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PART A- STRATEGIC OVERVIEW



POLICY STATEMENT BY THE SPEAKER OF THE NORTH WEST LEGISLATURE

Our Strategic Plan covers a three year period (2005 - 2008) as per the dictates of the Medium Term Expenditure Framework (MTEF) and embodies our unquestionable collective commitment to ensure that as elected representative will work tirelessly for our people to enjoy the fruits of freedom. A distillation from the past decade, observations are illuminated that while our Legislature has recorded countless achievements over the first decade of democracy (1994 -2004), many are areas that require our undivided attention.

The public profile of the Legislature as an institution designed specifically to play an oversight role and ensure accountability over the Executive and other government institutions in our province is unsatisfactory. Public participation in our conduct of the Legislative processes remains at the lowest. Within our ranks, a perception prevails that sometimes when the Legislature executes its oversight role, this is done regardless of the province's strategic goals and objectives aimed at eradicating poverty, creating a requisite environment for job opportunities, building a sound economy and to restore the dignity of our people including the most vulnerable. A dynamic interaction between our Legislature and the National Council of Provinces (NCOP) fails to equal our expectations.

In respect to our organizational structure, there is a heavy bias towards support functions instead of core functions, and also core and support functions are inappropriately mixed. The financial responsibilities are split between the Chief Financial Officer (CFO) and the Executing Authority, which is not in keeping with the prescripts of the Public Finance Management Act, 1999 (PFMA). All this has an undesirable impact on the assistance rendered to Members of the Legislature to fulfill their Constitutional mandate of "A Better Life For All." Some of our policies and procedures are incompatible with reality and Information Technology (IT) systems are obsolete.

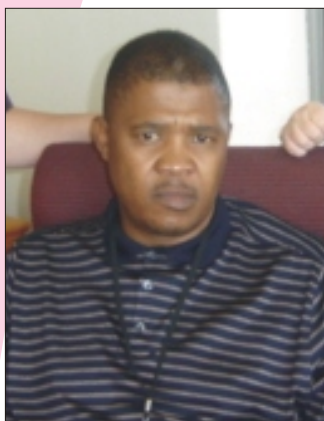
This Strategic Plan, once again, offers the Legislature a unique opportunity to assemble our collective courage to address all those identified constraints so that our strategic goals and objectives of accelerating service delivery is realized. As we conduct oversight role, the impression should be conveyed that our oversight is underpinned by South African value system of non-racialism, non-sexism, and human dignity. Governance is generally understood to be about a practical expression and exercise of freedom and therefore oversight and accountability has to fully assume a similar character. In fact, our Legislature is a tool to accomplish the strategic goals and objectives of our provincial government including those of our country as a whole.

Whatever our plans for the future, should always be geared towards entrenching the notion of taking parliament to the people through sectoral parliament on matters such as youth, the old, the disabled, women and children and gender. Our lifeblood should be of all our people. Our interaction with the NCOP should clearly articulate the provincial mandates and enhance our debates with the primary purpose to make a meaningful contribution in the national discourse. Public issues, importantly should find their way and specific focus onto our Legislature's program and processing thereof.

Our organizational structure should be reorganized to ensure that effective and efficient management exists to respond adequately to Member's expectation in respect to conducting public hearings and attending to other oversight related activities. The Audit Committee should assume its rightful place by rendering an independent, objective assurance and consulting activity that adds value and improves the operations of the Legislature. All other units are not exempted in this directive. Training and development for all of us including being beneficiaries of a new wave of IT should be top most on our agenda and I am grateful, in this respect, for the envisaged assistance from the European Union Legislature Support Program. The Finance unit should be capacitated to be able to confer treasury responsibilities to the Executing Authority and the administrative activities should be in conformity with best practices of our country.

Everybody including employees guided by the Secretary to the Legislature reacting enthusiastically to all these challenges, I am confident the Legislature will become a model of excellence to ensure that the commitment of all South Africans to democracy does not diminish. On behalf of all Members, I fully embrace this Strategic Plan and declare our intention to strive for its proficient implementation.

Hon. Speaker TR MODISE: NWPL



STATEMENT BY THE ACCOUNTING OFFICER

A decade of democracy (1994 - 2004) has thrown before our nation's feet remarkable gains that implored us to celebrate. A huge dent through our collective efforts was made on the edifice of the Apartheid legacies. Many of us now feel, proudly so, as humans because we have houses, water, sanitation, electricity, education, jobs, security, dignity and above all a Constitution which is an envy to many countries including advanced democracies globally. We reached this end as a beginning to celebrate through hard work many decades to come of freedom when all the sentiments as encapsulated in our founding document of 1955 (Freedom Charter) will be fully realized.

Elected representatives, organs of civil society, public servants, the private sector, semi-state institutions, and ordinary people have all made a contribution for us to be where we are today. However, many are the challenges particularly to help those that are still gripped in the periphery. And we, as the employees of the Legislature acutely aware of the Honorable Speaker's policy directives in the "Policy Statement" of the coming three year period (2005 - 2008) will do everything within our reach to implement our strategic goals and objectives which are within the province of our Strategic Plan. In discharging our obligatory responsibilities to continuously assist Members to deliver on their Constitutional mandate, we are bound to plan for NWPL future, organize ourselves, control our resources and collectively lead through potentially turbulent moments to the future destination as determined by our Honorable Members including the Executing Authority.

With the allocated budget, which should probably be increased by approximately 20% from the previous budget (2004 - 2005), the new macro re-organized organizational structure, motivated and highly competent personnel, new Information Systems (IT) and professional relationship between our personnel and Members, correct policies and procedures and increased public participation in our programs, we are confident to declare that we will join in celebrations of your future gains. When necessary in collaboration with Member's guidance, we will discern the large patterns on the dancing floor because to be engaged in the dancing floor it is nearly impossible to grasp the sense of everybody's moves on the floor and occupy the balcony with the intention to sharpen our management approach to tackle immediate and long-term challenges that will confront us.

I dare to say, on behalf of the ever-trying personnel of our Legislature, we will not be part of the forces of perfidy that intend to make Members betray the wishes of the electorate and our nation perpetually engulfed in a future in misery. The strategic goals and objectives in this document are reasonable and achievable. I would like therefore to urge all those who have endorsed our employment in the Legislature to use the Strategic Plan to determine our progress in the coming year. Those who dare do succeed!

A handwritten signature in black ink, reading "DR. BABA SCHALK". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

DR BABA SCHALK

SECRETARY TO THE NORTH WEST LEGISLATURE

3. INTRODUCTION AND BACKGROUND

The North West Provincial Legislature (NWPL) has initiated a process of strategic planning since 2001, which would normally be preceded by a series of planning sessions involving the Executing Authority, the Accounting Officer, Members of the Provincial Legislature (MPLs), Executive Management of the Legislature other employees in strategic positions .

The outcome of this ongoing process is the formulation of the following:

1. The new Vision and Mission of the Legislature;
2. Strategic Goals;
3. Organizational Values; and
4. A comprehensive and integrated organizational plan with well defined priorities and implementation mechanisms.

It is fervently believed that the current Strategic Plan constitutes a framework for the realization of the strategic goals and objectives of the NWPL. Therefore, it means that immediate and long term goals is a path to the realization of the Legislature's Mission and Vision.

4. VISION

The NWPL is the servant and representative forum of the people, an agent of change, producing transformative legislation efficiently, exercising oversight effectively and deepening the culture of participatory democracy.

5. MISSION

- To initiate and pass transformation orientated legislation.
- To promote public participation in the Legislative and Oversight Processes.
- To conduct the business of the North West Legislature in an open, transparent and accountable manner.
- To establish and maintain a skilled administration that maximized legislative and oversight efficiency.
- To empower members of the Legislature so as to effectively participate in the business of the legislature.
- To ensure an effective interaction, co-operation, co-ordination and liaison with Parliament, especially the National Council of Provinces (NCOP).

6. ORGANISATIONAL VALUES

In striving for service excellence and best practice, the NWPL subscribes to the following values:-

- a. **Fairness**
Acting in a fair manner in executing its duties. We will also uphold the principle of impartiality and exercise independence.
- b. **Transparency, Accessibility and Accountability**
Strictly adhering to "Batho Pele" principles, especially in ensuring that the Legislature conducts its business in a transparent and accountable manner.
- c. **Participation**
Striving to ensure the effective participation of the public and stakeholders the Legislature's business.
- d. **Integrity**
Conducting the business of the Legislature in an honorable, and responsible manner, by strictly observing ethical principles and practices.
- e. **Economy**
Being reasonable, responsible and prudent in spending public money.

PART B

7. STRATEGIC GOALS

1. To effectively and efficiently conduct oversight over the Executive, so that it is held accountable and delivers on its mandate;
2. To enhance the policy and legislative capacity of the Legislature in order to pass transformative legislation;
3. To promote good corporate governance; and
4. To enhance public awareness and effective participation of the public and stakeholders in the Legislature's activities and business.

8. CONSTITUTIONAL, LEGISLATIVE AND OTHER MANDATES

MPLs are elected to represent the people and their constitutional mandate is to ensure “government by the people and for the people”:

- by providing a forum for public consideration of issues;
- by passing transformative legislation; and
- by scrutinising and overseeing executive organs of state.

The core function of the Legislature is to pass laws for the North West Province and to oversee all organs of the provincial government. Among the many Acts, rules and regulations which are applicable to the Legislature are the following:

1. **The Constitution of the Republic of South Africa, Act 108 of 1996-** The Constitution is the supreme law of the Republic, and all law or conduct inconsistent with the Constitution is invalid. The obligations imposed by the Constitution must be adhered to.
2. **The Public Finance Management Act 1 of 1999-** This Act seeks to promote sound financial management so as to maximize the efficient and effective use of limited resources and service delivery.
3. **The North West Provincial Legislature Service Act No. 8 of 1997-** This Act establishes the NWPL Service which is intended to provide Administrative Services to the NWPL.
4. **The Annual Division of Revenue Act-** This Act provides for the equitable division of revenue raised nationally, inclusive of conditional grants, amongst the three spheres of government.
5. **The Basic Conditions of Employment Act 75 of 1997-** This Act regulates certain conditions of employment of staff in the NWPL.
6. **Employment Equity Act 55 of 1998-** This Act regulates the processes and procedures of the NWPL with the aim of achieving a representative workforce and eliminating unfair discrimination in the workplace.
7. **Labour Relations Act 66 of 1995-** This Act provides for regulation of Labour Relations between the NWPL and its employees, both individually, and collectively.
8. **Promotion of Access to Information Act 3 of 2000-** This Act provides procedures for obtaining access to information held by state entities, or by private individuals where the information is necessary for the individual who is seeking the information to protect his or her rights.
9. **Promotion of Administrative Justice Act 2 of 2000-** This Act regulates the Administrative Actions of all organs of state, including the NWPL.
10. **Standing Rules of the NWPL-** The Standing Rules govern the proceedings and internal arrangements of the NWPL.
11. **Policies specifically developed by the Legislature-** e.g. Procurement, pool vehicles, S & T, cell phone, leave, performance management, etc. The NWPL is bound to adhere to the policies that it has instituted.

8. POLITICAL LEADERSHIP MANAGEMENT

In considering the Strategic Plan of the NWPL, the following is taken into account:

1. List of key strategic objectives (2005/2006);
2. Action plans; and
3. Medium Term Expenditure Framework (MTEF) of 2006 to 2009.

