery		(541 448)	(33 798)
Interior decor		(532 339)	(14 447)
Gifts		(2 409 348)	(677 659)
Political party fund		(48 295 650)	(49 729 356)
Plant services		(120 733)	(71 739)
IT expenses		(5 587 731)	(956 483)
Insurance		(1 160 159)	(717 926)
Rent		(2 725 559)	(3 901 295)
Air travel domestic		(3 706 565)	(3 845 316)
Motor vehicle expenses		(727)	–
Consultance		(8 263 723)	(5 602 832)
Subsistence and travel local		(2 020 959)	(2 848 648)
Subsistence and travel International		(1 760 090)	(2 026 233)
Refreshments		(1 188 694)	(497 983)
Recruitment cost		(841 903)	(798 646)
Staff bursaries		(756 350)	(1 269 621)
Parking management		(25 809)	(297 787)
Repairs of IT equipment		(189 367)	(476 856)
Photographs - official		(157 397)	(43 375)

*The supplementary information presented does not form part of the annual financial statements and is unaudited*

## DETAILED STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 MARCH 2012 (continued)

	Note(s)	2012 R'000	2011 R'000
<b>Operating expenses (continued)</b>			
Access control consumables		(70 546)	(38 624)
Municipal services		(2 522 817)	(4 958 160)
Workshop and functions		(15 145 654)	(7 729 211)
Professional services		–	(67 091)
Security maintenance		(4 770 462)	(977 393)
Hansard outsourcing		(2 058 591)	(977 393)
Strategic planning		(3 097 213)	(1 214 881)
Subscriptions		(5 936 385)	(2 003 671)
Telephone and fax		(9 198 733)	(10 471 025)
Repairs of technical equipment		(4 848 834)	(602)
Entertainment		(36 022)	(25 256)
Conferences		(5 262 534)	(1 827 439)
Shuttle services		(9 468 239)	(6 827 367)
Photocopier services		(613 099)	(99 787)
Air travel - international		(11 648 579)	(10 963 751)
Print room purchases		(151 759)	(29 403)
Storage consumables		(600 273)	(652 627)
Computer consumables		(1 259 767)	(621 537)
		<b>(425 127 049)</b>	<b>(344 458 951)</b>

*The supplementary information presented does not form part of the annual financial statements and is unaudited*



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## NOTES

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# SECTION SIX

OUTLOOK 2012/2013



## OUTLOOK 2012/2013

Each year the GPL strives to fulfil its constitutional mandates optimally. The GPL fulfils its mandates of law-making, oversight and scrutiny, public participation and co-operative governance through high performing teams within the institution. In order to consolidate the progress that the GPL has made towards achieving its strategic goals and objectives, and to address gaps that have been identified, the institution has put in place plans to close identified gaps going forward. Below are some of the activities planned for 2012/2013:

### LAW-MAKING

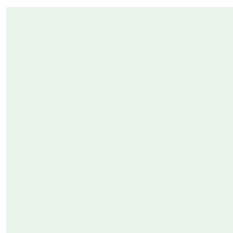
In discharging this mandate, the GPL will undertake the following activities:

- Conduct a bench-marking exercise on the Money Matters and Related Procedures Act, and implement the bench-marking recommendations.
- Roll-out the Committee Inquiries Act, and piloting the Inquiries System;
- Finalise the Study of the Efficacy of Laws Passed since 1994, and implement the recommendations of thereof; and
- Build capacity to support the law-making function, through the GPL Law-Making Framework.

### OVERSIGHT AND SCRUTINY

Various projects will be undertaken, not only to strengthen the oversight and scrutiny functions, but also to add value to these functions, and these will include:

- Ensuring a full and consistent implementation of the Programme Evaluation and Budget Analysis (PEBA) through quality consideration of the budget, quarterly and annual reports and Focused Intervention Studies (FIS);
- Taking committees of the legislature to the people of Gauteng: The Gauteng Legislature will be taking its committees to the people of Gauteng by holding committee meetings in identified communities around the province. Through this, the people of Gauteng will have the opportunity to make contributions to the deliberations of the meetings;
- Convene ongoing conversations on oversight with experts and practitioners, which will culminate in a conference on oversight in 2013/2014;
- Continue to support the legislative sector through the co-ordination and implementation of the recently adopted Sector Oversight Model (SOM): The Gauteng Provincial Legislature will continue to champion and manage the roll-out of SOM across all legislatures;
- Implementation of the Committees' Value Chain project in the GPL, to strengthen support provided to Committees as well as House Programming, Committee Scheduling and resolutions tracking;





