Eastern Cape Provincial Legislature

Strategic Plan for the 2005 - 2009 MTEF Period

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Foreword

For the remaining four years of this third term of the South African democracy the Eastern Cape Provincial Legislature has vowed to take to higher levels the discharging of its constitutional mandate which is law making, oversight of the executive as well as involving of the public in the law making process.

This time around thorough scanning of both the internal and external environment has necessitated the calling of experts to outline Provincial financial plans, development priorities, compliance measures and other fundamental consideration affecting our country.

The National Council of Provinces Vision 2009 has also informed our planning process as well as the African mandate of the Pan African Parliament.
 Views, concerns and ideas of the lowest ranking staff members from the unit, sectional and divisional level have been fully considered and as such have had influence in the production of this plan.

All stakeholders, in a sense, acknowledge that the institution has made significant strides since its inception ten years ago. The challenge is that Legislature is the only institution that represents both the aspiration and expectations of the ordinary people of the province.

Clear mandate to committees is the gradual shift from compliance oversight to performance oversight with a deliberate bias towards quality rather than just quantity and cost.
The Legislature will priorities the attainment of excellence in the performance of its constitutional mandate within an environment that is conducive to accomplish these goals with dignity and respect.

The challenge facing the Legislature is the insufficient baseline that informs the budget allocation by the Provincial Treasury. Our continuous discussions, though, with the treasury are indicating that this challenge will be put behind us.
To address capacity challenges from both members of the provincial Legislature and staff, the institution has embarked in an ongoing, accumulative, credit bearing capacity building program with accredited institutions.

Besides building capacity, this initiative leaves our members with both knowledge and qualification even beyond the Legislature life.

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Hon. N. Kiviet
Speaker: Eastern Cape Legislature

OVERVIEW BY THE SECRETARY TO THE LEGISLATURE

This Strategic Planning document represents our collective vision as the Eastern Cape Provincial Legislature for the period 2004 to 2009.
This Strategic Plan is a product of an extensive interaction between administration and the politicians. The document was enriched by the invaluable insight of some of our key stakeholders namely, Public Service Commission, Auditor General, Eastern Cape Socio Economic Council, Provincial Treasury and the Hon Speaker of the Legislature. The document was also enriched by the input from organized labour, management and Hon Members of the Legislature.

Part A of this Strategic Plan constitutes the strategic overview. An analysis of the external and internal environment, the Legislature and other mandates broad policies, priorities and the description of the planning process are contained in this part of the document.

Part B contains Budget Programme and programme plans. Section 4 of Part B contains an updated analysis of strategic plans. Activities that we shall be embarking on are outlined in this part, expected out comes as well as mechanisms to monitor progress.

Budgetary matters and commitment to comply with the PFMA and other financial regulations are contained in this part of the Strategic Plan.

Part C contains the detailed Annual Performance Plan for year one. Also in this part are detailed plans of how we intend to ensure an efficient and effective management of resources.

M. MPAHLWA
SECRETARY TO THE LEGISLATURE

Part A:

Strategic Overview

1 Overview of Strategic Plan

The Budget structure of the Legislature has been amended to reflect a logical aggregation of expenditure in terms of its activities. The new budget structure is as follows:

Programme		Sub-Programme	
Name	**No.**	**Name**	**No.**
Administration	1	Finance and Information Technology	1.1
		Corporate Services	1.2
		Strategy and Communication	1.3
		Secretariat	1.4
Remuneration of Elected Public Representatives	2	Remuneration of Elected Public Representatives	2.1
		Support to Political Parties	2.2
Constitutional Mandate	3	Hansard Records	3.1
		House Business	3.2
		Oversight	3.3
		Public Participation	3.4
		NCOP & Legal	3.5
		Speaker's Office	3.6

This structure will allow the measurement of performance of the various activities of the Legislature. This will not only ensure improved management of activities but also enhance the service provided by the Legislature. Over the medium term the `Legislature intends to improve on the performance of its core function.

2. Vision

The Legislature of the Eastern Cape is committed to good corporate governance, whilst serving the people of the Province as a dynamic People's Assembly prescribed by the Constitution of South Africa by continually striving to improve the quality of life of the people of the Eastern Cape through qualitative service delivery.

3. 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.

4. Values

In pursuing its Vision & Mission the Eastern Cape Provincial Legislature will be guided by honesty & commitment supported by:

- **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.

5. Sectoral situation analysis

5.1 Summary of service delivery environment and challenges

The E.C. Provincial Government has adopted a bold Provincial Growth and Development Plan (PGDP). Some of the key development targets of this plan include but are not limited to the following**:**

- The reduction of unemployment by 50% in 2014.
- An economic growth rate of 5-8% per annum.
- 60-80% reduction of the number of households living below poverty line by 2014.

This development plan is anchored on 6 key strategic thrusts namely**:**

- Systematic eradication of poverty.
- Agrarian transformation and poverty alleviation
- Consolidation, development and diversification of manufacturing based and tourism potential.

- Infrastructure development.
- Public Sector and Institutional Transformation.
- Human Resource Development.

Against this background, it is essential that provincial departments prioritize the PGDP in their plans. Also, the departmental budgets have to be aligned to these PGDP priorities. Put differently, each department needs to spell out clearly what its contribution will be towards the realization of the PGDP goals in the first instance. Secondly, the departments need to show what financial resources will be deployed to achieve these goals.

In carrying out its oversight responsibility, the challenge for the Legislature is to develop and put in place mechanisms to ensure that the Provincial departmental plans are in line with the PGDP priorities. The Legislature through this committees has to develop an in - depth insight of the PDGP sectoral targets against which to evaluate the departmental plans.

The Legislature also exists within a Provincial Government that has adopted austere fiscal measures that are intended to contain a spiraling financial debt. Some of these measures include cutting back on**:**
- Communication
- Traveling
- Transport
- Administration
- Personnel and
- Infrastructure expenditure just to name a few.

The nett effect of these measures has at the very least the potential to delay the implementation of some developmental and infrastructural projects. It is also important to note that only 13% of the Provincial finance is spent on economic development.

It is within this contradictory context that the Legislature has to exercise its oversight responsibility over the executing authority. On the one hand there is a need by the provincial government to embark on an expanded public works program to kick start the economic revival. On the other hand there is a need for the government to contain the public debt which could potentially negate the realization of the PGDP goals if left unchecked.

Notwithstanding the above, the legislature in collaboration with chapter 9 institutions has an obligation to ensure that Provincial government departments comply with the dictates of the constitution. The AG's office for an example assists the legislature to ensure that the departments comply with all the Financial Legislations including the relevant regulations. The challenge for the legislature is to monitor the performance of the government departments in the realization of its policy objectives in the first instance. In addition to this, the legislature needs to ensure that departments comply with all the laws of the country including applicable regulations. In other words the Legislature has the duty to hold the executing authority accountable.

In addition to these responsibilities, the Legislature has to ensure that the public is at the center of Government and Legislative processes. The vastness of the E.C. Province, the rural nature of the Province, poor road and transport infrastructure, high levels of illiteracy and unemployment only serve to exacerbate the challenge of ensuring that communities are at the center of these government processes. The success of the E.C. Provincial Legislature in carrying out its constitutional obligation

namely oversight, law making and public participation needs therefore to be measured against these objective external constraints imposed by the external environment.

a. Summary of service delivery environment and challenges

The Legislature's service delivery environment is more complex than one would imagine. Service delivery to the people is indirect in many ways and is sometimes difficult to understand if one is not part of the parliamentary environment.

Proper oversight by the Legislature delivers improved governance to the people, but to deliver that, the administration of the Legislature must render proper support to the Legislature members, committees and structures.

Proper legislation delivers improved governance to the people, but to deliver that, service delivery to the Members of the Executive Council and Provincial Departments it is necessary to facilitate the introduction, consideration and passage of Bills.

The service delivery of public participation in the Legislature's legislative and other processes is a constitutional requirement and the facilitation thereof can easily be confused as a "nice–to-have" public relations exercise instead of delivery of a service as required by the Constitution.

In addition to the legislating, over sighting and public participation roles that it must perform, the Legislature must also entrench democracy by inviting inputs and receiving petitions on various issues from civil society.

The legislature has 13 Portfolio Committees that perform oversight, consider Provincial and National legislation, facilitate public participation and investigate and consider various other issues before they are debated and considered in the House. These committees meet with the respective Provincial Departments, stakeholders and the public and seek to oversee the achievement of government's objectives. It is often is necessary for committees to visit communities to have a first hand experience of their challenges. In addition to members going to communities, communities are on occasions invited to the Legislature to deliberate on certain issues.

The people's understanding of parliamentary democracy and their role in the parliamentary and governance processes poses a huge challenge. Equally challenging is the management of the inevitable tension between the Legislature, which is responsible for oversight and holding the Executive and provincial organs of state accountable, and those that must be overseen and held accountable.

5.2   Summary of organisational environment and challenges

The E.C. Provincial Legislature has to conduct oversight over a Provincial Government that operates within a stringent fiscal regime.
The Legislature has 63 Elected Public Representatives from the following Parties:

ANC   –   51
UDM   -   6
DA   5
PAC   -   1
The Public Representatives are supported by an administration of 170 staff members. The reason for the existence of the Legislature is to deepen democracy,

however democracy is an expensive venture, the Legislature always finds itself having to operate with insufficient budget.

Over the last ten (10) years, the Legislature has developed its administrative capacity to ensure Legislative and regulatory compliance by the Provincial departments. The challenge is to build capacity to conduct performance oversight with respect to PGDP targets set by the Provincial departments. In this respect, the Legislature intends to embark on an aggressive capacity building programme for both the Elected Public Representatives and staff over the next five (5) years.

For the Legislature to be effective and efficient, there is an urgent need to develop and where necessary review existing policies to be in line with the current demands. The same needs to be done with respect to systems and procedures. There is also an urgent need to upgrade the existing technology in order for the Public Representatives to be more effective in their work. The upgrading of technology is even more urgent to ensure the safety and security of people and property in the Legislature.

A lot has been done in ensuring sound labour relations between management and staff. Notwithstanding this, the unity of all stakeholders remains one of the key strategic challenges for the institution. Prudent financial management is essential in order to ensure that Public Representatives are able to carry out their constitutional obligation. In this respect, there is an urgent need to fill the critical posts at top management with highly skilled personnel.

6. Legislative and other mandates

The Legislature of the Province of the Eastern Cape is governed by sections 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 of structures of the Legislature to subpoena witnesses and privileges of Members when speaking in the House or Committees.

Public Finance Management Act, 1999, (Act 1 of 1999 and the Treasury Regulations promulgated there under as per Legislature resolution.

7. Broad policies, priorities and strategic goals

The Legislature seeks to align its activities in order to ensure that good governance is promoted within the following strategic goals:

1.   Well managed and effective Committee system

The Legislature work is committee driven - there are portfolio committees that deal with specific executive government departments and some that handle internal processes. The quality of the House processes is dependant on the quality of the work produced by the committee system.

2.   Well functioning and properly recorded House sitting system

The House meets to deliberate and take decisions on the work produced by the various committees. This is a political forum with legislative powers. The deliberations of the House must be properly recorded and these must meet specific standards.

3.   Appropriate interaction with civil society

In terms of the Constitution the Legislature promotes involvement of civil society in its activities. This is expressed in activities that relate either to visits to communities or visits by communities to the Legislature.

4.   Effective management of finances and assets

As an institution the Legislature has a budget and assets to manage in terms of the PFMA. The management of these funds must be ensured such that it is effective, efficient and economic.

5.   Appropriate and effective organizational systems

The Legislature has to develop its unique organizational systems to ensure that work is performed adequately.

6. Appropriate enabling facilities and support.

    Members, Committees and structures of the Legislature cannot perform their duties without proper enabling facilities and support.

7. Competent, empowered and performance focused employees

    In order for an organization to perform the related tasks employees must be properly selected and equipped to face the challenges.

8. Information systems to monitor progress

- Financial Information Systems
    - o Transaction processing system
      Personnel expenditure related transactions are processed using PERSAL while payments are processed using the Basic Accounting System. Both these systems are managed by the National Treasury in Pretoria. The connection that the legislature has is through a WAN using an infrastructure provided by the Office of the Premier.
    - o Accounting information system
      The accounting system in use is the Basic Accounting System. This system interfaces with PERSAL for personnel expenditure and collates this with other transactions and produce aggregated accounts for the vote. This system is not adequate for the collation and reporting of strategic information. The system reports have to be manipulated separately to reflect strategic information. The Legislature budget does not allow for the purchasing of an appropriate system.
    - o Internal audit system
      The Legislature has an Internal Audit function that works through an audit committee and it has been outsourced to a firm of private auditors and accountants.

- Operational Information Systems

- Information Reporting Systems

9. Description of strategic planning process

This final draft of this strategic plan comes as a product of intensive interaction between the internal and external stakeholders of the Legislature. Interaction started from the unit level, section, division as well as the involvement of internal stakeholders such as staff, union, management, presiding officers, members of the Rules Committee and the Chairperson of Committees.

In the process of environmental scanning the Legislature invited inputs from the authors of the Provincial Growth and Developmental Plan 2014, Auditor General, Provincial Treasury as well as the Provincial Public Service Commission. This approach has afforded the Legislature a

realistic picture and framework within which to operate, strategize and adjust

Through this inclusive forum a conclusive atmosphere for consensus on a wide range of issues was created. Broader long term goals were formulated, values, mission and vision of the Legislature was endorsed.

Part B
Budget programme and sub-programme plans

10.   Programme 1: Administration

This programme offers administrative support to all other programmes of the Legislature and it typically provides an institutional infrastructure. The activities of this programme are logically grouped into the following sub-programmes:

- Finance and Information technology
- Organizational Development
- Strategy and Communications
- Secretariat

10.1   Situation analysis

Each sub-programme deals with its situational analysis separately. However, in broad terms, the situation is that services produced by this programme support the core functions performed by the Legislature in terms of its constitutional mandate.

The following services, in terms of the sub-programmes listed hereunder are rendered in terms of this programme:

- **Finance and Information Technology:** Sound financial management is a prerequisite for good governance and in view if the Legislatures oversight function it is imperative that the Legislature also sets the example in this regard. All the progressive parliaments in the world make extensive use of information technology in the performance of both the administrative and political functions. Effectiveness and efficiency can only be achieved through the utilisation information technology services provided by this programme.

- **Corporate Services:** Human Resource Management, including training of staff and Members elected to the Legislature as well as asset management and maintenance of building and ground are demanded from this programme.

- **Strategy and Communications:** Services for communications, international relations, donor funding and strategy functions are demanded from this programme,

- **Secretariat:** Provides strategic direction and leadership to the administration of the Legislature with build-in monitoring and development functions.

Existing services were performed under only one programme. In order to ensure that resources are effectively employed the activities were divided into various programmes and sub-programmes to further analyse the nature and the origin of cost drivers.

The performance and key challenges of services under this programme can be summarised as follows:

- **Finance and Information Technology:** Financial management was satisfactory an unqualified audit report, with some matters for emphasis, was received for the previous two financial years. Information technology received equipment and software from the European Parliamentary Support Programme that could enhance assist in meeting the demands for information technology, but those equipment and programmes could not be installed because the legislature's system needs to be upgraded and funds were not available.

  Key Challenges: Improve the financial management to receive an unqualified audit report without any matters for emphasis. Implementation of the IT strategy in phases with available funds whilst funding for full implementation of the strategy and utilization of equipment is sought.

- **Corporate Services:** The human resource management as well as the asset management services were for the first time in the history of the institution managed such that there was no emphasis on asset management. This was an important milestone following the previous year's elimination of emphasis around leave management. The important step is now to consolidate these gains by improving the level of satisfaction of consumers
  Key Challenges: The important matter of emphasis was around the management of risk as demonstrated by loss of items within the and the loopholes around loans and advances for staff

- **Strategy and Communications:** The services for international relations and communications were added to this sub-programme**.** Resources to perform maximally were not available.

  Key Challenge: To provide services for effective and efficient communication projecting a positive corporate image provincially, nationally and internationally.

- **Secretariat:** The Secretariat, the top administrative structure in the Legislature, had to stabilise volatile labour relations that followed restructuring and the movement to a new remuneration system with an Acting Secretary. The Secretary to the Legislature has been appointed.

