Eastern Cape Provincial Legislature
ANNUAL PERFORMANCE PLAN

2007/8 – 2009/10 MTEF Period

TABLE OF CONTENTS

FOREWORD

I am more than humbled to present this annual performance plan because most of the milestones that we have set for ourselves to achieve are beginning to be visible. This plan is therefore intended to bring those milestones into reality.
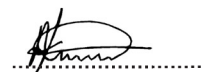
Our public participation is bound to take a sharp turn and become more vigorous following the Constitutional Court decision in the Doctors for Life v Chairperson of the NCOP and others and Matatiele v Speaker of the National Assembly and others.

It is apparent from these two cases that although we are on the right track in the process of facilitating public participation, more still needs to be done to ensure that the people of this province are not only given an opportunity to participate but are also afforded meaningful participation.

The tailor-made training programme for Members is unfolding very well and I will continue to keep an eye on it so that it can bear the intended fruits.

I am mindful of the fact that nothing in this plan can be achieved without your continued support and I therefore call upon you to rally behind this plan. In the same breath I wish to thank you for the support you have been giving throughout.

I thank you

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N.KIVIET
SPEAKER: EC PROVINCIAL LEGISLATURE

OVERVIEW

Section 118 of the Constitution of the RSA mandates the Legislature to facilitate public involvement in the Legislative and other processes. While the Constitutional Court found the 12th Amendment Bill to be unconstitutional, it also found that the Eastern Cape had in fact embarked on sufficient public participation regarding the above. The essence of this judgement lies in the fact that public education is a prerequisite for public participation. The Legislature will prioritise this area of work during the coming years.

The Legislature is also in the process of developing an Oversight Model for the institution. A workshop addressed by the Leader of Government Business has already been undertaken to take this process forward.

In an effort to strengthen its administration, the Legislature has developed and adopted a Performance Development and Management System (PMDS). Managers and staff have already been trained in this policy. Managers have also signed their performance agreements that are aligned to the institution's strategic objectives.

Strides have also been made in the implementation of the Supply Chain Management policy. Requisite SCM committees have been established and a training programme has been developed to enhance the capacity of these committees. Recruitment of critical skills for the implementation of the policy has been undertaken.

Strides have also been made in the provision of essential infrastructure for the creation of conducive conditions for hon Members. Funding has been secured for the revamping of the Chamber over the MTEF period.

The fact that the Legislature has received an unqualified audit opinion from the Auditor-General is indicative of the importance we attach to managing public funds. With dedication and attention to detail the Legislature will improve even more.

STRATEGIC PLAN UPDATE ANALYSIS

Significant strategic changes have been undertaken with a view to improving the Legislature's service delivery model. These changes are in respect of the Parliamentery Services, Financial Management and Human Resources Development.

PARLIAMENTARY SERVICES

The programme responsible for the core business, namely Parliamentary Services has undergone significant changes. Researchers that were previously located in Hansard and Information Services are now in Procedural Support Services. This strategic shift will greatly enhance committee work, which is the core of our Legislature business. Also of importance is the increase in the number of committees – a move that will significantly improve the Legislature's oversight capacity.

During the coming years the Legislature will pay particular attention to both public education and public participation. An increase in the staff component within the responsible unit is intended to ensure an effective and efficient public participation process. The introduction of a petitions tracking system will greatly enhance the Legislature's ability to track petitions, which will result in speedy feedback to communities.

The judgements in the Doctors for Life International and Matatiele cases have significant implications for the Legislature. Not only did the Constitutional Court indicate that the Legislature should deliberate on and consider section 76 Bills referred to it by the NCOP, but also that public involvement should be facilitated in respect of all section 76 Bills, albeit at different levels, depending on the importance and impact of the Bill in question

The Court went further and defined facilitation as meaning that the Legislature must provide notice of and information about the legislation under consideration and the opportunities for participation that are available. The Court indicated that it may be desirable to provide public education that builds capacity for such participation.

The Legislature will have to re-asses its participation in the national legislative process to ensure that it complies with the constitutional obligations as set out by the Court. This situation will necessarily cause an increase in the activities of the Legislature and its Committees, resulting in an increased need for both budgetary and human resources.

FINANCIAL MANAGEMENT

During the 2005/2006 financial year, the Eastern Cape Provincial Legislature received an unqualified audit report from the Auditor-General. This is a remarkable improvement considering that in the previous year the Legislature had a qualified audit report in respect of three aspects, namely:

- Housing Guarantees
- Leave Management
- Asset Management

This achievement is ascribed to the particular attention that was given to ensure that control measures are in place. Significant financial and human resources policies have been developed with a view to further strengthening our financial management capacity
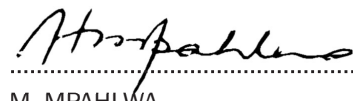
During this financial year an effort will be made to put in place a comprehensive and integrated financial and human resource management system. This is made more urgent by the fact that the Legislature will be migrating from the BAS accounting system to a full accrual system of accounting.

The adoption of the Supply Chain Management was followed by populating of the SCM Unit with personnel. Relevant training will be provided for the newly appointed staff. The Legislature is in the process of empowering these committees through targeted training in order for them to be effective. Equally, the Legislature is in the process filling vacant critical posts with skilled personnel.

HUMAN RESOURCE DEVELOPMENT

With the assistance of the European Union Legislature Support Programme, the Legislature - in partnership with a local tertiary institution - has embarked on an accredited academic programme for Members. This partnership will ultimately result in Members attaining certificates, diplomas, degrees and post graduate degrees.

In an endeavour to attend to the serious staff capacity challenges, the Legislature staff are enrolled in job-specific and accredited training courses. Of critical importance is the need to assess the extent to which this training improves the Legislature's technical and administrative capacity.

M. MPAHLWA
SECRETARY TO THE LEGISLATURE

A. PROGRAMME STRUCTURE

Programme		Sub-Programme
Programme 1	1.1	Office of the Speaker
	1.2	Office of the Secretary
	1.3	Financial Management
	1.3.1	Finance
	1.3.2	Supply Chain Management
	1.4	Corporate Services
	1.4.1	Strategy and Communication
	1.4.2	Human Resource Management
	1.4.3	Information Technology
	1.5	Safety
Programme 2	2.1	Members' Enabling Facilities
Programme 3	3.1	Library Research and Information Services
	3.2	House Proceedings
	3.3	Committee Services
	3.4	Legal Services
	3.5	National Council of Provinces
	3.6	Public Participation
	3.7	Hansard and Language Services

B. BUDGET FOR THE MTEF PERIOD

Vote 2: Legislature	Audited 2005/06	2006/07 Main Appropriation	2007/08	2008/09	2009/10
Administration	41,364	65,328	72,253	80,899	87,336
Facilities for Members & Political Parties	13,359	11,675	13,487	14,560	15,719
Parliamentary Services	28,550	34,752	38,508	41,572	44,880
Members' Salaries (Direct Charge)	27,769	28,835	30,277	32,808	35,419
Total	**111,042**	**140,590**	**154,525**	**169,839**	**183,354**

PROGRAMME 1

1. SITUATION ANALYSIS

This programme provides the administrative support to the core business of the Legislature. It includes support in the office of the Speaker, office of the Secretary, Financial Management, Corporate Services, as well as HRM, Strategy and Communication, IT, Safety, Internal Audit and Catering.

Office of the Speaker

The Speaker represents the highest level of leadership in the Eastern Cape Provincial Legislature, serving as the Legislature's Treasury and performing the oversight function on Administration. Amongst other important duties this office provides strategic direction to the institution. Therefore, services under this sub-programme are of critical importnce in providing support in the management of political and administrative operations of the Legislature. It is central in shaping a good image and handling matters professionally and in an impartial manner.

This sub-programme is responsible for facilitating, monitoring and ensuring that the Speaker and Presiding Officers execute their Constitutional responsibilities effectively. The above can only be realized through an effective administrative support service provided to the Speakership by competent staff of the unit. The services of this office, as an entry point, are extremely important, as it handles very sensitive matters that require confidentiality and commitment in discharging its responsibilities.

Office of the Secretary

The office of the Secretary provides administrative accountability for the outcomes of the Legislature. It is responsible for the provision of strategic vision and leadership to the administration.

The office ensures that the Legislature adheres to its policy framework and statutory requirements. Moreover it is a strategic interface between the political head of the institution and the administration.

The office is in the process of filling critical posts to ensure effective delivery on the mandate.

Media Liaison

This sub-programme informs the media about all the Legislature activities or programmes and also promotes good working relations between the institution and the media.

Media is an important vehicle to promote public participation in the law-making processes. Given the vastness and the rural nature of our province, the media has proved to be a very effective tool in reaching out to the diverse sectors of our communities. The media assist this institution in fulfilling its constitutional mandate, which is prescribed by section 118 of the Constitution. The provisions of this section require that the Legislature must promote and facilitate public participation. We have different forms of media, namely: print, electronic and community-based.

Financial Management

The business objective of this sub-programme is to implement effective, efficient financial management systems, and enhance processes for sound financial management. The sub-programme is responsible for coordinating budgets, processing and reporting of financial information in terms of the Public Finance Management Act, National Treasury Regulations, policies of the Legislature as approved by the Rules Committee and the decisions of the Executive Management. Two financial systems are used: the Persal system for payroll and the BAS system for accounting. The two systems produce reports that are not reliable, in the sense that problems with interface result in inaccuracy. The directorate gives assistance to other directorates in terms planning, budgeting and expenditure management. It is in the process of changing from the cash basis of accounting to the accrual basis of accounting. The new financial system will be implemented and this will pose new challenges for the directorate.

Services rendered by Financial Management contribute towards achievement of the vision and mission of the Legislature and adherence to all legislation.

Supply Chain Management

Institutional Supply Chain Management signifies the dawn of a new era in the procurement and provisioning system of the institution. It bestows the power and responsibility of the SCM on the Legislature as a public entity. Through the PFMA it calls for initiative, innovation and establishment of best practices by the Accounting Officer and the Supply Chain Unit, thus creating a culture of care from the Accounting Officer down to all levels of staff.

The Legislature has established and implemented a Supply Chain system that promotes sound financial management in terms of section 76(4) (c) of the PFMA .

SUB-PROGRAMME : CORPORATE SERVICES

Strategy and Communication

The objectives of this sub-programme include the communication function, co-ordination and management of donor funds, facilitation of logistics and working relations with international countries and the provision of technical support to the office of the Secretary in the area of strategic management.

The sub-programme's performance is enhanced by the availability of skilled and experienced personnel. While appreciating the above, there is still a need for technologically advanced equipment to improve the quality of institutional publications. The structural design, unavailabilty of policies and procedures and limited funding impact on the performance of the sub-programme.

