

WESTERN CAPE PROVINCIAL PARLIAMENT

5 YEAR STRATEGIC PLAN

2005/06 – 2009/10

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FOREWORD

2005 marks the 50th Anniversary of the Freedom Charter – a manifesto of the people of South Africa reflecting the kind of society we should actively seek to build. The Anniversary follows not only on our celebration of a decade of freedom and democracy, but also comes at a time where we as South Africans and as the people of the Western Cape in particular can pride ourselves on the successful completion of our third democratic elections in April 2004. As public representatives we've received a fresh mandate to act in unity in building a winning nation, a people united and a society free of racism, sexism, inequality, unemployment, poverty and disease - a people prospering together in the kind of society as envisaged in the Freedom Charter.

The Western Cape Provincial Parliament is a product of constitutional and democratic change. As an institution it is mandated to deepen democracy, pass laws that are just, ensure public participation in the legislative process, exercise oversight over the executive and to ensure good governance. The South African Constitution provides the necessary imperative for the legislative sector to transform since it is founded on the values of human dignity, the achievement of equality, the advancement of human rights, democracy and freedom amongst other things. These values provide a framework for the kind of society that we aspire to - the kind of society that also the Freedom Charter speaks to when it says "South Africa Belongs To All Of Us" and that "The People Shall Govern".

The legislative sector broadly and the Western Cape Provincial Parliament in particular have to actively contribute towards the realization of our constitutional imperatives. We have to commit to "People First" and to being an effective Parliament that is responsive to the needs of our people. As an institution we need to base our vision, programmes and actions on these imperatives so that our Constitution can become a living document amongst us. Parliament has to become a living institution with public participation as a foundational principle. The Western Cape Provincial Parliament, as the

custodian of parliamentary democracy in the province, has to consolidate people's participation and ownership in the legislative process. Our programmes therefore deliberately place great emphasis on taking Parliament to the People.

One of the imperatives for ensuring the deepening of parliamentary democracy is the need for constant development of human resources, both at political and administrative levels. It is for this reason that people management and development, particularly at administrative level, is prioritised. Capacity-building programmes and other initiatives have also been designed to empower Members to effectively fulfil their obligations.

In pursuance of our strategic objectives, the WCPP will, inter-alia, undertake the following over the MTEF period:

- The development and implementation of new institutional arrangements for the WCPP that would, inter-alia, reflect on matters pertaining to governance, policies and practices;
- The development and implementation of a new corporate identity reflecting the institution and its work, the organisational values, the people of the Western Cape and how best to foster ownership of the institution;
- Enhanced public participation in the legislative process and the development and implementation of a best practice model for the WCPP;
- New and improved Rules and Procedures to ensure that the WCPP is able to fulfil its constitutional mandate effectively.

As Speaker, I am privileged to have been entrusted with certain responsibilities of leadership. I'm confident that with common action - Members, Staff and the Public acting together – we will but only increase the capacity of the Western Cape Provincial Parliament to achieve our collectively desired outcomes over the next MTEF period.

We call on all citizens of our province to actively participate to make the Western Cape Provincial Parliament a true voice of the people and thereby ensuring that this document is actively implemented across our entire province.

We should all respond to this call and heed its imperatives if our history is to count for anything and if our children are to receive a future where hope and opportunity reign free.

SHAUN BYNEVELDT
SPEAKER

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PART A: STRATEGIC OVERVIEW

1. Overview of Strategic Plan

The strategic plan for the Western Cape Provincial Parliament sets out for the Members, staff and especially the public a statement of our vision, mission and values as well as our priorities for the next five years.

People first - the principles of Batho Pele – will underline our efforts to make the Western Cape Provincial Parliament a people-owned institution.

To achieve this the following strategic goals have been set, viz

- Promote and market the Western Cape Provincial Parliament and its activities.
- Engage all the people of the province in matters affecting them, in the activities of the Western Cape Provincial Parliament.
- Sustain a legislative process that produces good and just laws.
- Vigorous oversight of the Executive.
- Effective, efficient and economic management of resources.
- Equip and develop Members and staff of the Western Cape Provincial Parliament.
- Improve support services to Members.
- Improve governance.
- Provide legal advice and ensure legal compliance with National and Provincial Legislation affecting the Western Cape Provincial Parliament.
- Strengthen relations with relevant organisations.