8.1 Strategic Goal:

To ensure the overall political leadership, management, and co-ordination of the business of the NWPL and enhance the efficiency and effectiveness of all Legislature institutions, as well as ensure the effective implementation of its programs.

8.2 Strategic Objectives:

- To enable the Office of the Speaker to effectively execute duties associated with its roles and functions;
- To enable MPLs that are assigned to positions of responsibility, such as:
 - * Office bearers;
 - * Chairpersons of Committees, Standing Committees, Portfolio Committees, and Ad hoc Committees; and
 - * Chief Whip and Whips of political parties.
- To fulfill the roles and responsibilities of their positions;
- To manage the Legislative Process, liaise and co-ordinate with the NCOP; and
- To manage the work output.

9. GENERAL OVERVIEW OF THE LEGISLATURE AND ITS INSTITUTIONS

The political and administrative structures of the NWPL are set out in the tables that follow.

Table 1: provides a general overview of the political structure of the NWPL.

Table 2: describes the political management structure.

Table 3: outlines the arrangement of the Legislature's Committees.

Table 4 (A,B,C,D and E): describes the new administrative organizational structure, which will be implemented in phases commencing from 1 April 2005.

Table 1: General Overview of the North West Provincial Legislature

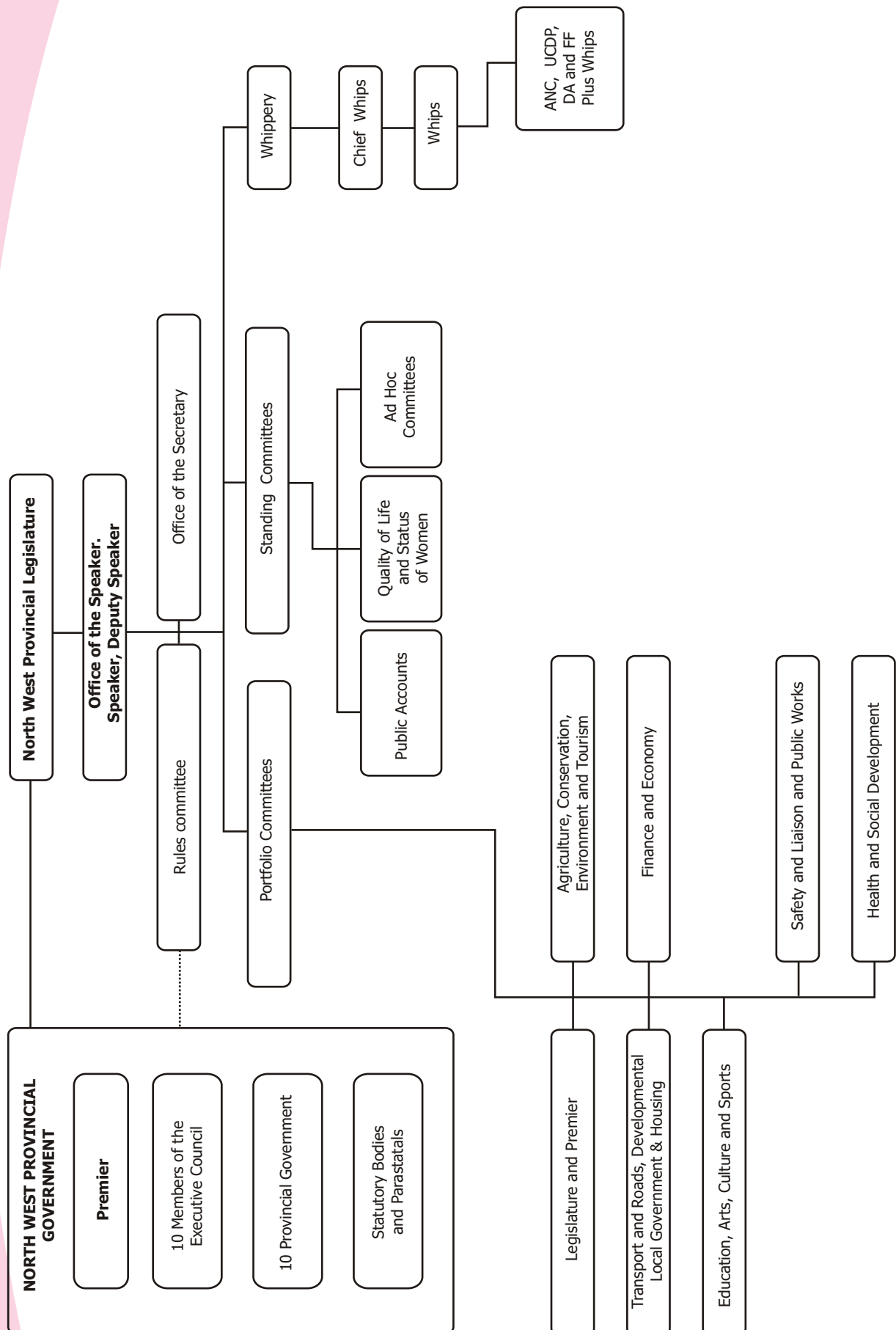


Table 2: Political Management of the Legislature

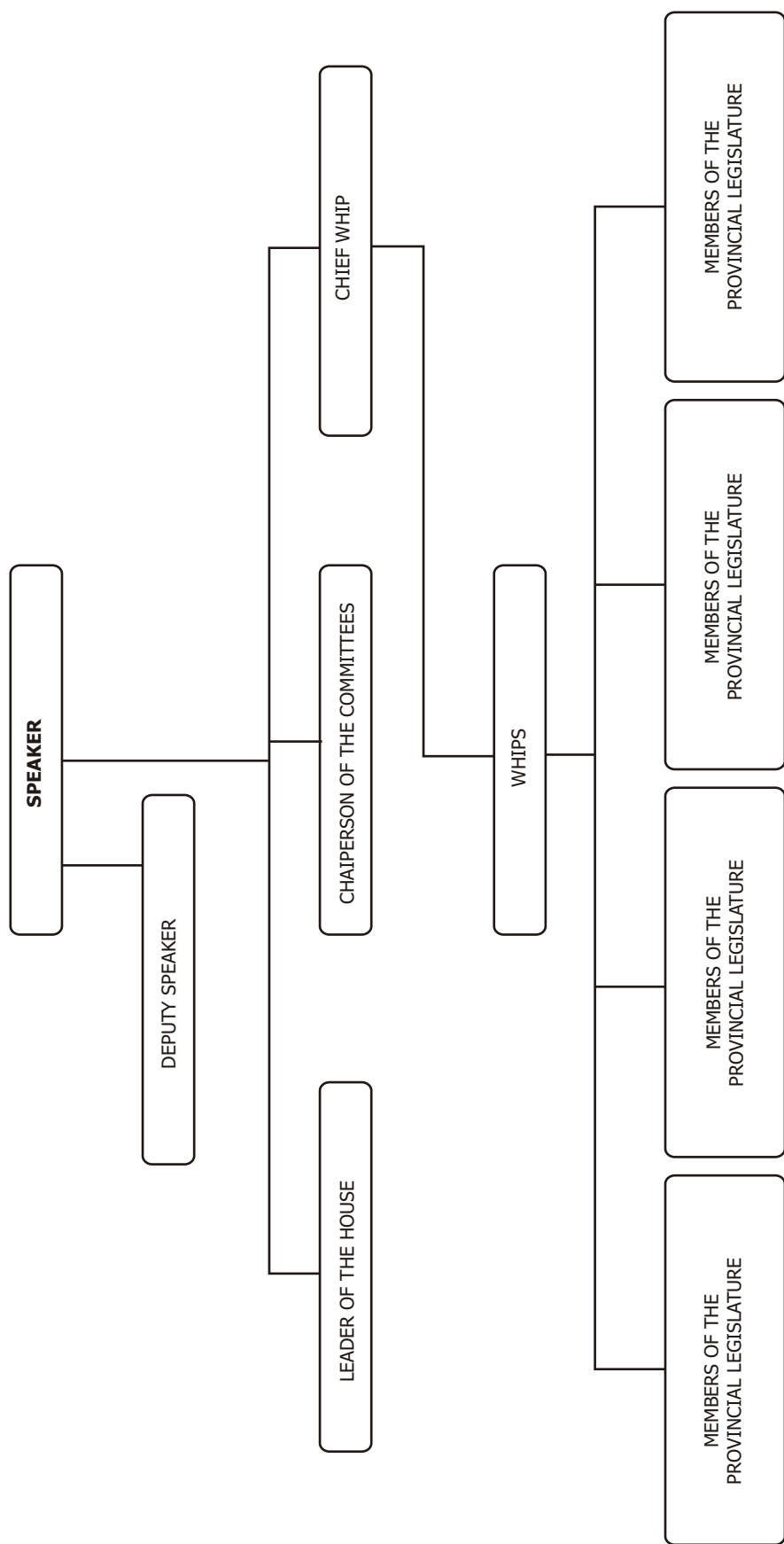


Table 3: Structure of the North West Provincial Legislature Committees

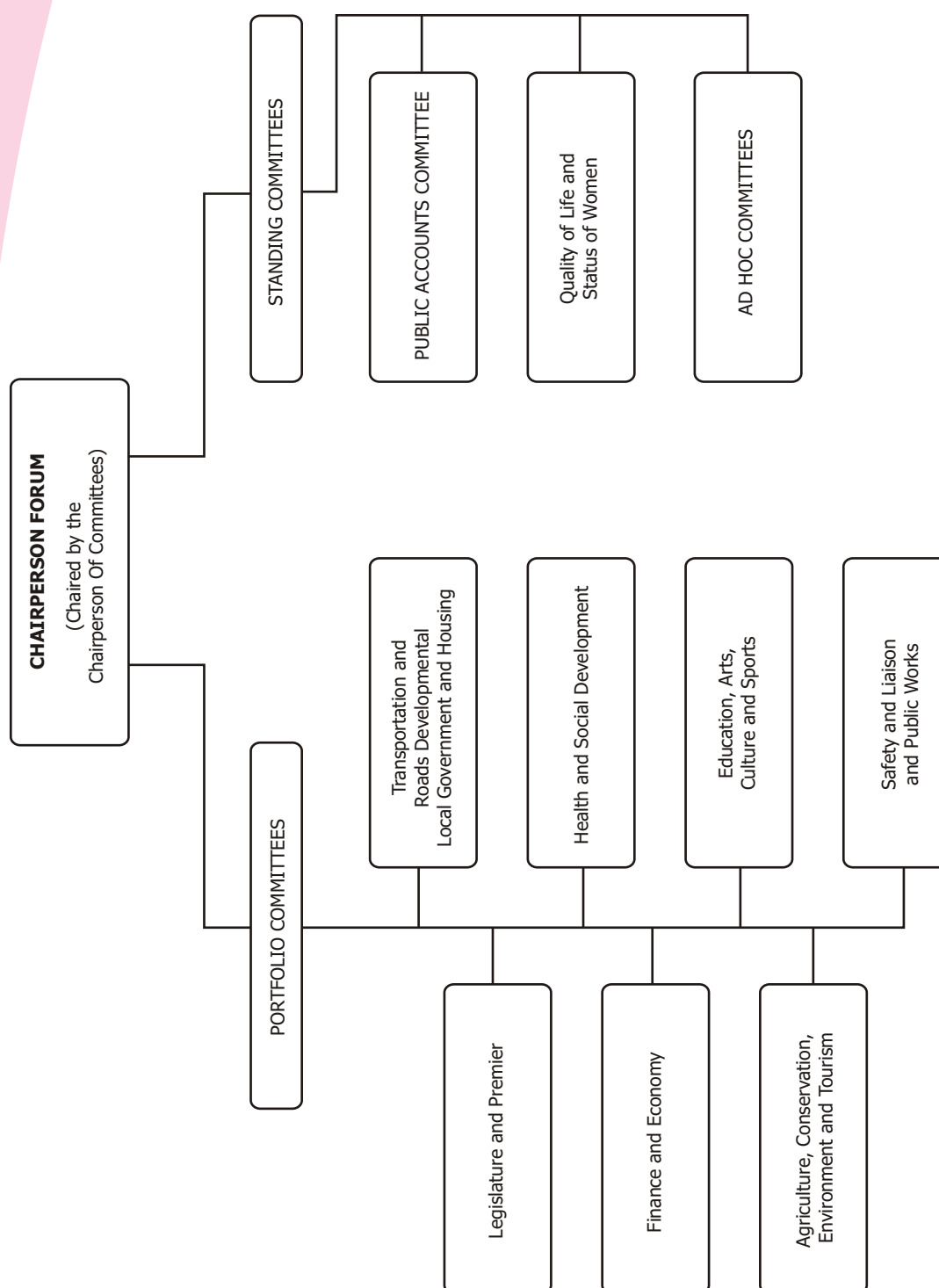


Table 4 (A): North-west Legislature Operations

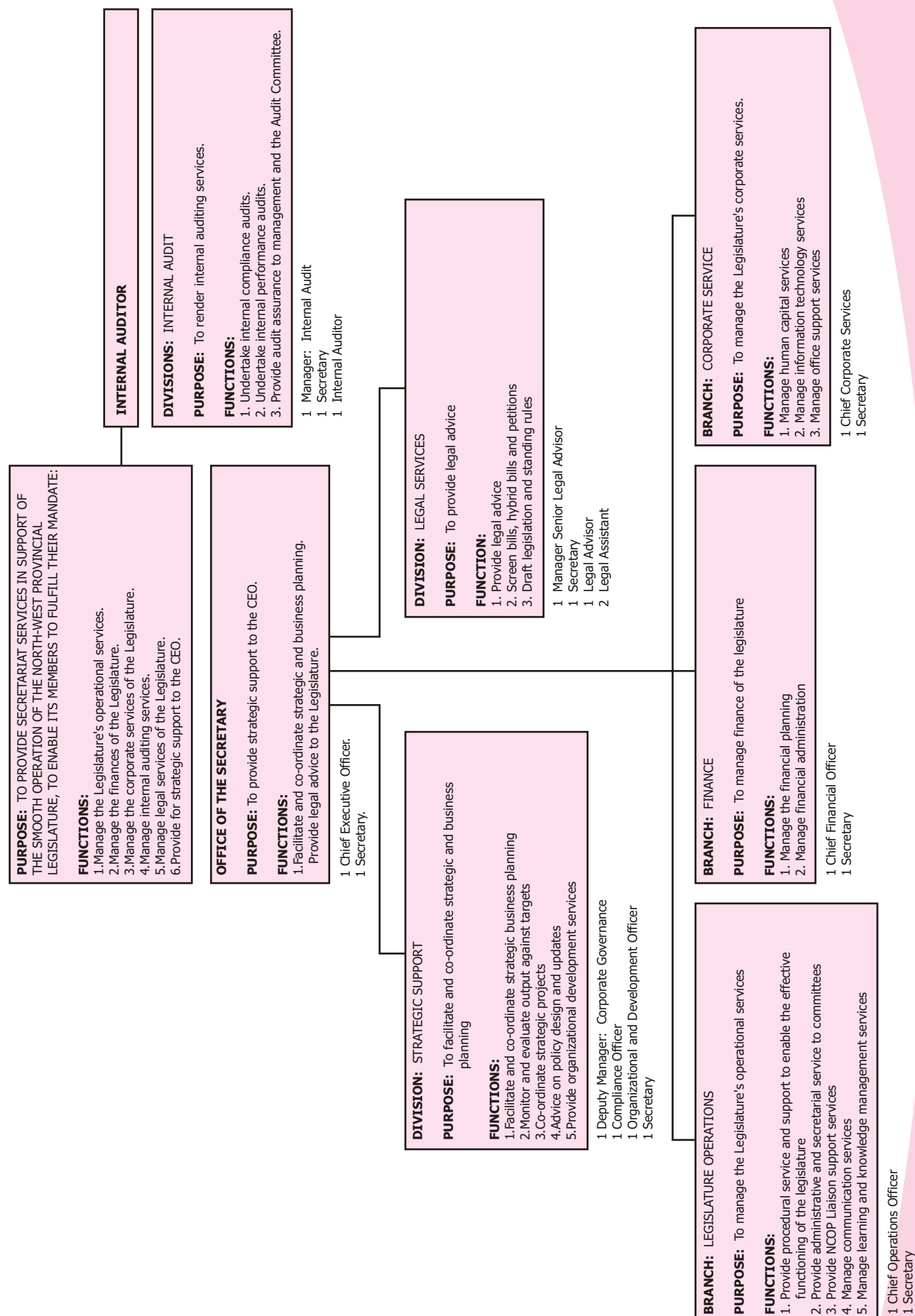


Table 4 (B): Office Of The Speaker: North-west Legislature

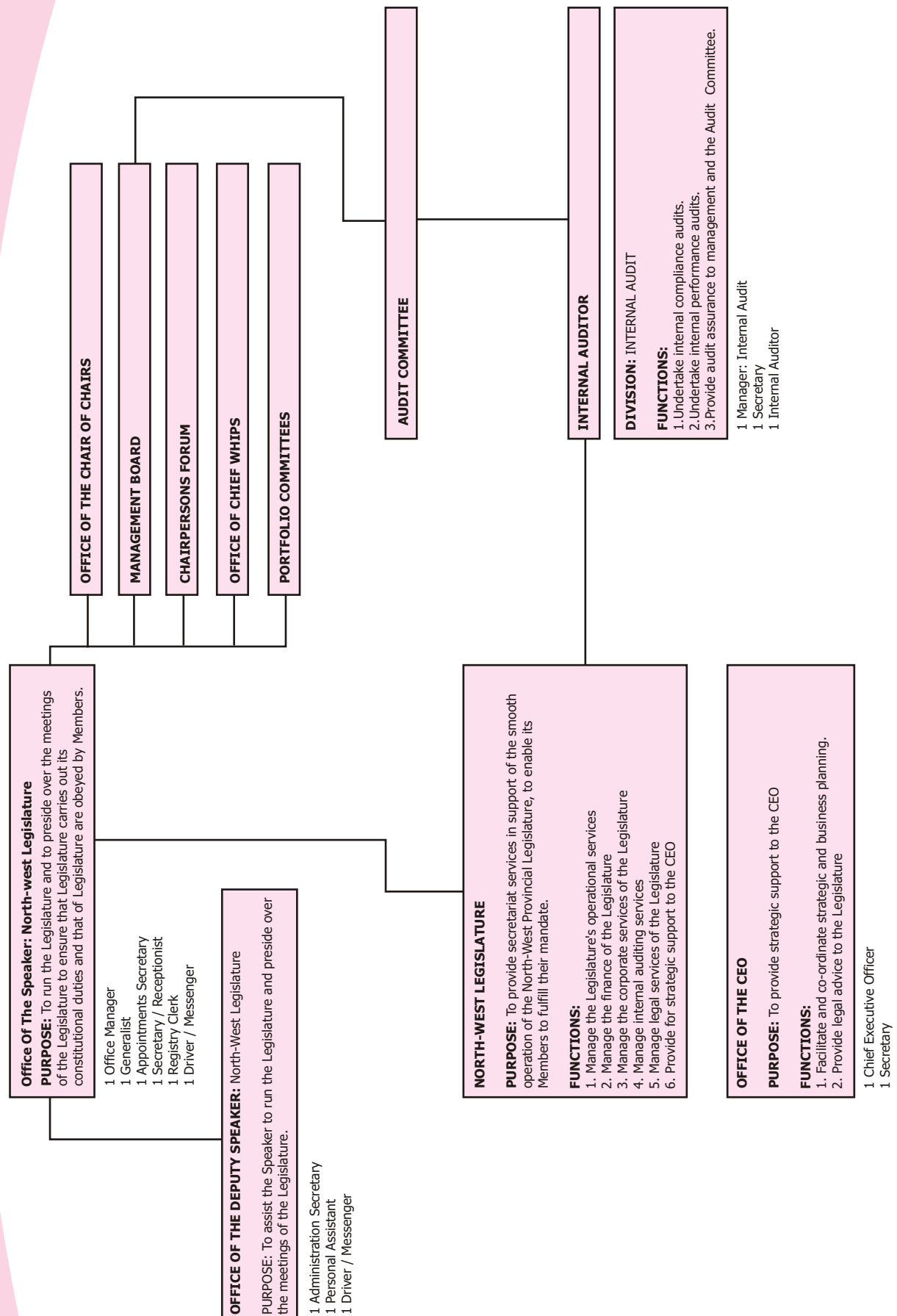


Table 4 (C): North-west Legislature Operations

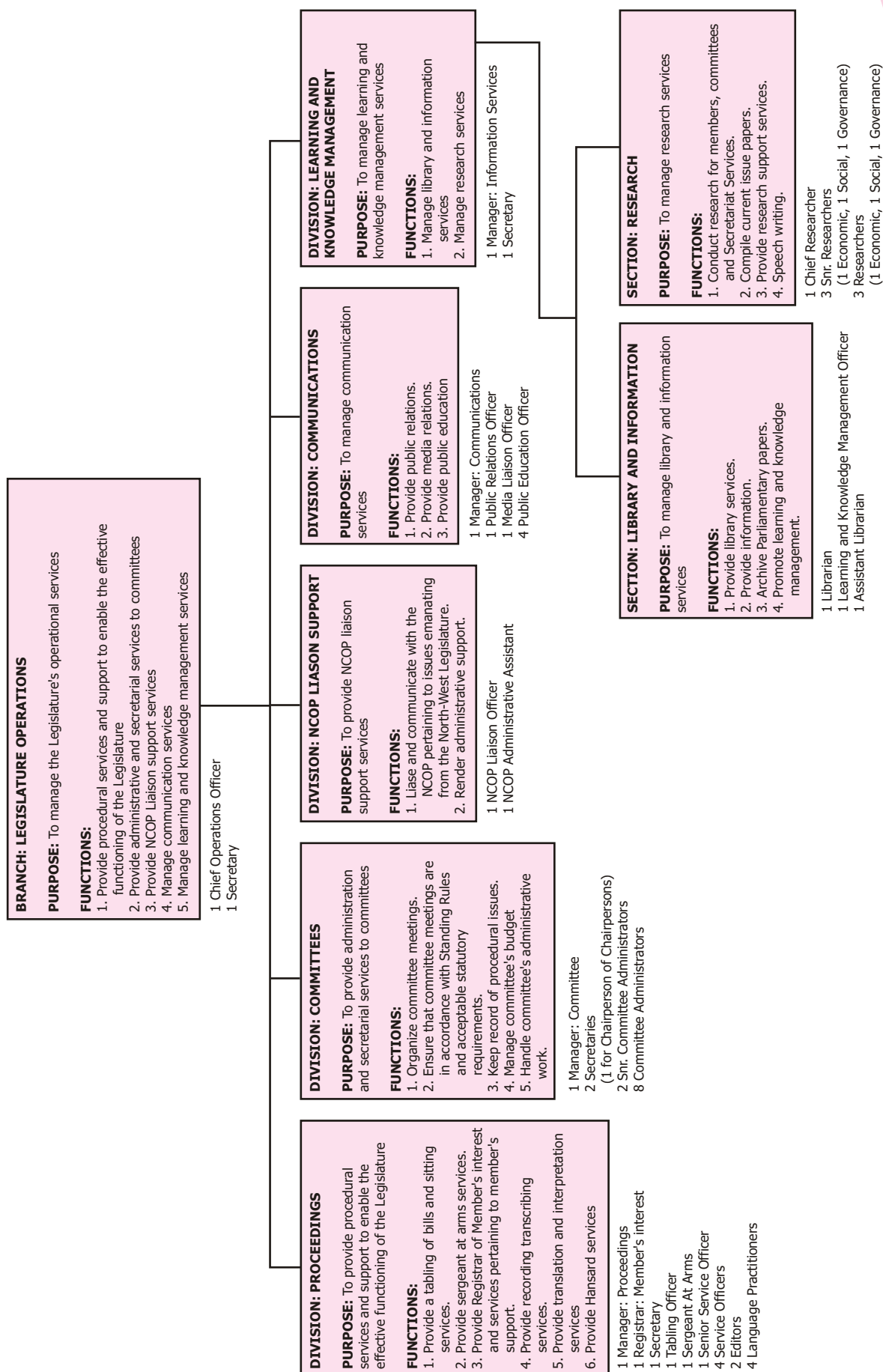


Table 4 (D): North-west Legislature, Finance

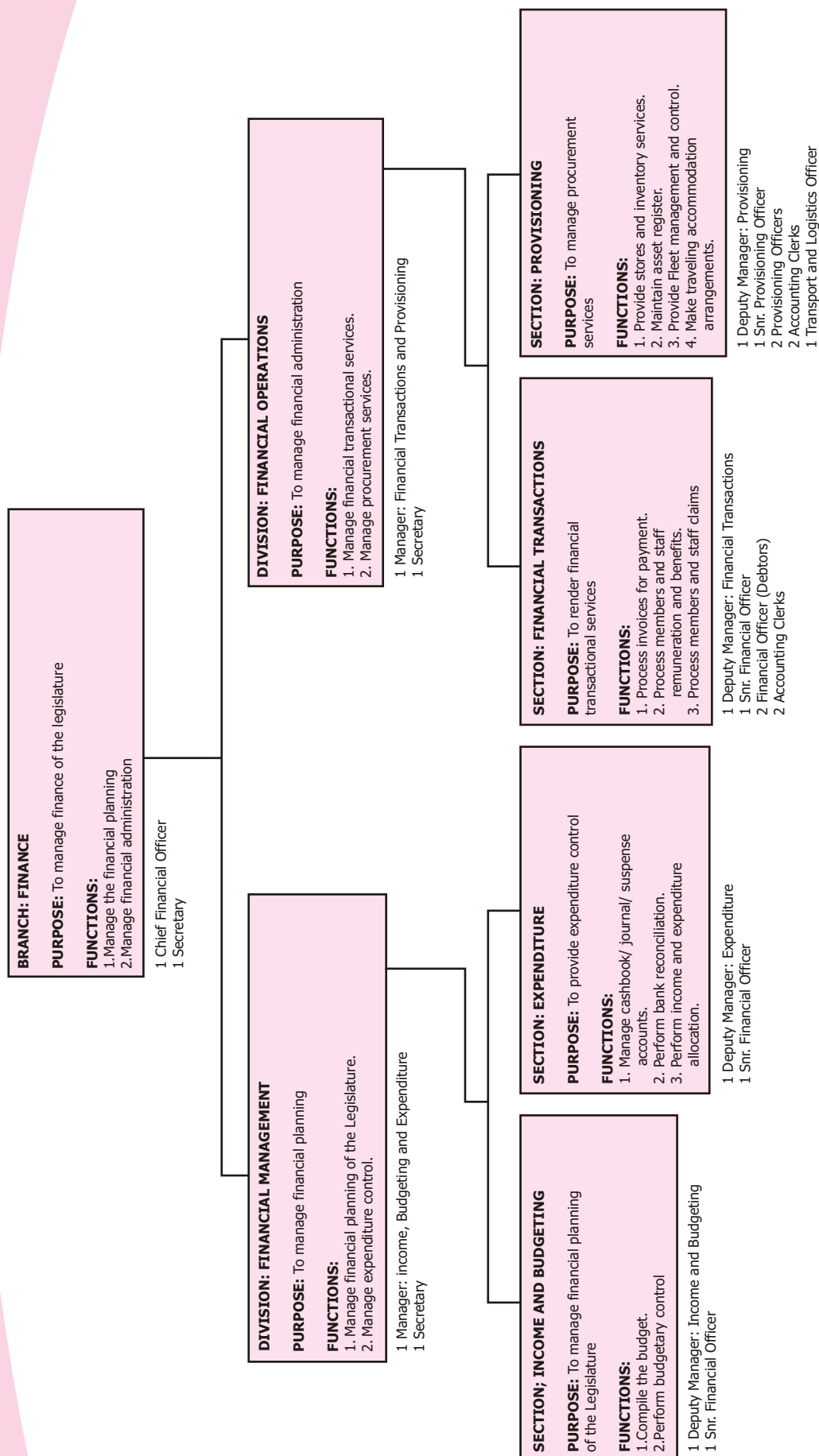


Table 4 (E): North-west Legislature, Corporate Services.

<p>BRANCH: CORPORATE SERVICES</p> <p>PURPOSE: To manage the Legislature's corporate services.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage human capital services. 2. Manage information technology services 3. Manage office support services <p>1 Chief: Corporate Services 1 Secretary</p>	<p>DIVISION: HUMAN CAPITAL MANAGEMENT SERVICES</p> <p>PURPOSE: To provide human capital management services.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage human resource administration. 2. Provide training and development. 3. Manage labour relations. <p>1 Manager: Human Resource Management 1 Secretary</p>	<p>DIVISION: INFORMATION TECHNOLOGY</p> <p>PURPOSE: To provide information technology services.