- All Members of the Provincial Legislature will receive ongoing training on the PEBA model and the oversight paradigm of the Legislature; and
- Capture and track all the resolutions of the House through the Legislature Information Management System (LIMS) of the GPL and ensure that the e-resolutions system is fully functional and fully utilised.

## PUBLIC PARTICIPATION

Public participation cuts across all the mandates of the GPL, thus the institution strives for excellence in increasing the involvement of the people of Gauteng in its legislative processes. To this end, some of the activities for 2012/2013 will include:

- The implementation of the Public Participation Turn-Around Project that seeks to mainstream public participation initiatives in House processes, committee work and institution-wide operations. The project also seeks to provide systems for standardising public participation processes, including monitoring and evaluation, reporting and feedback to the people of Gauteng;
- Bench-marking public participation and implementing the recommendations of the bench-marking exercise;
- Hosting a Public Participation Seminar to share the findings of the bench-marking exercise, also to contribute to the body of knowledge on public participation in the legislative sector;
- Publishing and distributing the Public Participation Book Chapter and Declaration, which were some of the resolutions of the International Public Participation Indaba, hosted by the GPL in Johannesburg on 29 February to 2 March 2012;
- The overhaul of public education in order to support the work of committees of the GPL;
- Continuing public education workshops, to empower the people of Gauteng with information to make informed contributions to the processes of the GPL;
- Continuing the commitment to Take Parliament to the People of Gauteng, by increasing the number of GPL Sector Parliaments held around the regions of the province; and
- Increase public attendance of House sittings by implementing the Public Participation Strategy, thereby rendering House sittings a tribune of the people of Gauteng,

## CO-OPERATIVE GOVERNANCE

In an effort to promote Co-operative Governance in the legislative sector, the GPL will amongst others undertake the following:

- Host the 43rd Commonwealth Parliamentary Association Conference in the first quarter of 2012/2013,
- Continue hosting national and international delegations, to share best-practices;
- Continue as a learning organisation, to undertake inter-legislature visits to provincial legislatures as well as National Parliament, to learn standards and best-practices; and
- Host the 2013 Official Opening of the Gauteng Legislature, in which national and international legislatures are invited to participate.

## CORPORATE GOVERNANCE

The GPL has resolved to strengthen corporate governance in the institution through amongst other things:

- Instilling an institution-wide culture of practicing and implementing the Vision, Mission and Values of the GPL in all matters of the institution, in the effort to promote good leadership practices;
- Review the role of the Secretariat and its sub-committees, with the aim of enhancing institutional performance and accountability;

- Continue the implementation of the adopted Result Based Framework, to enhance performance planning and reporting;
- Enhance the implementation of the GPL monitoring and evaluation mechanisms, as well as the Collaboration Strategy and the Managing by Project Approach, with the aim of improving institutional performance;
- Implement transverse mainstreaming in the GPL, beginning with the adoption of the Gender Policy,
- Strengthen financial management and accountability;
- Enhance the contract management regime and practice; and
- Complete all capital projects for 2011/2012 and 2012/2013.