The threat to this function is the generally poor image and the continuous negative media coverage of the Province. This is further exacerbated by the public's lack of understanding of the separation of powers and the role of the Legislature.

Integrated Human Resources Management and Office Support

The programme is charged with development and implementation of human resource systems and, specifically, the Human Resource Plan. The programme is responsible

for administration of Human Resources Management functions such as appointment, recruitment and selection of new staff members, administration of member and employee benefits, employee wellness, employee relations as well as training and development of members and staff. The Office Support unit, which falls directly under the Chief Operational Officer, has been temporarily, located under this programme for management purposes. This function extends to support staff of political parties in terms of providing conditions of service and other benefits such as training. The programme also provides leadership to the Supply Chain Management Unit with regard to procurement processes. One of the key tasks of the programme is the development of a succession plan.

Information Technology

The objective of Information Technology is to provide information technology, information systems and related services in a maintained information systems security environment in the Legislature. IT refers to the management of computer hardware, business solutions, software and network and communication support. It provides the organization with strategic advantage by facilitating problem-solving, increasing productivity, improving efficiency and quality and enabling business process reengineering. This should be aligned with the constitutional mandate.

Internal Audit

The function is an outsourced function in terms of the requirements of the PFMA. The new internal auditors were appointed in May 2006 and have conducted a risk assessment which will map the process of auditing based on the risks identified.

Safety

The primary purpose of this sub-programme is to inform, regulate and govern all staff, members, visitors and service providers on the security framework of the institution and to identify remedies in the event of any security breach.

The sub-programme is also responsible for ceremonial duties in the Chamber. The current situation as far as safety in the Legislature is concerned remains a challenge. The access control and key control system is in the process of being replaced and the process of procuring the said assets has been finalized. The security fence is in the process of being upgraded according to the standards of the National Key Point Act and the process is currently with the Bid Committee. The relationship with other security-related stakeholders is generally good. In the past few months the Unit was engaged in the drafting of the security policy, security plan/procedures and contingency plans. Once a security policy, directives and procedures are approved, the appropriate security measures and procedures can be implemented in the institution.

The success of a security management programme is not decided by its measures and controls alone, but also by the attitudes of the people who have to apply and enforce them. At ceremonial functions the Legislature is still using the old mace that was used prior to 1994. However a committee has been established to address the matter.

2. POLICIES, PRIORITIES & STRATEGIC OBJECTIVES

Specific policies, priorities and strategic objectives for this programme are outlined in the sub-programmes below. There are broader provincial policies and priorities that have been adopted by the Eastern Cape Province such as the Provincial Growth and Development Plan, Integrated Development Plan, PFMA and Treasury Regulations.

These policies and plans are critically important, as the Legislature is charged with the responsibility of oversight on the service delivery departments.

Further goals and objectives for this programme are:

STRATEGIC GOAL 1: Effective management of finances and assets
STRATEGIC OBJECTIVES:
1.   Sound financial management in support of the core business of the Legislature.
2.   Acquisition and maintenance of assets required by the Legislature within available financial resources.
STRATEGIC GOAL 2: Appropriate and effective organizational systems
STRATEGIC OBJECTIVES:
1.   Implementation of strategic plan with effective monitoring and reporting mechanisms.
2.   Development and implementation of systems and procedures
3.   Communication
STRATEGIC GOAL 3: Appropriate enabling facilities and support
STRATEGIC OBJECTIVES:
1.   Office Support.
STRATEGIC GOAL 3: Competent, empowered and performance-focused employees
STRATEGIC OBJECTIVES:
1.   Appropriate training and development of all staff
2.   Recruitment, Selection and Appointment
3.   Benefits
4.   Wellness
5.   Employment Relations

3. ANALYSIS OF CONSTRAINTS AND MEASURES PLANNED TO OVERCOME THEM

Constraints	Measures to overcome constraints
• Strengthening of relations between management and labour	• Team building exercise
• Matters of emphasis from AG	• Proper implementation of the PFMA, enforce compliancy and regular monitoring of suspense accounts
• Policy gaps and the inadequate implementation of policies	• Establishment of a system to track policies as well as the establishment of the policy unit.
• Lack of equipment and facilities	• Audit of equipment of facilities to inform planning and purchases according to needs and job requirement
• Lack of integrated approach to tasks	• Project management approach on task implementation and continuous assessment of gaps
• Low staff morale	• Implementation of change management and performance management and development system, incorporating rewards and motivation
• Lack of critical skills	• Implementation of the skills plan through accredited and specialised training

PROGRAMME 1

1.1 Sub-Programme : Office of the Speaker

1.1.1 Situation analysis

The Speaker represents the highest level of leadership in the Eastern Cape Provincial Legislature, serving as the Legislature's Treasury and performing the oversight function on Administration. Amongst other important duties this office provides strategic direction to the institution. Therefore, services under this sub-programme are of critical importnce in providing support in the management of political and administrative operations of the Legislature. It is central in shaping a good image and handling matters professionally and in an impartial manner.

This sub-programme is responsible for facilitating, monitoring and ensuring that the Speaker and Presiding Officers execute their Constitutional responsibilities effectively. The above can only be realized through an effective administrative support service provided to the Speakership by competent staff of the unit. The services of this office, as an entry point, are extremely important, as it handles very sensitive matters that require confidentiality and commitment in discharging its responsibilities.

1.1.2 Policies, priorities and strategic objectives

The Constitution, the PFMA, Treasury Regulations, the Standing Rules of the Legislature and institutional policies guide this sub-programme.

The priorities of this sub-programme include the following;

- Fast-tracking of matters to be considered by the Presiding Officers
- Attending to public queries with diligence and feedback
- Facilitation and coordination of briefings with leaders of political parties on administrative matters and other developments that may arise (strengthening of good working relations)
- Ensuring that the hon Speaker is briefed on matters that may have a bearing on the functioning of the office
- Serving all stakeholders without prejudice when intervention is sought
- Promotion of a good image for the office and the Legislature
- Provision of adequate, professional advice to the Speaker at all times for the benefit of the institution

1.1.3 Analysis of constraints and measures planned to overcome them

Constraints	Measures to overcome constraints
• Slow pace of processing petitions submitted for consideration	• Establishment of tracking system (preferably electronic) to fast-track all matters referred
• Procrastination displayed by various sections in responding to matters referred by this office	• Professional training in all these areas, and vetting if possible
• Staff skilled in maintaining confidentiallity, protocol and proper and professional filing	• Contingency plans put in place

1.1.4 Description of planned quality improvement measures

In addressing the aforementioned shortcomings, the Public Participation Unit is finalizing the implementation of the tracking system. It is envisaged that the system will be in place before the year ends. Adequate staffing of the Office of the Presiding Officers would result in well coordinated activities, thanks to the new organogram. Due to a number of foreign dignitaries visiting the Legislature the Speakership staff complement must be trained on protocol functions and work closely with Strategy and Communication. Workshops on filing (manual and electronic) will be conducted. The section has made provision in its budget for unfunded mandates, but this reflects as poor planning as the institution does performance budgeting as required by the PFMA.

1.1.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable Objecive	Perfomance Measure	2005/06 Actuals	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Providing adequate administrative support services to the Presiding Officers	Management of staff in the process of administrative support.	Compiled progress reports and clear lines of communication/ tracking system of correspondence.	Relevant researched speeches; a register for incoming and outgoing correspondence.	Reduction of queries and complaints by Presiding Officers.	Quality assurance on handling of admin related matters. Observing lines of communication, Proper handling of correspondence	Observing lines of communication. Proper handling of correspondence.	100% Quality assurance administrative matters.
	Managing the Presiding Officer's (POs) correspondence . Provide overall management support to the office of the Speaker on policy directives/assess programmes and advise on various options accordingly.	Timeous response to incoming and outgoing correspondence. Writing speeches Availability of clearer policy guidelines.	All correspondence acknowledged, referred and followed up.	All correspondence acknowledged, referred and followed up.	All correspondence acknowledged, referred and followed up.	All correspondence acknowledged, referred and followed up.	All correspondence acknowledged, referred and followed up.
			All appointments effected and POs advised of their engagements in good time.	All appointments effected and POs advised of their engagements in good time.	All appointments effected and POs advised of their engagements in good time.	All appointments effected and POs advised of their engagements in good time.	All appointments effected and POs advised of their engagements in good time.

Ensuring effective planning, monitoring and evaluation.	To present input of the office in the process of the strategic plan To monitor weekly operation of the office through weekly plans for the following week and reports for the previous week	Management of staff, ensuring effective and efficient handling of administrative matters.	Management of the Speaker's diary and programme.	Management of the Speaker's diary and programme	Management of the Speaker's diary and programme	Management of the Speaker's diary and programme	Management of the Speaker's diary and programme
	To compile and present monthly, quarterly and annual plans and reports on behalf of the office.	Smooth running of the office i.e. monitoring and evaluation done in good time.	All correspondence acknowledged, referred and followed up for responses. Distribution of Speaker's itinerary to all concerned – 100%	Correspondence attended to promptly and systematically daily with 100% determination	Correspondence attended to promptly and systematically daily with 100% determination	Correspondence attended to promptly and systematically daily with 100% determination	Correspondence attended to promptly and systematically daily with 100% determination
		Monthly, quarterly and annual plans for the annual report.	All reports done, scrutinized and submitted timeously with 100% quality assurance	All reports done, scrutinized and submitted timeously with 100% quality assurance	All reports done, scrutinized and submitted timeously with 100% quality assurance	All reports done, scrutinized and submitted timeously with 100% quality assurance	All reports done, scrutinized and submitted timeously with 100% quality assurance

To provide support to strategic leadership to the institution	To advise the Speaker on issues/appropriate interventions relating to/ arising from particular interface.	Proactive/ impromptu responses and reactions to issues affecting the institution.	24 meetings i.e. 4 staff meetings. 5 Rules meetings 3 Political Meetings 3 Meetings with shopstewards and 10 Executive meetings.	24 meetings i.e. 4 staff meetings. 5 Rules meetings 3 Political Meetings 3 Meetings with shopstewards and 10 Executive meetings.	24 meetings i.e. 4 staff meetings. 5 Rules meetings 3 Political Meetings 3 Meetings with shopstewards and 10 Executive meetings.	24 meetings i.e. 4 staff meetings. 5 Rules meetings 3 Political Meetings 3 Meetings with shopstewards and 10 Executive meetings.	24 meetings i.e. 4 staff meetings. 5 Rules meetings 3 Political Meetings 3 Meetings with shopstewards and 10 Executive meetings.
	Assist the Speaker to manage attendance of meetings.		2 CPA meetings 1 NCSL meeting 8 National Forums	2 CPA meetings 1 NCSL meeting 8 National Forums	2 CPA meetings 1 NCSL meeting 8 National Forums	2 CPA meetings 1 NCSL meeting 8 National Forums	2 CPA meetings 1 NCSL meeting 8 National Forums
	Manage internal and external communication on behalf of the office of the Speaker.	Daily adjustment of the personal programmes.	Manage promotion of interaction between the Legislature and the stakeholders through meetings, seminars and workshops.	Manage promotion of interaction between the Legislature and the stakeholders through meetings, seminars and workshops.	Manage promotion of interaction between the Legislature and the stakeholders through meetings, seminars and workshops.	Manage promotion of interaction between the Legislature and the stakeholders through meetings, seminars and workshops.	Manage promotion of interaction between the Legislature and the stakeholders through meetings, seminars and workshops.
	Responsible for changes and updates in policy directive and implementation of procedures in as far as they pertain to administrative matters in the Office of the Speaker.	Effective, efficient promotion of the image of the Legislature.	Well kept registers for all received documents and policies.	Well kept registers for all received documents and policies.	Well kept registers for all received documents and policies.	Well kept registers for all received documents and policies.	Well kept registers for all received documents and policies.