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Provide IT equipment. 2. Provide IT support services 3. Provide IT maintenance 4. Conduct system design 5. Maintain website <p>1 Manager: IT 1 Secretary 1 Systems Administrator 1 Programmer 1 Technician</p>	<p>DIVISION: OFFICE SUPPORT SERVICES</p> <p>PURPOSE: To provide office support services.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Provide auxiliary services 2. Provide protection services 3. Provide documentation management services <p>1 Manager: Office Support 1 Secretary</p>	<p>SECTION: HUMAN RESOURCE ADMINISTRATION</p> <p>PURPOSE: To provide human resources administration.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Provide staff 2. Handle personnel evaluation matters 3. Render registry services 4. Process staff and members remuneration and benefits <p>1 Deputy Manager: Human Resource administration 1 Shr: Human Resource Practitioner. 3 Human Resource Assistant Practitioner (1 Registry Clerk)</p>	<p>SECTION: TRAINING AND DEVELOPMENT</p> <p>PURPOSE: To provide training and development.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Ensure training and development of personnel 2. Facilitate training and development <p>1 Deputy Manager: Training and Development. 1 Training and Development Officer.</p>	<p>SECTION: LABOUR RELATIONS</p> <p>PURPOSE: To provide labour relations.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Handle staff grievances 2. Facilitate negotiations 3. Facilitate employee assistance programme <p>1 Deputy Manager: Labour relations 1 Labour Relations Officer</p>	<p>SECTION: AUXILIARY SERVICES</p> <p>PURPOSE: To provide auxiliary services</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Handle office maintenance services 2. Provide general office support services 3. Provide sound and vision services 4. Render mail services <p>1 Household Supervisor 13 Household Staff 2 General Workers 1 Receptionist</p>	<p>SECTION: PROTECTION SERVICES</p> <p>PURPOSE: To provide protection services.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Provide access and key control services 2. Provide health and security services 3. Manage contingency plan 4. Administer vetting, information security auditing, investigations, IT and communication security. <p>1 Head: Protection Services 1 MISS Officer 3 Security Officer</p>	<p>SECTION: DOCUMENTATION MANAGEMENT SERVICES</p> <p>PURPOSE: To provide documentation management services.</p> <p>FUNCTIONS:</p> <ol style="list-style-type: none"> 1. Manage documents tabled in Parliament. 2. Render registry, printing, binding and conservatory services. 3. Formulate and maintain record management policy. 4. Manage appraisal and disposal of records. <p>1 Head: Documentation 2 Filing Clerks 2 Drivers 1 Messenger</p>