## STAKEHOLDER MANAGEMENT

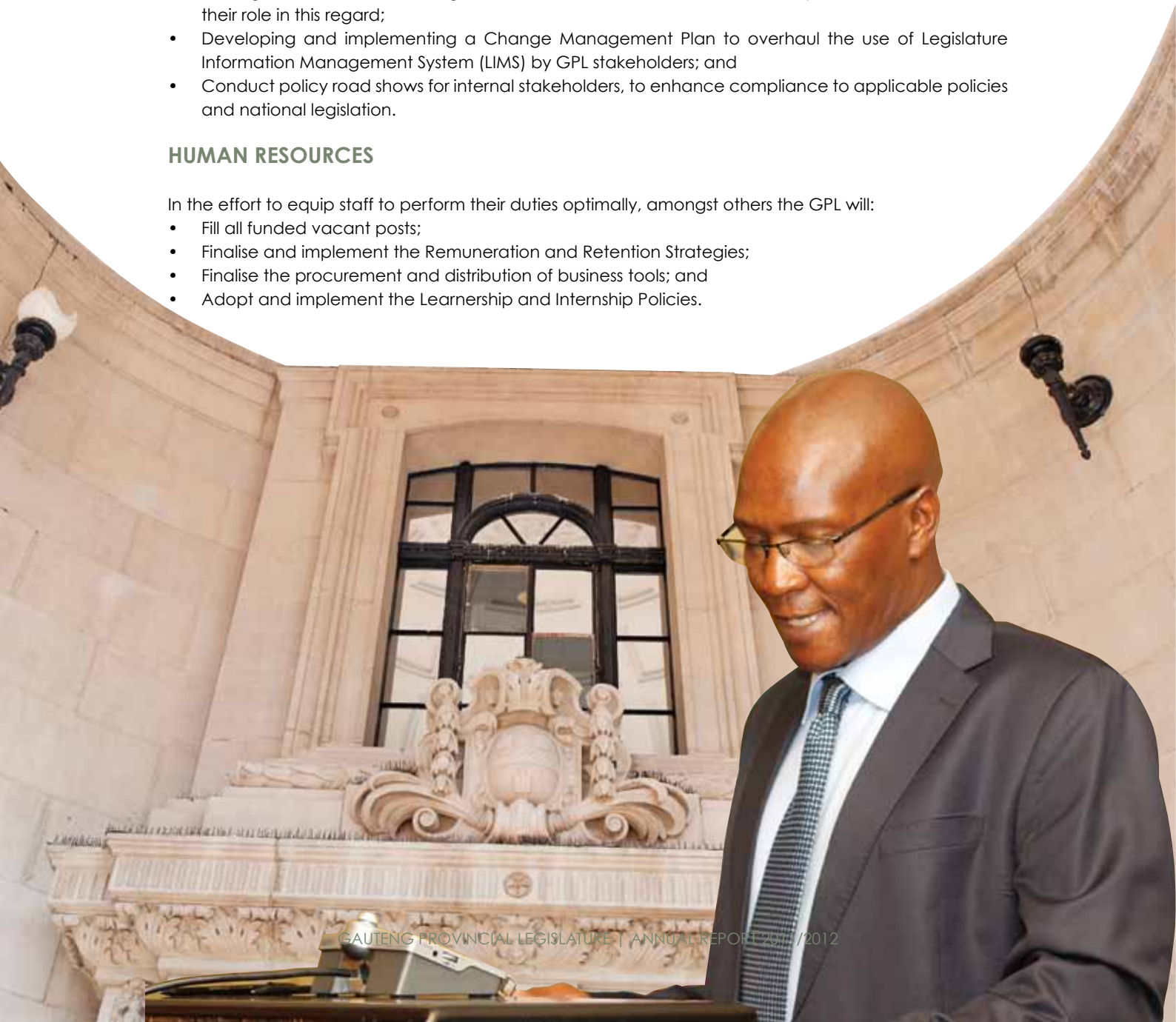
The GPL strives to consolidate its stakeholder management initiatives in order to promote meaningful stakeholder engagement and relations internally and externally. To this end, some of the planned activities for 2012/2013 include:

- Developing a consolidated and central stakeholder database;
- Hosting Stakeholder Networking Sessions to orientate stakeholders on the operations of the GPL and their role in this regard;
- Developing and implementing a Change Management Plan to overhaul the use of Legislature Information Management System (LIMS) by GPL stakeholders; and
- Conduct policy road shows for internal stakeholders, to enhance compliance to applicable policies and national legislation.

## HUMAN RESOURCES

In the effort to equip staff to perform their duties optimally, amongst others the GPL will:

- Fill all funded vacant posts;
- Finalise and implement the Remuneration and Retention Strategies;
- Finalise the procurement and distribution of business tools; and
- Adopt and implement the Learnership and Internship Policies.





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NOTES

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**GAUTENG**  
LEGISLATURE

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