
EASTERN CAPE

PROVINCIAL LEGISLATURE



2003 - 2006 STRATEGIC PLAN

Contents

PART A: STRATEGIC OVERVIEW	2
1.1 STATEMENT OF POLICY AND COMMITMENT BY THE SPEAKER	2
1.2 OVERVIEW BY THE ACCOUNTING OFFICER	2
1.3 VISION	2
1.4 MISSION	2
1.5 VALUES	2
1.6 LEGISLATIVE AND OTHER MANDATES	3
1.7 DESCRIPTION OF STATUS QUO	3
1.7.1 <i>Summary of service delivery environment and challenges</i>	4
1.7.2 <i>Summary of organisational environment and challenges</i>	4
1.8 DESCRIPTION OF STRATEGIC PLANNING PROCESS	5
PART B: PROGRAMME AND SUB-PROGRAMME PLANS	6
1.9 STRATEGIC OBJECTIVES	6
1.10 MEASURABLE OBJECTIVES, PERFORMANCE MEASURES AND PERFORMANCE TARGETS	6
1.11 PERFORMANCE TARGETS	10
1.12 RECONCILIATION OF BUDGET WITH PLAN BY PROGRAMME	13
1.13 MEDIUM-TERM REVENUES	15
1.13.1 <i>Summary of revenue</i>	15
1.13.2 <i>Departmental revenue collection</i>	15
1.13.3 <i>Conditional grants</i>	15
1.14 CO-ORDINATION, CO-OPERATION AND OUTSOURCING PLANS	15
1.14.1 <i>Interdepartmental linkages</i>	15
1.14.2 <i>Local government linkages</i>	15
1.14.3 <i>Public entities</i>	15
1.14.4 <i>Public, private partnerships, outsourcing etc.</i>	15
1.15 FINANCIAL MANAGEMENT:	15
1.15.1 <i>Strategies to address audit queries</i>	15
1.15.2 <i>Implementation of PFMA</i>	15

List of tables

TABLE 1: OBJECTIVES, STRATEGIES, OUTPUTS, MEASURES	7
TABLE 2: PERFORMANCE TARGETS AND MONITORING MECHANISMS	11
TABLE 3: EVOLUTION OF EXPENDITURE BY BUDGET PROGRAMME AND SUB-PROGRAMME (R MILLION)	14

Part A: Strategic overview

1.1 Statement of policy and commitment by the Speaker

The tide in the Legislature has turned. We moved from a period of transition and foundation during the first term to a period of transformation in the second term of the Legislature.

The Legislature transformed from maintaining mainly reactive oversight to a period of mainly pro-active oversight resulting in the transformation of the traditional parliamentary “watchdog” role (waiting to expose the mistakes that have happened) to a more “governance complementary” role (assisting to prevent mistakes before they happen).

We adopted a new Vision and Mission with certain values and we transformed the political governance of this institution. We transformed the staff structure from a structure mainly based on remuneration and title to a smaller, tailor-made structure based on remuneration of the job content.

Change is never easy, seldom smooth and not without pain. The Legislature had its fair share of problems, resistance and turmoil caused by change.

However, the tide has turned. The environment in the Legislature has stabilized and is ready for improved service delivery on our constitutional duties and obligations.

1.2 Overview by the accounting officer

The Budget structure of the Legislature has been amended to reflect a logical aggregation of expenditure in terms of its activities. A major focus of the Legislature is in the oversight function as it relates to ensuring that the executive performs the Legislative mandate as intended. This implies that the activities will focus on the core function of the Legislature.

1.3 Vision

The Legislature of the Eastern Cape strives to be a dynamic People’s Assembly committed to excellence in governance as mandated by the Constitution of the Republic of South Africa to improve the quality of life of the people of the Province.

1.4 Mission

The Legislature of the Eastern Cape legislates, conducts vigorous oversight and facilitates public participation within the framework of cooperative governance for the people of the province.