To manage and control financial budget of the office	Plan, compile and monitor the budget of the Presiding Officers.	Availability of relevant documents and training/ workshops. Sound, appropriate, well-kept and managed financial records.	Proper control of financial records and constant reconciliations	Proper control of financial records and constant reconciliations	Proper control of financial records and constant reconciliations	Proper control of financial records and constant reconciliations	Proper control of financial records and constant reconciliations
	To monitor expenditure through monthly financial statements and reports.	Good handling and management of expenditure forms, invoices and quotations.	Procedures followed to avoid audit queries	Procedures followed to avoid audit queries	Procedures followed to avoid audit queries	Procedures followed to avoid audit queries	Procedures followed to avoid audit queries

1.2. Sub-programme: Office of the Secretary

1.2.1 Situation Analysis

The Secretariat, the top administrative management structure, consists of the Secretary to the Legislature, the Chief Parliamentary Officer (CPO), who heads the Legal and Procedural Division and also acts as Senior Legal Advisor, the Chief Operations Officer (COO), who heads the Integrated Human Resource Division and the Chief Financial Officer (CFO), who performs the functions of the CFO as required by the PFMA. The appoin tment of the CFO has added value in the effective coordination and monitoring of the management of the Legislature.

Key challenges identified for the Secretariat are:

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

1.2.2 Policies, priorities and strategic objectives

The main function of the Office of the Secretary is to provide strategic leadership and coordination in the administrative support of the Legislature.

In carrying out this responcibility, the Office of the Secretary is guided by the following documents:

• Institutional Strategic Plan
• Standing Rules of Procedure
• Performance Management and Development Policy
• Supply Chain Management Policy
• Risk Policy
• Other Institutional policies that enhance the business of the institution.

It is the priority of this sub-programme to establish a culture of good governance in the administration of the Legislature through ensuring an unqualified report opinion on both financial reports and institutional performamce. The sub-programme is driven by the following strategic objectives:

• Providing strategic vision and leadership to the institution
• Ensuring development, monitoring and evaluation of the strategic plan
• Maintaining effective and efficient administartion
• Maintaining effective, effecient and accessible parliamentary services

1.2.3 Analysis of constraints and measures planned to overcome them

The absence of an Integrated Financial and Human Resources Management System is a challenge facing the Legislature. The current BAS and Persal system are not aligned to each other.

While a local area network (LAN) has been installed, the servers are constantly down. This disrupts the smooth running of the Legislature activities and impedes effective communication.

Allthough the organogram is almost fully populated, staff capacity remains the Legislature's biggest constraint. A large number of staff require intensive training and capacity building programmes.

Time is another important constraint that impacts negatively on the Legislature's ability to implement all its programmes.

1.2.4 Description of planned quality improvement measures

The Legislature is exploring the possibility of acquiring an Integrated Financial and Human Resource Management System. A study is being undertaken to establish the best integrated human resource and financial system to be secured by the Legislature. The system, once acquired, will produce reliable and accurate reports instantly which will greatly enhance our reporting capability.

An experienced and competent IT Manager has been appointed. In addition to his many other responsibilities, he will evaluate the durability of our area network. On this basis of that evaluation he will advise on actions to be taken to address the constraints.

A number of targeted training programmes have already been undertaken by a wide range of staff members. Competency assessment will be undertaken for all staff members to match skills with function.

A delicate balance will have to be reached between the essential political programmes of MPLs and the Legislature activities. Better scheduling of Legislature activities will have to be done consistently.

1.2.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable Objecive	Perfomance Measure	200/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Provision of Strategic Vision and Leadership	Develop a revised strategic plan.	A revised strategic organizational plan is in place.	Adopted strategic plan in place	Adopted strategic plan in place	Adopted strategic plan in place	Adopted strategic plan in place	Adopted strategic plan in place
	Develop an annual operational plan.	An annual organizational operation plan is tabled to the Legislature.	Adopted operational plan	Adopted operational plan	Adopted operational plan	Adopted operational plan	Adopted operational plan
	Ensure that an appropriate institutional orgnogram is in place to facilitate rollout of plans.	A Legislature institutional organogram has been adopted.	Design organogram	Adopted organogram	Organogram implemented	Organogram evaluated	Organogram reviewed
	Ensure the provision of appropriate leadership to management.	Regular Secretariat meetings take place.	Analysis of monthly reports and evaluation of plans	Analysis of monthly reports and evaluation of plans	Analysis of monthly reports and evaluation of plans	Analysis of monthly reports and evaluation of plans	Analysis of monthly reports and evaluation of plans
	Account regularly to the Speaker, Executive and Rules Committees for progress in terms of plans.	Regular reporting sessions with the Speaker and scheduled Executive meetings.	Brief Speaker daily when available 8 Exco meetings	Brief Speaker daily when available 8 Exco meetings	20 with the Speaker 8 Exco meetings 8 Rules meetings	25 with the Speaker 9 Exco meetings 9 Rules meetings	30 with the Speaker 10 Exco meetings 10 Rules meetings
	Ensure development of the institutional policies	Adoption of organizational policies	Implementation of organizational policies	Implementation of organizational policies	Monitoring of organizational policies	Evaluation of organizational policies	Reviewal of organizational policies.
Ensure the development, monitoring and evaluation of the implementation strategy	Develop an institutional reporting system	Weekly, monthly, quarterly and annual reports available	Implementation of the institutional reporting system	Implementation of the institutional reporting system	Monitoring of the institutional reporting system	Evaluation of the reporting system	Reviewal of the reporting system.

Maintenance of an Effective and Efficient Administration	Ensure effective support is provided to the office of the Speaker.	Regular reports and plans with responsible manager.	Implementation of the institutional reporting system	Implementation of plans	Monitoring of plans from the Office of the Speaker	Evaluation of plans from the Office of the Speaker	Reviewal of the plans from the office of the Speaker
	Maintain an effective, efficient financial management system, including implementation of a Risk and Fraud Prevention Strategy and delegation of authority to Managers in terms of the PFMA.	Effective financial controls developed and adopted	Implementation of the institutional reporting system	Implementation of financial controls	Monitoring of financial controls	Evaluation of financial controls	Reviewal of financial controls
	Ensure maintenance of sound labour relations at ECPL.	A well functioning employee relations system established, with policies, procedures and unit.	Implementation of the institutional reporting system	Implementation of employee relations system, policies and procedures	Monitoring of employee relations system, policies and procedures	Evaluation of the employee relations system, policies and procedures	Reviewal of employee relations system, policies and procedures.
	Maintain an Integrated HR Management and Development system.	Comprehensive integrated HR Management and development system	Implementation of the institutional reporting system	Implementation of HR Management system	Monitoring of HR management system	Evaluation of HR management system	Reviewal of HR management system
	Manage institutional effective safety and security systems	Safe and risk free environment	Implementation of the institutional reporting system	Implementation of safety and security systems	Monitor safety and security systems	Evaluate safety and security systems	Review safety and security systems
	Ensure appropriate IT and other systems are sourced and maintained.	Development of IT and other technology systems.	Implementation of the institutional reporting system	Implementation of IT and other technology systems.	Monitoring of IT and other technology systems.	Evaluation of IT and other technology systems.	Reviewal of IT and other technology systems.
	Ensure effective and efficient management of equipment and consumables.	Development of an Asset Management System	Implementation of Asset Management System	Implementation of Asset Management System	Monitoring of Asset Management System	Evaluation of Asset Management System	Reviewal of Asset Management System
	Oversee development of a communication strategy.	Development of a communication strategy	Implementation of Asset Management System	Implementation of communication strategy	Monitoring of communication strategy	Evaluation of communication strategy	Reviewal of communication strategy
Maintenance of Effective, Efficient and Accessible Parliamentary Services	Ensure effective and efficient support to Legislature structures to perform constitutional and parliamentary functions.	Development of effective and efficient support to Legislature structures to perform constitutional and parliamentary functions.	Implementation of effective and efficient support to Legislature structures to perform constitutional and parliamentary functions.	Implementation of effective and efficient support to Legislature structures to perform constitutional and parliamentary functions.	Monitoring of effective and efficient support to Legislature structures to perform constitutional and parliamentary functions.	Evaluation of effective and efficient support to Legislature structures to perform constitutional and parliamentary functions.	Review of effective and efficient support to Legislature structures to perform constitutional and parliamentary functions.

1.2.1.1 Sub-sub-programme: Media Liaison

Situation Analysis

This sub-programme informs the media about all the Legislature activities and programmes, and promotes good working relations between the institution and the media. We use the media as a vehicle to promote public participation in the law-making process. Given the vast and rural nature of our Province, the media has proved to be a very effective tool in reaching out to the diverse sectors of our communities.

The media assist the institution in fulfilling its constitutional mandate which is prescribed by section 118 of the Constitution. The provisions of this section require that the Legislature must promote and facilitate public participation.

We have different forms of the media namely: print, electronic and community-based. The community-based radio stations service the most rural areas of our Province. At the Legislature we have provided the in-house media with the necessary infrastructure so that they can do their work.

In spite of all these efforts to make the Legislature user-friendly to the media, we are still not getting the desired mileage. We are aware that we do not exercise any control over the media and it is the prerogative of the respective editors to publish news of their choice. Nevertheless, we do get better mileage and service from the community-based media.