  Key Challenge: The implementation of the strategic plan with appropriate monitoring of and reporting on performance of the administrative functions of the Legislature. The Secretariat is undergoing rapid consideration.

The COO and CFO posts are in process of being filled. The key challenges remain the same.

10.2 Policies, priorities and strategic objectives

This programme is the basic driver of the administrative institutional frame of the Legislature. The objectives of this programme are linked to the following two strategic objectives of the Provincial Growth and Development Plan:

- Human resources development
- Public sector transformation

Table 1: Strategic objectives for programme 1

STRATEGIC GOAL 1: Effective management of finances and assets
STRATEGIC OBJECTIVES:
1. Sound financial management in support of the core business of the Legislature.
2. Acquisition and maintenance of assets required by the legislature within available financial resources.
STRATEGIC GOAL 2: Appropriate and effective organizational systems
STRATEGIC OBJECTIVES:
1. Implementation of strategic plan with effective monitoring and reporting mechanisms.
2. Development and implementation of systems and procedures
STRATEGIC GOAL 3: Appropriate enabling facilities and support
STRATEGIC OBJECTIVES:
1. Provisioning of appropriate enabling facilities within the allocated budget.
STRATEGIC GOAL 3: Competent, empowered and performance focussed employees
STRATEGIC OBJECTIVES:
1. Appropriate training and development of all staff
2. Appropriate maintenance of staff records

10.3 Analysis of constraints and measures planned to overcome them

The constraints of this programme as a whole experienced during the financial year were the following:

- The late finalisation of the budget of the Legislature had an adverse affect on the planning of activities.
- Inadequate systems and procedures hampered services.
- Inadequate monitoring and reporting systems constrained effective leadership.

The following measures will be implemented to overcome the constraints:

- Finalisation of the budget allocation to the Legislature in time to facilitate proper planning.
- Development and implementation of systems and procedure manuals.
- Development and implementation of monitoring and reporting systems.

10.4 Description of planned quality improvement measures

The quality of services covered under this programme will be improved if a well trained and committed staff complement renders the services. Training, re-training and motivation of staff to embrace the Batho Pele principles.

The application of information technology in parliamentary work by both politicians and officials becomes more and more important and generally improves the quality

of service. The use of information technology available to the Legislature within the financial constraints will be maximised to improve the quality of the service.

Strategic direction with adequate monitoring of the implementation of strategic objectives becomes an important management tool to improve quality of services. The Management of the Legislature will have to improve its strategic leadership as well as monitoring of implementation of decisions and activities to ensure that the strategic goals are achieved.

10.5 Sub-programme 1.1: Finance and Information Technology

10.5.1 Situation analysis

Finance

The objective of Finance is to implement effective, efficient financial management systems, and enhance processes for sound financial management. This directorate is responsible for coordinating budgets, processing and reporting of financial information. The Legislature uses public finds to finance its activities and it is for this reason that the financial management has to meet standards set by the Public Finance and Management Act. This sub-programme ensures the payment of suppliers within thirty days and salaries on a set date on authority of the various programme managers. Programme managers are in turn supplied with their progressive expenditure in order to ensure that expenditure is kept with the available budget. At the end of the financial year financial statements are prepared, audited and published in the annual report.

The performance of this sub-programme has been adequate in the past financial year. Improvements have been made in the classification of expenditure in terms of activities of the Legislature. In the past year the Legislature received an unqualified audit report with six matters of emphasis.

Key challenges

- Development of Procedure Manuals.
- Implementation of a computerised commitment registers.
- Improvement of internal control.

All information is processed using computerised information systems through a Local Area Network provided by the State Information Technology Agency.

Information Technology

The objective of this sub-programme is to provide information technology systems and related services in a secured environment. Information technology is used to support the core functions of the Legislature. The LAN is currently running at a speed of 10mbps which is inadequate for use by the Legislature.

A key challenge is the upgrading of the LAN to 100mbps in order to ensure that full use is made of the existing computer equipment.

10.5.2 Policies, priorities and strategic objectives

Finance

Financial Management is performed pursuant to the PFMA and its Regulations. It is also necessary to develop a Financial Management policy for the Legislature in order to regulate specific issues. The priority in the current financial year is to ensure management of the budget within the new programme structure.

Information Technology

An Information Technology policy has been developed; it now needs to complete the process of its adoption. It is intended to ensure that Information Technology supports the core function of the Legislature adequately. The development of an intranet is an objective that is meant to ensure the online availability of information which ultimately will reduce the amount of paper used.

10.5.3   Analysis of constraints and measures planned to overcome them

The LAN used by the Legislature is currently running at 10mbps. This makes it difficult to use high traffic systems like PERSAL and BAS while other users make demands from the same system. As a result the system is often down and online work can be done. The upgrades that need to be done will now be done in stages so that the buildings that need the higher speed urgently are upgraded first. This would provide an opportunity to upgrade the system over a period of time within the budget.

10.5.4   Description of planned quality improvement measures

In order to improve the quality of financial reporting of the activities the budget of the Legislature is divided into a logical set of programmes and sub-programmes. Each sub-programme has a specific expenditure approval form that is designed to eliminate errors in the capturing of financial data. In addition programme managers will be able to review their expenditure monthly.

Table 2: Sub-programme 1.1: Finance and Information Technology Measurable objectives, performance indicators and targets

i.   Specification of measurable objectives and performance indicators

Table 3: Sub-programme 1.1: Finance Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Year – 1 2005/06 (actual)	Base year 2006/07 (estimate)	Year 1 2007/08 (target)	Year 2 2008/09 (target)	Year 3 2009/10 (target)
Effective and efficient financial management systems.	• Payments made through EBT's. • Suppliers are paid within 30 days. • No fraudulent transactions. • Monthly reconciliation	• All payments are to be made through EBT's. • Suppliers are paid within 30 days.	• All payments are to be made through EBT's. • Suppliers will be paid within 30 days.	• All payments are to be made through EBT's. • All Suppliers are paid within 30	• All payments are to be made through EBT's. • All Suppliers are paid within 30	• All payments are to be made through EBT's. • All Suppliers are paid within 30

Measurable Objective	Performance Measure or Indicator	Year – 1 2005/06 (actual)	Base year 2006/07 (estimate)	Year 1 2007/08 (target)	Year 2 2008/09 (target)	Year 3 2009/10 (target)
	of bank account. • Clearance of suspense accounts • In year monitoring submitted on the 13 th day of the month to the Speaker. • Timeous submission of reports in terms of the relevant sections of the PFMA and Treasury Regulations	• No fraudulent trans-actions. • Reconciled bank accounts. No overdraft. • Clearance of suspense accounts monthly	• No fraudulent trans-actions. • The bank account must reconcile at the end of each month and must not be in overdraft. • All monthly clearance of suspense accounts	days. • No fraudulent trans-actions. • The bank account must reconcile at the end of each month and must not be in overdraft. • All monthly clearance of suspense accounts	days. • No fraudulent trans-actions. • The bank account must reconcile at the end of each month and must not be in overdraft. • All monthly clearance of suspense accounts	days. • No fraudulent trans-actions. • The bank account must reconcile at the end of each month and must not be in overdraft. • All monthly clearance of suspense accounts
Effective and efficient travel and accommodation arrangements	• All travel arrangements made	• Tickets issued • accommodation booked • Transport hired	• Tickets issued • Accommodation booked • Transport hired	• All booked air tickets issued • All accommodation booked • All transport hired	• All booked air tickets issued • All accommodation booked • All transport hired	• All booked air tickets issued • All accommodation booked • All transport hired
Provisioning of procurement and logistical Services	• Ownership and accountability for Legislature assets. Optimal utilization of Legislature Assets. Implementation of internal controls to safeguard Legislature assets.	• An asset unit exists to ensure that these objectives are fully met. Updated asset register. Asset management strategy and plan	• An asset unit exists to ensure that these objectives are fully met. Updated asset register. Asset management strategy and plan	• An asset unit exists to ensure that these objectives are fully met. Updated asset register. Asset management strategy and plan	• An asset unit exists to ensure that these objectives are fully met. Updated asset register. Asset management strategy and plan	• An asset unit exists to ensure that these objectives are fully met. Updated asset register. Asset management strategy and plan

ii.   Specification of measurable objectives and performance indicators

Table 4: Sub-programme 1.1: Information Technology Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Year – 1 2005/06 (actual)	Base year 2006/07 (estimate)	Year 1 2007/08 (target)	Year 2 2008/09 (target)	Year 3 2009/10 (target)
Upgraded IT system Provide a cost effective ICT infrastructure	• LAN upgraded • Provide IT and network administration and user support • Data and workflow management • Reliable, stable, secure and fast LAN	• LAN upgraded to 100mbps • Attending to requests within the same day. • Maintenance introduction of a Document Management System • Introduction & use of intranet • Introduction & use of the Website • 99,99% LAN uptime	• LAN upgraded to 100mbps • Attending to requests within the same day. • Maintenance & support of a DMS • Maintenance &support of intranet • Maintenance& support of the website • 99,99% LAN uptime	• LAN upgraded to 100mbps • Attending to requests within the same day. • Maintenance & support of a DMS • Maintenance, support & upgrade of intranet • Maintenance, support & upgrade of the website • 99,99% LAN uptime	• LAN upgraded to 100mbps • Attending to requests within the same day. • Maintenance, support & upgrade of a DMS • Maintenance, support & upgrade of intranet • Maintenance& support of the website • 99,99% LAN uptime	• LAN upgraded to 100mbps • Attending to requests within the same day. • Maintenance support of a DMS • Maintenance, support & upgrade of intranet • Maintenance, support & upgrade of the website • 99,99% LAN uptime
Effective, efficient and economical provisioning of IT equipment	• Adopted plan of upgrading and maintenance of IT equipment • Upgraded IT equipment	• IT equipment upgraded but not all equipment provisioned due to budgetary constraints • Infrastructure management system & File/ print Netware	• IT equipment upgraded but not all equipment provisioned due to budgetary constraints • Infrastructure management system & file/print Netware	• Adopt a plan to provide IT equipment to comply with Legislature's needs • Introduction & use of intranet& file/print Netware	• All IT equipment upgraded to comply with Legislature needs • Introduction & use of intranet file/print& Netware	• All IT equipment upgraded to comply with Legislature needs • Monitoring use of intranet& file/print Netware

10.6   Sub-programme 1.2: Corporate Services

10.6.1   Situation analysis

This program is responsible for Human Resources Management functions such as recruitment and selection of staff, administration of salaries and conditions of employment and as well as training. This function extends to political party members and their support staff. The directorate is also responsible for provisioning and support for both members and staff through the Household Section. The primacy and utmost importance of these services to any institution cannot be overstated.

Once more the past year's delivery of the services has been to an extent hampered by under-funding which again resulted in sacrificing of service and vital and critical services did not escape. Committee room development and

provisioning of appropriate and adequate office furniture could not be realized. In terms of National Regulation Public Works has been identified as the department created specifically to be responsible for acquisition and maintenance of all physical structures of the government. The legislature can only monitor the activities and also ensure that DPW undertake its mandate.

An officer was appointed whose sole function is to manage assets and is undergoing induction and training in asset control at the moment. It is hoped that an assistant to this officer will be employed before the end of this financial year to complete the staff complement in this unit,

10.6.2   Policies, priorities and strategic objectives

Policies were developed in the last financial year including procedure manual. Unfortunately all these policies are yet to be adopted. The level of satisfactory basic equipment and office furniture need for both members and staff has not been achieved hitherto. This objective is much needed not only for the purpose of improving management of assets but rather to also lower loss of equipment suffered through breakages flowing from the constant shift of furniture from time to time.

The institution has once more experienced high turnover of staff and some of the identified root causes would have to be addressed within this financial year so as to create some stability in the immediate future.

Priorities are:

1.   The major priority would be to deal with the perceived causes of turnover and to craft programs and actions aimed at redressing the situation
2.   Acquisition of furniture and equipment for MPL and staff and acquiring through ITITIT the much needed computers for Corporate Service personnel
3.   The development and strengthening of EAP programs.
4.   Realignment and movement of functions that are not properly placed within our organogram e.g. Asset Management

10.6.3   Analysis of constraints and measures planned to overcome them

Major constraints in achieving these major objectives stem from:

1.   Funding. Once more funding continued to be a major obstacle and the directorate may completely shut down before October if the situation is not addressed. It is always difficult to address any problem in the absence of adequate funding. It is hoped that sufficient fund will be released to allow the directorate to meet its objectives. Paralysis of services and the inevitable shut down always follows inadequate funding as there is no alternative remedy for funds
2.   The program of shifting furniture will continue to be a substitute provision of furniture needs for the empty halls. Funds will be sourced out for the immediate needs and budgeted for the next phase.
3.   The relations with the security provided through the VIP unit continued to sink to even lower levels. There will be an improvement in the bilateral communications aimed at eliminating possible misunderstandings.

4.   The provisioning of key services by public works is improving but has not reached a satisfactory level.   Close monitoring of these functions will be continued and intensified

10.6.4   Description of planned quality improvement measures

Identified gaps will once more addressed through training of staff. The following actions planned to introduce needed improvement will be undertaken:

- Labour Relation training for the staff at the level of supervisor and high should be encouraged and undertaken
- Succession planning will be introduced in Corporate Services before the end of the current financial year and to other directorates thereafter
- The fragmentation and scattering of functions has resulted in lowered grades especially in Finance and Household Services and should be redressed and corrected
- The cross sectional issues need to be revisited and solution be obtained to reduce any resultant underperformance that may be caused by such situation e.g. Salaries issues need to be housed under one salary section that will perform all the required functions

10.6.5   Specification of measurable objectives and performance indicators

Table 3: Subprogram 1.2.: Measurable objectives performance indicators and targets.

Measurable Objective	Year 1 2004/05 (actual)	Year 2 2005/06 (estimate)	Year 3 2006/07 (target)	Year 4 2007/08 (target)	Year 5 2008/09
Organizational Development (HRD)	Implementation of a training plan	Implementation of a training plan	Implementation of a plan	Design a new three year training plan	Implementation of a training plan
					Implementation Succession Plan
	Labour Relations Training for managers and supervisors	Training of Supervisors and managers in LR	Monitoring and reporting on EAP programs	Update Succession Plans	
			Monitor and update Succession Plans		
	Cross HR responsibilities and issues like management of leave and overtime in directorates to be in focus (internal program)	Succession Plan extended to other directorates Update CS Plan			
			Roll out of other Wellness programs		
	Development of EAP programs with greater emphasis on counselling • Start up and needs analysis • Design procedures and systems • Managers briefing and staff awareness and implementation session • Evaluation	Full roll out of EAP			

	Succession Plan For Corporate Services Re-alignment of related functions between Finance and Household • 5 discussion sessions with affected parties Development of Salaries Section • 3 sessions with affected parties				
Effective Personnel Management	❖ Personnel training on PERSAL ❖ Filling of the vacant posts • Critical: LRO and D. Director • Representations on Resuscitation of COO Post ❖ Management of Performance management tool	❖ Basic training on PERSAL management for new staff and advanced Training for staff already in possession of basic training ❖ Filling of vacant posts • Finalization of COO Post ❖ Management of the Performance management tool	❖ Up-to-date PERSAL records ❖ Assessment of and filling of vacancies as defined as critical for the year's strategic achievement. ❖ Regarding of all posts Management of the performance of management tool	❖ Assessment of Computerised Systems ❖ Re-assessment of the organogram and realignment of post ❖ Management of performance management tool	❖ Training of new and old staff on Computer systems ❖ Filling of vacant posts ❖ Management of the Performance management tool.
Appropriate enabling facilities and support	❖ Furniture for offices and committee rooms purchased ❖ Management of service level agreements ❖ All assets captured in the assets register	❖ Maintain & equip for all staff and procurement as per budget allocation ❖ Renewal of catering cleaning and cell phone contracts ❖ Handover of asset management to Finance. Reassess fleet management	❖ Reassessment of staff and MPL furniture needs ❖ Renewal of tender for printer and duplicating equipment ❖ Maintenance of Fleet, building and grounds	❖ Equipment maintenance ❖ Renewal of cell-phone contract ❖ Re-assess fleet needs and take appropriate action	❖ Maintain & equip all staff; ❖ Renewal of Cleaning and catering contracts ❖ Fleet management

10.7 Sub-programme 1.3: Strategy & Communication

10.7.1 Situation analysis

Communication

The Legislature has the constitutional mandate to facilitate public participation and the communication function is therefore very important. Members of the

Legislature represent the public and it is important to keep the public informed of the role and activities of the Legislature. Successful communication campaigns have been undertaken and have produced good results in terms of creating awareness of the Legislature and their role in the process of law making. Key challenges are to communicate effectively with available resources and to portray a positive image of the Province in general and the Legislature specifically.