With the necessary resources at our disposal including a willing and capable staff and the support of the members and other stakeholders the Administration of Parliament is more than able to meet the challenges and give effect to this plan.

RG HINDLEY

ACTING SECRETARY TO PARLIAMENT (ACCOUNTING OFFICER)

DATE:30 March 2005

2. Vision

A Parliament that is dynamic, publicly owned and pro-active in its pursuit of its constitutional responsibilities.

3. Mission

The Western Cape Provincial Parliament is an institution committed to:

- Informing, involving and educating all sectors of society in its processes and work;
- Passing laws that are good and just;
- Vigorously overseeing government action and holding it to account;
- Co-operating with all spheres of government and contributing to the national effort; and
- Providing an environment, which stimulates personal growth and investment in human capital.

4. Values

In the strive for service excellence and best practice the following values are subscribed to:

Professionalism

Impartiality

Integrity

Mutual respect

Efficiency

People centred

Accountability

Transparency

Equality

Equity

5. Sectoral situation analysis

The Western Cape Provincial Parliament is a unicameral parliament established under the Constitution of the Republic of South Africa (Act 108 of 1996.) Through the application of its legislative authority, the Provincial

Parliament oversees the provincial executive, makes law and promotes public participation in all its activities.

The Speaker has the powers, functions and responsibilities as conferred upon his Office by the Western Cape Law on the Powers and Privileges of the Provincial Legislature (Law 3 of 1995). The Chief Executive Officer of the Parliament is the Secretary who is appointed by the Speaker.

6. Summary of organisational environment and challenges

6.1. Organisational design

The current organogram is under review to be aligned with the new focus of the Western Cape Provincial Parliament.

6.2. Delegations and performance agreements

- **Delegations**

All delegations by the Accounting Officer are in writing. The delegations are subject to any limitations or conditions prescribed in terms of legislation or as the relevant Treasury may impose. The delegations are also subject to limitations and conditions set by the Accounting Officer.

6.3. IT systems

The Provincial Parliament utilises transversal systems (BAS, PERSAL, LOGIS, etc.), which enable it to monitor and fulfil its core functions. The functional training department of the Western Cape Provincial Administration provides transversal system training and software training is procured through recognised IT training institutions.

However, the Provincial Parliament will review all systems and processes during the 2005/06 financial year to assess if the IT

systems meet all the requirements of the organisation and if it is necessary to implement new systems more appropriate to the parliamentary environment.

6.4. Performance management system

The current performance management system (PMS) was implemented on 1 April 2003.

The purpose of the performance management system is to assess job performance in support of ongoing quality improvement and individual growth and development.

The setting and agreement of objectives and outcomes by the employee and his/her supervisor in line with the strategic objectives of the institution is the basis of the system. Quarterly assessments are performed with a final assessment at the end of the performance period. A monetary reward that may consist of a salary increase and/or percentage bonus may be awarded.

The current PMS is under review and the new policy that will address the current concerns will be implemented in the 2005/06 financial year.

6.5. Financial management

The Provincial Parliament's budget constitutes 0.17% of the provincial budget. The year-on-year average expenditure over the recent 3 years was approximately 98% of the total adjusted budget.

No unauthorised or wasteful expenditure occurred in the last 3 financial years and debts and losses are timeously managed and followed-up.

The Basic Accounting System is utilised by the Provincial Parliament to ensure sound financial management. The on-line system facilitates the ease of queries and up to the minute management information.

The new Chart of Accounts was also implemented from 1 April 2004. The chart is in line with international accounting and economic reporting standards.

The finance officials' management capacity is improved and supported by individual development plans and expert tutoring by colleagues in key development and competency areas. Staff is continuously nominated to attend courses/workshops on new developments in the financial field presented by external organizations, i.e. SAIGA and IPFA.

A process to make finance officials aware and prepare them for the conversion from the modified cash basis of accounting to the accrual basis of accounting commenced in the 2004/05 financial year and will be continued in the following financial year.

6.6. Audit queries

The Western Cape Provincial Parliament received unqualified audit reports for the last 5 years. Queries arising from the audit by the Office of the Auditor-General were addressed as informal queries.