It is worth mentioning that in terms of the Rules of the Legislature, House sittings and committee meetings are open to both the media and the public. This is in terms of complying with the constitutional mandate of promoting accessibility, accountability and transparency.

One of the challenges facing this sub-programme is that it is operating without a budget. It is dependent on the budget of portfolio committees.

Policies, priorities and strategic objectives

This sub-programme is informed by policies of the institution such as the communication and media strategy. It also conforms to the provisions of the Promotion of Access to Information Act, which is national piece of legislation.

The strategic objectives of this sub-programme are as follows

- To provide a comprehensive media support service for the whole institution.
- To promote a positive image of the Legislature through the media liaison strategy.
- To build and promote good working relations with the media.

The media policy for the institution will be formulated in due course.

Analysis of constraints and measures planned to overcome them

Although the print and electronic media are trying their best in covering the activities of the institution, a number of challenges are experienced. These are illustrated in the following table:

Constraints	Measures to overcome constraints
• Little or no coverage by SABC TV of our activities • Negative reporting by PSAM researchers	• To continue to speak to SABC TV Editors and personnel • To invite the PSAM officials for orientation

Description of planned quality improvement measures

This sub-programme will look for sponsorship in order to facilitate a media indaba or media breakfast once a year for reporters, editors of print and electronic media, presiding officers and chairpersons of portfolio committees. Also to be invited to this indaba will be all officials of the PSAM. The communication regarding the rescheduling of portfolio committee meetings should be improved as it impacts negatively on the programme of the reporters/journalists.

Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable Objective	Performance Measure Indicator	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Roll out of the media programme for the institution	To provide a comprehensive media liaison support service to all Legislature programmes	Number of Legislature activities publicized through print and electronic media	10 institutional events publicized through electronic and print media	12 institutional events publicised through electronic and print media	14 institutional events publicised through electronic and print media	14 institutional events publicised through electronic and print media	16 institutional events publicised through electronic and print media
		Daily media analysis with the Speaker on press cuttings.	Press cuttings analysed with the Speaker daily	Press cuttings analysed with the Speaker daily	Press cuttings analysed with the Speaker daily	Press cuttings analysed with the Speaker daily	Press cuttings analysed with the Speaker daily
		Number of media briefings held with chairpersons of port folio committees on all issues affecting their respective committees	20 media briefings held with chairpersons of portfolio committee	25 media briefings held with chairpersons of committees	30 media briefings held with chairpersons of committees	35 media briefings held with chairpersons of committees	40 media briefings held with chairpersons of committees
		Number of media conferences held.	2 media conferences held	3 media conferences held	4 media conferences held	5 media conferences to be held	5 media conferences to be held

		Number of radio talk shows and interviews facilitated for chairpersons on their portfolio work.	5 print and electronic media interviews facilitated	10 radio talk-shows and interviews facilitated	13 radio talk-shows and interviews facilitated	15 radio talk-shows and interviews facilitated	16 radio talk-shows and interviews facilitated
	To inform media on all Legislature programmes and activities	Monthly, weekly programme distributed to all media houses	Updated monthly, weekly programme distributed to all media houses	Updated monthly, weekly programme distributed to all media houses	Updated monthly, weekly programme distributed to all media houses	Updated monthly, weekly programme distributed to all media houses	Updated monthly, weekly programme distributed to all media houses
		Number of speeches distributed to media during Legislature events.	10 speeches distributed during Legislature events	14 speeches distributed during Legislature events.	16 speeches distributed during Legislature events	18 speeches distributed during Legislature events	20 speeches distributed during Legislature events
		Number of press releases sent and published to print and electronic media.	10 press releases sent to print and electronic media	15 press releases sent to print and electronic media	17 press releases sent to print and electronic media	20 press releases sent to print and electronic media	23 press releases sent to print and electronic media
	To build and promote good working relations with the media	An updated media database kept	Keep an updated media database	Keep an updated media database	Keep an updated media database	Keep an updated media database	Keep an updated media database
		Accommodation for media people secured	All media people accommodated	All media people accommodated	All media people accommodated	All media people accommodated	All media people accommodated
		Prompt response to media quiries	All queries attended to promptly	All queries attended to promptly	All queries attended to promptly	All queries attended to promptly	All queries attended to promptly
		Number of informal media briefings held	Two media briefings held	Three media briefings held	Four media briefings held	Five media briefings held	Six media briefings held

1.3: FINANCIAL MANAGEMENT

1.3.1 Finance

1.3.1.1 Situation Analysis

The business objective of this sub-programme is to implement effective, efficient financial management systems, and enhance processes for sound financial management. The sub-programme is responsible for coordinating budgets, processing and reporting of financial information in terms of the Public Finance Management Act, National Treasury Regulations, policies of the Legislature as approved by the Rules Committee and the decisions of the Executive Management. Two financial systems are used: the Persal system for payroll and the BAS system for accounting. The two systems produce reports that are not reliable in the sense that problems with interface result in inaccuracy. The directorate gives assistance to other directorates in terms of planning, budgeting and expenditure management. It is in the process of changing from the cash basis of accounting to the accrual basis of accounting. The new financial system will be implemented and this will pose new challenges for the directorate.

Services rendered by Financial Management contribute towards achievement of the vision and mission of the Legislature and adherence to all legislation.

Key Challenges

- Improvement of internal controls
- Introduction of accrual accounting and provision of relevant training and financial systems
- Training for new employees
- Development of record-keeping system
- Capacity

1.3.1.2 Policies, priorities and strategic objectives

The Legislature adheres to the PFMA and Treasury Regulations. The financial policies of the Legislature are in line with the aforementioned prescripts, and are as follows:

- Legislative Framework
- PFMA of 1999, as amended
- Treasury Regulations
- Financial Delegations
- Supply Chain Management Delegations
- Accounting Policies

The priorities of the directorate are as follows:

- Audit Intervention – including clearing of suspense accounts, tax and IRP reconciliations
- Development of a monitoring tool in respect of transfer payments
- Review and implementation of procedure manuals
- Training of managers in budgeting and spending in line with their budget projection

- Rendering of accounting services and reporting
- Managing the budget preparation and ensuring adequate in-year monitoring of the Legislature's budget
- Monitoring and evaluation of performance of the financial unit
- Reconciliation of creditors
- Implementation of budget and payment tool
- Preparation of a move from the cash basis of accounting to the accrual basis of accounting
- Development of record-keeping system
- Review and resolution of emphasis of matters from the Auditor-General's report

The Section wishes to deepen good corporate governance through structures such as Internal Audit and the Audit Committee.

The objectives of the directorate are to:

- Support the function of the Legislature through a professional, effective and efficient management system;
- Execute financial management and administration according to the PFMA, policies, regulations, Treasury Regulations and all applicable legislation;
- Apply effective budgetary control to strengthen the accountability of managers for expenditure and oversee the economic, efficient and effective use of resources;
- Provide informative and timeous financial reports to all stakeholders in line with the PFMA and Treasury Regulation time-frames;
- Achieve an unqualified audit report
- Comply with all requirements in terms of the PFMA
- Achieve an equitable distribution of resources.

1.3.1.3 Progress Analysis

The directorate developed accounting policies which are in line with PFMA and Treasury Regulations. The approval of the directorate's organogram has assisted in establishing the financial internal controls required for sound financial management. The Legislature obtained an unqualified audit report for the 2005/06 financial year.

1.3.1.4 Analysis of constraints and measures planned to overcome them

Constraints	Measures to overcome constraints
• The BAS and Persal systems do not produce adequate reports	• The directorate is investigating the acquisition of a system that will accommodate the move from a cash basis of accounting to accrual accounting

1.3.1.5 Description of planned quality improvement measures

There are a number of planned quality improvement measures emanating from the Audit report, an audit intervention plan, analysis of reports, budget and expenditure. Templates will be developed for the reconciliation of all financial payments. Training will be provided for all staff members to cater for the move from the cash basis of accounting to accrual accounting.

1.3.1.6 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable Objective	Performance Measure or Indicator	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Ensure monitoring and management of financial matters and human resources.	Regular financial management meetings	Weekly meetings and monthly reports	4 meetings a month Submission of reports monthly	2 meetings a month Submission of reports monthly	2 meetings a month Submission of reports monthly	2 meetings a month Submission of reports monthly	2 meetings a month Submission of reports monthly
	Facilitate financial management training for managers and staff.	Facilitate training for Finance staff and managers	10 % staff and 50% of managers trained in financial management	10 % staff and 50% of managers trained in financial management	80 % of training provided to all finance staff and managers	Training all staff on accrual accounting	Continuous training all staff on accrual accounting
		Monitoring of compliance in terms of SCM policy and PFMA.	10% of Finance staff trained in all finance policies and Treasury Regulations	10% of Finance staff trained in all finance policies and Treasury Regulations	60% of Finance staff trained in all finance policies and Treasury Regulations	Evaluation and assessment of staff trained in all finance policies and Treasury Regulations	Identification of gaps and need for Finance staff to be trained in all finance policies and Treasury Regulations
	Advice to managers	Provision of analysed expenditure reports fortnightly and monthly	Submission of monthly reports for the Executive Management	Submission of monthly reports for the Executive Management	Submission of monthly reports for the Executive Management	Submission of monthly reports for the Executive Management	Submission of monthly reports for the Executive Management
	Provide advice on financial planning services.	Submission of yearly plan of the budget process and cash flow projections	Submission of annual plan for the Budget cycle and submission of budget to Treasury, as approved by the Rules Committee	Submission of annual plan for the Budget cycle and submission of budget to Treasury, as approved by the Rules Committee	Submission of annual plan of the Budget cycle and submission of budget to Treasury, as approved by the Rules Committee	Submission of annual plan for the Budget cycle and submission of budget to Treasury, as approved by the Rules Committee	Submission of annual plan for the Budget cycle and submission of budget to Treasury, as approved by the Rules Committee

Ensure the development and implementation of appropriate organizational financial management policies	Review of existing policies.	Gap identification of all financial policies to be in line with the PFMA	Adoption of finance policies, taking into consideration accrual accounting	Adoption of finance policies, taking into consideration accrual accounting	Implement and execute finance policies	Monitoring and evaluation of finance policies, taking into consideration accrual accounting	Review of finance policies, taking into consideration accrual accounting
	Development of new policies	Compilation of all sector-related policies	Development of financial policies	Adoption and implementation of policies	Execution of finance policies, taking into consideration accrual accounting	Monitoring and evaluation on of finance policies, taking into consideration accrual accounting	Review of finance policies, taking into consideration accrual accounting
	Development of procedure manuals.	Compilation of all sector-related procedure manuals	Implementation of finance procedure manuals, taking into consideration the proposed financial accounting system	Utilisation of finance procedure manuals, taking into consideration the proposed financial accounting system	Utilisation of finance procedure manuals, taking into consideration the proposed financial accounting system	Reviewal of finance procedure manuals	Utilisation of finance procedure manuals
	Compliance with policies and procedures	Adherence to all financial and non-financial approved policies and procedures.	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements
	Monitoring of policy compliance	Prompt reporting on non- compliance	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements	Submission of reports to the Accounting Officer on non-compliance and reporting on the Annual Financial statements