1.5 Values

In terms of our values we believe in:

- **Co-operation:** Being co-operative and working well with others.
- **Creativity:** Developing new ideas and applying innovative approaches
- **Moral Integrity:** Being honourable and following ethical principles
- **Accountability:** Being answerable for one’s actions.
- **Excellence:** Continuous improvement in performance and standards.

- **Participation:** Involvement of everyone concerned prior to making a decision.
- **Development:** Achieving personal growth, learning and development.
- **Fairness:** Being fair and providing just recognition based on merit.
- **Openness:** Being straightforward, sincere and candid in discussions.
- **Social Equity:** Being equal to others and avoiding status differences.

1.6 Legislative and other mandates

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

The core business of the Legislature is to be found in sections 114 and 118 (1)(a), which reads as follows:

114. (1) In exercising its legislative power, a provincial Legislature may-
- (a) consider, pass, amend or reject any Bill before the Legislature; and
 - (b) initiate or prepare legislation, except money Bills.
- (2) A provincial Legislature must provide for mechanisms –
- (a) to ensure that all provincial executive organs of state in the province are accountable to it; and
 - (b) to maintain oversight of –
 - (i) the exercise of provincial executive authority in the province, including the implementation of legislation; and
 - (ii) any provincial organ of state.
118. (1) A provincial Legislature must –
- (a) facilitate public involvement in the legislative and other processes of the Legislature and its committees;

The operation of the Legislature is further governed by the following legislation:

Powers, Privileges and Immunities of the Provincial Legislature Act, 1995 (Act 7 of 1995 (EC) which provides for the powers, structures of the Legislature to subpoena witnesses and privileges of Members when speaking in the House or Committees.

Provincial Legislature Finance and Administration Act, 1999 (Act 6 of 1999) which creates statutory structures for the management of the Legislature as well as the appointment and conditions of service of staff of the Legislature.

Speakers Financial Regulations (Regulation 31 dated 14 June 1999) which are regulations promulgated by the Speaker in terms of the Provincial Legislature Finance and Administration Act to provide for the financial management of the Legislature.

1.7 Description of status quo

In the period before this Strategic Plan the Legislature had two programs that are not further divided into sub-programmes to logically reflect various activities. As a result the

emphasis that needs to be put on activities is not strong enough. The Legislature is by this Strategic Plan positioning itself to better respond to its challenges.

1.7.1 Summary of service delivery environment and challenges

The Legislature has a primary function of making laws and performing oversight over the Provincial Executive. In the performance of these primary tasks the Legislature also has to take the views of the electorate into consideration by being in contact with them through various initiatives. Because of the cost involved these tasks can only be done to the extent that available funding allows. It, nevertheless, remains the Legislature's function to articulate or reflect the view of civil society as demonstrated by the election results.

1.7.2 Summary of organisational environment and challenges

The Legislature is led by the Secretary to the Legislature who is assisted by two Deputy Secretaries. The following directorates or sub-directorates are headed by managers:

Programme 1: Administration

1.1 Sub-Programme 1: Finance and Information Technology – Ms. SB Jongile.

1.2 Sub-Programme 2: Organizational Development – Mr. L. Mlungwana.

1.3 Sub-Programme 3: Organizational Efficiency – Mr. V. Mapolisa.

1.4 Sub-Programme 4: Secretariat – Mr. EM Yawa; Mr. HL Smith and Mr. BM Qunta

Programme 2: Remuneration of Elected Public Representatives

2.1 Sub-Programme 1: Remuneration of Elected Public Representatives – Mr. Mlungwana

Programme 3: Procedural Services

3.1 Sub-Programme 1: Hansard and Information Services – Mr. A Erasmus

3.2 Sub-Programme 2: Procedural Services – Vacant.

3.3 Sub-Programme 3: Speaker's Office – Ms. L Grootboom

An organizational structure that depicts the reporting lines as per the above structure is available. This structure is intended to facilitate functional delegations.