Partnerships with private sector have assisted the communication function in the past and more partnerships need to be established.

Protocol

South Africa is part of the global village and cannot function in isolation. This is also true for the legislature and contact with international community is necessary. There is also a greater need for the Legislature to be exposed to the best practices of discharging its constitutional mandate and learn from other countries. At the same time interest from other countries to learn from South Africa has increased tremendously in the recent years. This therefore calls for a well structured international relations program.

International relations have been well coordinated thus far and are characterized by fruitful study tours, capacity building programs as well as working agreements with some overseas countries. The challenge here is an influx of South African delegations to the same overseas countries coming from different spheres of government. To solve this problem, there is a process in place to establish a provincial forum that is going to regulate international relations in the province.

Donor Programs

Donor funding assists to eradicate backlogs of the newly established Legislature in the democratic South Africa. Donor funding therefore plays an important role in implementing Legislature activities planned. Currently the institution has established relationship and funding with seven agencies and funders. Key challenges are to maintain relationships with funders and to seek new funders without compromising the Legislature's independence as a decision-making institution.

Strategic Planning

The subprogram provides technical assistance to the Secretariat around the crafting and implementation of the institutional strategic plan. Strategic plan is crucial in that budget allocation is done on the basis of what is planned. The Legislature has been producing strategic plans in the previous years but there is always need for more improvements and the reconciliation of the plans with the budget.

10.7.2 Policies, priorities and strategic objectives

The subprogram is informed by policies such as the provincial communication strategy, the institutional strategy, fund raising strategy, international travelling policy and other relevant institutional, provincial and national policies.

The branding of the Legislature in order to boost its image has become the priority. Aggressive public education in order to inform the public about their role

in the process of law making towards the full realization of the freedom is a priority.

The overall strategic objective for each day performance area is as follows:-

Communication: - Creation of awareness about the legislation process in order to maximise participation is very crucial

Donor Programs:- Strong partnership with the private sector for the realization of the institutional vision.

Protocol:- The overall objective is to establish international links and to expose the Legislature to the international best practices, capacity building and establishment of strategic partnerships.

10.7.3   Analysis of constraints and measures planned to overcome them

The image of the province as well as that of the Legislature leaves a lot to be desired. This calls for deliberate, creative and proactive strategies to counteract this phenomenon. The private partners are also called to be on board in fighting this poor image.

Proactive strategic planning process is also crucial in order to influence the nature of the budgeting process. Donor programs have the potential to take the institution forward if more investment can be done in that line.

The allocation of the driving the formulation, implementation, monitoring and evaluation of strategic plan is not clear currently. Clear processes and procedures will be adopted and implemented to ensure that the strategic plan is implemented and that implementation is monitored on a regular basis.

10.7.4   Description of planned quality improvement measures

It has already been decided that the strategic planning cycle will be resumed earlier which implies that the budgeting process will be informed by the priorities of the institution.

The institution through its management structures has identified the significance of communication. This therefore is an indication of prioritizing communication during the budget allocation. There is an existence of a comprehensive communication strategy that is linked to the provincial strategy which in turn is cascaded from the national communication strategy of Government Communication Information Systems (GCIS). This kind of interaction is crucial in putting across to the public crucial messages from the people on the ground up to the top and vice versa.

10.7.5   Specification of measurable objectives and performance indicators

Table 5: Sub-programme 1.3: Communication & Strategy Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Year 1 (Actual)	Base year (Outcome estimate)	Year 1 (Target)	Year 2 (Target)	Year 3 (Target)

Establishment of a comprehensive and integrated communication strategy	Production of Publications	▪ 4 Newsletters p.a ▪ 2 News supplement ▪ 1000 per information brochure ▪ 1000 pamphlets ▪ 1000 posters ▪ 1000 directory	4 Newsletter 2 News supplement p.a 1000 per information brochure 1000 pamphlets 1000 posters 1000 directory	4 Newsletters 2 News supplement p.a 1000 per information brochure 1000 pamphlets 1000 posters 1000 directory	4Newsletters 2News supplement 1000 per information brochure 1000 pamphlets 1000 poster 1000 directory	4 Newsletter 2 News supplement p.a 1000 per information brochure 1000 pamphlets 1000 posters 1000dictory
	Well organized special events	100% success in organization and logistic arrangements	100%success in organisation arrangement	100 %success in organisation and arrangement	100% success in organisation and arrangement	100% success in organisation arrangement
	Projection of positive institutional image and branding	Branding of institutional events Promotional material and gifts Traditional gifts	Branding of the institutional events Promotional material and gifts Traditional gifts	Branding of the institutional events Promotional material and gifts Traditional gifts	Branding of the institutional events Promotional material and gifts Traditional gifts	Branding of the institutional events Promotional material and gifts Traditional gifts
	Media Management	100% coverage of institutional events Proactive media strategy	100% coverage of the institutional events Proactive media coverage	100%coverage of the institutional events Proactive media coverage	100% coverage of the institutional events Proactive media coverage	100% coverage of the institutional events Proactive media coverage
	Public Education Program	100-school visits p.a. 3 outreach programs p.a.	100-school visits pa 3 outreach programs pa	100-school visit pa 3 outreach program pa	100- school visit pa 3 outreach program pa	100- school visit pa 3 outreach program pa
Building of private partnership and public partnership	Number of partnership established with the private sector	Five private partners funding and sponsoring institutional activities.	Six private partners funding and sponsoring institutional activities	Seven private partners funding and sponsoring activities	Eight private partners funding and sponsoring institutional activities	Ten private partners funding and sponsoring institutional activities
	Number of partnership established with international agencies	Five private partner funding and sponsoring institutional activities	Six private partnership funding and sponsoring institutional activities	Seven private partnership funding and sponsoring activities	Eight private partnership funding and sponsoring activities	Ten private partnership funding and sponsoring activities
	Amount raised towards to implementation of the Legislature	R 1 million	R1, 5 million	R 2 million	R2, 5 million	R 3 million

	strategic objectives					
International Relations	Maintained international Relations Acquiring of new international agreement for building and exchange of programs	Maintained International relations Acquiring for a additional international agreement	Maintained International Relations Acquiring of a additional international agreement	Maintained International Relations Acquiring an additional international agreement	Maintained International Relations Acquiring an additional international agreement	Maintained International Relations Acquiring an additional international agreement
	Organising of the effective study tours and well organised trips	Three study tours per annum with clear follow up strategy	Three study tours per annum with clear follow up strategy	Three study tours per annum with clear follow up strategy	Three study tours pre annum with clear follow up	Three study tours per annum with clear follow up
Ensure coordination of institutional activities through effective program	Minimisation of the clash of activities and double booking of MPL's	Effectively managed institutional programming	Effectively managed institutional programming	Effective managed institutional programming	Effective managed institutional program-ming	Effective managed institutional programming

10.8 Sub-programme 1.4: Secretariat

10.8.1 Situation analysis

The Secretariat, the top administrative management structure, consists of the Secretary to the Legislature, the Chief Procedural Officer (CPO), who is heading the Legal and Procedural Division and acts as Senior Legal Advisor, the Chief Operations Officer (COO), who head the Corporate Services division and the Chief Financial Officer (CFO), who forms the functions of the CFO as required by the PFMA.

The Secretary to the Legislature took office on 01 November 2004, but the CFO was suspended at the same time and his services were terminated on 15 February 2005. That left only the Secretary to the Legislature and the CPO to perform all the duties of the CFO which put a lot of strain on the effective coordination and monitoring of the management of the Legislature.

Key Challenges identified for the Secretariat are:

- Strategic leadership to management and staff in realizing the strategic goals of the Legislature.
- Adequate monitoring of services rendered, early identification of lapses and gaps and direction to rectify these lapses and gaps.
- Constant interaction with and reporting to political management of the Legislature and facilitation of the implementation of political decisions affecting the administration.

10.8.2 Policies, priorities and strategic objectives

The following policies, priorities and strategic objectives are identified to achieve the strategic goals of the Legislature.

Strategic Goal: Well managed and effective Committee system:

Administrative support to the committees of the Legislature is paramount to a successful committee system. Strategic direction and co-ordination of the support by the Secretariat is a pre-requisite for proper support to the committee system.

Strategic objective:

Proper co-ordination of and strategic direction to managers and staff responsible for support to Committees

Strategic Goal: Well functioning and properly recorded House sitting system:

The House (the Legislature in plenary) is the highest decision-making structure in the Legislature and Resolutions of the House affect Departments and the public. Adequate documentation and proper support for House sittings is of extreme importance. The Secretariat should ensure that such support is rendered in a professional way by properly trained staff.

Strategic objective:

Strategic direction and co-ordination of support needed for House sittings.

Strategic Goal: Appropriate interaction with civil society:

The Constitutional mandate to facilitate public participation in the legislative and other processes of the legislature can only be achieved through pro-active and innovative administrative strategies with recommendations to political management. The Secretariat must ensure that those strategies are developed and adequate support is provided to facilitate public participation.

Strategic objective:

Strategic leadership for pro-active and innovative strategies and support to facilitate public participation in the Legislature's processes.

Strategic Goal: Effective management of finances and assets:

Finance and assets form an important support system to the core business of the Legislature. The Secretary, as Accounting Officer, with the assistance of the Deputy Secretary: Finance & Administration must ensure that resources of the Legislature are utilized in an effective and efficient manner within the budget allocation of the Legislature.

Strategic objective:

Sound management of financial and other resources of the Legislature within the Legislature's budget allocation and adhering to acceptable accounting standards.

Strategic Goal: Appropriate and effective organizational systems:

An organizational system in an institution that is mainly people driven with outcomes that are rarely tangible is a pre-requisite of a well functioning institution. The Secretariat must ensure that those systems are in place and operational.

Strategic objective:

Putting in place and constant review of organizational systems for the Legislature.

Strategic Goal: Appropriate enabling facilities and support:

Members and structures of the Legislature are reliant on enabling facilities to perform their functions. The Secretariat must, within the adopted policies of the Legislature and the budget allocation, ensure that those facilities and support are provided by the relevant sub-programme. The provision of enabling facilities should be closely monitored because inadequate facilities have an adverse affect on the performance of the Legislature, its Members, Committees and structures.

Strategic objective:

Ensuring optimal use of resources to provide enabling facilities and support whilst constantly interacting with political structures to establish needs and monitoring the Managers and staff responsible for monitoring the facilities and support.

Strategic Goal: Competent empowered and performance focused employees:

The Legislature benchmarked its remuneration and benefits against National Parliament which will assist in minimizing tension regarding annual increases. A performance management system with appropriate checks and balances has been implemented but the application of that system should be closely monitored. The co-ordination of training of staff to ensure appropriate training for the Legislature's needs is still a problem and should be addressed.

Strategic objective:

Strategic direction and monitoring of the application of the performance management system including the training and development of staff is in accordance with the Legislature's needs.

10.8.3   Analysis of constraints and measures planned to overcome them

Constraints experienced can be analysed as follows:

- Lack of intranet for effective communication with Members and staff.
- The vacancies that exists in the Secretariat and the resultant strain on management capacity.
- Lack of monitoring systems to ensure proper monitoring
- The late finalisation of the budget allocation which hampered effective and efficient strategic planning.

The following measure are planned to overcome the above constraints:

- Installation of file servers and intranet in phases within available budget allocation.
- The filling of the COO and CFO post.
- Development and implementation of monitoring and reporting systems.
- The finalisation of the following year's budget before the commencement of the financial year.

10.8.4 Description of planned quality improvement measures

The Secretariat will be more strategic in its leadership to Managers and staff and will have improved monitoring systems in place. Interaction with political management to understand and appreciate the needs of the political component of the Legislature will continue to play an important role to ensure that the quality of services to the Legislature, its Members and structures improve.

10.8.5 Specification of measurable objectives and performance indicators

Table 6: Sub-programme 1.4: Secretariat Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Base year 2003/04 (actual)	Base year 2004/05 (estimate)	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2006/07 (target)
Providing strategic vision & leadership	Adopted strategic plan	Adopted functional strategic plan	Adopted functional strategic plan	Adopted functional strategic plan	Adopted functional strategic plan	Adopted functional strategic plan
	Management meetings	8 management meetings 3 one –one-on-one meetings with each manager	8 management meetings 3 one –one-on-one meetings with each	8 management meetings 3 one –one-on-one meetings with each	8 management meetings 3 one –one-on-one meetings with each	8 management meetings 3 one –one-on-one meetings with each
Regular interaction with political management	Meetings with Speaker Meetings with Executive Management	Daily briefings with Speaker Attend 8 Executive Committee meetings	Daily briefings with Speaker Attend 8 Executive Committee meetings	Daily briefings with Speaker Attend 8 Executive Committee meetings	Daily briefings with Speaker Attend 8 Executive Committee meetings	Daily briefings with Speaker Attend 8 Executive Committee meetings
Monitoring and reporting	Monthly reports addressing strategic objectives	Receive monthly reports addressing strategic issues of each directorate	Receive monthly reports addressing strategic issues of each directorate	Receive monthly reports addressing strategic issues of each directorate	Receive monthly reports addressing strategic issues of each directorate	Receive monthly reports addressing strategic issues of each directorate
Performance management of managers	Performance contracts	Performance contract for each manager	Reviewed Performance contract for each manager	Reviewed Performance contract for each manager	Reviewed Performance contract for each manager	Reviewed Performance contract for each manager
Organisational systems and procedures	Developed procedure manuals for policies and activities	Procedure manuals for all adopted policies and 50 % of activities	Procedure manuals for all adopted policies and 100% of activities	Reviewed Procedure manuals for all adopted policies and 100% of	Reviewed Procedure manuals for all adopted policies and 100% of	Reviewed Procedure manuals for all adopted policies and 100% of

Measurable Objective	Performance Measure or Indicator	Base year 2003/04 (actual)	Base year 2004/05 (estimate)	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2006/07 (target)
				activities	activities	activities

10.9 Reconciliation of budget with plan

The Legislature budget has been divided into sub-programmes as from the 2003/04 financial year as a result there are no comparative figures for years 1 and 2. The average annual change between year 2 and the base year is therefore not meaningful. The average annual change between the base year and year 3 has been calculated and is meaningful.

Table 7: Programme 1: Programme budget by sub-programme (R million)[1]

Sub-programme	Year - 1 2002/03 (actual)	Base year 2003/04 (actual)	Base Year 2004/05 (estimate)	Year 1 2005/06 (MTEF projection)	Year 2 2006/07 (MTEF projection)	Year 3 2007/08 (MTEF projection	% change from revised estimate 2004/05
1. Finance & IT	33,069	7,264	6092	6012	6413	6 740	0.16
2. Org. Dev.	-	12,690	20825	20960	22029	23 152	0.65
3. Org. Eff.	-	1,368	1861	1863	1958	2 058	0.11
4. Secretariat	-	2,545	3292	4573	4806	5 051	38.91
Total programme	**33,069**	**23,867**	**32070**	**33498**	**35206**	**37 002**	**4.45**

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.