Maintain an effective, efficient financial management system, including implementation of the PFMA	Move from cash to accrual basis, including asset management.	Assisting in the identification of a compatible accounting system. Training of staff	Submission of a costed implementation plan for a compatible finance system for approval by the Rules Committee	Submission of a costed implementation plan for a compatible finance system for approval by the Rules Committee	33 % monitoring the implementation process of the system	67 % monitoring the implementation process of the system	Full implementation of the system
	Development & implementation of internal controls	Clearly documented internal controls and segregated duties	Monitoring of compliance of staff with delegations	Monitoring of compliance of staff with delegations	Monitoring of compliance of staff with delegations	Review and alignment of delegations with the new financial system	Monitoring of compliance of staff with delegations
	Submission of monthly, quarterly and annual financial reports to AG, National & Provincial Treasury on time Budget control and monitoring in terms of MTERF	In-year monitoring Quarterly and annual financial reports.	Submission of Annual Financial Statements as prescribed by Treasury Regulations and the PFMA	Submission of Annual Financial Statements as prescribed by Treasury Regulations and the PFMA	Submission of Annual Financial Statements as prescribed by Treasury Regulations and the PFMA	Submission of Annual Financial Statements as prescribed by Treasury Regulations and the PFMA	Submission of Annual Financial Statements as prescribed by Treasury Regulations and the PFMA
		Monitoring of budget utilisation and submission to Treasury	Submission of quarterly reports, analysis of expenditure trends and advice on virements. Prepare a report for oversight	Submission of quarterly reports, analysis of expenditure trends and advice on virements. Prepare a report for oversight	Submission of quarterly reports, analysis of expenditure trends and advice on virements. Prepare a report for oversight	Submission of quarterly reports, analysis of expenditure trends and advise on virements. Prepare a report for oversight	Submission of quarterly reports, analysis of expenditure trends and advise on virements. Prepare a report for oversight
	Audit intervention plan and monitoring	Submission of plans and monitoring	Implementation of monitoring audit plan for preparation of the current year's audit	Implementation of monitoring audit plan for preparation of the current year's audit	Implementation of monitoring audit plan for preparation of the current year's audit	Implementation of monitoring audit plan for preparation of the current year's audit	Implementation of monitoring audit plan for preparation of the current year's audit

1.3.2 Supply Chain Management

1.3.2.1 Situation analysis

This unit is responsible for carrying out the prescripts of the Public Finance Management Act, Treasury Regulations, the Constitution and other legislative frameworks which seek to usher in fairness, equity, transparency, competitiveness and cost- effectiveness. The unit seeks to provide effective and efficient procurement processes for the institution. The unit has been established in the Chief Financial Officer's office and it performs the following functions :

• Demand Management
• Acquisition Management
• Logistics Management
• Disposal Management
• Risk Management
• Regular assessment of Supply Chain performance

Key Challenges

• Installation of a computerized ordering and commitment register

• Improved internal controls

• Updated stock level controls

• Updated asset management tool

• Development of own policies

• Well functioning and updated database

• Staffing to achieve well-capacitated human resources

1.3.2.2 Policies, priorities and strategic objectives

The unit is engaged in the formulation of a broader SCM policy that includes committees' functions, as well as other policies such as Disposal Management and Asset Management/Acquisition. The unit has also developed SCM delegations.

The unit has identified the following as its priorities:

• Training of managers and staff in all SCM-related activities, including financial management

• Development of policies

• Development of operational procedure manuals for the unit

• Full compliance with the PFMA and Treasury Regulations

• Establishment of a contract management unit within SCM

• Staffing of the SCM unit

The objectives of the unit are to:

- Render a professional, effective and efficient Supply Chain Management system in terms of the PFMA, PPPFA, Legislature policies, Treasury Regulations and all other applicable legislation
- Apply effective controls in order to enhance accountability for effective and efficient use
- Provide information and timeous reports to all stakeholders, internally and externally, in line with the prescripts of the PFMA
- Always strive for an unqualified audit report
- Acquire and maintain assets in a diligent and prudent manner by employing available resources

- Conducting an audit on procurement process
- Training of staff on budgeting processes
- Procurement of a computerized order and commitment system
- Procurement of an integrated computerized inventory and asset management system

1.3.2.3 Description of planned quality improvement measures

Identified gaps will be addressed through the training of staff. The following actions will be undertaken to introduce improvement:

- Training of staff on Supply Chain Management processes
- Training of staff on PFMA and Treasury Regulations

1.3.2.4   Analysis of constraints and measures planned to overcome them

Constraints	Measures to overcome constraints
• Budget management and monitoring	• Proper budget allocation and tracking
• Not understanding fully the provisions of PFMA and related regulations	• Training of SCM practitioners on PFMA and Treasury Regulations
• Shortage of resources such as equipment	• Provision of adequate equipment be prioritized
• Unavailability of computerized order and commitment system	• Provision of this system should be prioritized
• Unavailability of a computerized inventory and asset management system	• Procurement of a computerized inventory and asset management system

1.3.2.5   Specification of Measurable Objectives, Performance Indicators and Targets

Strategic objectives	Measurable Objective	Performance Indicator	Year 2005/06 Actual	Year 1 2006/07 Base	Year 2 2007/08 Estimate	Year 3 2008/09 Targets	Year 4 2009/10 Targets
Demand and Acquisition Management	Conduct needs analysis Procurement Plan	Reports and submitted Procurement Plan	Not started	Planning and budgeting Acquisition processes in place	Implementation of procurement plan Needs analysis Procurement plans drawn Monitoring and review of procurement	Implementation of procurement plan Needs analysis Procurement plans drawn Monitoring and review of procurement	Implementation of procurement plan Needs analysis Procurement plans drawn Monitoring and review of procurement
	Develop SCM policies	Policy documents	Policy approved	Development of procedure manual and adoption	Implementation of policy and procedure manuals	Manage, evaluate and monitor implementation	Management & review of policy and procedure manuals

	Maintain Supplier Database	Data base list	Advertised and compiled	Registration of suppliers	Rotation of suppliers Implementation and monitoring Evaluation and review	Implementation and monitoring Evaluation and review	Implementation and monitoring Evaluation and review
	Performance Strategic Sources	Source document	Not started	BBBEE compliance	Rotation of suppliers	Implementation and monitoring	Evaluation and review
	Procure approved bids above R30000 in terms of SCM prescripts	Bid register	Started	Procure approved bids above R30000 in terms of SCM prescripts	Procure approved bids above R30000 in terms of SCM prescripts Procure computerized order and commitment system	Procure approved bids above R30000 in terms of SCM prescripts	Procure approved bids above R30000 in terms of SCM prescripts
	Provide administration of order process	Expenditure Approvals	All approved orders done	Computerized policy developed	Development of a procedure manual	Manage, evaluate and monitor	Manage, evaluate and monitor
Assets & Logistics Management	Develop asset and disposal policy framework	Policy document	Policy drafted	Approved policies	Development of a procedure manual and implementation	Manage, evaluate and monitor	Manage, evaluate and monitor
	Provide Warehouse Management	Register of receipts and issues	Manual register available	Manual register maintained	Secured environment and properly maintained records Procurement of a computerized asset management system	Manage, evaluate and monitor	Manage, evaluate and monitor

	Development of stock taking procedure manuals	Manual document	Not yet	Adoption of procedure manuals	Accurate records and asset register	Manage, evaluate and monitor	Manage, evaluate and monitor
	Contract/vendor performance management	Contract register	Register compiled	Development of service level agreements	Standard service levels adopted	Manage, evaluate and monitor	Manage, evaluate and monitor
	Provide effective Fleet /Transport Management system	Logbook Trip authority, monitoring of fuel consumption and vehicle service	Requisitions approve processed	Development of policy	Development of procedure manuals and adoption by Rules	Manage, evaluate and monitor	Manage, evaluate and monitor
	Establish Disposal Management committee	Minutes of committee meetings	Disposal Policy being developed	Disposal Policy adopted	Development of procedure manuals and adoption by Rules	Manage, evaluate and monitor	Manage, evaluate and monitor
Risk Management	Compliance Management and Fraud Prevention	Compliant /fraud prevention plan	Risk assessment developed	Policy Development	Mitigate and control risk, physical and operational risk assessment	Manage, evaluate and monitor	Manage, evaluate and monitor
	SCM compliances	Trained staff	Training needs developed	Training conducted in line with PFMA	Performance achievement goals associated with PPPFA and PGDP, BBBEE	Manage, evaluate and monitor	Manage, evaluate and monitor
	Delegations of authority	Documented delegations and signed by managers	Delegations reviewed	Delegations of authority approved	Implementation of delegations Monitor and evaluate	Implementation of delegations Monitor and evaluate	Implementation of delegations Monitor and evaluate Review
	PFMA compliances	Attendance register of courses done	All managers attended PFMA courses	All SCM staff attend training	Monitoring cost effective systems	Manage, evaluate and monitor	Manage, evaluate and monitor
	Risk Management Strategy	Risk management Plan	Assessment conducted	Risk evaluation plan in place	Monitor internal controls	Manage, evaluate and monitor	Manage, evaluate and monitor

1.4 CORPORATE SERVICES

1.4.1 Sub-programme: Integrated Human Resource Management

1.4.1.1   Situation analysis

This programme is responsible for Human Resources Management functions such as recruitment and selection of new staff members, administration of salaries and conditions of employment, employee wellness, employee relations and office support as well as training and development. This function extends to political party members and their support staff. The other directorate is also responsible for provisioning and support for both members and staff. The extreme importance of these services to any institution cannot be overstated.

The Directorate is currently working on the following projects:

- Recruitment and filling of all vacant posts in the new organogram

- Development of HR policies, and HR Plan

- Grading of newly created posts in the establishment organogram

ACHIEVEMENTS

- Development of   job descriptions
- Adopted organogram
- 70% implementation of new organogram
- Audit intervention project
- Relocation and furnishing of offices of Presiding Officers, Whippery, Chairpersons, Secretariat and Management

1.4.1.2 Policies, priorities and strategic objectives

Policies were developed in the last financial year. Unfortunately all these policies are yet to be adopted.