The Legislature is using PERSAL to record and maintain staff matters and BAS to record and maintain accounting related matters. At the end of each month payments that have been made in PERSAL are interfaced with BAS in order to add personnel costs to other cost items. These systems are to be configured to reflect the above budget structure for the 2003/04 financial year. The Legislature has standardised on the use of Microsoft products, e.g. Word and Excel. Training has been made available to all that need it to enable them to do their functions effectively.

The Legislature has a Performance Management System (PMS) in place to ensure that performance is monitored. It was first tested for the three months ending December 2002 and no assessment has as yet been made on its actual effectiveness.

Financial management has improved significantly since the date migration to PERSAL and BAS. The Auditor General gave the Legislature an unqualified audit report for the 2001/02 financial year. All audit queries are resolved as soon as they are raised by the auditors. A significant exercise as a result of audit queries that is in the process of completion is the recording of the leave register in PERSAL. The Internal Audit function has been outsourced to a firm of Auditors and they prepare their plans independently.

Legislatures are excluded from compliance with the PFMA. Nevertheless, the Legislature as a good practise complies with the PFMA as far as possible. There is a new legal instrument that is currently being drafted for the financial management of National Parliament and Legislatures.

1.8 Description of strategic planning process

In a previous financial year a workshop that assisted in formulating objectives and outputs was held where all managers were invited. Subsequently, in a meeting managers generated activities for each of the sections that are now designated as sub-programmes. In a subsequent meeting managers formulated their objectives and outputs for this strategic plan.

Part B: Programme and sub-programme plans

All the information in Part A and Part C of this document feed into the development of the rolling three-year plans in this section.

1.9 Strategic Objectives

1. The improvement of the law making and oversight processes whilst maintaining contact with civil society.
2. The positioning of the management/organisation of the Legislature so as to effectively achieve stated purpose.
3. The improve of financial management policies and practice so that budgets fund a strategic plan and all expenditure incurred is for the benefit of the Legislature.
4. The training of all staff and members in order to ensure that they are able to perform their functions effectively.

1.10 Measurable objectives, performance measures and performance targets

Table 1: Objectives, strategies, outputs, measures

1	2	3	4	5	6
Programme structure Measurable objectives	Output	Performance Measures			
		Cost Measure	Quantity Measure	Quality Measure	Timeliness Measure
1. Programme 1	Administration				
<i>1.1. Sub-programme 1</i>	<i>Finance and Information Technology</i>				
All payments are to be done on time.	All Legislature commitments are to be settled.			All payments must be accurate.	Invoices are to be paid within 30 days and claims within 5 days from the date of receipt.
<i>1.2. Sub-programme 2</i>	<i>Organizational Development</i>				
The effective management of Household Services and Human Resources Function.	Managing of service level agreements and updated PERSAL records.		All members and staff details must be up to date. All purchases must be made pursuant to agreed procedures.		
<i>1.3. Sub-programme 3</i>	<i>Organizational Efficiency</i>				
Management of effective communication and international relations.	Communication and international relations services.		1 Media Supplement; 1000 Brochures and Pamphlets printed and distributed; 6 international partnership agreements maintained.		
<i>1.4. Sub-programme 4</i>	<i>Secretariat</i>				