7. Legislative and other mandates

The core objectives are based on the following constitutional and other legislative and functional mandates:

- (i) The Constitution of the Republic of South Africa (Act 108 of 1996)**

The Constitution is the supreme law of the Republic; law or conduct inconsistent with it is invalid, and the obligations imposed by it must be adhered to.

(ii) The Constitution of the Western Cape (Act 1 of 1998)

This Constitution applies only to the Western Cape. Subject to the national Constitution, it is the highest law in the Western Cape, and the obligations imposed by it must be adhered to.

(iii) The Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act (Act 4 of 2004)

This Law defines the powers, privileges and immunities of Provincial Legislatures.

(iv) The Public Finance Management Act (Act 1 of 1999)

This Act promotes the objective of good financial management in order to maximise delivery through the efficient and effective use of limited resources and to modernise the system of financial management in the public sector.

(v) Standing Rules

The Standing Rules govern the proceedings and internal arrangements of the Provincial Parliament.

The main powers, functions and responsibilities of the Western Cape Provincial Parliament derived from the Constitutions and other law include –

- consider legislation;
- ensure provincial organs of state are accountable to it;
- maintain oversight of the provincial executive;
- facilitate public involvement in its processes and work; and
- conduct its business in an even manner.

The Standing Rules of the Provincial Parliament provide a framework to carry out all the above functions and responsibilities.

If the Financial Administration of Parliament and Provincial Legislatures Bill is passed by Parliament it will have an effect on the manner in which the financial affairs of the Provincial Parliament are managed.

8. Broad policies, priorities and strategic goals

All our efforts, projects and initiatives will be focused to touch and change the lives of the people of the Western Cape and to make this legislature a place where all the people of this Province share a sense of belonging and ownership. The principles of Batho Pele – People First will be at the centre of everything we do.

To achieve this the following strategic goals have been set, viz

- Promote and market the Western Cape Provincial Parliament and its activities.
- Engage all the people of the province in matters affecting them, in the activities of the Western Cape Provincial Parliament.
- Sustain a legislative process that produces good and just laws.
- Vigorous oversight of the Executive.
- Effective, efficient and economic management of resources.
- Equip and develop Members and staff of the Western Cape Provincial Parliament.
- Improve support services to Members.
- Improve governance.
- Provide legal advice and ensure legal compliance with National and Provincial Legislation affecting the Western Cape Provincial Parliament.
- Strengthen relations with relevant organisations.

9. Information systems to monitor progress

Performance is evaluated in relation to general performance indicators of timeliness, quality and/or quantity.

The main evaluation of Parliament's performance is based on comments made by Members and other stakeholders, including comments in the Chamber and other fora. The In-Year Monitoring Report provides monthly information on expenditure trends that can be linked to the achievement or non-achievement of set objectives. The Annual Report reflects at year-end the success of Parliament in attaining its desired outcomes. The Secretary's Report indicates general activities of the Western Cape Provincial Parliament over the preceding calendar year.

10. Description of strategic planning process

The Speaker, Deputy Speaker and top management had several meetings to workshop a new vision and mission that is aligned with the new policy direction of the current Presiding Officers. All staff was consulted on the proposed vision and mission. Broad strategic goals were then determined to achieve the new vision and mission. Thereafter the relevant General Managers, with their respective Section Heads, formulated the strategic initiatives of each key functional section.

Section Heads, with their staff, then proposed and finalised measurable objectives and outputs and assigned performance measures with monitoring mechanisms.

Each working unit drafted specific approaches aimed at supporting the functional and corporate strategy whilst achieving operational unit objectives. Operational plans were also devised. These plans will be utilised by each individual to focus on the key performance areas established for the year ahead.

PART B: PROGRAMME AND SUB-PROGRAMME PLANS

11. Programme 1: Administration of the Provincial Parliament

11.1. Situation analysis

This programme provides for the following:

- Overall management of the Administration of Parliament, including the Office of the Secretary and Office of the Speaker and Deputy Speaker.
- Corporate Services, including financial and supply chain management, human resources management and administrative services.

All systems, processes and procedures will be reviewed to assess whether they are inline with the new direction of always placing people at the centre of what we do and identified best practice models. Special emphasis will be placed on IT systems and the Performance Management System.