11.   Programme 2: Remuneration of Elected Public Representatives

a. Situation analysis

This programme caters for the payment of remuneration of Elected Public Representatives and their support staff. The remuneration of Elected Public Representatives is based on a proclamation that is promulgated annually. Support staff to political parties is employed on contract consistent with a Legislature term. Since there are going to be elections in 2004, it is possible that there could be changes in the support staff composition as well.

b. Policies, priorities and strategic objectives

The remuneration of members is promulgated annually while their support staff is paid at the same level as other secretaries in the Legislature. It is a priority during an election year to ensure that personnel changes are captured accurately and on time.

c. Analysis of constraints and measures planned to overcome them

The administrative system is dependant on the political structures on being informed of the timing of the changes. Effective communication system will be developed to ensure that changes are processed as soon as possible.

d. Description of planned quality improvement measures

When there are changes to political personnel these must be captured accurately and complete in the systems. Staff has been trained in all systems areas with checks and balances.

e. Specification of measurable objectives and performance indicators

Table 8: Programme 2: Remuneration of Elected Public Representatives Measurable objectives, performance indicators and targets

Measurable Objective	Year – 1 2004/05 (actual)	Base year 2005/06 (estimate)	Year 1 2006/07 (target)	Year 2 2007/08 (target)	Year 3 2008/09 (target)
Remuneration of Elected Public Representatives paid on time.	Salaries paid on the 15th of every month.	Salaries paid on the 15th of every month.	Salaries paid on the 15th of every month.	Salaries paid on the 15th of every month.	Salaries paid on the 15th of every month.

f. Reconciliation of budget with plan

Table 9: Programme 2: Programme budget by sub-programme (R million)[1]

Sub-programme	Year - 1 2002/03 (actual)	Base year 2003/04 (actual)	Base Year 2004/05 (estimate)	Year 1 2005/06 (MTEF projection)	Year 2 2006/07 (MTEF projection)	Year 3 2007/08 (MTEF projection	% change from revised estimate 2004/05
1. Remun. Of EPR		25,395	23,908	25,403	27,287	2 6409	
2. Support			9,348	9,909	10,504	13 748	33.14
Total programme		**25,395**	**33,256**	**35,312**	**37,791**	**40 157**	**9.32**

11.2 Sub Programme 2.2: Support to Political Parties

The Legislature has diverse political parties who employ support staff in form of secretaries, spokespersons and Pas. Their strategies are as divergent as can be and their goal may even dialogistical oppose each other. The legislature though not employing these personnel per se assists these various parties on salary and remuneration through PERSAL. It is for this reason that that we are not able to supply details of these sub components

12.   Programme 3: Constitutional Mandate

This programme provides for the services related to the performance of the core business as required by the Constitution of the Republic of South Africa from the Legislature.

The activities of this programme are logically grouped into the following sub-programmes:

▪ House Business
▪ Hansard and Information Services
▪ Oversight
▪ Public participation
▪ National Council of Provinces and Legal
▪ Speaker's office

a. Situation analysis

Each sub-programme deals with its situational analysis separately. However, in broad terms, this programme provides for the services to perform the core business of the Legislature as required by the Constitution of the Republic of South Africa.

The following services, in terms of the sub-programmes listed hereunder are rendered:

House Business: All the core activities of the Legislature must be tabled and considered in the House. Debates in the House provide a window for the public on the activities of their elected representatives and important legislations and resolutions are passed in the House. This programme facilitates the activities of the House, including the support for House sittings.

Hansard and Information Services: Debates of parliaments all over the world are recorded in Hansard in a specific format. This programme provides for the recording, transcription and editing of debates, language services needed in the multi- language society of South Africa, as well as the library and research functions to be utilised by Members, staff and structures of the Legislature.

Oversight: This programme provides for the services of the Portfolio and other Committees of the Legislature. This programme caters for the bulk of the core business of the legislature.

Public participation: The facilitation of public participation is expensive due to the socio-economic circumstances prevailing in our Province. However, the constitutional imperative must be complied with and provision is made for the services under this programme.

National Council of Provinces and Legal: The Constitution of the Republic of South Africa requires Legislature's participation in the national legislative processes, especially on Bills affecting Provinces in terms of Section 76 of the Constitution. This programme provides for the services to comply with the constitutional requirements. Legal services form an integral part of the legislative process and those services are also provided for.

Speaker's Office: The Speaker is the political head of the Legislature and performs National and Provincial Treasury functions in terms of the Public Finance Management Act. The Speaker, together with the Presiding Officers of the Legislature (Deputy Speaker, Chairperson of the Committee of Chairpersons and Deputy Chairperson of the Committee of Chairpersons), forms the Executive Committee which is responsible for the administration and oversees the

implementation of decisions of the Rules Committee. This programme caters for the support to the presiding officers in perfor
ming their functions.

Appraisal of existing services and performance and key challenges can be summarised as follows:

House Business: The Rules of Procedure of the Legislature have been reviewed and amended to make provision for more regular sittings to enable debates on topical issues of the day.

Key Challenges: The planning and arranging of regular sittings of the House.

Hansard and Information Services: Whilst the Hansard services were satisfactory, the library and research functions did not fully comply with the needs of the Legislature and its Members. An intervention with the assistance of the IPSP was made and recommendations to strengthen the research and library functions will be made.

Key Challenges: The strengthening of the library and research functions to become a proactive, vibrant and utilised information centre.

Oversight: The support to Portfolio Committees is crucial for an effective and efficient Committee system. Appointments of and training of staff took place, but professional support and advice to Committees is still not completely in place.

Key Challenges: The improvement of professional support and advice to Committees.

Public participation: Public participation should be integrated in all the core business of the Legislature and should not be a stand alone activity.

Key Challenges: The integration and co-ordination of the facilitation of public participation in all the core activities of the Legislature.

National Council of Provinces and Legal: Constant liaison with the Permanent Delegates was very difficult because of the distance to Cape Town and the costs involved for personal visits. Liaison and co-ordination of NCOP related processes is important for the fruitful participation by the Province in the national legislative processes.

Key Challenges: Improving the co-ordination and liaison of NCOP related processes and specifically the interaction with Permanent Delegates.

Speaker's Office: The Speaker's Office is the entry point of the public's contact with the Legislature. The information flow to the Speakers office to keep Presiding Officers abreast of all the activities of the Legislature was not ideal.

Key Challenges: Develop and implement systems to ensure a constant and user-friendly flow of information to Presiding Officers.

b. **Policies, priorities and strategic objectives**

This programme is informed by constitutional requirements and forms the backbone of complying with the constitutional mandate.

Table 10: Strategic objectives for programme 3

STRATEGIC GOAL 1: Well managed and effective Committee system
STRATEGIC OBJECTIVES:
3. Training and development of staff to become a professional support system to Committees of the Legislature.
4. Strengthening of the research and library functions to become a pro-active information centre that meets the needs of the institution.
5. The integration of Public Participation in the activities of the Legislature
STRATEGIC GOAL 2: Well functioning and properly recorded House sitting system
STRATEGIC OBJECTIVES:
6. Regular House sittings in accordance with the Rules of Procedure of the Legislature.
7. Timeous distribution of House documentation to enable Members to prepare for House sittings.
STRATEGIC GOAL 3: Appropriate and effective organisational systems
STRATEGIC OBJECTIVES:
8. Development and implementation of a liaison strategy to facilitate NCOP related processes.
9. Development and implementation of systems to ensure an appropriate information flow to and from the Speaker's Office.

c. Analysis of constraints and measures planned to overcome them

- The training and professional staff complement to support the core business of the Legislature is ongoing through donor funding.
- The monitoring and reporting systems are improving.

d. Description of planned quality improvement measures

The quality of the services rendered in terms of this programme will be improved by training, re-training, developing and motivating staff to become a professional parliamentary staff corps.

The core business of the Legislature is not tangible and can not always be measured by exact numbers or deliverables. Change of attitudes to serve to public, who elected representatives to the Legislature will improve the quality of service. Plans are made to ensure appropriate interaction with civil society to empower the public to understand the process of governance and the Legislature's role in overseeing the Executive organs of state.

Strategic direction and leaders will be given to the staff of the Legislature to understand the role and functions of the Legislature in the broader context of governance to improve delivery to the ultimate customer of the Legislature, namely, the electorate.

12.1 Sub-programme 1.1: Hansard Records

i. Situation analysis

Hansard

As an established feature of legislatures worldwide the existence of an official record of proceedings is an essential parliamentary service that must be

rendered. In addition to the usual provision of the day's debate, Hansard must also be in a position to respond to urgent requests from the Chair when there is, for example, a dispute as to what exactly what was said in the House.

With regard to processes, the transcription and printing of Hansard are outsourced by the Legislature, while the editing and translation functions are performed within the section. The outsourcing of transcription is more cost-effective than employing full-time transcribers, as is done at national Parliament, for example.

Hansard operations are running smoothly at present, and no serious problems or obstacles have been encountered. The Daily Hansard record has been produced and distributed the following day or - in cases when the House adjourned late – usually the day thereafter. The publication rate of edited Hansard volumes has improved, and the quality of the final product compares very favourably with that of other legislatures. The Legislature has recently entered into a contract with a new transcription company, and attention needs to be given to the standard of the isiXhosa transcription, in particular. Steps aimed at addressing this aspect are dealt with below.

An exciting development has been the publication of Hansard on the Internet. This provides members and the public with instant access to debates of the Legislature at the press of a button, and is line with international trends in the Hansard field. At present this has to be done through the Office of the Premier, which is at times frustrating. However, the IT Section has plans for the establishment of the Legislature's own website during the current financial year.

Language Services

The Legislature's constitutional obligations in respect of language are met through the provision of language services by the Language Services Unit, which is tasked with providing simultaneous interpreting of House debates and written translation. Interpreting and translation services are provided in isiXhosa, Sesotho and Afrikaans.

Current service delivery is consistent, with written translation being provided in respect of House documentation, and all House sittings being provided with the required simultaneous interpreting.

The envisaged Provincial Languages Bill, which is currently in the pipeline, may have implications with regard to the provision of language services in the Legislature, and Legislature input to the Standing Committee on Sport, Recreation Arts and Culture in this regard will be essential.

Questions

Questions put by MPLs to Members of the Executive Council play an important role in fulfilling the Legislature's oversight duty as required by section 114(2) of the Constitution.

The questions function, performed within this Directorate, is running smoothly at present. Question papers are brought out regularly, and a consistently high number of questions for written reply are set down. Questions for oral reply

are a popular means of holding the Executive to account, and when the House is sitting the time allocated for questions is always fully utilised.

It should be pointed out that the new Rules relating to questions have resulted in a significant improvement in the submission of replies by departments.

Library & Research

Library and research services are required in order to meet the information needs of clients, primarily members. A number of interventions, dealt with below, are underway with a view to improving current service delivery levels, which have been identified as unsatisfactory.

Challenges that are being addressed include the following: improving the current low utilisation level of the library; acquisition of new library material within budget constraints; and replacement of outdated equipment and IT infrastructure.

The current complement of two researchers is inadequate, and the service needs to be marketed and promoted dynamically. Areas that are being addressed with regard to research services include the following: an examination of the placement of the research function on the organogram; a change of emphasis from reactive to proactive research; improved interaction with committees; the attachment of researchers to specific committee clusters; appointment of additional researchers; replacement of outdated computer equipment.

The first phase of the IPSP donor-funded project aimed at improving research services and petitions in the Legislature has been successfully completed. Signs are positive that funding will be received for Phase 2, which consists primarily of the implementation of the recommendations and action plan flowing from Phase 1.

ii. Policies, priorities and strategic objectives
Hansard

The following strategic objectives relating to the provision of Hansard services will inform processes and operations during the strategic plan period:

- the provision of a professionally edited record of House proceedings and committee reports - linking up with the Legislature's strategic goals of a well-functioning and properly recorded House sitting system, as well as a well-managed and effective Committee system;

- ongoing publication of Hansard on the Internet and regular interaction with the IT section to speed up the creation of the Legislature's own website;

- improvement of the quality of transcriptions produced by the service-provider, specifically isiXhosa, through ongoing feedback and one-on-one training sessions provided by senior Language Practitioners; this will assist in reducing time spent on editing and translating;

Language Services

The Language Services Unit continues to play an active role as a key stakeholder in terms of policy developments at both provincial and national level. The Sinebhongo NgesiXhosa initiative, launched by this Unit, focuses on terminology development and orthography. A similar initiative in respect of Sesotho is in the planning stage. The high standing that the Legislature enjoys in this field is evidenced by that fact that one of the Unit's staff members serves as Chairperson of the Geographic Names Council

The priority objectives of the Language Services Unit include the following:

- provision of translated House documentation and speeches of a high professional standard;

- provision of fluent and understandable simultaneous interpretation during sittings of the House;

- involvement with terminology development, especially with other legislatures and national Parliament;

- maintaining and strengthening existing links with national language bodies such as PANSALB and the National Language Service;

- keeping abreast of all legislation - e.g. the envisaged Provincial Languages Bill - that may have a bearing on the provision of language services in the Legislature.

Questions

Priority objectives with regard to the Questions function include the following:

- formulation and editing of questions into standard parliamentary format;

- regular production and dissemination of Internal Question Papers and Question Papers;

- Acquisition of a printer - essential for the Questions Office to function effectively.

Library & Research

With regard to research, the urgent need for a focused and adopted research strategy has been identified. While this has been partially addressed by Phase 1 of the IPSP project, it now needs to be consolidated and implemented.

Library policies in respect of acquisitions, weeding etc have now been established on the basis of the IPSP Phase 1 project. An important strategic objective is therefore the implementation of these policies on an ongoing basis, and the monitoring of their effectiveness. Other priorities include:

- ongoing implementation of the policy shift from reactive to pro-active research services within the framework of the allocation of researchers to specific committee clusters;

- increasing library utilization levels;

- expanding the scope of services currently provided by library and research;

- acquiring more relevant and up-to-date material within budget constraints;

- ensuring adherence to applicable legislation in respect of archiving and access to information.

iii. Analysis of constraints and measures planned to overcome them

Hansard

A constraint already mentioned in respect of Hansard is that the standard of transcription – specifically of isiXhosa – by the newly contracted company is such that it requires extensive and time-consuming attention at the editing stage, including close checking against the tapes. In an ideal situation one should be able to rely on an initially accurate rendition by transcribers.

Measures planned to overcome this include scheduled meetings between Hansard editing staff and the actual transcribers during which hands-on training and guidance will be provided to ensure that the required parliamentary standard is met.

Budgetary constraints in respect of transcription have been alleviated through significant cost-savings brought about as a result of House recordings now being made by Hansard staff on Legislature-owned equipment, rather than by the service-providers themselves.

Constraints are experienced as a result of slow response time from the Premier's Office in getting material published on the Internet. The only real solution to this will be for the IT section to facilitate the creation of the Legislature's own webpage as soon as possible.

Language Services

A significant constraint relating to the provision of translation services, in particular, is the fact that House documentation (ATCs, Order Papers etc) continues to be received at the eleventh hour. This creates undue pressure both in terms of editing and translation. Regrettably the new Rule, which requires committees to have their reports ready within a certain time before tabling, is not being enforced strictly, and is therefore virtually disregarded. It is recommended that the enforcement of this Rule be addressed by the Rules Committee as a matter of urgency.

Questions

The fact that the Questions Office does not have a printer is a constraint that needs to be addressed seriously. The lack of clarity as to where the responsibility for budgeting for such equipment lies is problematic. If IT has no budget for such equipment, this matter should have been brought to the attention of sections.

Library & Research

The following aspects have been identified as constraints hampering the provision of effective library and research services in the Legislature:

- lack of capacity to provide the type of research services required in the Legislature;

- inadequately staffed and marketed Research Unit;

- insufficient interaction between researchers and portfolio committees;

- outdated technology and equipment;

- outdated and inadequate library material;

- poor communication between library and users;

These constraints are to be addressed on a number of levels. Firstly, research services, as part of Front-End Service Delivery have been identified as one of the seven key areas of the recently adopted turn-around strategy for immediate intervention, in terms of which the bullet points above are to be aggressively addressed. This process will also be fed into and informed by the comprehensive implementation plan that has been drawn up in Phase 1 of the IPSP project, which is being implemented - as far as current budget permits – with a view to: replacing outdated equipment; marketing library services; allocating researchers to committee clusters; attendance of committee meetings by researchers, *inter alia.*

iv. Description of planned quality improvement measures Hansard

The following measures are planned with a view to improvement:

- Obtaining clarity in respect of budgetary status of approved posts on the organogram that have not been filled. The status of these posts (eg Assistant Head) is unclear, as the latest information indicates they are not budgeted for. Filling of such posts will improve productivity and be beneficial to the section as a whole.

- A series of meetings/hands-on training sessions with the transcription service-providers to improve quality of transcriptions provided – specifically isiXhosa.

- Consistent monitoring of editing and translation functions, with a view to speeding up turn-around time, without sacrificing quality.

Language Services

The following measures are planned with a view to improvement:

- strict adherence – with the backing of the Rules Committee – to the time requirements of Committees with regard to the submission of reports, as stipulated in the Rules;

- provision of training in legal translation and terminology to assist in the translation of legislation;

- continued involvement in terminology development, specifically with regard to isiXhosa and Sesotho parliamentary terminology, where the Legislature is playing a leading role; the publication and dissemination of a parliamentary terminology booklet containing terminology in English, isiXhosa, Sesotho and Afrikaans.

