**Part A: Strategic Plan overview**

1. Vision

State the institution’s vision.

2. Mission

State the institution’s mission.

3. Values

List the institution’s values.

4. Legislative and other mandates

Set out the specific constitutional and other legislative, functional and policy mandates of the institution. Focus on the legislative and other mandates that the department is directly responsible for implementing, managing or overseeing – not the entire list of legislation that the institution is subject to in the course of its operations.

4.1 Constitutional mandates

State the relevant section(s) of the Constitution and how the department or public entity is directly responsible for ensuring compliance with this section(s).

4.2 Legislative mandates

State the name of the relevant act and outline the key responsibilities this legislation places on the institution.

4.3 Policy mandates

State the name of the policy and outline the key responsibilities it places on the institution.

4.4 Relevant court rulings

Complete this section if there are any specific court rulings that have a significant, ongoing impact on operations or service delivery obligations.

Name of court case: [outline the impact the court ruling has on the institution’s operations or service delivery obligations]

4.5 Planned policy initiatives

Indicate in point form the most important policy initiatives the department plans to continue or initiate in the period covered by the plan. This section applies to departments only.

5. Situational analysis

Present broad information on the performance and broader institutional environment based on the detailed information gathered in the strategic planning process. Institutions’ various medium and long term policies and plans should also be considered. Budget planning should be informed by identified key policies and plans of institutions.

National and provincial departments in each concurrent function sector should work together to standardize the kinds of information presented here. For example, it would be useful if all departments in a particular sector could present information on different aspects of their services and structure using the same sets of institutional and explanatory indicators.

5.1 Performance environment

Summarize key issues in the delivery environment, providing important background information on demand for services and other factors that have informed the development of the Strategic Plan. Present a range of explanatory indicators that reflect the demand for services and the nature of the challenges to be addressed.

5.2 Organizational environment

Summarize the structure of the institution and highlight any important issues. The objective is to provide information on the capacity of the institution and other internal factors that have informed the development of the Strategic Plan.

5.3 Description of the strategic planning process

Describe the activities and processes followed to develop the Strategic Plan, including timetables and stakeholders consulted.

6. Strategic outcome oriented goals of the institution

State the institution’s strategic outcome oriented goals.

Departmental outcomes identified by the Presidency must be reflected here as goal statements.

Strategic Outcome

Oriented Goal 1

Provide a short title for the outcomes stated goal

Goal statement Write the outcomes stated goal out in full – ideally this statement should be SMART

Provide similar information for each strategic outcome oriented goal set by the institution. For each strategic outcome oriented goal complete a technical indicator description (see Annexure E for examples), which should be posted on the institution’s website along with the Strategic Plan.

Part B: Strategic objectives

This section covers the strategic objectives identified to achieve the set goals. The strategic objectives that have been

Identified should be related to and discussed within the context of the approved budget programmer structure.

7. Programme X (insert name of programme)

State the programme purpose as stated in the budget documentation. Provide a brief description of the programme: how it is structured, what institutions are responsible for the performance delivery and whether there are any key categories of personnel where the trends need to be monitored. Wherever possible use succinct tables, graphs and maps to present the information. The description should not exceed three pages.

7.1 Strategic objectives

State the institution’s strategic objectives for the programme.

Strategic Objective 1.1 Provide a short title for the strategic objective

Objective statement Write the objective out in full – this statement should be SMART

Baseline What is the present baseline level of performance in relation to this strategic objective?

And so on, for as many strategic objectives as there are for the programme.

For each indicator the institution must complete a technical indicator description (see Annexure E), which should be posted on the institution’s website along with the Strategic Plan.

7.2 Resource considerations

Discuss the resourcing issues considered when developing the strategic objectives. The discussion should deal with the following issues, as appropriate:

Expenditure trends in the programme’s budget and how these can be expected to evolve over the five-year period (this analysis should also focus on trends in expenditure by economic classification)

Trends in the numbers of key staff

Trends in the supply of key inputs.

Discuss issues under these headings if they are important to the realisation of the strategic objectives relevant to this programme. Additional headings may be added to this section to address other important resource related issues. Present the information in succinct tables where possible.

7.3 Risk management

It is important to list and discuss the five key risks that may affect realisation of the strategic objectives stated for this programme. For each item, include a paragraph describing the risk and a paragraph indicating how the department intends to mitigate its effects.

And so on, for each programme.

Part C: Links to other plans

It is important to outline links to other plans such as the institution’s long-term infrastructure and other capital plans, its conditional grants, plans to review its public entities and the management of its public-private partnerships.

8. Links to the long-term infrastructure and other capital plans

Each department and public entity should have long-term infrastructure and other capital plans that should outline its infrastructure investment needs for the next 10, 20 or even 30 years. Here indicate which of the projects outlined in its long-term capital investment plan the institutions intends implementing or initiating during the period of the Strategic Plan.

Table X: Links to long-term infrastructure plan

Programme Project duration

Start Finish

1. New and replacement assets (R thousand)

Total new and replacement assets

2. Maintenance and repairs (R thousand)

Total maintenance and repairs

3. Upgrades and additions (R thousand)

Total upgrades and additions

4. Rehabilitation, renovations and refurbishments (R thousand)

Total rehabilitation, renovations and refurbishments

Estimated project

cost

Expenditure to date

(if any)

No. Project name Municipality Project description/ type of str

9. Conditional grants

The section applies to departments only. It is important to list and briefly describe each of the relevant conditional

grants, also indicating whether the grant will be continued or ended during the period of the plan.

Name of grant Provide name of conditional grant

Purpose State purpose of conditional grant

Performance indicator

Give at least one performance indicator that measures performance in relation to the above purpose – this indicator statement must be SMART

Continuation State whether the grant programme is to continue or be discontinued during the period covered by the Strategic Plan

Motivation State the motivation for continuing or discontinuing the grant programme

10. Public entities

The section applies to departments only. It is important to list and briefly describe each of the public entities that are the responsibility of the department, also providing a list of the public entities to be evaluated during the upcoming five-year period.

Name of public entity Mandate Outputs Current annual budget

(R thousand)

Date of next evaluation

11. Public-private partnerships

It is important to list and briefly describe each of the public-private partnerships managed by the department, and indicate which partnerships will be ending during the five-year period. Also outline the steps that are being put in place to ensure a smooth transfer of responsibilities in the case of agreements that will expire during the five years covered by the plan.

Name of PPP Purpose Outputs Current value of agreement

(R thousand)

Date when agreement expires

Annexure

Institutions may add annexures to present other information deemed relevant to their Strategic Plan, as well as the technical indicator descriptions.