The priorIties of the Directorate are as follows:

- Finalization of implementation of establishment's organogram
- Filling of posts in the Supply Chain Management component
- Development of systems to efficiently manage paper documents
- Development of the outstanding HR policies and HR Plan
- Facilitation of adoption of HR Succession policy

1.4.1.3 Analysis of constraints and measures planned to overcome them

Constraints	Measures to overcome constraints
• Perpetual acting in leadership position	• Filling of COO, Director & Deputy Director posts
• Electronic HR information System besides Persal	• Procuring of the HR system that encompasses Leave Management
• Office space	• Fast-tracking negotiations with Premier's Office to vacate office and Dept of Safety/VIP Unit
• Housing Guarantee management	• Verification of Housing Guarantee with financial institutions
• Grading system	• Reviewal of grading committee and training
• Performance management system	• Employment of a dedicated manager for performance management

1.4.1.4 Description of planned quality improvement measures

Identified gaps will once more be addressed through training of staff. The following actions will be undertaken with a view to bringing about an improvement:

- Labour Relations training for staff at the level of supervisor and higher should be encouraged and undertaken
- A succession planning policy will be developed before the end of the current financial year
- Filling of key positions
- Conduct Skills Audit, utilising needs assessment of staff
- Proper budgeting process
- Well-defined training policy
- Development of wellness plan

1.4.1.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable Objectives	Performance Indicator Measure	2005/6 Actual	2006/07 Base	2007/08 Estimate	2007/08 Target	2009/2010 Target
Provisioning and facilitation of Skills Development programmes	Managers and supervisors to be trained in Labour Relations and HR generic training	Certification, the number of officials attended and attendance registers	All managers were trained on PFMA and oversight	Labour Relations PFMA SCM Transversal training and training for non-financial managers	Facilitation of training for both staff and support staff HRD plan implementation	Implementation of the same Reviewal of HRD plan and skills audit	Monitoring and evaluation/ review New skills plan to be developed based on skills audit and needs assessment
	Facilitation and management of staff and support staff training	Certification, prompt payment to services providers, attendance registers to ensure 100% attendance	All committee coordinators and researchers as well as support staff and most other staff attended various training courses	Implementation of skills plan and transversal training, HR generic training, induction of new appointees	Implementation of skills plan and transversal training, HR generic training, induction of new appointees	Implementation of skills plan and transversal training, HR generic training, induction of new appointees	Implementation of skills plan and transversal training, HR generic training, induction of newly appointees
	Co ordination and management of ABET Training	Service provider appointed and certification of ABET learners	One learner matriculated and all learners passed Level 1	Appointment of accredited ABET training service providers	Development and implementation of ABET programme/ plan	Development and implementation of ABET programme/ plan	Review of the programme/plan
	Co ordination and management of MPL's Training	Certification and attendance register	22 MPLs registered for advance certificate and four registered for masters. All MPLs attended BBBEE	Accredited training and certification for MPLs	Accredited training and certification for MPLs	Accredited training and certification for any MPLs who wish to avail themselves of the opportunity	Accredited training and certification for any MPLs who wish to avail themselves of the opportunity

Co-odination and implementation of succession planning for the institution	Critical posts and scarce skills Identified	Development of succession plan	Review of succession plan	Implementation of the same	Implementation of the same	Monitoring and evaluation
Management of Wellness programmes	Wellness rollout, trained peer counsellors and peer educators and certification	Wellness rollout and development of policy	EAP programme in place Occupational Health and Safety strategy in place HIV & AIDS programmes in place	Implementation of policy and strategy	Implementation of policy and strategy	Monitoring and evaluation/ review
Coordination and management of EU-funded training	Approved training plan by EU and service provider. Reports and certificates provided	Six Inter-Legislature exchange programmes and twenty-two committee coordinators and researchers	Implementation of the approved plan	Implementation of the approved plan	Review of the plan	Evaluation and monitoring
Allocation of staff bursaries for personal development personnel	Number of bursaries approved and payment of service providers	Twenty four staff members benefited All service providers paid	Implementation of approved bursaries	Implementation of approved bursaries	Implementation of approved bursaries	Review ,monitoring and evaluation
Management of Learnerships and Internships	Contracts and attendance registers and certification	Fourteen learners and five interns	Intake, placement, mentoring	Learnership intake (succession plan and scarce skills)	Learnership intake (succession plan and scarce skills)	Review and evaluation

Filling all vacant posts by recruiting internally and externally the best suitable candidates who will be able to add value in the achievement of Legislature objectives	Filling of vacant posts, identification of critical posts and retention of internal employees	The numbers of filled vacancies and reduction of resignations	Filling of critical posts such as CFO, Cluster Researchers, Committee Coordinators etc.	Filling of vacancies in the new structure	Ensure proper staffing of organogram Filling of posts on the new organogram	Ensure proper staffing of organogram	Ensure proper staffing of organogram
	Develop exit strategy whereby employees will be given opportunity to express them on organizational culture.	Filing in of exit forms by the affected employee			Develop exit strategy	Implement and evaluate exit strategy	Review of exit strategy
	Ensuring that all employees are correctly paid	Persal System and payroll	Employees repaid accordingly	Facilitating and monitoring payments of salaries and adjustments	Facilitating and monitoring payments of salaries and adjustments	Facilitating and monitoring payments of salaries and adjustments	Facilitating and monitoring/ evaluation of payments of salaries and adjustments
	Monitoring of link codes between Bas and Persal with regard to personnel expenditure	Employees paid at correct pay points	Codes amended and corrected accordingly	Update and amendment of establishment	Review organogram on Persal	Monitoring and evaluation of establishment on Persal	Implementation and evaluation of exit strategy
	Re-grading of organizational posts to ensure that staff are remunerated accordingly	Implement Grading Committee report as adopted by the Executive Committee	All Legislature posts were re-graded. Salary structure was amended to suit all grades and outcomes were implemented	Grading of newly created posts and re-grading of some existing posts	Regrading of posts created 2007/2008	Evaluation of regrading 2008/2009	Review regrading on certain positions. Attend to appeals of the same - 2009/2010

| Provisioning and management of employee benefits and policy development.

Management of leave and Persal control function | Budget | Compilation of budget(EC 5.1 and EC.4.1) | Compilation of personnel budget according to new programmes | Compilation of budget(EC 5.1 and EC.4.1) | Update EC 5.1 according to new organogram

Compilation of budget(EC 5.1 and EC.4.1) | Compilation of budget(EC 5.1 and EC.4.1) | Compilation of budget(EC 5.1 and EC.4.1) |
|---|---|---|---|---|---|---|---|
| | Update of records - electronically and manually | Records were kept electronically and manually | Monitor proper filing, i.e. electronically and manually | Monitor proper filing, i.e. electronically and manually | Monitor proper filing, i.e. electronically and manually | Monitor proper filing, i.e. electronically and manually | Monitor proper filing, i.e. electronically and manually |
| | Development and maintenance of policies and procedures | Adopted policies and procedures | Four policies were developed | Assessment of newly developed policies and procedures | Facilitation of policy adoption | Facilitation of policy adoption | Assessment of the same |
| | Development of Performance Management System | Adopted PMDS system | Performance agreement signed by Managers | Facilitate performance management system | Annual evaluation of performance agreement | Monitoring of the same | Review |
| | Effective control and management of leave | Costed leave register, files, attendance registers and leave books | Leave policy reviewed, attendance registers properly managed and constantly checked | Monitoring and managing of leave | Monitoring and managing of leave | Monitoring managing and evaluation of the same | Monitoring and review |
| | Effective management and facilitation of Home Owners Allowances & Guarantees | Persal System and housing files | Housing policy reviewed, Persal system maintained and checked | Formulation of procedure manuals and management of housing guarantees | Execution of housing guarantee policy | Monitoring and evaluation of the policy | Review of policy |
| | Facilitation and management of medical aid | Update Personal files and Persal system | Correct deductions from the affected personnel implemented on the system | Adoption of policy on Medical Aid. Facilitation and management of medical aid administration | Execution of policy on medical aid and facilitation of adoption 2007/2008 | Facilitation and management of medical aid administration 2008/ 2009 | Review policy on medical aid and facilitate adoption 2009/2010 |

Effective management and facilitation of overtime	Persal system and overtime file	Correct calculation of hours worked and submission to Finance	Adoption of policy & facilitation and management of overtime	Execution of policy & facilitation and management of overtime	Monitoring and evaluation of policy & facilitation and management of overtime	Review of policy
Management and facilitation of rewards for long service	Schedule, personal files and Persal system	Long service rewards paid correctly	Adoption of policy for long service Facilitation & management of the same	Management and facilitation of long service rewards	Monitoring and evaluation of policy & facilitating management of the same	Review of policy
Completion of assessment forms Facilitating and payment of Workman's Compensation	Payment stub and documents on file	Compensation Commissioner was paid timeously	Facilitate the process of returns and payment of assessment	Facilitate the process of returns and payment of assessment	Facilitate the process of returns and payment of assessment	Facilitate the process of returns and payment of assessment
Effective management of Provident Fund and facilitation of claims	Payment of claims-confirmation from Orion provident fund	Payments for the claims were paid	Management of provident fund. Development of procedure manual.	Facilitate the process of registration and claims for the same	Facilitate the process of registration and claims for the same	Monitoring and implementing/ evaluating adopted policy
Management of motor finance scheme,	Participation of qualified officials and Persal system	All qualifying officials are paid	Adoption of policy and management of motor finance scheme	Execution of policy and management of motor finance scheme	Monitoring and evaluation of policy and management of motor finance scheme	Review of policy and management of motor finance scheme
Development and maintenance of policies and procedures	Adopted policies and procedures	Four policies were developed	Assessment of newly developed policies and procedures	Facilitation of policy adoption	Monitoring implementation of policy	Assessment of the implementation process
Update of records - electronically and manually	Records were kept electronically and manually	Monitor proper filing i.e. electronically and manually	Monitor proper filing, i.e. electronically and manually	Monitor proper filing, i.e. electronically and manually	Monitor proper filing, i.e. electronically and manually	Monitor proper filing, i.e. electronically and manually

	Effective management of Persal System	Persal System reports and training of Persal users, with certification	Persal functions allocated to relevant Persal users and eleven Persal users were trained	Monitoring and management of Persal system	Facilitation and management of training	Facilitation and management of training	Facilitation and management of training
Provisioning of appropriate enabling and support services and contract management	Development of plan for office furniture allocation to MPLs, Presiding Officers and officials /staff members.	Approved plan for furniture allocation, provisioning of furniture, register signed by users.	All committee rooms, Presiding Officers, MPLs and Secretariat	Replacement of office furniture for MPLs, Presiding Officers, Secretariat and Management. Purchase of office furniture for all Assistant Directors.	Evaluation and review of the furniture plan.	Facilitate the process of furniture identification	Monitoring and evaluation of the process
				Maintenance of buildings and grounds		Implementation of the strategy	Monitoring and evaluation
	Facilitation and management of maintenance of buildings and surroundings	Cleaning contract and management of waste removal	All buildings are maintained and waste removed twice a week	Maintenance of equipment and sundry	Maintenance of equipment and sundry	Maintenance of equipment and sundry	Maintenance of equipment and sundry
	Monitoring and management of catering contract	Catering contract document	Management of existing service provider	Monitoring of catering contract and ensuring service level agreement	Monitoring performance of catering company	Monitoring performance of catering company	Evaluation and review
	Facilitation and management of equipment and repairs	Maintenance register	Twelve chairs repaired and thirteen telephone lines transferred	Facilitation of SCM officials, researchers and House Business	Monitoring and managing equipment	Monitoring and managing equipment	Reviewal and replacement
	Management and maintenance of record keeping and development of document management syment	Updated files and documents	Safekeeping of records on files and archiving of files older than five years.	Implementation of document management system	Monitoring and management of the same	Implementation of the same	Monitoring and evaluation

1.4.2 STRATEGY AND COMMUNICATION

1.4.2.1 Situation Analysis

The objectives of this sub-programme include the communication function, co-ordination and management of donor funds, the facilitation of logistics and working relations with international countries and provision of technical support to the office of the Secretary in the area of strategic management.