Should the Financial Administration of Parliament and Provincial Legislatures Bill be passed by Parliament it will affect the manner in which the financial affairs of the Provincial Parliament will be managed.

11.2. Policies, priorities and strategic objectives

Strategic objectives for Programme 1: Administration of the Provincial Parliament

STRATEGIC GOAL: Strengthen relations with relevant organizations
STRATEGIC OBJECTIVES: To strengthen international, national and local relations
STRATEGIC GOAL: Effective, efficient and economical management of resources
STRATEGIC OBJECTIVES: Effective, efficient and economical management of financial, human and physical resources
STRATEGIC GOAL: Equip and develop Members and staff of the Western

Cape Provincial Parliament	
STRATEGIC OBJECTIVES: To establish a well developed and effective staff complement To equip and develop Members to fulfil their constitutional function adequately	
STRATEGIC GOAL:	Improve governance
STRATEGIC OBJECTIVES: To ensure that systems, processes and procedures are aligned with the new vision	
STRATEGIC GOAL:	Improve support services to Members
STRATEGIC OBJECTIVES: To maintain and improve support services to Members to enhance service delivery	

11.3. Analysis of constraints and measures planned to overcome them

Apart from financial constraints, the new legislation, new prescribed processes and systems will contribute to human resources capacity constraints. However, Parliament will continue to provide opportunities to enhance the competencies of individuals and provide a culture that values and recognises training and development.

11.4. Description of planned quality improvement measures

All systems, processes and procedures will be reviewed to ensure that the best quality services are delivered to our customers. Emphasis will be placed on the IT systems and the Performance Management System.

12. Programme 2: PROCEDURAL SERVICES

12.1. Situation analysis

Members require the services provided for in this programme to support them to perform their constitutional functions. The continued

commitment towards the transformation of the provincial Parliament into is the central theme of all functions performed in this programme. These functions, in broad terms, include the following:

- The participation of Members in open debate in various parliamentary fora (plenary sittings, committee meetings, public hearings, outreach initiatives, etc).
- Oversight functions of Members over the Executive (questions to Ministers in the House, examination of Departments' annual reports, examination of public accounts, etc)
- Participation by Members in legislative process, including passing the budget for the Province (power of amendment, facilitation of public involvement in its processes, initiating legislation, etc)
- Public participation and involvement and public education initiatives regarding its processes and work.

Due to the supportive nature of services rendered, the Division is by and large dependant on political direction from various policy-making structures, i.e. the House, Rules Committee, Presiding Officers, Programming Authority and portfolio committees. Feedback from Members suggests that they are generally satisfied with services rendered and the support they receive. It remains a high priority to improve on services and support to Members.

An election year remains a huge challenge for the Administration for the simple reason that there is a fresh intake of new Members and, importantly, that the strategic direction of the new Parliament can only be established once the new policy making structures are in place and a new direction is set. However, constitutional functions need to be performed although shifts in focus could occur.

The expressed commitment by the Speaker to build a people-centred institution will be given content to in the years to come and will result in the channelling of resources to enhancing public participation and

education in its work, processes and procedures. This will involve various line function units and the services they provide.

12.2. Policies, priorities and strategic objectives

Strategic objectives for Programme 2: Procedural Services

<p>STRATEGIC GOAL: Promote and market the Western Cape Provincial Parliament and its activities</p> <p>STRATEGIC OBJECTIVES:</p> <p>To actively promote and market the services of the Western Cape Provincial Parliament by continuously assessing its communication and media strategies to ensure maximum exposure to all the people of the province</p>
<p>STRATEGIC GOAL: Engage all the people of the province in matters affecting them in the activities of the Western Cape Provincial Parliament</p> <p>STRATEGIC OBJECTIVES:</p> <p>To develop models of public participation to enhance involvement by the people of the Western Cape in Parliamentary activities including public education on constitutional rights and responsibilities</p>
<p>STRATEGIC GOAL: Sustain a legislative process that produces good and just laws</p> <p>STRATEGIC OBJECTIVE:</p> <p>Efficient and effective support Members to exercise their lawmaking responsibilities by providing sound procedural advice and administrative support and researched information</p>
<p>STRATEGIC GOAL: Vigorous oversight of the Executive</p> <p>STRATEGIC OBJECTIVE:</p> <p>To provide administrative and procedural back-up for Members to play their oversight role and hold the executive to account</p>
<p>STRATEGIC GOAL: Provide legal advice and ensure legal compliance with National and Provincial Legislation affecting the WCPP</p>