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10. ADMINISTRATION

The Legislature's administrative activities are currently divided into three budgetary programs namely:

1. Administration;
2. Members' Salaries; and
3. Parliamentary Operations.

The planning and budgetary process will be reviewed during the course of 2005/2006 financial year and the strategic goals and objectives for the various programs and sub-programs are discussed below:

10.1 PROGRAM 1: ADMINISTRATION

Situation Analysis

The purpose of this program is to enable administration to render support services that will assist MPLs to meet and fulfill their Constitutional obligations. It has several sub-programmes, each of which is discussed below. Effective from 1 April 2005, a new organizational structure will be implemented in the NWPL, and the strategic goals and objectives in this Strategic Plan have taken cognizance of the inherent implications of the new organizational structure.

Overall strategic goals for the program

Strategic Goal 1: To enhance the capacity of the administration of the NWPL.

Strategic Objectives:

1. To filling vacant positions;
2. To develop all outstanding and review existing policies;
3. To Capacitate building for MPLs; and
4. To training and development for employees.

Strategic Goal 2: Effective management of the NWLP

Strategic Objectives:

1. To preparation and management of the budget;
2. To manage the Asset register; and
3. To report.

Analysis of constraints and measures planned to overcome identified problems: The administration's ability to manage and monitor the budget is constrained by the following:

1. The inability of other managers to account for their budget;
2. The acts and policies not being adhered to;
3. The Finance Directorate being understaffed; and
4. The Finance and Human resource systems are incompatible to each other.

We shall make sure that the following are implemented:

1. proper and effective internal controls;
2. training and development of employees; and
3. introducing appropriate finance and human resource systems

Description of planned quality improved measures are as follows:

Quality improvement will be done through regular reporting and investigating when there are variances. We shall make sure that there are proper and effective measures to attain proficient management of the NWPL.

Resource Information

The programme has been allocated its budget. In addition to that, the European Union funds will also be utilized for projects. The constraints involve non existence of the performance management system and the HR system which does not reconcile with our payroll system (Persal).