Four Communication Officers in this section are responsible for raising awareness on the role of the Legislature and providing communication support to other Legislature programmes. Various communication tools such as production of publications, branding and marketing, internal communication tools and special events are utilised. Communication Officers are assigned to specified areas.

The Assistant Director is responsible for co-ordinating international trips for the institution and assists in the area of strategic support.

The above-mentioned staff are experienced, although ongoing training is required to enhance their skills.

While appreciating the above, there is still a need in the communication section for technologically advanced equipment to produce some publications internally in order to minimize costs. The current situation is that small publications that warrant in-house printing are printed by external printers, which becomes too costly for the institution.

The threat to this function is the generally poor image and the continuous negative media coverage of the Province. This is further exacerbated by the public's lack of understanding of the separation of powers and the role of the Legislature. The availability of reporters within the Legislature precincts could be used as an opportunity to disseminate information on the separation of powers.

1.4.2.2 Specified policies, priorities and strategic objectives

The Vision and Mission of the Eastern Cape Legislature inform the operational work of this section. The sub-programme is informed by institutional documents such as the provincial communication strategy, institutional strategy, fund-raising strategy, international travelling policy and other relevant institutional, provincial and national policies.

The section is further guided by the State of the Nation Address, the State of the Province Address and the Speaker's policy speech. Above all, the obligations of the Constitution of the Republic of South Africa require that cohesive strategies to support public participation be formulated.

The strategic objectives of this sections are as follows:

- Raising awareness on the role of the Legislature
- Management of donor funds
- Facilitation of international relations

- Provision of technical support to the office of the Secretary in the area of strategic management.

Branding and marketing of the Legislature to create visible identity and positioning of the Legislature are priorities of this section. Furthermore, increased intervention in respect of internal communication will be another priority for years to come. Optimal utilization of constituency offices as information dissemination points will again be prioritised in the coming years.

The institution has further taken a conscious decision to play a role towards the development of the parliamentary sector within the SADC region.

The years to come will also be characterised by aggressive fund-raising and the establishment of sustainable partnerships with both the private sector and the international donor agencies.

1.4.2.3 Progress analysis

In order to realize its objectives the Communication section in the past year facilitated the adoption and launch of a branding strategy, which has significantly and visibly been implemented through branding intervention in respect of various aspects within the Legislature. It is expected that maximum utilisation of this strategy will enhance both the corporate identity and the image of the Legislature.

In profiling the Legislature, a standing arrangement has been made with the SABC for monthly radio talk shows with Umhlobo Wenene FM and CKI FM. It is envisaged that the talk show programmes will be cascaded down to community radio stations in the next financial year. This will bring the Legislature closer to the people at local level.

The section continued with the development of target-oriented publications to facilitate effective communication among our communities. Pamphlets targeting schools and a CD for the computer-literate sector have been introduced.

Substantive utilisation of donor funding has placed the Legislature among the top spending Legislatures, thereby qualifying for an additional R1m during the previous financial year.

Initiatives to establish linkages with the Parliament of Lesotho started during the previous financial year and the intention is to establish a Memorandum of Understanding, backed by a programme of action that will cover the current political term.

The performance management system that was started in the previous financial year will be fully implemented in conjuction with the policy on rewards and remuneration. This function will be managed and monitored by the Human Resources Management section with effect from the 2007/08 financial year.

1.4.2.4 Description of planned quality improvement measures

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

Through its management structures the institution has identified the significance of communication and specifically during budget allocation. There is a comprehensive communication strategy that is linked to the provincial strategy which, in turn, is cascaded from the national communication strategy of Government Communication Information Systems (GCIS). This kind of interaction is crucial in putting across to the public crucial messages from the people and vice versa.

The relocation of programming to House Business will improve monitoring of programming.

1.4.2.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable Objective	Performance Measure Indicator	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
To raise public awareness on the role of the Legislature	To profile the role of the Eastern Cape Provincial Legislature	Well branded and edited publications produced and distributed	28 026 well branded, edited institutional publications produced and distributed	30 000 well branded, edited institutional publications to be produced and distributed	44 856 well branded, edited, target-oriented institutional publications to be produced and distributed	49 856 well branded, edited, target -oriented institutional publications to be produced and distributed	52 000 well branded, edited, target- oriented institutional publications to be produced and distributed
		Number of radio talk shows facilitated	18 talk shows facilitated with SABC radio	20 talk shows to be facilitated with SABC radio	24 talk shows to be facilitated with SABC and community radio stations	32 talk shows to be facilitated with SABC and community radio stations	36 talk shows to be facilitated with SABC and community radio stations
		Number of institutional events and public hearings advertised	Advertisements facilitated for all institutionalised days	Adverts to be facilitated for all institutionalised days	Advertisements to be facilitated for all institutionalised days	Advertisements to be facilitated for all institutionalised days	Advertisements to be facilitated for all institutionalised days
	To market the Legislature through branding and distribution of gifts	Number of corporate gifts and promotional materials produced and distributed	100 traditional and institutional gifts produced and distributed	150 traditional and institutional gifts produced and distributed	200 traditional and corporate gifts to be produced and distributed	250 traditional and corporate gifts to be produced and distributed	300 traditional and corporate gifts to be produced and distributed

		Consistent branding of all institutional events, publications, building of the Legislature and official documents	Publications, institutional events and official documents were consistently branded.	Publications and events of the Legislature constantly branded	Building of the Legislature to be constantly branded	Evaluation of the branding strategy	Reviewal of the branding strategy
	To facilitate logistics for special events and workshops.	Number of planned and facilitated logistics for workshops and events	Logistics for 12 special events and workshops facilitated.	Logistics for 17 special events and 7 workshops were successfully organised.	Logistics for 21 special events and workshops to be facilitated per request	Logistics for 25 special events and workshops to be facilitated per request	To have gift shop running
	To develop internal communication tools	Communication tools developed for internal communication	Communication tools adopted internal communication	Communication tools implemented for internal communication	Communication tools monitored for internal communication	Communication tools evaluated for internal communication	Communication tools reviewed for internal communication
Building of private and public partnerships	To raise funds to support Legislature projects	Number of partnerships established	Five private partners funding and sponsoring institutional events	EULSP donor programme effectively utilised and private sponsors effectively utilised	EULSP donor programme effectively utilised and private sponsors effectively utilised	Two additional private sponsors to be established	Two additional private sponsors to be established
To facilitate international relations	To provide logistical support for all international travelling	Number of logistics for international trips effectively co-ordinated	3 portfolio committees, 3 CPA and 1 NCSL	3 portfolio committees, 3 CPA and 1 NCSL	3 portfolio committees, 3 CPA and 1 NCSL	3 portfolio committees, 3 CPA and 1 NCSL	3 portfolio committees, 3 CPA and 1 NCSL

1.4.3 Information technology

1.4.3.1 Situation Analysis

The objective of Information Technology is to provide information technology, information systems and related services in a maintained information systems security environment in the Legislature. IT refers to the management of computer hardware, business solutions, software and network and communication support. It provides the organization with strategic advantage by facilitating problem-solving, increasing productivity, improving efficiency and quality and enabling business process reengineering. This should be aligned with the constitutional mandate.

Key challenges facing IT include the following:

- Full utilization of technology to achieve a paperless working environment
- Provision of relevant products and services with the limited resources at the disposal of the institution
- Development of the Master System Plan
- Due diligence review on Legislature Information Management Systems
- Deployment of the Document Management System
- Well developed website that will be accessible to all constituency offices (Intranet and Internet)
- Management of relationship with SITA

1.4.3.2 Policies, priorities and strategic objectives

There is a need to review the IT policies to cater for the changes introduced ie intranet and internet. Moreover, policies are required on systems security and maximum system availability

The strategic objectives of the IT Unit are the following:

- Information Systems Development
- Ongoing investigation and utilization of technology in business processes
- Knowledge Management and Development
- Ensuring inter-operability of systems and remote access capability
- Paperless working environment

1.4.3.3 Progress Analysis

The Local Area Network has been installed. The Legislature has a service level agreement with SITA that assists in the improvement of the information technology services to various stakeholders.

1.4.3.4 Analysis of constraints and measures planned to overcome them

Constraints	Measures To Overcome Constraints
• The rapid changes in information technology pose a constraint, as the technicians need to be conversant with all changes.	• There has to be a continuous drive to improve the skills of IT personnel.
• Development of the Master Systems Plan (MSP)	• Employment of an IT Manager and the GTO is critical in the development of the Master Systems Plan

1.4.3.5 Description of planned quality improvement measures

With a view to improving quality of services and productivity in the next financial year the subprogramme aims to provide effective ICT infrastructure in order to facilitate speedy access to information at all times.

There will be ongoing investigation into the utilization of technology so as to improve efficiency, facilitate business process re-engineering and develop the website and the intranet.

Emphasis will be placed on the development of the Master Systems Plan, specifically with regard to the introduction of the Document Management System.