Questions

Ongoing monitoring of this function will ensure the continued regular publication of question papers and the formulation of questions in accordance with established parliamentary style and format.

Library & Research

The following measures are planned with a view to improving the quality of library and research services in the Legislature:

- obtaining clarity on the budgetary status of the additional four researcher posts on the organogram, and the filling of these posts as soon as possible; (funding to political parties for party researchers to be examined.);

- determination of correct placement of research services within the institutional structure;

- allocation of researchers (preferably with specific expertise in that field) with clear KPAs to committee clusters; committee meetings to be attended by researchers with a view to undertaking proactive and reactive research;

- ensuring of dynamic leadership of the research unit, as well as implementation of an aggressive marketing strategy and focused research strategy;

- further applicable training for research staff – as well as exposure to other research units that are recognised to be leaders in the field, e.g. Gauteng – to ensure the rendering of a proper service;

- continued implementation of weeding programme for library stock;

- ongoing implementation of established acquisitions policy and continuation of current interaction with the Rules subcommittee charged with library and research matters, with a view to meeting the information requirements of members and portfolio committees as effectively as possible;

- implementation of overall IT upgrade for library and researchers in accordance with IPSP Phase 1 recommendations.

v. Specification of measurable objectives and performance indicators

Table 11: Sub-programme 3.1: Hansard Records Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)	Year 4 2008/09 (target)	Year 5 2009/10 (target)
Production and distribution of *Daily Hansard;* publication of Hansard volumes	Distributed *Daily Hansard.* Publication of completed volumes of session.	Distributed *Daily Hansard* within 48 hours after sittings; Publication of completed volumes within 3 months after session end.	Distributed *Daily Hansard* within 36 hours after sittings; Publication of completed volumes within 2 months after session end.	Distributed *Daily Hansard* within 24 hours after sittings; Publication of completed volumes within 2 months after session end.	Distributed *Daily Hansard* within 24 hours after sittings; Publication of completed volumes within 1 month of session end.	Distributed *Daily Hansard* within 24 hours after sittings; Publication of completed volumes within 1 month of session end.
Well-utilised library that meets member's information requirements.	Number of library items issued	30% increase on number of library items issued in 04/05. .	50% increase on number of library items issued in 04/05.	70% increase on number of library items issued in 04/05.	80% increase on number of library items issued in 04/05.	100% increase on number of library items issued in 04/05.
Provision of quality research to the satisfaction of members and standing committees	• Fully implemented turnaround plan by 05/06. • Number of research documents produced. • Number of committee meetings attended by researchers assigned to specific clusters.	• Full researcher complement appointed & allocated to committee clusters • Unit appropriate-ly placed in organogram, and its services aggressively marketed & communicated. • 30% increase in number of research documents produced in 04/05. • 70% of committee meetings attended by researchers assigned to specific clusters.	• 50% increase in number of research documents produced in 04/05. • 80% of committee meetings attended by researchers assigned to specific clusters.	• 70% increase in Number of research documents produced in 04/05. • 90% of committee meetings attended by researchers assigned to specific clusters.	• 80% increase in number of research documents produced in 04/05. • 100% of committee meetings attended by researchers assigned to specific clusters.	• 100% increase in n umber of research documents produced in 04/05. • 100% of committee meetings attended by researchers assigned to specific clusters.
Translated documentation of a high standard & simultaneous interpreting of House speeches.	• Translated documents that are fluent and understandable available. • Fluent interpreting provided for all sittings. Interpreters	• 80% of all documentation translated prior to sitting • Interpreting provided in House when needed	• 90% of all documentation translated prior to sitting • Interpreting provided in House when needed	• 90% of all documentation translated prior to sitting • Interpreting provided in House when needed	• 100% of all documentation translated prior to sitting • Interpreting provided in House when needed	• 100% of all documentation translated prior to sitting • Interpreting provided in House when needed

Measurable Objective	Performance Measure or Indicator	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)	Year 4 2008/09 (target)	Year 5 2009/10 (target)
	log. • Development of and raising awareness of parliamentary terminology in isiXhosa and Sesotho	• Tri-lingual parliamentary terminology booklet published	• Terminology booklet updated & disseminated	• Terminology booklet updated & disseminated	• Terminology booklet updated & disseminated	• Terminology booklet updated & disseminated
Well-functioning Parliamentary Questions facilitation.	• Questions formulated and published within required time-frames • Regularly produced and disseminated Internal and External Question Papers.	• Questions formulated and published within required time-frames • Regularly produced and disseminated Internal and External Question Papers.	• Questions formulated and published within required time-frames • Regularly produced and disseminated Internal and External Question Papers.	• Questions formulated and published within required time-frames • Regularly produced and disseminated Internal and External Question Papers.	• Questions formulated and published within required time-frames • Regularly produced and disseminated Internal and External Question Papers.	• Questions formulated and published within required time-frames • Regularly produced and disseminated Internal and External Question Papers.

12.6 Sub-programme 3.2: House Business

vi. Situation analysis

This sub-programme must facilitate sittings of the Legislature in plenary (the House). The House is the highest structure of the legislature and this programme must ensure that the documentation before the House, including legislation are correct and that the resolutions and Bills passed by the House are correctly captured.

Existing provision for House business activities are provided fairly well. Key challenges are the timeous tabling of documentation. However, a lot of improvement in this regard is being done during the current financial year.

vii. Policies, priorities and strategic objectives

The Standing Rules of the Legislature guide the services required under this sub-programme. This sub-programme must ensure that the Rules of the Legislature are complied with and that sittings are properly facilitated and managed

Archiving of documentation becomes very important and that will be a priority in the new financial year. Officials have been trained on electronic filing system but there is no equipment to move to the said system.

viii. Analysis of constraints and measures planned to overcome them

The house programme is to a large extent dependent on the business submitted to the Legislature by the Executive.

ix. Description of planned quality improvement measures

The reviewed Rules that have been adopted by the Legislature will improve the quality of House business. It is therefore important that Members, staff and Departmental officials be continuously familiarized with these Rules and subsequent amendments.

x. Specification of measurable objectives and performance indicators

Table 12: Sub-programme 3.2: House Business Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Base year 2004/05 (actual)	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)	Year 4 2008/09 (target)
Facilitation of House sittings.	All documents ready before House sittings.	All documents ready before House sittings.	All documents ready before House sittings.	All documents ready before House sittings.	All documents ready before House sittings.	All documents ready before House sittings.
Archiving of documents	All House documents archived	All documents electronically archived	All documents electronically archived	All documents electronically archived	All documents electronically archived	All documents electronically archived
Familiarisation of Rules by members staff and Departmental officials	Knowledge of and Implementation of Rules	Implementation & compliance with Rules	Implementation & compliance with Rules	Implementation & compliance with Rules	Implementation & compliance with Rules	Implementation & compliance with Rules

12.7 Sub-programme 3.3: Oversight

xi. Situation analysis

The aim of the sub programme is to facilitate activities of Portfolio Committees and to render administrative and technical support to the said Committees.

Portfolio Committees are tasked with scrutiny of introduced legislation as well as overseeing service delivery in the Province.

Systems have been put in place in order to ensure that this constitutional mandate (Chapter 6 of the Constitution) is fully realized.

13 staff members responsible for services of this sub-programme have been exposed in an intensive training programme sponsored by Canadian Parliamentary Centre with the aim to professionalize parliamentary services for effective service.

The Directorate has filled in vacant posts for Committee Coordinators and one post for Senior Committee Coordinator. This will ensure that each committee has its own Committee Coordinator resulting in focus and effective service.

Key challenges facing this programme could be reflected as follows:
- Finalisation of strategic plans for Portfolio Committees so as to inform the overall planning of the legislature.
- Structured capacity building programmes and exchanges for our staff members is in the pipeline.
- Absence of enabling facilities for Committee Coordinators such as car allowances, lap tops is critical.

xii.   Policies, priorities and strategic objectives

The Constitution of the Republic South Africa and the Standing Rules of the Legislature are the guiding instruments for this sub-programme.

This sub-programme has prioritised the filling of Cluster Researcher posts and capacity building for its members of staff.

Strategic objectives are to achieve a strategically focused and performance driven committee system enhanced by cluster systems in line with the government clusters.

xiii.   Analysis of constraints and measures planned to overcome them

The following were major challenges facing this Directorate.

- Fully equipped Committee Rooms. This is currently receiving attention at a political level.
- Structured capacity building programs for Committee Staff. Skills Development Plan for the institution has been designed to address capacity challenges. Skills development levy and donor funding will be utilized to fund these programs.

xiv.   Description of planned quality improvement measures

The training program sponsored by the Canadian Parliamentary Centre will continue running up until the end of December 2005. It is envisaged that all Committee Coordinators would have been exposed to this programme by the end of July 2005. This programme is intended to enhance the capacity of our staff members to ensure that the quality of our work is improved and a culture of professionalism is enhanced.

A strategic and performance driven committee system needs to be established as a matter of urgency. The Committee of Chairpersons is in the forefront in the implementation of this concept.

xv.   Specification of measurable objectives and performance indicators

Table 13: Sub-programme 3.3: Oversight Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Base year 2004/05 (actual)	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)	Year 4 2008/09 (target)
Effective scrutiny of legislation	Reports on Bills received within time frames of the Rules Number Public Hearings	Reports on all Bills within time-frames Public hearings on all non technical Provincial Bills and Section NCOP Bills	Reports on all Bills within time-frames Public hearings on all non technical Provincial Bills and Section 76 NCOP Bills	Reports on all Bills within time-frames Public hearings on all non technical Provincial Bills and Section 76 NCOP Bills	Reports on all Bills within time-frames Public hearings on all non technical Provincial Bills and Section 76 NCOP Bills	Reports on all Bills within time-frames Public hearings on all non technical Provincial Bills and Section 76 NCOP Bills
Well coordinated oversight process	Oversight reports processed	Oversight reports compiled and tabled within time-frames	Oversight reports compiled and tabled within time-frames	Oversight reports compiled and tabled within time-frames	Oversight reports compiled and tabled within time-frames	Oversight reports compiled and tabled within time-frames
Professional support system to Standing Committees	Quality of advice & quality minutes and reports of meetings	Advice, minutes and Reports at 80 % of the required level	Advice, minutes and Reports at 90 % of the required level	Advice, minutes and Reports at 100 % of the required level	Advice, minutes and Reports at 100 % of the required level	Advice, minutes and Reports at 100 % of the required level
Capacitating staff and Members in oversight function	Courses and workshops arrange	100 percent of our staff members exposed to courses.	All our staff members continuously exposed to courses and evaluated in terms of their performance.	All our staff members continuously exposed to courses and evaluated in terms of their performance.	All our staff members continuously exposed to courses and evaluated in terms of their performance.	All our staff members continuously exposed to courses and evaluated in terms of their performance.

12.8   Sub-programme 3.4: Public Participation

xvi.   Situation analysis

The Eastern Cape Provincial Legislature facilitates public participation, as required by section 118 of the Constitution, through various projects including, Institutionalized Days, Petitions, Public Education Programmes and Public Hearings.

The public participation function of the Legislature continued to improve as the public took part in various Institutionalized Days. The joint venture between the Legislature and Metropolitan in promoting public participation assisted a great deal in increasing public awareness in legislative processes.

The key challenge facing public participation is the improvement in the management of the petitions to ensure speedy feedback to the petitioners.

The IPSP intervention will go a long way to address this anomaly. Public Education Programmes are essential to empower the public on their participation rights but resources did not allow this to be properly executed. A public education programme plan, integrated into all other activities of the Legislature will address this challenge.

A policy document intended to guide the public participation process in the Legislature has been developed but has not yet been adopted.

xvii. Policies, priorities and strategic objectives

The Rules of the legislature, institutional policies and the constitutional requirements guide the facilitation of public participation in the Legislature.

The priorities of this programme will be the improvement of participation during Institutionalised Days and educating the Public on the role and function of the Legislature in relation to public participation rights.

The strategic objective for this sub programme is the facilitation of the maximum public involvement in the activities of legislature by ensuring meaningful interaction with civil society using the available resources.

xviii. Analysis of constraints and measures planned to overcome them

The poverty that prevails in the Province of the Eastern Cape has a definite effect on the facilitation of public participation. The people of this province cannot afford to travel to the Legislature to participate in its processes. Proper facilitation of public participation is therefore expensive. Extremely careful planning and integrating public participation into Committee work to save costs are necessary. Timeous information on the allocated amounts is necessary to enable effective planning.

In order to improve the performance of public participation in the Legislature, procedure manuals on Institutionalized Days, Public Education Programme and petitions have been developed in order to enhance the work of this unit.

The IPSP project which seeks to improve the Information Management of the Legislature with particular emphasis on Library & Information and Petitions will be of great assistance in improving quality of work in petitions.

The development of a public participation policy that will enable proper coordination of all public participation activities will also be a positive measure to improve quality of the work in this unit.

xix. Specification of measurable objectives and performance indicators

Table 14: Sub-programme 3.4: Public Participation Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Base year 2004/05 (actual)	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)	Year 4 2008/09 (target)

Organize all Institutionalize days	Reasonable number of people attended	Substantial number of people to attend. Decentralise to double participation	Substantial number of people must attend. Decentralise to get people's participation	Substantial number of people to attend. Decentralise to get people's participation	Substantial number of people must attend. Decentralise to get people's participation	Substantial number of people must attend. Decentralise to get people's participation
Process all received petitions	All petitions referred to all relevant committees/department for consideration	All petitions referred to all relevant committees/department for consideration	All petitions referred to all relevant committees/department for consideration	All petitions referred to all relevant committees/department for consideration	All petitions referred to all relevant committees/department for consideration	All petitions referred to all relevant committees/department for consideration
A effective Public education programmes t	Number of people reached Number of publications distributed Information on website	Adoption of integrated public participation plan Presentation to 20 schools 2000 publications distributed Develop & publish information on website	Presentation to 50 schools 5 000 publications distributed Maintain information on website	Presentation to 100 schools 10 000 publications distributed Maintain information on website	Presentation to 150 schools 15 000 publications distributed Maintain information on website	Presentation to 200 schools 20 000 publications distributed Maintain information on website

12.9 Sub-programme 3.5: National Council of Provinces and Legal

xx. Situation analysis

One of the main tasks of the Legislature is to scrutinise and pass Provincial Legislation and also participate in the National Legislative process. It follows therefore that legal services are very important to the performance of the Legislature.

The legislature's participation in the scrutiny and passing of National Legislation takes place through the NCOP by considering the Bills, providing negotiating mandates and authority to vote on the Bills that affect Provinces. The coordination of this process is provided by this sub-programme.

The demand for legal services goes further than legislation and drafting, advice and opinions are provided to the institution.

Quarterly meetings will be scheduled between the Legislature and Permanent Delegates to foster links between the two with the aim of ensuring maximum participation and synergy in relation to section 76 legislation.

xxi. Policies, priorities and strategic objectives

Policy directions for functions that must be performed under this sub-programme consist of both the NCOP's and the Legislature's Standing Rules, the constitutional provisions for both the NCOP and the Legislature and institutional policies.

Priority for NCOP facilitation will be given to effective and efficient programme co-ordination between the NCOP and the Legislature, establishing structured communication with Permanent Delegates, and integrating the NCOP activities into the Legislature's activities.

The Legal services will prioritise the legal scrutiny of Bills in an efficient and effective manner.

Strategic objectives for this sub-programme are the effective and efficient facilitation of scrutiny of Bills with professional legal advice to the Institution and its structures.

xxii. Analysis of constraints and measures planned to overcome them

The constant changes in the NCOP programme and short notices of decisions required from the Legislature constrained the effective participation in the National processes.

Improved liaison between the Legislature and the NCOP structures, both politically and administratively, will assist in overcoming this constraint.

xxiii. Description of planned quality improvement measures

The quality of NCOP and legal services will be improved by effective and efficient interaction between the administrative and political structures. The officials will be better informed on the requirements for legal drafting, briefing and opinions required by the political structures for effective participation in the legislative processes.

Capacity building of the personnel providing legal services will enhance the quality of legal services and the Legislatures performance in the legislative process.