10.2 Office of the Secretary to North-West Legislature

Situation analysis

The office of the Secretary to the Legislature directs all administrative activities and provides leadership to all employees of NWPL. From 1 April 2005, this office will be made of the three divisions namely:

- Internal Audit;
- Legal Services; and
- Strategic Support

All the above three including the Secretary to the Legislature, Manager of Legislature Operations, Manager of Finance (Chief Financial Officer), Manager of Corporate Services and the Manager of the Office of the Speaker will constitute the Executive Management Team (EMT) which will meet once a month to evaluate the performance and develop programs for the period ahead. The Secretary to the NWPL will chair the proceedings of EMT. The Head of Legislature Operation, the Chief Financial Officer and the Head of Corporate Services should be on fixed employment contract not exceeding five years.

Policies, priorities and strategic objectives are as follows:

Strategic goal 1:

To provide strategic support to the Executing Authority and Members of the NWPL .

Strategic objectives 1:

1. To facilitate and co-ordinate strategic and business planning for the Legislature.
2. To provide legal advice to the Legislature.

10.2. Sub-Programme: Human Resources

The following are funded under this budgetary sub-programme:

10.2.1. Internal audit

Situation analysis

Internal Audit is responsible for rendering an independent, objective assurance and consulting activity that adds value and improves operations. It helps the NWPL to accomplish its strategic goals and objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. In terms of the Public Finance Management Act, section 38(1)(a)(ii) the Accounting officer is compelled to have effective and efficient Internal Audit. Therefore, Internal Audit has a legislative mandate to assist the Accounting Officer to ensure more than nominal compliance. The purpose, authority and responsibility of the Internal Audit activity are stated in a written, approved Internal Audit Charter and will enable the unit to accomplish its objectives freely and objectively.

The Internal Audit unit must assist the Accounting Officer in maintaining efficient and effective controls by evaluating and monitor those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement of the management of the NWPL. The controls which are subjected to evaluation include the following:

- The information systems environment;
- The reliability and integrity of financial and operational information;
- The effectiveness of operations;
- Safeguarding of assets; and
- Compliance with laws, regulations and controls.

The Internal Audit must also assist the Accounting Officer in achieving the strategic goals and objectives of the NWPL by evaluating and developing recommendations for the enhancement or improvement of processes through which:

- Values, principles, strategic goals and objectives are established and communicated;
- The accomplishment of strategic goals and objectives are monitored;
- Accountability is ensured; and
- Corporate values are preserved.

Policies, priorities and strategic objectives

Following from the situation analysis, Internal Audit, will strive at all times to deliver internal audit services to the NWPL by assuring management that good governance, risk management and control processes are adequate and functioning as intended.

Strategic goal 1:

To perform internal audit services on a risk analysis basis.

Strategic objectives:

1. To render an effective internal audit service;
2. To perform annual inherent risk assessments of the business processes in the NWPL and build a risk profile per unit; and
3. To develop and facilitate the implementation of effective risk management and good governance capacity within the NWPL.

Strategic goal 2:

To assist management in measuring and assessing its risk, responsibility, performance and operations by reviewing reporting system's strengths and weaknesses. The primary purpose is to assist management to achieving its strategic goals and objectives and effectively discharging its duties.

Strategic objectives 2:

1. Review financial and operating activities to identify measures, classify, and report strengths and areas that requires improvement.
 - * To maintain a comprehensive audit plan to cover areas of risk and plan for contingencies; and
 - * To plan for requests, conduct financial operational and compliance audits.
2. Review operations or programs to ascertain whether results are consistent with established strategic goals and objectives:
 - * To plan for requests, conduct financial;
 - * To evaluate performance and operational audits; and
 - * To review corrective action taken to implement audit recommendations.
3. Enhance management's awareness of its responsibility for effective and efficient internal control systems.
 - To assist with the identification of relevant risk factors and their significance within management's area of influence.

Strategic goal 3:

Coordinate audit activities with the Auditor General to ensure adequate audit coverage and minimize the duplication of efforts.

Strategic objectives 3:

1. To meet with Auditor General for planning and information sharing during the annual audit; and
2. To share our operational and strategic Audit Plan with the Auditor General's Office.

Analysis of constraints and measures planned to overcome identified problems are as follows:

Prior to the effective functioning of Internal Audit,

The ability of the Internal Audit unit is constrained due to the fact that an additional staff member and or interns, with sufficient knowledge, skills, and experience and professional certifications need to be appointed. To ensure independence of Internal Audit, the unit reports administratively to the Accounting Officer and functionally to the Audit Committee. The Audit Committee reports to the Executing Authority (The Speaker). The newly established Internal Audit unit is in the process of identifying the audit universe.

Description of planned quality improvement measures are as follows:

- To ensure that an effective and efficient Audit Committee is delivering on its mandate;
- To build capacity and skills of the existing Internal Audit;
- To ensure performance of annual inherent risk assessments within the NWPL and to provide for a risk based three year rolling strategic audit plan;
- To continuously liaise with the management, Audit Committee and the Auditor General;
- To continuously liaise with Internal Audit in other Legislatures and National Parliament to benchmark best practices and share information ;and
- To ensure adherence to Institute of Internal Auditors Standards.

10.3.1. Legal Services

Situation analysis

Legal Services is responsible for rendering legal advice and services to the NWPL regarding all legal issues which the NWPL may encounter, including Constitutional issues, legislative drafting, statutory interpretation, drafting and interpretation of contracts, labour law, and administrative law. The Legal services Unit seeks to provide as nearly as possible the full range of legal advice and services that the Legislature requires.

The Legal Advisors must ensure that they provide accurate legal advice and the highest quality legal services possible. They must ensure that the Legislature complies with all legal requirements, particularly when passing legislation. The Legal Advisors must also assist the Legislature to function effectively, for example, by enabling the Legislature to engage with the legal framework within which it operates effectively and efficiently, by proposing amendments to the Rules of the NWPL, and by ensuring that the legal interests of the NWPL are as well-protected as possible.

Within the coming period of three years, it is intended that the Legal Services Unit will have ensured that all provincial legislation is in accordance with Constitutional and National Legislative requirements, that the Rules of the Legislature will have been amended to enable the NWPL sittings and Committee proceedings operate more efficiently and effectively, that all new legislation enacted by the NWPL is in accordance with all applicable legal requirements, and that the NWPL will be negotiating and entering into contracts with service providers which are on terms as favorable as possible for the NWPL.

Policies, priorities and strategic objectives

Following from the situation analysis, Legal Services will strive at all times to provide legal services to the

NWPL by assuring that the highest possible quality legal advice and services will be provided to the NWPL regarding all of the legal issues and responsibilities that the NWPL faces.

Strategic goal 1:

To improve the legislative processes of the NWPL by ensuring that all existing legislation and all new legislation passed by the NWPL complies with Constitutional and National legislative requirements.

Strategic objectives 1:

1. To scrutinize all provincial legislation currently in force to determine if it is in compliance with all applicable legal requirements;
2. To propose amendments to or assist with the repeal of provincial legislation which does not comply with all applicable legal requirements; and
3. To scrutinize proposed legislation prior to enactment to ensure that it complies with all applicable legal requirements.

Strategic goal 2:

To enhance the capacity of Members of the NWPL, and Committee Administrators in the NWPL, by making them aware of and assisting them to understand the Constitutional, National Legislative, and other legal requirements which impact upon their work as Legislators or Committee Administrators, to enable them to carry out their duties correctly, as well as more effectively and efficiently.

Strategic objectives 2:

1. To develop and provide workshops for Members of the Legislature and Committee Administrators, to educate and inform them regarding all relevant law which impacts upon their work, as well as the Rules of the NWPL; and
2. To provide an ongoing resource for advice when Members of the NWPL or Committee Administrators have queries regarding applicable legal requirements, and how they are applicable to a specific situation.

Strategic goal 3:

To promote good corporate governance by ensuring that the NWPL is only involved in favorable contractual relationships with service providers

Strategic objectives 3:

1. To review all existing contracts that the NWPL has entered into, and determine if there are contracts which the Legislature should terminate, or if that is not possible, to re-negotiate, as certain terms of the contract are unfavourable to the NWPL; and
2. To put a procedure in place that all contracts with service providers are reviewed by the Legal Services Unit prior to signature, so that it can be determined if the Legislature should negotiate with the service provider regarding certain terms of the proposed agreement, or whether the Legislature should not enter into an agreement with that service provider at all.

Strategic goal 4:

To promote the legislative and oversight processes in the NWPL by ensuring that the Rules of the NWPL enable the proceedings of the NWPL and its Committees function smoothly, efficiently, and effectively.

Strategic objective 3:

1. To continuously review the Rules of the NWPL, in consultation with the Speaker, and develop proposals for amendments to the Rules which the Rules Committee can consider and discuss for adoption.

Analysis of constraints and measures planned to overcome them are as follows:

The ability of the Legal Services Unit is constrained by the ability of the Legal Advisors to obtain accurate, up-to-date legal information, especially case law, scholarly writings in journals, textbooks, and legislation upon which to base its opinions and provide advice. Having a lack of access to up-to-date resources seriously impairs the ability of the Legal Advisors to properly advise the NWPL. The ability of the Legal Advisors to ensure that proposed legislation complies with all applicable legal requirements, or that contracts which the NWPL is proposing to enter into are on as favorable terms as possible for the NWPL, requires practices to be put in place of referring all proposed legislation and all proposed contracts being referred to the Legal Advisors prior to passage by the NWPL, or signature, respectively, so that the Legal Advisors have an opportunity to provide the necessary advice.

Description of planned quality improvement measures are as follows:

1. To obtain legal resources to enable access to up-to-date, accurate legal information.
2. To establish practices of consistently referring proposed legislation and contracts to the Legal Services Unit for advice prior to passage, or signature, respectively;
3. To build the capacity and skills of the members of the Legal Services Unit, for example, through attending relevant conferences and workshops;
4. To continuously liaise with the Speaker, the Secretary to the Legislature, and others to determine whether adequate legal services are being provided in certain areas, aspects which can be improved, and new areas which the Legal Services Unit should focus on providing advice;
5. To continuously liaise with Legal Services Units in other Legislatures and Parliament to find out how they operate, share information and ideas, and obtain additional viewpoints regarding important legal issues which the NWPL is facing; and
6. To ensure that the members of the unit are accessible and available to discuss and provide assistance regarding all legal matters in relation to which the NWPL may require advice and assistance.

10.3.2. Strategic Support

Situation Analysis

This is a new branch falling under the Office of the Secretary, for which personnel still need to be hired during the 2005/6 financial year.

Policies, priorities and strategic objectives

Strategic goal 1:

To facilitate and co-ordinate strategic and business planning.

Strategic objectives 1:

1. To facilitate and co-ordinate business planning;
2. To monitor and evaluate output against targets;
3. To co-ordinate strategic projects; and
4. To provide organizational development services.

10.4. Corporate Services

This will be a new branch falling under the Office of the Secretary, and some personnel, including managers, will need to be hired during the 2005/6 financial year. This branch will be made up of three divisions: Human Capital Management Service, Information Technology, and Office Support Services.

1

0.4.1. Human Capital Management Service

Situation Analysis

The existing Human Resources Directorate has been committed to rendering effective and efficient Administrative Support Services to members, facilitating Training and Development Programs, Managing labour relations, and providing Employee Assistance programs. The Directorate has had to implement the approved new organisational structure of the Legislature, of which it became evident that certain mechanisms were not in place to ensure smooth implementation of the said structure.