1	2	3	4	5	6
Programme structure Measurable objectives	Output	Performance Measures			
		Cost Measure	Quantity Measure	Quality Measure	Timeliness Measure
Undertaking Legislature Programmes within available resources.	Strategic Plan detailing all Legislature programmes.	R75,133m			
2. Programme 2					
Remuneration of Elected Public Representatives					
To pay the remuneration of Elected Public Representatives on the 15 of each month.	To pay the remuneration of Elected Public Representatives in accordance with applicable legislation.				Payments to be made on the 15 of each month.
3. Programme 3					
Public Office					
3.1. Sub-programme 1					
<i>Hansard and Information Services</i>					
To produce the Hansard record of House proceedings.	Production of Daily Hansards.			Copy of high standard in terms of established practice.	Daily Hansards within 48 hours of sitting; Printed volumes completed 3 months after adjournment.
3.2. Sub-programme 2					
<i>Procedural Services</i>					
Facilitate House sittings and Committee meetings.	House sitting and Committee Meetings.		35 House sittings. 1 Public Hearing per Standing Committee; 80% of referred matters to be finalised.		
3.3. Sub-programme 3					
<i>Speaker's Office</i>					
Political management of the Legislature	Programming and Management of the political business of the Legislature			Direction be provided to all stakeholders in the Legislature.	

1.11 Performance targets

The previous section defines the key measurable objectives and the specific outputs and the performance measures.

In this section the Legislature sets specific performance targets for each measurable objective for each year of the strategic plan. In order to enable legislators and the public to gauge whether the proposed targets are indeed realistic the legislature presents historic performance information for each objective.

Table 2: Performance targets and monitoring mechanisms

1: Administration									
1.1. Finance and IT									
Objective	Output	Performance Measure	Monitoring Mechanism	2002 actual	2003 estimated	2004 target	2005 target	2006 target	% change over MTEF
1. All payments are to be done on time.	All Legislature commitments are to be settled.	Invoices are to be paid within 30 days and claims settled within 5 days.	Monthly Reports, Audit Reports, Performance Review.	74,367	34,056	6,869	6,699	7,049	3
1.2. Org. Development									
Objective	Output	Performance Measure	Monitoring Mechanism	2002 actual	2003 estimated	2004 target	2005 target	2006 target	% change over MTEF
1. The effective management of Household Services and Human Resources Management function.	Managing of service level agreements and updated PERSAL records.	Updated PERSAL records. Updated service level agreements.	Monthly Report, Performance Review.			12,618	13,334	14,038	11
1.3. Org. Efficiency									
Objective	Output	Performance Measure	Monitoring Mechanism	2002 actual	2003 estimated	2004 target	2005 target	2006 target	% change over MTEF
1. Management of effective communication and international relations.	Communication and international relation services.	1 Media Supplement; 1000 Brochures and Pamphlets printed and distributed; 6 international partnership agreements maintained.	Monthly Report, Performance Review.			1,405	1,488	1,568	12
1.4. Secretariat									
Objective	Output	Performance Measure	Monitoring Mechanism	2002 actual	2003 estimated	2004 target	2005 target	2006 target	% change over MTEF
1. Undertaking Legislature programmes within available resources.	Strategic direction.	All objectives are to be achieved.	Monthly Reports, Audit Reports, Performance Review.			2,739	2,898	3,053	11

2: Remuneration of Elected Public Representatives									
Objective	Output	Performance Measure	Monitoring Mechanism	2002 actual	2003 estimated	2004 target	2005 target	2006 target	% change over MTEF
1. To pay salaries of members.	To pay the salaries of members in accordance with legislation.	Payments are to be made on the 15 th .	Monthly Reports, Performance Review.			25,395	26,520	27,836	10

3: Public Office									
3.1. Hansard									
Objective	Output	Performance Measure	Monitoring Mechanism	2002 actual	2003 estimated	2004 target	2005 target	2006 target	% change over MTEF
1. To produce the Hansard record of House proceedings.	Production of Daily Hansards.	Daily Hansards within 48 hours of sitting; Printed volumes 3 months after adjournment.	Performance Review; Monthly Reports.		37,315	5,457	5,039	5,218	-4

3.2. Procedural Services									
Objective	Output	Performance Measure	Monitoring Mechanism	2002 actual	2003 estimated	2004 target	2005 target	2006 target	% change over MTEF
1. Facilitate House sittings and Committee meetings.	House sittings and Committee meetings.	35 House sittings; 1 Public Hearing per Standing Committee; 80% of Referred matters to be finalised.	Performance Review; Monthly Reports.			18,705	20,333	20,809	11