NCOP workshop will also be arranged for all members of the legislature.

xxiv. Specification of measurable objectives and performance indicators

Table 15: Sub-programme 3.5: NCOP and Legal Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Base year 2004/05 (actual)	Year 1 2005/06 (target)	Year 2 2006/07 (target)	Year 3 2007/08 (target)	Year 4 2007/08 (target)
Effective liaison between NCOP and Legislature	Meetings between Permanent Delegates and Legislature structures	4 meetings with Permanent Delegates	4 meetings with Permanent Delegates	4 meetings with Permanent Delegates	4 meetings with Permanent Delegates	4 meetings with Permanent Delegates
	Meetings between Legislature and	All relevant meetings at NCOP	All relevant meetings at NCOP	All relevant meetings at NCOP	All relevant meetings at NCOP	All relevant meetings at NCOP

		attended	attended	attended	attended	attended
	Weekly reports from NCOP Liaison Officer	Weekly reports received and distributed	Weekly reports received and distributed	Weekly reports received and distributed	Weekly reports received and distributed	Weekly reports received and distributed
Effective participation in national legislative process	Bills referred to Committees & structures	All Bills referred	All Bills referred	All Bills referred	All Bills referred	All Bills referred
	Written negotiation mandates	All required Mandates given	All required Mandates given	All required Mandates given	All required Mandates given	All required Mandates given
	Written authorities to vote	All authorities processed	All authorities processed	All authorities processed	All authorities processed	All authorities processed
Integration of NCOP Work into Legislature activities	No NCOP Business Committee Reports published in ATC	6 Reports published	8 Reports published	8 Reports published	8 Reports published	8 Reports published
Professional legal advisory services	Quality of opinions drafted documents drafted Contracts drafted S/Committees briefed Written advice given	Quality evaluation of all written instruments	Quality evaluation of all written instruments	Quality evaluation of all written instruments	Quality evaluation of all written instruments	Quality evaluation of all written instruments
Legal capacity for building	Training successfully completed.	3 training events successful completed	3 training events successful completed	3 training events successful completed	3 training events successful completed	3 training events successful completed

12.10 Sub-programme 3.6: Speaker's Office

xxv. Situation analysis

This office represents the highest level of leadership in the Eastern Cape Legislature. The Speaker is expected to provide strategic direction to the institution and the services under this sub-programme are of critical importance in managing the political and administrative operations of the Legislature. It is central in shaping a good image and handling matters professionally and in an impartial manner.

The Speaker performs the National and Provincial Treasury functions in respect of the Legislature and performs an oversight function of administration.

This sub-programme is responsible for the monitoring of the application and adherence of the rules and financial regulations. The above would be realized through an adequate administrative support service provided to the Speakership by competent staff of the unit. The demand therefore for the services of this office as an entry point are extremely important, as it handles very sensitive matters that requires confidentiality and commitment in discharging its responsibilities.

Existing services under this programme have improved, but there is room for improvement in the monitoring and follow-up of matters referred by the

Speaker to the various structures. The administrative support to the Speaker requires an improvement in providing more strategic support that will lead towards the realization of the Vision and Mission of the Legislature.

xxvi. Policies, priorities and strategic objectives

This sub-programme is guided by the Constitution, the PFMA and Treasury Regulations, Standing Rules of the Legislature and institutional policies.

Priority will be given to projecting and promoting the image of the Speaker's office and Legislature, developing and strengthening relations with Leader's of Political Parties, Presiding Officers, local, National and International Communities.

The strategic objectives of the sub-programme are the efficient strategic leadership to the Institution, ensuring a professional administrative support to the political component of the Legislature and sound financial management of the legislature.

xxvii. Analysis of constraints and measures planned to overcome them

The effectiveness of this sub-programme was constrained by the lack of information on some of the activities of the Legislature, both political and administrative. The capacity of staff responsible for the support to the Speaker's office was not fully developed and that constrained the performance of this sub-programme.

The Speaker has an open door policy, but the misuse of this policy and failure to follow the correct channels to the Speaker constrained performance. Setting up systems and procedures for the Office of the Speaker and capacity building of staff will assist to overcome these constraints.

xxviii. Description of planned quality improvement measures

Knowledge of the Legislature's administrative and financial systems and procedures by both the political and administrative components of this sub-programme will improve the quality of services. Services under this sub-programme are rendered by the offices of the Speaker, the Deputy Speaker, Chairperson and Deputy Chairperson of the Committee of Chairpersons and co-ordination of these activities and teamwork will be promoted to improve quality.

xxix. Specification of measurable objectives and performance indicators

Table 16: Sub-programme 3.6: Speaker's Office Measurable objectives, performance indicators and targets

Measurable Objective	Performance Measure or Indicator	Year – 1 2004/05 (actual)	Base year 2005/06 (estimate)	Year 1 2006/07 (target)	Year 2 2007/08 (target)	Year 3 2008/09 (target)
Providing adequate administrative support service to Speakership	Well managed and coordinated Office	Update Diaries in line with the institutional Programme and distribute to those with reading rights	Continuous updates	Daily	Daily and on ongoing basis	Daily distributed programmes
		Prompt attendance to all correspondence	Act immediately upon receipt	Hold daily briefings with Speaker	All correspondence dealt with on daily basis	Dealt with all correspondence and prioritised
		Refer all petitions to the relevant Standing Committee	Refer immediately and track progress	Monthly tracking and provide Speaker with report thereof	Monthly reports requested from relevant unit	Report given to Speaker on progress made in a financial year
		Draft and issue out condolences, Chrismas and birthday cards	Update records of Members and liaise with Communication unit when required	When required and annually	Annually	Service delivered as required
		Monitor implementation of decisions taken at Rules and Executive Committees	Retrieve decisions from Secretariat and follow through	On monthly basis and when necessary	Monthly	Implemented decisions in a financial year
Sound Interaction with Government Departments and relevant stakeholders	Compiled progress report	Capturing of Annual/Financial Oversight reports submitted and brief the Speaker	Compile report on submissions made by Departments as per the deadline dates. Advise Speaker on special requests.	When required and Annually	Annually	Reports submitted to the Speaker for consideration on annual basis
		Arrange meetings with Salga for consultation on relevant bills	All Bills that affect Local Government be considered in the said meeting	At least arrange 1 meeting per quarter	4 meetings arranged in a financial year and when required	5 meetings coordinated and influenced by demand
Provide strategic Leadership to the institution	Well coordinated number of meetings	Arrange Presiding Officer's meetings	On monthly basis and when necessary	10 meetings in a financial year	12 meetings including specials	More meeting will be necessitated by matters at hand
		Special briefings with Leaders of Political Parties	Arranged when need arise	At least 4 briefings	6 briefings	
		Meetings with Managers	On quarterly basis and when the need arise	4 times annually	5 meetings	
		Meetings with Shopstewards	On quarterly basis	4 meetings and when requested and approved	5 meetings	
		One-on-one meeting s with various sections	Once in a financial year	schedule according to the programme of the Speaker	1 meeting	
Promoting the Legislature's image	Responding positive to Media issues that	Speaker provided with press	On daily basis and every	Arrange 1 Indaba in a Financial year	1 Indaba	2 Media Indabas in a financial year

as a professional people's assembly	affect the institution	cuttings	Monday particularly on weekend newspapers			
	Proper Procedures for receiving dignitaries and guests adhered to	Handling of protocol related issues with regard to National and International visitors	Influenced by demand	At all times	Throughout the year	Throughout the year All areas be kept clean at all times
	Supervision of Reception area/Speaker's Conference and board rooms cleanliness	Record all faulty items and liaise with Directorate of Corporate Services for repairs	On daily basis	Daily and at least before closure of business in preparation of the next meetings	Daily and on ongoing basis	Throughout the year

1.1 Reconciliation of budget with plan

Measurable Objective	Performance Measure or Indicator	Year – 1 2002/03 (actual)	Base year 2003/04 (estimate)	Year 1 2004/05 (target)	Year 2 2005/06 (target)	Year 3 2006/07 (target)
Providing of Strategic leadership to the Institution	No of meetings held with structures of the legislature No of decisions implemented	7 Executive Committee meetings 5 Rules Committee meetings 4 Meetings with Political leaders 2 Meetings with management	8 Executive Committee meetings 8 Rules Committee meetings 6 Meetings with Political leaders 4 Meetings with management	8 Executive Committee meetings 8 Rules Committee meetings 6 Meetings with Political leaders 4 Meetings with management	18 Executive Committee meetings 8 Rules Committee meetings 8 Meetings with Political leaders Quarterly Meetings with management Quarterly Meetings with Shopstewards Quarterly Meetings with Staff Formulate a report monitoring form reflecting decisions taken, responsible person and time frames. Section Head to meet with the Speaker immediately after a meeting to communicate & monitor decisions taken as per time frames.	18 Executive Committee meetings 8 Rules Committee meetings 8 Meetings with Political leaders Quarterly Meetings with management Quarterly Meetings with Shopstewards Quarterly Meetings with Staff
A proper strategy for information flow to and from Speakers Office	Adoption and Implementation of strategy	Tracking system in place.	Adopted Strategy and implementation thereof	Implementation of Strategy	Review and Implementation of Strategy. (Monitoring Procedure)	Implementation of Strategy
Adequate administrative logistical support service to the Speaker	All correspondence dealt with promptly and diplomatically Speaker's programme managed & distributed Adoption of	All correspondence dealt with Speaker's programme managed & distributed Procedure manuals not yet	All correspondence dealt with promptly and diplomatically Speaker's programme managed & distributed	All correspondence dealt with promptly and diplomatically Speaker's programme managed & distributed	All correspondence dealt with promptly and diplomatically Speaker's programme managed & distributed	All correspondence dealt with promptly and diplomatically Speaker's programme managed & distributed

	Procedure manuals	in place	Procedure manuals adopted and followed	Procedure manuals followed	Procedure manuals reviewed and followed	Procedure manuals reviewed and followed
Promoting the Legislature's image as a professional people's assembly	Proper Procedures for receiving dignitaries and guests Reception area/Speaker's Conference and board rooms kept clean at all times Proper procedures followed for meetings of Speaker inside and outside Legislature	Procedures followed, but they are not clear and in writing Complaints were received about cleanliness Procedures followed, but they are not clear and in writing	Procedures adopted & followed – no complaints from Speakership No Complaints received about cleanliness Procedures adopted & followed – no complaints from Speakership	Procedures followed – no complaints from Speakership No Complaints received about cleanliness Procedures followed – no complaints from Speakership	Procedures followed – no complaints from Speakership No Complaints received about cleanliness Procedures followed – no complaints from Speakership	Procedures followed – no complaints from Speakership No Complaints received about cleanliness Procedures followed – no complaints from Speakership

e. Reconciliation of budget with plan

Table 17: Programme 3: Programme budget by sub-programme (R million)[1]

Sub-programme	Year - 1 2002/03 (actual)	Base year 2003/04 (actual)	Base Year 2004/05 (estimate)	Year 1 2005/06 (MTEF projection)	Year 2 2006/07 (MTEF projection)	Year 3 2007/08 (MTEF projection)	% change from revised estimate 2004/05
1. Hansard	40,949	5,241	4,689	4685	4924	5 175	(0.09)
2. House Business	-	23,256	7788	7786	8 183	8 600	(0.03)
3. Oversight	-	-	8002	7311	7684	8 076	(8.64)
4. Public Part.	-	-	2,863	2860	3006	3 159	(0.10)
5. NCOP & Legal	-	-	3,038	3036	3191	3 354	(0.07)
6. Speaker's	-	1,629	3843	3841	4037	4 2 43	(0.05)
Total programme	**40,949**	**30,126**	**30223**	**29519**	**31024**	**32 607**	**(2.33)**

13.   Co-ordination, co-operation and outsourcing plans

a. Interdepartmental linkages

Oversight of the Provincial organs of state and holding them accountable are performed by the Legislature through its Committees. All Provincial Departments and Provincial Public Entities are required to submit reports to the Legislature and political heads and officials must give evidence before Committees. Provincial departments are also required to respond to resolutions of the House and submit reports thereon for scrutiny by Committees.

Most of the legislative processes is dependent on the introduction of Bills by the Different Departments and the legislative programme of the Executive is therefore of extreme importance for the activities of the Legislature.

Another interesting linkage is that of the Speaker and Provincial Treasury. In terms of Section 3 of the PFMA, the Speaker performs the supervisory and controlling functions of National and Provincial Treasury in respect of the Legislature. This linkage needs to be clearly understood not to be in conflict with the legislation.

It is therefore clear that there are linkages with all Provincial Departments and constant interaction and liaison is necessary. Interaction and liaison can be improved to ensure improved governance of the Province.

b. Public, private partnerships, outsourcing etc

Outsourcing - Catering (R900 000) -   The Legislature has a dining hall that caters for members, staff and official functions.
Cleaning (R850 000) -A significant part of the Legislature premises is cleaned by a private firm. This allows the Legislature to employ only a few internal staff for this type of work.

Transfers (R5, 583 m) –   Political parties are paid quarterly a constituency allowance based on a number of members they have. There are 63 members spread over 4 political parties. This allowance is intended to enable Political Parties to maintain Constituency Offices in the various geographical areas in the province to give a voice to communities.

15.   APPENDIX TWO :ORGANISATIONAL INFORMATION AND THE INSTITUTIONAL ENVIRONMENT

15.1 Organisational Design

The process of the review of the new organisational structure is due to be finalised before the end of March 2005.

15.2 Delegation of performance agreements

The Secretary to the Legislature is in the process of developing Performance Agreements for all Managers.

15.3 IT systems

The policy is there pending its adoption

15.4 Performance Management System

Copy of the policy is attached herein

15.5 **Financial Management**:

15.6 Strategies to address audit queries

All audit queries raised by the Auditor General are attended to immediately.

Implementation of PFMA

Sub-programmes have been created in the current year's budget to ensure accountability by programme managers. Programme managers are to be provided with training in the management of the budget as prescribed by the PFMA.

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9.1 Reconciliation of budget with plan

Table 18: Programme 3: Programme budget by sub-programme (R million)[1]

Sub-programme	Year - 1 2002/03 (actual)	Base year 2003/04 (actual)	Base Year 2004/05 (estimate)	Year 1 2005/06 (MTEF projection)	Year 2 2006/07 (MTEF projection)	Year 3 2007/08 (MTEF projection)	% change from revised estimate 2004/05
1. Hansard	40,949	5,241	4,689	4685	4924	5 175	(0.09)
2. House Business	-	23,256	7788	7786	8 183	8 600	(0.03)
3. Oversight	-	-	8002	7311	7684	8 076	(8.64)
4. Public Part.	-	-	2,863	2860	3006	3 159	(0.10)
5. NCOP & Legal	-	-	3,038	3036	3191	3 354	(0.07)
6. Speaker's	-	1,629	3843	3841	4037	4 2 43	(0.05)
Total programme	**40,949**	**30,126**	**30223**	**29519**	**31024**	**32 607**	**(2.33)**

10. Medium-term revenues

19.1 Conditional grants

There are no conditional grants in the Legislature

19.2 Donor funding

The Legislature is to receive donor funding from EU from 2004 -2006. Specific amount will be allocated each year financial year. For the 2004/2005 financial year an amount of R456 107   was allocated. For the next financial year an amount of R3,312,110 has been allocated

20. Co-ordination, co-operation and outsourcing plans

20.1 Public, private partnerships, outsourcing etc

The current year has service like catering, cleaning printing and others outsourced to the value of around seven million rand. The gardening services are on the public and private partnership between excess staff of DPW and a private company. It is hope that some form of skilling will be transferred to these public servants.

Cell phone contracts are now contracted on a split billing system that ensures that the legislature is responsible for the subsidised portion of the contract only. Excess billing is recovered from the employee/MPL private account.

The year 2005/2006 will also see quite a number of contracts within the institution renewed in line with the recently adopted PPP policy.

21. Financial Management:

21.1 Strategies to address audit queries

The Legislature addresses queries by AG immediately. An internal audit committee has been commissioned to evaluate and give guidance on the matters pertaining to policy, systems and procedures of the legislatures. These are then responded to and the internal auditors conduct impromptu checks to verify and further satisfy themselves with compliance to audit and fraud prevention.