Amongst other challenges that the directorate had to overcome in the past year, included incompatible Human Resources Systems, lack of adequate policies and procedures, lack of adequate control systems, lack of proper job descriptions, lack of sufficient office space, and lack of career pathing emanating from the compact, flat and un-costed structure.

Towards improving our quality service delivery the new Human Capital Management Service will embark on the following Strategic Plan of Action as incorporated in the following Strategic Goal and Objectives. Policies, Priorities and Objectives

Strategic goal 1:

To build internal capacity for Members of the NWPL to fulfill their constitutional mandate and the employees to provide administration support.

Strategic objectives 1:

1. To provide Members of the NWPL and employees with opportunities to acquire the necessary skills. This will enable the NWPL to fulfill its constitutional mandate and obligation and to render effective administrative support. This will be accomplished by identifying and recommending suitable intervention programs.
2. To determine the impact of effectiveness on training programs offered. This will ensure that efficient support mechanisms are in place. This will be accomplished by:
 - (a) formulating and updating implementable policies and procedures; and
 - (b) evaluating the training evaluation criteria/method.

Strategic goal 2:

To promote linkages between Human Resources systems and Financial Systems

Strategic objectives 2:

1. To acquire an integrated human resources management system. This will provide timely and reliable management information for decision-making. This will be accomplished by identifying a competent service provider.
2. To administer leave records. This will be accomplished by:
 - (a) designing and reviewing the leave administration process; and
 - (b) introducing carbonized leave application books with a monthly reconciliation of the leave record. This will enable the NWPL to maintain proper control and up-to-date leave balances
3. To eliminate financial risk. This will be accomplished by designing and implementing control systems to ensure compliance with prescribed regulations. This will enable the NWPL to minimize possible financial liability.

Strategic goal 3:

To promote Cooperative Governance.

Strategic objectives 3:

1. To establish and maintain stakeholder networks with corporation (SITA (HR System), Treasury (Litigation), Department of Public Service and Administration (DPSA) Organizational Development processes (OD PROCESSES) and other government departments. This will enable the NWPL to:
 - (a) keep abreast of the latest developments;
 - (b) evaluate and ensure compliance with prescribed regulations; and
 - (c) ensure compliance with Corporate Governance principles.

This will be accomplished through information-sharing meetings and discussions.

2. To establish employee relations processes. This will promote a good working relationship and environment. This will be accomplished through:
 - (a) consulting with all relevant stakeholders; and
 - (b) presentations of reviewed policies and procedures as well as improving communications channels.

Strategic goal 4:

To manage and implement the performance management system

Strategic objectives 4:

To conduct analysis and implementation of the new organizational structure. This will be done to ensure effective implementation, and to ensure efficiency and the clear separation of duties and responsibilities. This will be accomplished by:

- (a) To formalize the content of positions and identifying competent and suitable employees; and
- (b) To formulate performance contract.

Strategic goal 5:

To monitor the effectiveness of Human Resources control systems

Strategic objectives 5:

1. To development, review and implementation of policies and procedures. This will be done to ensure compliance with prescribed legislation, and that effective control systems are in place. It will be accomplished through consultations with relevant stakeholders.
2. To comply with legislative provisions. This will be done to ensure adherence to the law and will be accomplished by doing the following:
 - (a) compiling an Employment Equity Report;
 - (b) compiling a Skills Development Plan; and
 - (c) establishing a Safety Committee.

10.4.2. Information Technology

Situation analysis

Information Technology is responsible for ensuring that the information technology demands for services by the NWPL are met.

Policies, priorities and strategic objectives are as follows:

Strategic goal 1:

To provide information technology equipment, support and maintenance to the department

Strategic objectives 1:

1. To develop a policy framework for the evolution of efficient management systems; and
2. To monitor and verify monthly SITA costs relating to transversal systems ensuring optimal management of cost drivers.

Strategic goal 2:

To conduct system design and maintain website.

Strategic objectives 2:

1. To analyze constraints and measures planned to overcome them. The main risk with regard to the utilization of systems is the lack of skills and competencies. This will be addressed on a continuous basis by means of training, re-training and assistance;
2. To plan quality improvement measures;
3. To determine the requirements for the various systems and ensure that these requirements are addressed;
4. To determine the requirements for web maintenance and ensure that the users have sufficient knowledge to deliver a high quality product; and
5. To establish Information Technology capacity.

8.3.3. Office Support Services**Situation Analysis**

Office Support Services is intended to provide essential general support services to all of the staff and Members of the NWPL.

Policies, priorities and strategic objectives**Strategic goal 1:**

To provide office support services.

Strategic objectives 1:

1. To provide auxiliary services;
2. To provide protection services; and
3. To provide document management services.

10.4.4. Legislature Operations**Situation Analysis**

Legislature Operations is intended to manage all of the operations of the NWPL. It is the biggest unit constituted by Proceedings, Committees, NCOP Liaison, Communications, Learning and Knowledge Management. It will be headed by Chief Operations Manager.

Policies, priorities and strategic objectives are as follows:

Strategic objective 1:

To manage the NWPL operational services

Strategic goals 1:

1. To provide procedural services and support to enable the effective functioning of the NWPL;
2. To provide administrative and secretarial services to Committees;
3. To manage communications services;
4. To manage learning and knowledge management services; and
5. To ensure that all Committee rooms are equipped with the appropriate sound systems;
6. To ensure that the Chamber is equipped with appropriate sound systems;
7. To ensure that all the employees in this section perform their duties diligently.
8. To ensure that all outcomes of the debate in the House are fully communicated to the public;
9. To ensure that there is maximum attendance during all sessions in the house including sectoral parliament; and
10. To ensure that Parliamentary Officers are trained and developed to execute their duties proficiently.

10.4.5. Proceedings

Situation Analysis

Proceedings is intended to ensure that the NWPL proceedings function smoothly, efficiently, and effectively. Some of the challenges that must be addressed continuously include the following:

1. Staffing (in terms of the new vacancies as a result of the new organizational structure);
2. Outdated recording and sound systems in the House;
3. Translation Service non-existing;
4. Hansard and Legislation are still produced in one language only;
5. Hansard production and quality not up to standard;
6. Interpreter Service not up to scratch;
7. Reluctance by Government Departments to provide soft copies of legislation and tabled reports for safe keeping;
8. Lack of understanding or reluctance by departments to comply with procedural requirements of the House; and
9. Lack of provincial departments to present reports on time.

Policies, priorities and strategic objectives are as follows:

Strategic goal 1:

To promote the high standard of debate, smooth passage of just legislation and the provision of language support service in a healthy environment.

Strategic objectives 1:

1. To provide procedural and related services to facilitate the constitutional functions of the NWPL;
2. To provide debate verbatim record and language support service;
3. To provide security advice and household services;
4. To provide secretarial service to the House and its Committees;
5. To ensure the safe keeping of records of the House; and
6. To arrange a workshop for Parliamentary Officers on Rule of Procedure and Protocol.

Analysis of constraints and measures planned to overcome them.

Hansard is a legal record of the House, but its accuracy has been compromised with possible legal implications for the NWPL. The appointment of the Editor will help to improve the accuracy, quality and layout

of the Hansard and other official documents of the NWPL.

In terms of the Constitution of Republic of South Africa (RSA) and National Language Policy, all records of government must be produced in all official languages of a province (Setswana, Xhosa, Afrikaans and English). We depend on contracted pensioned educators to provide interpreter service in the House, who some of them for health reasons cannot cope with the work demand. We need to consider appointing young professionals in this field.

The outdated systems in the House are unreliable and produce low quality recordings, which are difficult to reproduce. We need to buy new technology which uses CDs for recording, because of their quality output and durability.

Government Departments change Parliamentary Officers regularly, affecting the efficiency of their Political Heads in the House. This affects the smooth running of the House. The Office of the Speaker will be advised to communicate this problem to the Premier and arrange a workshop for officials responsible to liaise with the NWPL regularly.

10.4.6. Committees

Situation analysis

Committees are responsible for providing a professional administration and comprehensive secretarial, procedural, legislative and oversight support services and substantive expert advice to Committees.

Policies, priorities and strategic objectives are as follows:

Strategic goal 1:

To facilitate and support the smooth consideration of legislation emanating from both National Council of Provinces (NCOP) and North West Provincial Government.

Strategic objectives 2:

1. To organize briefing sessions on the legislation for the Committees;
2. To arrange public hearings and invite stakeholders to input on the Bills;
3. To track the Bills and inform the Committees on their status;
4. To write reports on behalf of the Committees on the process taken and resolutions made by the Committees on the legislation for tabling in the Legislature; and
5. To write mandate for the provincial delegates for submission at the NCOP.

Strategic goal 2:

To facilitate oversight function which includes monitoring and evaluation of the implementation of laws, policies and government programs.

Strategic objectives 2:

1. To facilitate budget review processes which includes interrogation of the budget of government departments and all other state agencies over which the provincial government has jurisdiction;
2. To check whether the strategic plans of the departments and parastatals are aligned with the budget;
3. To write reports on the findings of the Committees for tabling and debate in the House;
4. To arrange meetings for the Committees to scrutinize Annual Reports of Departments and parastatals;
5. To review policies, pieces of legislation, speeches of the Members of the Executive Council (MECs) and other relevant documents of the departments to check their achievements,

- failures, irregularities and advise the committees accordingly;
6. To write a report on behalf of the committees about the performance of the departments for tabling and debate in the House; and
7. To arrange oversight visits to projects and other institutions for the committees to evaluate service delivery and intervene where necessary.

Strategic goal 3

To facilitate effective and efficient functioning of all Portfolio and Standing Committees.

Strategic objectives 3:

1. To draft the NWPL program which reflects committees scheduled meetings and activities on behalf of the Chairperson's Forum and Programming Committee;
2. To provide procedural advice;
3. To circulate discussion documents well in advance to enable the committees to take informed decisions; and
4. To send notice and agenda of meetings timeously.

Strategic goal 4:

To provide and facilitate training and development of the employees.

Strategic objectives 4

1. To conduct induction for Committee personnel;
2. To identify training gaps and inform the Skills Development officer accordingly; and
3. To provide on-the-job training for personnel.

10.4.7. Knowledge Management

Situation Analysis

Knowledge Management supports Members and staff in a variety of functions and responsibilities. Knowledge Management consists of the Research and Library sub-directorates.

Research

The research sub-directorate assists the Members of Parliament in ensuring efficient and effective execution of their law making, oversight and public participation responsibilities. The research unit specifically focuses on the following -:

1. To develop and monitoring of legislation policies and programs;
2. To monitor and evaluating provincial departmental programs;
3. To anticipate and advising the legislators on projects which need attention;
4. To attend to requests from the Executing Authority, Secretary to the NWPL Member of the NWPL, and
5. To conduct research on major issues in the province, nationally and globally.

Library

The Library is the information warehouse of the NWPL and its function is to identify, acquire, process library material and make it accessible to Members of NWPL, employees and officials from other provincial departments.

Policies, priorities and strategic objectives:

The Information Services directorate will strive to provide a professional support and service to Members of the NWPL and employees.

Strategic goal 1:

To manage the directorate efficiently and effectively

Strategic objectives 1:

To promote accountability and devolve responsibility

Strategic goal 2:

To develop competent workforce

Strategic objectives 2:

1. To develop and implement a sound planning and co-ordination system for Research and Library Services;
2. To develop, implement and the review of policies and procedural manuals/guidelines within the directorate;
3. To develop, implement monitor and evaluate systems; and
4. To introduce an Electronic Filing System.