STRATEGIC OBJECTIVE:

To comply with National and Provincial Legislation affecting the WCPP and to provide legal advice of the highest quality to Presiding Officers, Committees, Members and Secretary

12.3. Analysis of constraints and measures planned to overcome them

The general election in April 2004 resulted in an influx of new Members and the election of new Presiding Officers. Committees were reduced and clustered putting strain on support services rendered to them. The newly elected Parliament is also in the process of determining the strategic direction of the institution, which could affect the operation of existing structures. The Speaker has committed himself to enhancing public participation and education initiatives and to ensure the involvement by the people of the province in its processes. This could lead to the possible realignment of services. The way the institution is governed will also come under the spotlight to ensure proper governance processes.

12.4. Description of planned quality improvement measures

To improve the quality of the services provided by the programme the following interventions are planned:

- Review of the public participation and education programmes
- Development of a communication strategy with the widest possible target audience
- Review of the Standing Rules to especially enhance oversight and public participation in activities of the WCPP
- Review of systems, processes and procedures to ensure quality service delivery

13. Programme 3: FACILITIES AND BENEFITS OF MEMBERS

This Programme provides for:

- allowances to the Members of the Provincial Parliament to fulfill their constitutional functions;
- catering services to Members of the Provincial Parliament and their guests; and
- predetermined contributions to medical aid and pension funds, parliamentary and related institutions and personal accident insurance.

13.1. Situation analysis

The contributions and increases for the majority of activities provided for in this programme are predetermined by external institutions, e.g. contributions to medical aid and pension funds.

The demand for allowances to members and political parties increases as the Members are consistently striving to improve their relationship with their constituents. Provincial Parliament is also intensifying its activities, e.g. increasing the number of sitting days and committee meetings.

Members require catering services during periods when the House and committees meet. They also host functions and entertain guests and need catering services for this reason. Previously catering services were provided on an ad-hoc basis, during parliamentary activities, by a variety of service providers. Catering services on an ad-hoc basis and especially the utilisation of a variety of caterers is an administrative nightmare because the quality of the food and service cannot always be guaranteed. The matter of catering will be investigated and proposals will be submitted to streamline this service.

The key challenge is to enable members and political parties to fulfil their constitutional functions; to serve the citizens of the Western Cape and to ensure timeous and accurate administration and payment of allowances.

13.2. Policies, priorities and strategic objectives

Strategic objectives for Programme 3: Facilities and benefits of Members

STRATEGIC GOAL: Improve support services to Members

STRATEGIC OBJECTIVES:

To provide enabling facilities and allowances to Members and political parties to serve the people of the Western Cape

13.3. Analysis of constraints and measures planned to overcome them

From time to time some political parties and Members do not submit the required documentation as prescribed and this impacts on the service delivery. The policies in respect of Members' facilities will be reviewed and Members will be required to ensure compliance with the prescribed processes.

14. Capital investment, maintenance and asset management plan

The Western Cape Provincial Parliament has no fixed assets, only moveable assets such as furniture and equipment. These items are generally in good condition, as many items were acquired during the last four financial years. Heads of Section are responsible for the control of moveable assets in their relevant sections. They must conduct a stock-take every quarter and report any discrepancies to the Head: Finance and Supply Chain Management for investigation. The Finance and Supply Chain Management conducts an annual overall stock-take.

The budgets for major capital projects and general building maintenance are allocated with the Department of Transport and Public Works. The following projects were identified in the 5 year strategic accommodation plan submitted in 2002/03, but have not yet been finalised due to financial and/or time constraints:

- Upgrading of office accommodation on the 6th floor to accommodate catering staff – (Time)
- Upgrading of 3 existing cameras in the Chamber, including the pan-and-tilt units – (Financial)

Other capital projects envisaged and subject to available funds for the new year include:

- The conversion of Ground floor office space, 7 Wale Street, into a classroom-type facility for public education as well as office accommodation for Public Education Unit staff
- The upgrading of 6th floor, 15 Wale Street, toilet facilities
- Conversion of a portion of the dining room into a cafeteria-style facility, including the cafeteria infrastructure