21.2 Implementation of PFMA

The Legislature has adopted PFMA

Part C: Annual Performance Plan of Year- One

Operational Plan for Public Participation Unit

Measurable Objective	Output/Activity	Quality Measure	Quantity Measure	Time Measure	Cost Measure	Person Responsible
Organize all Institutionalized Days	Open Day Youth Parliament Womens Parliament Workers Parliament Parliament for Disabled Persons Parliament for the Aged	Good attendance by the public. Fruitful discussions with different sectors on matters of public importance. Resolutions or declarations adopted by the House.	900 people attend for each event	During the Month that coincide with that sectoral Parliament	R1,200,000,00	M.W. Nombanda
Process received petitions	Referral of petitions to the relevant Committee or Department. Preliminary investigation on petitions received.	Feedback provided to the petitioner timeously.	Average of 90 petitions per year	A cycle of 14 Days from receipt to feedback to the petitioner	R15 000,00	M.W. Nombanda
An effective Public education programmes	Design & plan public outreach programmes. Disseminate information about the Legislature to the media. Organize workshops	Well informed public. Increased public participation.	2 outreach programme per year All electronic & print media utilized. 2 workshops per year	During 1st & 2nd Quarter of the year	R258,000,00 Donor funding	M.W. Nombanda
Efficient management of the Public Participation Unit	Supervision of staff. Develop work plans for staff. Manage staff performance.	Well managed Public Participation Unit Clear & simple plans	Six work plans Six monthly reports	Daily Annually Daily Daily	Nil Nil Nil Nil	M.W. Nombanda

	Manage budget of the Unit.	Monthly reports	Number of request monthly	Monthly	Nil	
				Quarterly	Nil	
	Compile monthly reports.	Expenditure approvals	Number of inputs received	Annually	Nil	
	Arrange training for staff.	Informative staff inputs	Number training conducted	Daily	Nil	
	Compile budget for the Unit	Developed training manuals		Daily	Nil	
	Time management	Realistic budget	Compiled budget	monthly	Nil	
	Telephone management	Staff arrival and departure monitored	regularly			
	Develop communication strategy for the unit	Telephone bill reduced	regular checking			
		Monthly staff meetings	48 staff meetings			
				Total	R1,	

Operational Plan for Oversight

Measurable Objective	Output/Activity	Quality Measure	Quantity Measure	Time Measure	Cost Measure	Person Responsible
Effective scrutiny of provincial & national legislation	Processing of legislation	Effective legislation	Number of legislation passed per year	monthly	Nil	N. Bata
Well managed coordinated oversight process and procedure	Processing of oversight reports	Vigorous oversight of departments	4 meetings for each portfolio committee to deal with oversight	Six months after the passing of Appropriation Bill	Nil	N. Bata

			reports			
Provision of professional support to portfolio committees	Production of quality reports and minutes for portfolio committees	Efficient portfolio committees	Number of reports and minutes produced	monthly	Nil	N. Bata
Capacitating staff and Members in oversight function	Attendance of training workshops by staff & Members	Well trained staff & Members	Number of courses attended	monthly	Nil	N. Bata
Management of the Procedural Support Service	Manage the staff of the Directorate Develop workplans for staff Arrange capacity building for staff Manage the budget of the Directorate Produce monthly, quarterly & annual reports	Efficient managed Directorate		Daily	Nil	N. Bata
				Total	R2,298m	

OPERATIONAL PLAN FOR NCOP AND LEGAL UNIT

Measurable Objective	Output/Activity	Quality Measure	Quantity Measure	Time Measure	Cost Measure	Person Responsible
Effective liaison between NCOP and Legislature	Facilitation of meetings between permanent delegates and Legislature structures	Decisions taken at the meeting implemented	4 Briefings by Permanent delegates to portfolio committees	One meeting at the beginning of each quarter	R20 000	Mr. Mvubu T
	Weekly reports from NCOP Liaison officer	Informative Reports submitted timeously	4 Reports per months	Weekly reports will be submitted	Nil	Mr. Mvubu
Effective participation in National Legislative processes	Facilitation of passing legislation that are people centered	Bills referred to the relevant portfolio committees and political parties. Portfolio	4 Section 74 legislation 70 section 75	0ne per quarter 15 per quarter	R40 000	Mr. Mvubu Mr. Mvubu Mr. Netshitumbu & Mr. Twalo

		committees briefed on the contents, details and implications of the Bills to enable them to prepare the mandates	legislation	15 per quarter	___	Mr. Mvubu Mr. Netshitumbu & Mr. Twalo
			54 section 76 legislation			
		Timeous referral of Bills				
Integration of NCOP and Legislature activities	Integrated program between the NCOP and Legislature developed	Joint public hearings	Co coordinated programme	Quarterly provincial weeks	___	Programming officer\ Mr. Mvubu
Professional Legal Advisory services	Legal opinions written and State Attorney briefed properly and CCMA and other labor related cases attended to Contracts drafted Opinions given on petitions	Accurate opinions Given and Legislature represented in all the hearings where it is affected Liability of the Legislature properly analyzed Accurate opinion given	18 opinions tendered and 4 CCMA cases dealt with 5 contracts scrutinized 50 petitions	4 days from the date requested 4 days from the date requested 4 days from the date petition is referred	R50 000 Nil Nil	Mr. Netshitumbu & Mr. Twalo Mr. Netshitumbu & Mr. Twalo Mr. Netshitumbu & Mr. Twalo
Scrutiny of Provincial Bills	Provincial Bills scrutinized to ensure that they are constitutional and are not ambiguous or conflicting with other Legislations	Legislation that cannot be impugned on any ground	10 legislations per annum	Upon request	Nil	Mr. Netshitumbu and Mr. Twalo
Attendance to Legal Advisors Forum	Legal Advisors Forum Attended	Legal advisors equipped by	6 Forum meetings attended	Quarterly	R40,000	Mr. Netshitumbu and Mr. Twalo

		sharing experiences	per year			

OPERATIONAL PLAN FOR HOUSE BUSINESS

Measurable Objective	Output/Activity	Quality Measure	Quantity Measure	Time Measure	Cost Measure	Person Responsible
Facilitation of House sitting	All required documents including the ATC ready and tabled before the house sits	Legible and properly formatted documents	38 sitting days per annum	Documents tabled as per rule	nil	TT Ntlabathi
Archiving of documents	All documents filed in the relevant files and stored away in the storeroom	Easily accessible documents	All documents necessary for filling filed	Documents filed within a week after the house sitting	R100, 000 for electronic filing	TT Ntlabathi
Implementation of house resolutions	House resolutions compiled and sent to the relevant Departments	All house resolutions processed on time	All house resolutions are processed	One week after house sitting	nil	TT Ntlabathi
Advising the presiding officers	Presiding officer made aware of the applicable and relevant Rules	Correct and helpful advise given to presiding officers	Whenever necessary during sittings	Based on need	nil	TT Ntlabathi
Facilitation of processing of Provincial Legislation after being adopted in the House	Legislation converted into an Act using the prescribed format and numbered accordingly and then sent to the Premier of the Province for assent and thereafter to the Constitutional Court for filing and Department of origin for publication	Correct format and correct numbering and neat Legislation	12 Bills per annum	Legislation converted and sent to the Premier within four days after adoption and sent to the Constitutional Court within 4 days after being received from the Premier	nil	TT Ntlabathi
Keeping of	Statistics kept	Correct	38 sitting	Every sitting	nil	TT Ntlabathi

House statistics	on the number of days the House sits, the number of Hours it sat and members who were present on each day as well as the matter considered	statistics	days	day		
Provide enabling facilities to Members	Enabling facilities for members provided	Air tickets Training Cellular phones Travel Claims Entertainment in the Chamber		Continuously	R1 166,000 R1 423, 000 R2 963, 000 R50,000	Organizational Development O\D O.D
Attendance of table staff forums	Forums attended	All forum meetings	4 meetings per year	Quarterly	R177, 000	Mvubu & Ntlabathi
Provide Service Officers to MPLs during sittings		Available Service Officers	4 service officers at a time	During each sitting	nil	Mzantsi & Ntlabathi

OPERATIONAL PLAN SPEAKER SHIP OFFICE

MEASURER OBJECTIVES	OUTPUT/ ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	PERSON RESPONSIBLE
Providing Strategic leadership to the institution	Meeting / workshops	Well organised and productive meeting	22 executive meeting to be held	Bi-monthly	R2846 996	Secretary to the Legislature
			4 staff meetings to be held	Quarterly		N Stofile
			9 Rules meetings to be	Monthly		Secretary to the Legislature

			held			
			6 meetings with political leaders to be held	Quarterly		N Stofile
			4 meetings with management to be held	Quarterly		N Stofile
			4 meetings with shop stewards to be held	Quarterly		N Stofile
		Advance bookings effected and well briefing Presiding Officers	2 CPA forums to be attended (Africa & Internationally)	Quarterly		L Grootboom
			NCSL forums to be attended	Quarterly		L Grootboom
			8 National forums to be attended	Per invitation		N Stofile
A proper strategy for information flow to and from Speakers Office	Tracking system	Adopted and implemented strategy	2 strategic workshop to be held	Per semester		L Grootboom
Adequate administrative logistical support service to the speaker	Corresponden ce	All correspondenc e dealt with promptly and diplomatically	All correspondenc e dealt with promptly and diplomatically	Ongoing		N Stofile
	Speaker's Programme	Well managed Speaker's programme	Daily programme to be done	Daily	No costs implications	N Mzati

Promoting the Legislature's image as a professional peoples's assembly	Protocol Procedures	Proper procedures developed.	Procedure to receive guests to be done . Procedure to be followed for meetings of the speaker inside and outside the Legislature	Ongoing		L Grootboom
			and it timeous distribution			
Time Management	Maintenance of the Leave and attendance register	Signed attendance register and signed leave requests	Auditors report	100% compliance	None	L Grootboom
Communication	Staff meetings, reports on decisions by management and executive	Minutes of meetings	Monthly reports	95% meetings as scheduled	None	L Grootboom/N Stofile
Telephone management	Management of sections monthly report				None	L Grootboom

Operational Plan: Hansard and Information Services

Measurable Objective	Output/Activity	Quality Measure	Quantity Measure	Time Measure	Cost Measure	Person Responsible
Transcription of debates.	Co-ordination and facilitation of outsourced transcription service.	Accurate verbatim report of House proceedings.	All House proceedings transcribed.	Transcriptions received on day after sitting, or the day thereafter if the House sits after 7 pm.	R93 000	Director
Production of *Daily Hansard.*	*Daily Hansard* compiled and disseminated.	Accurate and understandable draft transcript.	All House proceedings.	Distributed *Daily Hansard* within 48 hours after sittings.	Nil	Director/Language Practitioners
Production of printed Hansard	Editing of speeches. Completed	Professionally edited Hansard that meets	All House proceedings.	Publication of completed volumes within	R101 000	Director/Language Practitioners

volumnes.	volumes of session published.	accepted international standards.		3 months after end of session.		
Provision of translation services..	Translated House documentation, speeches petitions.	Fluent and accurate translations of a high standard.	All House documentation (Minutes, Order Papers, ATCs, QPs), speeches and petitions.	80% of documentation translated prior to sitting.	Nil	Senior Language Practitioner; Language Practitioner.
Provision of simultaneous interpreting services.	Simultaneous interpretation of speeches made in House.	Fluent and understandable interpreting of a professional standard.	All speeches made in isiXhosa, Sesotho and Afrikaans interpreted into English.	Ensure interpretation always available for all sitting days.	Nil	Senior language Practitioner; Language Practitioner
Well-functioning parliamentary Questions facilitation.	Formulation and publication of questions on IQPs and QPs.	Questions formulated in accordance with established parliamentary style.	3 written questions per member per week. 2 oral questions per member on Question Days.	Weekly IQP; QP for all Question Days.	Nil	Questions Co-ordinator
Provision of library services.	Lending of material; provision of access to reference material; dealing with information requests.	Well-utilised library that needs members' information needs through the provision of a professional service.	30% increase in utilization levels of 2004/2005.	Daily.	R45 000	Chief Librarian, Senior Librarian; Senior Library Assistant
Provision of research services.	Production of pro-active and reactive research documentation for members and committee clusters.	Research documents of a high professional standard that meet members' and committee's research needs.	30% increase in number of research documents produced in 2004/2005. Number of Committee meetings attended by researchers allocated to clusters.	Deadlines required by customers to be met.	Donor funding (Phase 2 of IPSP Research and Petitions Upgrade)) approximately R500 000	Researchers.
Time management	Monitoring of leave register and attendance register.	Staff leave authorized and deducted. Attendance Register properly completed.	All leave accounted for. Attendance properly monitored and disciplinary steps taken if necessary.	Daily.	Nil	Director
Communication	Directorate meetings.	Staff fully informed and brought on board in respect of all	Monthly	Monthly	Nil	Director

		sectional and relevant Legislature activities.				
Efficient management of directorate staff.	Staff supervision Identification of training needs Monitoring of staff performance Identification of training needs.	Efficient, well-functioning directorate.	Staff to be sent on at least one training course per annum.	Daily.	Nil	Director
Management of operational costs	Signing of expenditure approvals. Monitoring directorate expenditure.	Achieving Economy by remaining within budget.	All relevant expenditure approvals to be signed by Programme Manager.	Weekly.	Nil	Director
Language Development	Development of isiXhosa and Sesotho parliamentary terminology	Production of high-quality terminology lists. Liaison with stakeholders in the language field (provincial and national)	Lists produced in isiXhosa, Sesotho, Afrikaans and English.	Lists to be updated and disseminated to stakeholders every six months.	R8 000	Senior Language Practitioner; Language Practitioner.

OPERATIONAL PLAN 2005
SECRETARIAT

MEASURABLE OBJECTIVE	OUTPUT/ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPON-SIBLE PERSON
Providing strategic vision & leadership	Reviewal of strategic plan	Workshop with all relevant stakeholders aligning plan with priorities	All relevant stakeholders to attend workshop	Before end April 2005	R50 000	Secretary
	Development and Adoption of strategic plan	A functional strategic plan on which all stakeholders were consulted in the required format	100 Copies	Plan adopted and submitted to Treasury within Treasury's set time limits.	R30 000	Secretary
	Management meetings	Well prepared meetings with adequate notice and content	12management meetings for the year.	Monthly	R4 800	Secretary
	Meetings with directorate's managers and other supervisors (	Well prepared meetings with adequate notice and content	12 meetings each for CPO, CFO and COO	Monthly	RNil	CPO. CFO & COO
	Providing leadership to legal advisors as well as legal advice when needed	Sound legal advice	Interaction with legal advisers when necessary	When needed	Nil	CPO
Regular interaction with political management	Meetings with Speaker	Brief Speaker on activities of the administration	Daily briefings with Speaker when the Speaker is available	Daily briefings with Speaker when the Speaker is available	R Nil	Secretary
	Meetings with Executive Management	Well prepared meetings with necessary documentation and reports	20 Executive Committee meetings	Bi-monthly with exception of July and December	R Nil	Secretary
	Meetings with Rules Committee	Well prepared meetings with necessary documents and reports	10 Rules Committee meetings	Monthly with exception of July and December	R Nil	Secretary
	Meetings with sub-committees of the Rules Committee	Well prepared meetings with necessary documents and reports	8 Rules Committee meetings Rules sub-	Monthly with exception of July and December	R Nil	Secretary, CFO, COO, CFO

MEASURABLE OBJECTIVE	OUTPUT/ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPON-SIBLE PERSON
			committee meetings x1 per month			
Monitoring and reporting	Monthly reports addressing strategic objectives	An institutional monthly report, comprising of directorate's reports reporting on strategic objectives	10 copies of Reports	Monthly before each Executive Committee meeting	R Nil	CPO, CFO & COO for their respective Directorates' reports & Secretary for consolidated report
Performance management of managers	Performance contracts for each manager	Fair and objective performance contracts	Performance contract for each manager	All contracts to be signed before end of March 2005	RNil	Secretary
Organisational systems and procedures	Development and adoption of all identified institutional policies	Clear policies addressing, HR, Assets Finances, procedures and other institutional matters	100 copies of each policy	50 % completed end Aug 2005 100% completed end December 2005	R30 000	Secretary to co-ordinate COO for HR & Assets, CFO for Financial, CPO for procedure and other
	Developed procedure manuals for policies and activities	Procedure manuals in one format, in one bundle for all adopted policies.	Procedure Manual bundle for each manager	50 % completed end Oct 2005 100% completed end Feb 2006	R 30 000	Secretary to co-ordinate COO for HR & Assets, CFO for Financial, CPO for procedure and other