Strategic goal 3:

To ensure effective and efficient information management

Strategic objectives 3:

1. To implement, maintenance, monitoring and evaluation of the Computerised Library System;
2. To develop and implementation of the Library Security System;
3. To develop and Implementation of the Information Dissemination Systems; and
4. To develop of a monitoring and service provider database.

Strategic goal 4:

To increase Public Participation and monitor its progress.

Strategic objectives 4:

1. To involve community members in research projects;
2. To develop a Social Marketing Model;
3. To conduct school and university debates on legislative matters; and
4. To monitor and evaluation of the Public Participation Strategy.

Strategic goal 5:

To build capacity in terms of equipments and human resource.

Strategic objectives 6:

1. To upgrade the library equipments;
2. To provide relevant, reliable and timeous information to both Members of the NWPL and employees;

3. To ensure that employees have relevant skills, competencies and knowledge to perform assigned duties (training, workshops etc);
4. To implement the Coaching and Mentoring Programs;
5. To conduct quarterly workshops on Legislative research;
6. To collaborate research activities with other research institutions;
7. To conduct awareness campaigns on the usage of the Library resource; and
8. To popularize the scientific legislative research.

Strategic goal 6:

To promote good corporate governance.

Strategic objectives 6:

1. To promote values of accountability and good governance through monitoring and evaluation of provincial government departments and other organs of state;
2. To access, enforce the application, administration and the execution of laws, government policies and programs;
3. To conduct policy audit and development; and
4. To conduct bi-annual budget reviews.

Analysis of constraints and measures planned to overcome them

There are many constraints identified within the Knowledge Management directorate because it is totally a new division. Lack of clarity in the reporting lines which lead to communication barriers will be addressed by the implementation of a more effective communication mechanism. Systems and policies which are not present in the NWPL hinders the free flow of employees performance and workflow. This will be addressed by the development, implementation, monitoring and evaluation of systems and policies within the division. In addition, scares of capacity in terms of skills required to provide an effective and efficient professional service to Members of the NWPL and employees will be addressed by ensuring that new and existing employees receive relevant training which is highly informed by the needs of the NWPL and is outcome-based. Lastly, lack of resources (i.e. software packages for data manipulation) and a generalized budget for training and development will be addressed only when the budget structure is reviewed within the current financial year (2004/2005).

10.4.8. Communications

Situation Analysis

Communications is responsible for the promotion of public participation and media relations in the Legislative process. It is also responsible for the creation of a communication links and interaction between communities, provincial department, parastatals and the media fraternity. It consists of the Public Relations, Media Liaison, and Public Education.

Policies, priorities, and strategic objectives are as follows:

Strategic goal 1

To increase public awareness of the existence and role of the NWPL.

Strategic objectives 1

1. To forge strong partnerships with the provincial government and civil society to improve public perception of the NWPL;
2. To strengthen the interaction of Members of the NWPL with the media and public including regional and national media;
3. To develop new communications products; and

4. To highlight the NWPL efforts to deal decisively with mal-administration and corruption.

Strategic goal 2

To increase public participation in the activities of the NWPL.

Strategic objectives 2

1. To project the image of a caring NWPL committed to changing the lives of the people for the better by involving them in the decision-making processes;
2. To monitor the responsiveness to the public participation process;
3. To engage in proactive communication with communities; and
4. To build partnerships with external and internal stakeholders to reflect a value system representative of a caring society.

Strategic goal 3

To create awareness of the NWPL oversight role and activities in an efficient and effective manner.

Strategic objectives 3

1. To emphasize the NWPL oversight role;
2. To communicate the NWPL achievements; and
3. To highlight Members of the NWPL involvement in the oversight role.

Strategic goal 4

To promote good o-operative communication governance.

Strategic objectives 4

1. To ensure that the NWPL conveys common and coherent messages at all times that are in keeping with the goals and themes of the government of the day; and
2. To build partnerships with provincial departments and all civil society (Promotion of "building the People's contract").

Strategic goal 5

To build capacity.

Strategic objectives 5

1. To improve skills and deploying appropriate resources to relevant areas; and
2. To strengthen and building of the NWPL Communication Unit.

Analysis of constraints and measures planned to overcome them

The constraints on the effectiveness of the NWPL Communications Unit is that the media continues to treat the North West as a footnote on South Africa's news map. This, together with the fact that no national media organization, with the exception of the South African Broadcasting Cooperation (SABC) has an office in Mafikeng (the provincial capital!) remains an area of serious concern. The closure of the former Bophuthatswana Broadcasting Corporation has reduced the number of available communication vehicles for government to disseminate information. However, it has been confirmed by the SABC that relevant programming will be introduced before the end of 2005.

Policies, priorities and objectives are as follows:

1. To reporting per event (in-house and external), public hearing, oversight visit, etc. This reporting mechanisms will include an issues and learning section which can be used to sift out potential difficulties;
2. To report quarterly including general overviews;
3. To Keep track of media clippings and received and analyze value received; and
4. To create a feedback mechanism to be used for public education.

10.4.9. NCOP Liaison Support

Situation Analysis

NCOP Liaison is intended to promote an effective link between the NWPL and the NCOP, as well as to provide effective support for the NWPL Special Delegates and Members of the NWPL to assist them in carrying out their functions.

Policies, priorities and objectives are as follows:

Strategic goal 1:

To provide a strong link between the NCOP and the NWPL.

Strategic objective 1:

To liaise continuously with the NWPL.

Strategic goal 2:

To provide a welcoming and supportive environment for the Premier, Speaker, Special Delegates and Members of the NWPL while on official duties in the NCOP and the National Parliament.

Strategic objective 2:

To provide effective administrative support to the Premier, Speaker, Special Delegates and Members of the NWPL, employees and the Secretary to the NWPL, and officials from provincial departments.

Strategic goal 3:

To facilitate the transmission of information swiftly, clearly, and concisely.

Strategic objective 3:

1. To ensure that information received is forwarded to the relevant people; and
2. To ensure that all documentation received are handled accordingly.

Strategic objective 4:

To provide the NWPK input on proceedings of the NCOP.

Strategic objective 4:

To attend meetings of NCOP Select Committees, in order to be able to give inputs on legislation to the NWPL.

Strategic goal 5:

To manage the Cape Town office effectively and efficiently.

Strategic objectives 5:

1. To perform the day to day operations of the office in a professional and ethical manner.
2. To provide administrative support which is continuously up-to-date.

10.5. Finance

Situation Analysis

Finance division manages the budget of the NWPL. It will be headed by the Chief Financial Officer and made of two divisions namely Financial Management and Financial Operations and has 4 sub-divisions namely Provisioning, Financial Transactions, Expenditure and Income & Budgeting. It is one of the division that will expand in the new financial year (2005) to ensure that personnel shortage that has been experienced for the past period is eliminated. Expansion is also intended to accommodated added responsibilities that will be necessitated by the process of ensuring that the Speaker assumes the Treasury responsibilities of the NWPL which will be done in phases within the 2005 financial year. Review of the existing budget structure to ensure that each manager account for the division's budget will be implemented within the current financial year (2005), training MPLs and managers on financial matters and full compliance with the PFMA, acts, policies and other Treasury Regulations should be strengthened within the 2005 financial year.

Policies, priorities and strategic objectives

(a) Strategic goals

1. To introduce effective and efficient financial operations; and
2. To sound financial management systems.

(b) Strategic objectives

1. To manage financial transaction services;
2. To manage procurement services;
3. To manage financial planning; and
4. To manage financial expenditure.

12.4.1. Divisions within Finance

(a) Provisioning

Strategic goal

To manage procurement services.

Strategic objectives

1. To introduce effective and efficient stores and inventory services;
2. To introduce proper maintenance of an asset register;
3. To introduce effective and efficient fleet management control; and
4. To introduce proper procurement services.

(b) Financial Transactions

Strategic goal

To render financial transactional services.

Strategic objective

To process payment to MPLs, employees and creditors on time.

(c) Expenditure

Strategic goal

To introduce and provide expenditure control.

Strategic objectives

1. To introduce proper management of the cash book, journals and suspense account;
2. To ensure a proficient bank reconciliation; and
3. To introduce proper income and expenditure allocation.

(d) Income and Budgeting

Strategic goal

Managing financial planning.

Strategic objectives

1. To ensure proper compilation of the budget; and
2. To monitor, evaluate, implement and control the NWPL budget

Analysis of constraints and measures planned to overcome identified problems.

The Finance division's ability to manage and monitor the budget is constrained by the inability of other managers to account for their budget and the acts and policies not being adhered to. We shall make sure that there are proper and effective internal controls and training and development of employees on financial management is undertaken within the financial year (2005). In addition, more personnel with requisite skills and attributes will be employed within the financial year (2005).

Description of planned quality improved measures

Quality improvement will be done through regular reporting and investigating when there are variances. The Chief Financial Officer will make sure that there are proper and effective internal controls.

Resource Information

The program has been allocated its budget. In addition to that, the European Union funds will also be utilized for projects. The constraints involves non-existence of the performance management system and the HR system which does not reconcile with the payroll system (Persal). A totally new package of the HR systems compatible to Finance systems will be introduced within the 2005 financial year.

11. OBJECTIVES, PERFORMANCE INDICATORS AND TIMEFRAMES

Programme	Strategic Objectives	Performance Indicators	Time Frames
Administration	- Develop all outstanding policies and review existing ones	Approved and functional policies	Ongoing
	-Costing and Implementation of OD structure	Performance Management system in place	Ongoing
	- Filling the following positions: Parliament Operations Manager, MIS Officer, Admin Secretary: Speaker's office, Speaker's Driver, 2 x Admin Secretaries, Senior Financial Officer, 2 X Public Participation Officers and Security Officers	Jobs effectively and efficiently performed	May 2005
	-Training staff and MPLs	Improved performance	Ongoing
	-Preparation and Management of budget -Reporting -Asset Management	- Budget book, expenditure reports - Monthly & quarterly reports, Annual Financial Statements - Up to date Asset Register	Ongoing

Parliamentary Operations	- To establish the Legislative Review Committee - Compiling a list of all laws passed in the Province since 1994	Reports	June 2005
	-Testing the constitutionality and effectiveness of all the laws that have been passed	Compliance	Ongoing
	-Holding Youth, Workers', Older Person's, girl child, school debates, and Disabled Person's Parliaments	Sectoral Parliament reports	June, May, August, Oct and Nov 2005, respectively. Girl child and School debates are ongoing.
	-Increasing Public Awareness	- Number of schools visited by MPLs - Number of flags donated by MPLs - Number of information pamphlets, posters of MOLs, etc., distributed to the public - Number of radio talkshows	Per MPLs' Program
	-Having public hearings and oversight visits according to the programme	- Oversight and public hearing reports - Reports on budget reviews	Ongoing

12. EUROPEAN UNION ASSISTANCE FOR THE PROGRAMMES OF THE LEGISLATURE

The European Union Parliamentary Support Program has been providing substantial support for the NWPL programs in a wide range of areas. The involvement of the European Union has significantly assisted the operations of the NWPL, and has enabled it to achieve the strategic goals and objectives of the various programs successfully. The various activities which are planned for the 2005/6 financial year are the following:

ACTIVITIES PLANNED FOR THE 2005/6 FINANCIAL YEAR

ACTIVITY PLANNED	SCOPE/ DESCRIPTION	OUTPUT	TIMEFRAMES (Including milestones/ phases)	COST (per phase & total costs)
Result Area 1- Law making systems and processes, policy development, assessment of implementation capacity, oversight & accountability improved.				
Activity 1.3 - Development and improvement of library facilities	Computerising the library	Computerised library system	As soon as the library has moved to the new building	R 67 000.00
	Library Security system	Secured library	July 2005	R 79 000.00
Activity 1.6 Research Support	Commissioned Research on the effectiveness of international study tours in the Legislature	Effectiveness of the study tour	September 2005 November 2005	R 135 886.00
Result Area 3 - Improved equality on gender and disability in Legislatures				
RESULT 3 Activity 3.2	Training/ workshop for women MPLs on Gender Equity	Well informed MPLs about gender equity to enable them to come up with informed policies	May 2005 - Sept 2005	R 25 412.00
	Women's parliament	Women's sitting addressing issues affecting women	August 2005	R 50 000.00
	Outreach programmes Sensitising about disability and gender issues	Informed citizens who can participate in gender and disability policies	May 2005 - Feb 2006	1st phase R 10000.00 2nd phase R 10000.00 3rd phase R10000.00 4th phase R 14062.00

ACTIVITY PLANNED	SCOPE/ DESCRIPTION	OUTPUT	TIMEFRAME (Including milestones/ phases)	COST (per phase & total costs)
Result Area 4 - Skills in Legislatures improved				
RESULT 4 Activity 4.1 Training of MPLs	Project Management		July 2006	R 80 000.00
	Computer Training	Computer literate MPLs	June 2005 -	R 50 000.00
	Speed Reading	To eliminate time wasting by quickly being able to read documents	Sept 2005	R 40 000.00
	Effective budgetary oversight	To effectively practice oversight on the Executive	Jan 2006	R 30 000.00
Activity 4.2 Generic Office training for staff	Researchers training Management training (3)	To equip them with managerial skills to enable them to effectively function in the environment they are working independently.	April 2005 - Feb 2006	R 67 500.00
	Advanced Labour Relations course	The LRO to gain more insight and knowledge about the labour relations issues	June 2005 - March 2006	R 15 000.00
	Service Level agreements Legal Advisors	Minimise legal costs incurred by the Legislature by drawing tight contracts with service providers	September 2005	R 22 000.00
	Performance Management	All managers and sectional heads to be able to effectively manage their subordinates performance	July 2005	R 25 000.00
	Project Management		September 2005	R 40 000.00
	Computer training	Computer literate staff	April 2005 -	R 54 000.00
	Risk Management - Finance staff		May 2005 - Feb 2006	R 25 000.00

INTERLEGISLATURE EXCHANGE

EMPLOYEE	INSTITUTION TO BE VISITED	COSTS
Researchers X2	National Parliament	R 16 000.00
Public participation Officers X2	Limpopo Gauteng	R 12 000.00
Internal Auditor	National Parliament	R 8 000.00
Hansard Editor	Free State	R 3 500.00
Head proceedings	National Parliament	R 8 000.00
Members' interest	National Parliament	R 8 000.00
Labour Relations Officer	Gauteng Legislature	R 3 500.00
Training Officer	KZN	R 6 000.00
Committee Administrators X4	Limpopo, Gauteng, National Parliament, Eastern Cape	R 37 000.00

All Inter-Legislature exchange programs to take place between May 2005 and February 2006. Exact dates to be determined by hosting Legislature.

Activities to be undertaken by the Communications Unit for which funding has been applied for through EU Program for the 2005/6 Financial Year

Activity	Scope	Output	Time Line	Mile Stone
Sectoral parliament	Worker's parliament	* To realize the impact of the legislative process * To enhance participation of the workers in the legislative processes	06 May 2005	5x Workshops Catering Transport Venues Promotional material Radio promotion
Sectoral parliament	Youth parliament	* Feedback on the issues raised last year. * Raise new challenges facing the youth	15 June 2005	5x Workshops Transport Catering Venues Promotional material Radio programmes
Sectoral parliament	Women's parliament	* To ensure understanding & support of laws by women	04 August 2005	5x Workshops Transport Venues Catering Promotional material Radio programmes
	Older persons parliament	* Review of older person's legislation * Input on the bill * Review progress registered by government	05 October 2005	5x Workshops Transport Venues Catering Promotional material Radio programmes
	Disabled parliament	* Assessment of the progress made.	09 November 2005	5x Workshops Transport Venues Catering Promotional material Radio programmes

The above activities fall under Result Area 2 (Result 2 - Public participation in decision making enhanced and education in democracy developed), and Result Area 3 - Improved equality on gender and disability in Legislatures.

13. BUDGET

a. Program 1: Administration (R56 781m)

1. Logistics (staff): R13 901m

This is sub-program dealing with administrative expenditure such as payment for cellular and office telephones, traveling and accommodation of staff in executing their support service.

2. Human Resource: R31 583m

This is a sub-program for the expenditure relating to capacity building of the Administration of the Legislature.

3. Legislature building extension: R10 843m

This is a sub-program for the extension of the Legislature building to address our current office space shortage.

4. Internal Audit: R0 454m

This is a sub-program intended to promote good cooperate governance and evaluation of internal control measures.

b. Program 2: Members' salaries (statutory)(R12 144m)

This is a sub-program for the payment of salaries of Members of the NWPL. It is a statutory program because this money is disbursed in terms for the Remuneration of Public Office Bearers Act 20 of 1998.

c. Program 3: Parliamentary Operations (R34 330m)

1. Speaker's Office R0 945 m

This is a sub-program for office administration.

2. Logistics (Members): R16 650m

This sub-program caters for Members of the NWPL support in the form of Secretarial and Constituency allowances, hosting allowance, and expenditure on committee work regarding oversight activities such as dealing with annual reports and oversight visits, and public hearings on legislation. This sub-program will in due course be divided into Members' Support and Committee work.

3. National Council of Provinces: R2 000m

This is a sub-program for expenditure towards NCOP activities. To a large extent expenditure in this sub-program depends on activities of the NCOP.

4. Exposure to Parliamentary activities: R3 500m

Expenditure in this sub-program center on workshops, conferences, and seminars that Members of the NWPL attend, and exploratory visits to other countries including national and international conferences.

5. Legislature Review: R0 300m

This is a sub-program of the realization of the focus area on the review of effectiveness of legislation passed by the NWPL since 1994.

6. Public Participation: R1 000m

This is a sub-program for organizing sectoral parliaments as a form of increasing public participation in the activities of the Legislature within particular sectors of our society.

7. Public Awareness: R0 500m

This is a sub-program for organizing activities politicians back to school” campaign and the “adopt a school, donate a flag” campaign.

8. Committees Activities R9 435m

This is a sub-program that coordinates activities for Committees such as public hearings and oversight for MPLs.

MEDIUM TERM REVENUE AND EXPENDITURE

Summary of expenditure according to program

Sub Programme R=000	Departmental Summary of Expenditure			
	Estimated 2004/05	MTEF 2005/06	MTEF 2006/07	MTEF 2007/08
Administration	44 318	56 781	57 911	61 200
Members Salaries	11 861	12 144	12 873	13 645
Parliamentary Operations	21 284	34330	31 651	29 996
TOTAL Funding	77 463	103 255	102 435	104 841

Summary of Expenditure according to Sub-Program

a) Program Administration

Sub Programme R=000	Departmental Summary of Expenditure			
	Estimated 2004/05	MTEF 2005/06	MTEF 2006/07	MTEF 2007/08
Logistics (Staff)	10 441	13 901	14 819	15 523
Human Resources	17 934	31 583	42 611	45 167
Legislature Building Extension	15 801	10 843	-	-
Internal Audit	142	454	481	510
TOTAL Funding	44 318	56 781	57 911	61 200

b) Program: Members' Salaries

Sub Programme R=000	Departmental Summary of Expenditure			
	Estimated 2004/05	MTEF 2005/06	MTEF 2006/07	MTEF 2007/08
Member's Salaries	11 861	12 144	12 873	13 645
TOTAL Funding	11 861	12 144	12 873	13 645

c) Program: Parliamentary Operations

Sub Programme R=000	Departmental Summary of Expenditure			
	Estimated 2004/05	MTEF 2005/06	MTEF 2006/07	MTEF 2007/08
Speaker's Office	780	945	900	900
Logistics (Members)	9 804	16 650	15 500	14 500
NCOP	1 050	2 000	2 000	2 000
Exposure to Parliamentary Activities	3 000	3 500	3 500	3 500
Legislature Review	200	300	300	300
Public Participation	500	1 000	1 000	1 000
Public Awareness	250	500	500	500
Committees Activities	5 700	9 435	7 951	7 296
TOTAL Funding	21 284	34 330	31 651	29 996

14. IMMEDIATE AND LONG-TERM CHALLENGES

1. To ensure an effective political leadership in the planning and implementation of NWPL plans, programs and decisions;
2. To review, realignment and restructuring of NWPL decision making processes in order to ensure effective management, an integrated and coordinated approach, as well as to avoid duplication;
3. To review and restructuring of the NWPL Committees in order to minimize duplication of structures and roles and maximize participation of Members in the Legislature's business;
4. To explore the clustering of Committees in order to ensure a more integrated and co-ordinated approach in executing their mandate, both the in the legislative and oversight responsibilities;
5. To ensure appropriate time allocation of the NWPL business both in terms of the legislative and oversight responsibilities, in line with priorities identified in government programs;
6. To conduct a comprehensive analysis and audit of training needs for MPLs, to ensure that any training and development initiatives respond to the organizational and environmental challenges confronting the NWPL;
7. To initiate a process through which to engage tertiary Education Institutions in the Province, especially the University of the North West, to develop both short-term and long-term programs, that immediately respond to the human resource and institutional capacity needs of the NWPL;
8. To ensure that the integrity of the NWPL is upheld in asserting discipline among Members of the NWPL, especially as it relates to attendance and the effective participation in its business;
9. To develop a feedback and follow-up mechanism regarding issues raised in public participation avenues.;
10. To ensure an outcome-based approach in the initiation and servicing of partnership agreements;
11. To introduce information management systems in monitoring and tracking the implementation of the NWPL decisions, as well as ensuring the accountability of the Executive;
12. To ensure the recruitment and deployment of personnel who have appropriate skills, competencies, and commitment to fill the new organizational structure;
13. To develop and implementing a Performance Management System;
14. To capacitate and training of employees, including through training and re-training. Training managers on financial issues and other matters is extremely important;
15. To ensure effective management and accountability regarding donor funding, and in particular EU funding;

16. To increase the involvement and accountability of senior management and their units within the budget planning and reporting processes;
17. To institute ongoing review and reporting processes in relation to all the Legislature's plans and programs; and
18. To address the present incompatibility of the current Human Resources Systems and Financial systems.

Business Process Enhancement

In order for the NWPL to effectively fulfill its mandate, the following will have to be internalized in its business processes:

1. Annual strategic planning and management;
2. Effective business legislative planning and management;
3. An institutional management plan;
4. A comprehensive and integrated public education and participation plan; and
5. A comprehensive and integrated communications plan.