3.3. Speaker's Office									
Objective	Output	Performance Measure	Monitoring Mechanism	2002 actual	2003 estimated	2004 target	2005 target	2006 target	% change over MTEF
1. Political management of the Legislature.	Programming and management of the political business of the Legislature.	20 meetings in the Legislature	Performance Review; Monthly Reports.			1,945	2,343	2,542	31

1.12 Reconciliation of budget with plan by programme

In response to the House recommendations on the structure of the budget additional programmes and sub-programmes have been created in order to accurately reflect the activities of the Legislature. It is for this reason that comparison of figures in sub-programmes and programmes would not reveal meaningful trends. In future financial years it would, however, be possible to perform an analysis based on programme and sub-programme expenditure trends.

As shown in the table below, in terms of the total budget the Annual Average change from 2000/01 to 2002/03 is 11%. A significant portion of this annual average change is used in the improvement in conditions of service for both members and staff. The projected Annual Average change between 2002/03 and 2005/06 is 15%. Again a significant portion of this would be for the improvement in conditions of service. With the requirement that the total cost of maintaining the Legislature be borne by the Legislature budget, the projected increase is in adequate to cater for the funding of all Legislature activities.

Table 3: Evolution of expenditure by budget programme and sub-programme (R million)

Sub-programme	Year – 2 2000/01 (actual)	Year - 1 2001/02 (actual)	Base year 2002/03 (estimate)	Average annual change (%) ²	Year 1 2003/04 (budget)	Year 2 2004/05 (MTEF projection)	Year 3 2005/06 (MTEF projection)	Average annual change (%) ³
Programme 1 : Administration								
1. Finance and IT	64,236	74,367	34,056		6,869	6,699	7,049	
2. Org. Develop.					12,618	13,334	14,038	
3. Org. Efficiency					1,405	1,488	1,568	
4. Secretariat					2,739	2,898	3,053	
Total Programme	64,236	74,367	34,056		23,631	24,419	25,708	
Programme 2 : Rémunération of Elected Public Représentatives								
Total Programme					25,395	26,520	27,836	
Programme 3 : Public Office								
1. Hansard			37,315		5,457	5,039	5,218	
2. Procedural Serv.					18,705	20,333	20,809	
3. Speaker's Office					1,945	2,343	2,452	
Total Programme			37,315		26,107	27,715	28,479	
Total Législature	64,236	74,367	71,371	11	75,133	78,654	82,023	15

1. If possible, separate tables should be made for expenditure in nominal and real terms.
2. Average annual change between year -2 and base year.
3. Projected average annual change between base year and year 3.
4. Annual change percentages have been calculated on the total budget because of changes in programme structure.

1.13 Medium-term revenues

This section is not applicable to the Legislature.

1.13.1 Summary of revenue

This section is not applicable to the Legislature.

1.13.2 Departmental revenue collection

This section is not applicable to the Legislature.

1.13.3 Conditional grants

This section is not applicable to the Legislature.

1.14 Co-ordination, co-operation and outsourcing plans

1.14.1 Interdepartmental linkages

This section is not applicable to the Legislature.

1.14.2 Local government linkages

This section is not applicable to the Legislature.

1.14.3 Public entities

This section is not applicable to the Legislature.

1.14.4 Public, private partnerships, outsourcing etc

The Legislature has outsourced the provision of Internal Audit Services to a firm of Private Auditors and the provision of catering Services to a private catering company.

1.15 Financial Management:

1.15.1 Strategies to address audit queries

Most audit queries are attended to during the audit and there are no audit queries that would be attended to in the medium term.

1.15.2 Implementation of PFMA

Legislatures are not included in the PFMA a legal instrument that would have a similar impact is currently being drawn and is now in the draft stage. Nevertheless, the Legislature is voluntarily complying with the PFMA.