OPERATIONAL PLAN 2005
CORPORATE SERVICES

MEASURES OBJECTIVES	OUTPUT/ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPONSIBLE PERSON
Organizational Development	Managers and supervisors to be trained in labour and other HR generic matters	Focus on Supervisors in HR and Sectional Managers	All supervisors at assistant director level in HR, Directors in other sections of the	Each identified manager and supervisors will have undergone a short course by	R541 000	Matomane

MEASURES OBJECTIVES	OUTPUT/ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPONSIBLE PERSON
			legislature in generic matters	31/12/2005		
	Succession planning for the institution	Full Rollout of succession plan for Corporate Service	Corporate services succession plan to be in place by 30 June	30/06/2005		
	Roll Out Of EAP	Introduction of assistance on weight control. Financial advice on managing personal finances.	Health indicators and advice by expert every six month. One talk on managing personal finances	Report by august and February One meeting for staff by 31 October		
	Monitoring of EULSP training programs	approved EULP programs conducted on schedule	All approved EULPS programs	By 31/03/2006	R666 105 (Donor)	Matomane
	Management of bursaries	Approval and control of bursaries for development of staff	All existing and continuing bursaries and all new approvals managed as per policy dictates	31/03/2005	R380 000	Mlungwana/Matomane
	Introduction of Learnerships	Effective training of Learnerships in line with GVT transformation program	10 learnerships assisted in different areas of learning within the legislature	31/03/2005	R110 000	Matomane
Effective Personnel Management and effective implementation of performance management syst	Filling of all identified critical posts	Advert and interviews conducted within schedule	All post identified by management as critical to be filled including unforeseen terminations	Adverts done quarterly to target planed and unplanned filling of vacancies	R800 000	Mncameleni
	Management of Performance	Performance to be based on realistic measure	Quarterly report s demanded from directorates All quarterly report to be	30/06/2005 30/09/2005 31/12/2005 31/03/2006	R1 200 000	Mlungwana/Mncameleni

MEASURES OBJECTIVES	OUTPUT/ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPONSIBLE PERSON
			submitted by directorates			
	Staff training on PERSAL	Basic training for new staff. Advanced training for staff with basic training	All scheduled courses attended by staff		R400 000	Ndilele
	Attaining and containing sound Labour Relations	Induction and Training of the newly appointed LRO. Intervention strategies by LRO	Continuous training and exposure of appointee to relevant trainings and conferences at least 1 training program and 1 conference attended	During the 12 month probation period	R50 000	Mlungwana/Ma tomane
Provision of appropriate enabling facilities and support of MPLs	Provide basic furniture for Committee rooms	Purchase and install furniture and sound system for committee rooms	3 more committee rooms to be furnished and supplied with sound system	31/10/2005	R500 000	Nomana
	Maintenance of buildings and surroundings	Provide household supplies and control pests	Supplies available at all times.	Ongoing	R135 000	Ngqeza
	Maintenance of equipment and sundry	Office equipment maintained in working order. Repairs attended to within a week	95% accuracy on maintenance needs	ongoing	R80000	Ngqeza
	Provisioning of stores supplies like stationery and sundry	Stores supplies to be available per regular need.	Monthly stock to be made available	Ongoing	R775 000	Sikwe
	Vehicles maintained in good order	Vehicles to be available on all pre-scheduled trips	100% of times of need	Ongoing	445 000	Ngqeza

MEASURES OBJECTIVES	OUTPUT/ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPONSIBLE PERSON
Procurement and contract management	Expired contracts to be attended immediately and expiring contracts to be re-tendered on time.	Preferential procurement principles to be adhered to and service level agreement	All expired and expiring contracts to be subjected to fresh tendering	Expired contracts to be dealt with by 31/06/2005. Expiring contract dealt with 3 months in advance	R3000000	Sikwe
	Payment of contracts to be improved	Payment processed and delivered to finance within 14days of receipt of invoice	All payments due to be done on schedule	2 weeks time limit on processing of all invoices	nil	Sikwe/ Ngqeza
Effective management of the directorate Effective management of the Directorate	Control of attendance register and leave register	No point of emphasis on leave Audit by Auditor General	Effective management of attendance and leave register Eliminating point of emphasis AG	Leave records and registers monitored on a monthly basis	nil	Mr Mlungwana
	Improve communication within the directorate	Quarterly and monthly section meetings and reports/minutes	All decisions communicated to staff	Monthly and quarterly basis	nil	Mr Mlungwana
	Control use of resources	Ensure adherence to telephone strategy and ensure reduction of costs	All acts of non compliance to be dealt with and monies owed recovered	Monthly upon receipt of bills	nilnil	Mr Mlungwana

OPERATIONAL PLAN: STRATEGY & COMMUNICATION

MEASURABLE OBJECTIVE	OUTPUT/ ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPON-SIBLE PERSON
To raise public awareness on the role and services of the Legislature through an integrated communication strategy	Production of publications	Well-designed, edited and full colour publications consistent with the institutional brand	4 News letters produced	By 15th of every third month	R16 000	N Mosana
	Production of pamphlets	Well designed pamphlets	8 000 different pamphlets produced	On going production of pamphlets	R1 500	T du Plessis
	Production of posters	High quality posters	3 000Posters depicting members produced	On going production of posters for legislature events	R9 300	T du Plessis
	Production of posters an different events	Well designed and full colour posters and pamphlets	500 Posters for different institutionalized days produced All pamphlets and posters distributed during events, information sessions, school visits, visitors to the Legislature, government departments	Quarterly posters for institutionalized days produced Ongoing	R6 200 (Public Participation)	T du Plessis B Jela
	Production of calendars	Well designed calendars	300 Calendars produced	Calendars produced by 05 December	R45 000 (EU)	N Nguqu
	Production of diaries	Informative diaries produced	76 Diaries produced for Members and Managers	Diaries produced by 05 December	R30 000	N Nguqu
	Production of Christmas and special cards	Well designed and branded Christmas and special cards	500 Christmas Cards produced Special Cards produced	Christmas Cards produced by 05 December As per request	R2 000 (EU) R500	N Nguqu S Peterson
	Production of folders	Full colour and branded folders to be produced	1 000 full colour folders produced	Once off production of folders Once of	R16 000 R2 000	T du Plessis

MEASURABLE OBJECTIVE	OUTPUT/ ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPON-SIBLE PERSON
			Business Cards for Deputy Managers and Committee Coordinators produced			S Peterson
	Production of annual report	Annual report with information from all programmes to be produced	300 Copies of annual report produced	Annual report produced By 30 August	R35 000	N Mosana
	Notepads	Well branded notes pads to be produced.	500 Notepads for workshops produced	Once off production of notepads	R5 000	T du Plessis
Profiling of Legislature activities	Advertising of Legislature activities through media management	Consistent distribution of well researched information and sustained good relations with media	12 Radio Talk Shows facilitated for Chairpersons & Officials: Umhlobo Wenene FM CKI FM Lesedi FM	End of each month	R20 000 (EU)	N Mosana
	Conduct outside broadcast programme		One Outside broadcast programmes conducted	An outside broadcast conducted in each semester by June and October	R45 000 (EU)	N Mosana
	Produce news supplements		Two news Supplements produced	News Supplement to be produced in each semester in May and September	R60 000 (EU)	N Mosana
	Publicise institutionalized days and outreach programmes		Advertisements	Ongoing advertisements to be done to publicize institutionalized days and outreach programme	R20 000 (Public Participation)	N Mosana
Marketing and branding of the Legislature	Marketing and branding of institutional events, publications and promotional materials	Consistent branding of institutional events, documents, publications and promotional materials	Variety of corporate and traditional gifts secured	Ongoing	R12 000	N Nguqu
	Production of promotional	Well branded promotional	Promotional material		R40 000 (EU)	N Mosana

MEASURABLE OBJECTIVE	OUTPUT/ ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPON- SIBLE PERSON
	material	materials to be produced	produced.			
	Production of golf shirts to be produced for legislature community with modified logo and Phakamisa	Well branded golf shirts and with modified logo	1Set of golf shirts	Golf shirts produced for the launch of modified logo and Phakamisa logo in May		
	Production of golf shirts to be produced produced for members and managers	Well branded business card holders with modified logo	89 Business Card holders with modified logo	Business card holders produced for the launch of modified logo in May	R10 000 (EU)	N Mosana
	Production of mouse pads for outside stakeholders with modified logo produced	Well branded mousepad with modified logo to be produced	300 Mouse pads	Mouse pads produced for the launch of modified and Phakamisa logo in May	R2 000 (EU)	N Mosana
	Production of rulers for visiting schools	Rulers with the Legislature logo to be produced	1 500 Rulers produced for	Once off production of rulers for school children	R1 000	B Jela
	Foam caps produced for outside broadcast programs	Well branded foam caps	1 000 Foam caps produced	Two semester production of foam caps	R1 000	B Jela
	Pull-up stands produced show casing legislature role and modified logo	Pull up stands showcasing the modified logo produced	Four pull-up stands produced	Pull up stands produced during the launch of modified logo	R22 800 (EU)	N Mosana
			Four banners produced for 16 days of activism campaign, outreach programes and official opening	Banners produced in August, September and February	R12 000 Public Participation	S Peterson
To organize events	Facilitation of special events	Well organized and successful events organized	Official launch of modified logo and Phakamisa logo	Modified logo and Phakamisa logo launched in May	R40 000 No funds	N Mosana
			Special events facilitated	As per request	No funds	N Mosana

MEASURABLE OBJECTIVE	OUTPUT/ ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPON-SIBLE PERSON
			Photos and videorising of all events to be done	All events	R2 000	S Peterson
To organize workshops	Facilitation of workshops	Well organized and successful workshops to be organized	Workshops for members facilitated	As per request form different sections	From sections	N Nguqu
To embark on community outreach programmes	Conduction of information sessions for communities and surrounding schools	Well informed communities including Legislature community about the role of the Legislature and its activities	4 Information sessions to be organized	Information sessions held quarterly	R10 000 (EU)	B Jela
			Weekly diary developed	Fridays of each week		S Peterson
	Attending to workshops per invitation		Meetings or workshops to be attended by Director or Deputy Director as per invitation.	Timeously	R20 000	Directors
	Conduction of information sessions to visiting schools in the Legislature	Well informed students and staff.	Information sessions for visits schools	September-December		B Jela & S Peterson
Donor Programs	Management of donor programs	Donor Relations were effectively managed	The existing donor relations were maintained	Ongoing	R15 000	V Mapolisa
	Establish new donor per year		Establish one new donor per year	Yearly	Nil	V Mapolisa
	Obtain approval from Executive for establishment of new donors			Ongoing	Nil	V Mapolisa
	Keep an updated database		An updated database and contact details of donors kept	Ongoing	Nil	L Swartz
Management of Effective protocol	Protocol arrangement and	Effective protocol that upholds the	No of events where protocol is provided	On going	Nil	L Swartz

MEASURABLE OBJECTIVE	OUTPUT/ ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPON-SIBLE PERSON
	international relations	dignity of the institution				
	Organised signing of MOU and twining agreements	Action oriented MOU with clear plans and priorities signed	No of twining agreements established	On going	Nil	V Mapolisa
	Initiate exchange programs	Mutually beneficial twinning programs for the Legislature and the partners	No. of exchange programs established	Annually		V Mapolisa
Management of Effective protocol	Protocol arrangement and international relations	Effective protocol that upholds the dignity of the institution	No. of events where protocol is provided	On going		L Swartz
To give strategic Support to the Secretariate	Coordinate development of strategic, operational plans and performance management system.	Strategic plan that gives rise to operational plan and performance management to be produced	Monthly evaluation of reports on the implementation of the strategic plan	Monthly evaluation of reports compiled on the 7th day of each month	No direct costs	V Mapolisa
Effective management of the directorate	Sectional meetings to be held	Efficient and effective management of the directorate	Monthly sectional meetings	Monthly	No direct costs	V Mapolisa
	Sectional meetings to be held with communication staff	Efficient and effective managements of the directorate	Bi-weekly sectional meeting to be held	Bi-weekly	No direct cost	N.Mosana
	Development of e-mails and memos		E-mails and memos informing staff about developments	Ongoing		V Mapolisa
	Leave signed that require support documents. Support doc to be attached on		Leave signed that require support documents. Support doc to be attached on	Ongoing		V Mapolisa

MEASURABLE OBJECTIVE	OUTPUT/ ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	RESPON-SIBLE PERSON
	the leave form		the leave form			
	Managers to arrive on time to monitor signing of attendance register		Managers to arrive daily on time to monitor signing of attendance register	Daily		V Mapolisa
	Telephone bill management	Effective management of telephone bill	Monthly monitoring of the telephone bill	Monthly		
						V Mapolisa
Strategic Support to the Secretariate	Executive Summary of monthly reports	Effective tracking of activities	Consolidate monthly reports for the Executive Committee	Monthly	No direct cost	L Swartz
Ensure co-ordination of institutional activities through effective programme	Minimizing of clash of activities and double bookings of Members	Effectively managed institutional programme	1 yearly programme produced 12 monthly programmes produced	Yearly Monthly	No direct cost	M Lubanga/ L Swartz

FINANCE AND IT OPERATIONAL PLAN

MEASURE OBJECTIVES	OUTPUT/ ACTIVITY	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE	COST MEASURE	PERSON RESPONSIBLE
To implement effective, efficient financial management system,	Meetings, workshops, forums	Improve adherence to PFMA,Treasury regulations, trained PERSAL &BAS users	To have 60 % of personnel with basic training attending advanced workshops.	30th March 2006	190 000	Director
Enhance processes for sound financial management.	Payment of Bank Charges	Number of queries received	100% payment	monthly	80 000	Accountant bookkeeping
	Payment of suppliers	Decrease in the balancing accounts that are not cleared	Payment within 30 days on receipt of the invoice	30 days	Nil	Deputy Director Finance
		A well prepared		30 March	Nil	Assistant

				2006		Director Finance
	Clearance of Suspense accounts Preparation of in-year monitoring	in-year monitoring	90% of uncleared suspense accounts			
Submission of reports in terms of the PFMA	1.Monthly expenditure and reconciliation reports 2. Financial Statements	A balancing bank reconciliation and trial balance	100% submission to treasury that has no defect	Monthly	Nil	Director
		Well prepared Financial Statements	100%	Monthly	Nil	Deputy Director
	Consolidation of the budget of the Legislature	Well prepared submission to treasury	100% well prepared financial statements	31 June 2006	Nil	Director
			100% prepared document	As Per Treasury guidelines	Nil	Director
Provide efficient and effective travel arrangements	All travel arrangements made.	Early bookings & confirmations	100% confirmation.	timeously	Nil	Deputy Director
Provisioning of procurement and logistical arrangements	?					
Maintain better charges	Reduce the number of cheques and increase electronic payments.	Decrease in bank charges	Charges debited on Legislature account monthly @R6 667 pm for 12months	Monthly	R 80 000	Assistant Director
Compliance with Audit	Implementation of internal audit recommendations	Improve audit queries from AG by 50%	70% Better audit results@ R34 167pm x 12mnts	As reported	R 410 000	Director
Upgraded IT system	LAN Upgraded Purchase and setup of equipment, -Laptops	Efficient Local area network,	100% installation of phase 2	30 January 2006	R 1 000 000	IT Manager IT Manager

	-Computers -Printers - Software -SLA hardware maintenance					

Part D: Analysis of changes to programmes

Changes that are perceived to further the strategic goal and plans of the Legislature will be introduced to the organisations organogram. The structure currently in force has been in place for over 3 years following the Legislature Restructuring program that took place in 2000/01. The staff structure as appear on the EC5.1 is different from the structure on the chart.

The Strategic Leadership will be beefed up by the introduction of the Chief Operations Officer to the Secretariat and such decision has resulted in realignment of functions that were previously misallocated elsewhere.

The enabling Facility for members function was located within the office of the Deputy Speaker and liaison between the speakership and the various departments was performed through this arrangement. This included the purely administrative duties like queries of members around issue of accommodation provided to them by DPW. In order to resolve this problem a post of Deputy Director has been created and located within the Secretariat reporting directly to the Secretary to the Legislature.   The Institution has also decided to streamline all payment functions under one directorate to enhance efficiency.