1.4.3.6 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable Objectives/ Outputs	Performance Indicator	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Provide effective ICT infrastructure	Development of a printing solution	Reliable printers	Development of a printing solution.	Implementation of printing solution	Maintenance of printing solution	Maintenance and support to users	Review of the Legislature's printing solution
	Data and workflow management	Developed website, intranet and DMS	LAN installation	Development website, intranet and sourcing of DMS	Maintenance of website, intranet and sourcing of DMS	Maintenance, administration & support of a DMS	Review, administration & support of a DMS
Effective, efficient and economical provisioning of IT equipment	Adopted plan of upgrading and maintenance of IT equipment	Provisioning of IT equipment to all users	10 % provision of IT equipment	90% provision of IT equipment	100 % provision of IT equipment	Evaluation and upgrading of the IT equipment	Provisioning of IT equipment to all users
		Adopt a plan to provide IT equipment to comply with Legislature's needs	Implementation of the IT plan in phases	Policy adopted and plan awaits input from SITA	Review IT policy and adopt the plan	Implement and maintenance of the plan	Review, implementation and maintenance of the plan
Training, empowerment and development of IT personnel	Continuous training through courses, work-shops, conferences and forums	Number of users that are computer literate	30 % of trained users	70% of trained users	100 % of trained users	Asses and review the training plan	Implement a training plan

1.5 SAFETY

1.5.1 Situation Analysis

This Unit informs, regulates and governs all staff, members, visitors and service-providers on the security framework of the institution and identifies remedies in the event of any security breach. The security management of the institution follows the prescripts of the Minimum Information Security Standards (MISS) document.

The first step in ensuring the security of the institution is to establish proper access control measures. Access control is a process in which several measures are applied to ensure that any object or person requiring access to premises of an institution is safe, has a bona fide reason to enter, is entitled and authorized thereto and that the institution or its employees will not be exposed to danger or to breaches of security during the presence of such a person or due to his/her gaining access. The success of a security management programme is not decided by the measure and controls alone, but also by the attitudes of the people who have to apply and enforce them.

1.5.2 Policies, priorities and strategic objectives

The security management of the Legislature is guided by the following legislative mandates:

- Constitution of the Republic of South Africa, Act 108 of 1996
- Control of Access to Public Places and Vehicles Act, Act 53 of 1985

- Protection of Information Act
- Minimum Information Security Standards Document
- Prevention and Combating of Corrupt Activities Act, Act 12 of 2004
- Protected Disclosure Act
- National Strategic Intelligence Act, Act 39 of 1994

The top priority of the Unit is to give proper meaning, intent and purpose to the security function in the Legislature, with the aim of fostering sound and amicable management principles within the prescripts of applicable legislation, directives and policy documents

1.5.3 Analysis of constraints and measures planned to overcome them

Constraints	Measures to overcome constraints
New access control systems not yet installed.	Ensure the complete installation of the access control system.
Security equipment currently in use is not of a high standard.	Acquire new security equipment that is of a high standard.
Creation of critical posts to ensure proper security management	Ensure that posts are created and filled as a matter of urgency.
The Legislature is still using the old mace that was used by the former Ciskei regime	Committee in place to have a mace of our own that portrays the image of the Eastern Cape Provincial Legislature in particular, and that speaks to the people of the province in general.
There is no security policy/procedures or contingency plan in the Legislature.	Ensure the security policy and security procedures are developed, approved and implemented.
Strained relationships between VIP Protection Services and the Legislature community hamper the security management of the institution.	Workshop the VIP Protection Services and the Legislature community about the importance of the institution's security and reach an understanding.
The Legislature buildings are dilapidated and pose a security risk.	Ongoing liaison with the officials of the Legislature and the Department of Public Works to have the identified security risk zones attended to.

1.5.4 Description of planned quality improvement measures

Creation of the required posts will assist this sub-programme in performing its functions of security management, thus ensuring that MPLs, staff and visitors are protected at all times. In order for security management staff to be able to execute their duties, they need to have all the necessary security equipment in place and functioning properly.

1.5.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objectives	Measurable Objectives	Performance Indicator	2005/06 Base	2006/07 Actual	2007/08 Estimate	2008/09 Target	2009/10 Target
Creating a safe and secure working environment	Proper access control measures	Continuous evaluation and maintenance of the security system	Upgrading of access control systems	60% of all security equipment installed	70 % of all security equipment installed and maintained	80% of security equipment functioning	100% properly functioning equipment
	Procurement and selection of service-provider	Monitoring and continuous evaluation of security systems	Assist P.W.D with the development of tender specification	Adjudication and awarding of the tender	80% of equipment installed	100% of equipment installed	Monitoring and evaluation of the system
	After-care of the acquired assets	Ongoing monitoring of equipment	Ongoing monitoring of equipment	Ongoing monitoring and evaluation	Ongoing monitoring and evaluation	Ongoing monitoring and evaluation	Ongoing monitoring and evaluation
	Workshop staff about the importance of security in the Legislature	Conduct bi-annual security awareness programmes	Acquire the assistance of the State Security Advisors	50% of staff trained on security-related programmes	90% of staff trained on security-related programmes	100 % of staff trained on security-related programmes	Monitoring of compliance with policies and procedures
Ensuring a hazard-free and risk-free institution	Identify all hazardous and risk zones through threat and risk assessment.	Analysis report	Ensure that identified threats and risks are attended to	70% of identified risks attended to	100% of identified risks attended to	Monitoring and evaluation	Monitoring and evaluation

| Develop and implement security policies/plan/procedures and contingency plans | Workshop Legislature staff on security-related matters | Conduct security awareness programme/ campaigns

Staff training plan | Compliance with policies and plans | Monitoring and evaluation of the systems | Monitoring and evaluation | Monitoring and evaluation | Monitoring and evaluation |
|---|---|---|---|---|---|---|---|
| Maintenance of order in the Chamber, carrying and safekeeping of the mace | Secure the proceedings and ensure safety of MPLs in the Chamber | Well secured MPLs and safe and orderly House proceedings | Safe and secure environment | 100% | 100% | 100% | 100% |
| | Make logistical arrangements for the smooth running of the House | Chamber ready before start of House business | Well organized House sitting | 100% | 100% | 100% | 100% |
| | Ensure punctuality and that House proceedings commence and resume on time | Ringing of the Chamber bell for the commencement and adjournment of the House | Punctuality in the Chamber be observed | 100% | 100% | 100% | 100% |
| | Ensure cleanliness of the Chamber before start of House business | Well cleaned Chamber | Well cleaned Chamber | 100% | 100% | 100% | 100% |

Programme 1	Audited 2005/06	2006/07 Main Appropriation	2007/08	2008/09	2009/10
Office of the Speaker		5,243	6,616	7,624	8,231
Office of the Secretary	3,831	5,779	7,100	8,147	8,795
Financial Management	10,100	34,602	32,532	36,565	39,475
Corporate Services					
*Communications	3,782	4,920	4,353	4,860	5,247
*Human Resource Management	23,651	8,039	13,807	15,067	16,265
*Information Technology		3,864	4,388	4,898	5,288
*Catering		1,000	1,030	1,112	1,200
Internal Audit		498	905	977	1055
Safety		1,383	1,521	1,649	1,780
Total	**41,364**	**65,328**	**72,253**	**80,899**	87,336

PROGRAMME 2

2.1: Facilities and Benefits for Members

2.1.1 Situation analysis

This sub-programme is responsible primarily for the coordination and facilitation of Members' facilities and benefits. Its core business is to provide a "one-stop shop" for MPLs. In addition to coordinating enabling facilities for Members, it also coordinates decisions of the Rules and Executive Committees that impact directly on Members. It budgets for the provision of enabling facilities for Members such as cellphones, the 12 unofficial ticket allocation, ad hoc research for political parties, entertainment, group life insurance and relocation costs. The sub-programme also administers and manages the administrative budget for political support staff.

The subprogramme has a working relationship with the Department of Public Works, which is responsible for the maintenance of Members' official houses.

The Legislature plays an agency role in the payment of salaries for all political parties. The subprogramme also manages and administers budgets of all political parties in the Legislature.

2.1.2 Policies, priorities and strategic objectives

The subprogramme is guided by the following legislative framework:

- Constitution of the Republic of South Africa, Act 108 of 1996
- Public Finance Management Act (PFMA), Act 29 of 1999, and Treasury Regulations in terms of section 76 of the PFMA
- Institutional policies, decisions of Executive and Rules Committees
- Remuneration of Public Office Bearers Act

The main priority of the subprogramme is to improve the services rendered to Members of the Legislature by improving coordination and communication with all stakeholders.

2.1.3 Progress Analysis

As a result of discussions between the Department of Public Works and the section, the Department has assigned a designated official to deal with Members' houses under their Customer Care Unit.

Funds for Members' enabling facilities have been allocated to this subprogramme. There has been a significant improvement in the level of service provided to Members in respect of enabling facilities. An Admin Officer has been appointed to support the subprogramme.

2.1.4 Analysis of constraints and measures planned to overcome them

Constraints	Measures to overcome constraints
Clarification of the role of the office	Communication through the Internal Arrangements Committee (IAC) in respect of clarifying the role of the office
Lack of policies on Members' enabling facilities that emanate from decisions	Identify the policies that need to be developed and refer them to the relevant subcommittee of the Rules, i.e. IAC

2.1.5 Description of planned quality improvement measures

The section will improve its communication strategy with regard to all matters that have been referred and on which there needs to be feed-back to Members. This will enhance service delivery and customer satisfaction.

2.1.6 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objectives	Measurable Objective	Performance Indicator	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Facilitation and coordination of provision of Members enabling facilities	To facilitate provision of official accommodation for MPLs	Number of maintained MPLs' houses per annum	100% facilitation of maintenance of MPLs' houses	100% facilitation of maintenance of MPLs' houses	100% facilitation of maintenance of MPLs' houses	100% facilitation of maintenance of MPLs' houses
	To facilitate provision of adequate communication facilities for Members	52 cellphones bought and maintained for Members	52 cellphones bought and maintained for Members	52 cellphones maintained for Members	52 cellphones bought and maintained for Members	52 cellphones maintained for Members
	To facilitate the procurement of equipment for MPLs such as laptops and crockery	52 laptops bought for Members Crockery bought for 5 political parties	43 laptops bought for Members Crockery bought for 5 political parties	10 laptops bought for Members Crockery maintained for 5 political parties	Crockery maintained for 5 political parties	100% compliance Crockery maintained for 5 political parties
	To facilitate effective implementation of logistics related to relocation of MPLs	Number of relocated Members Payment of related costs as per relocation policy	100% facilitation of MPLs' relocation	100% facilitation of MPLs' relocation	100% facilitation of MPLs' relocation	100% facilitation of MPLs' relocation
	To facilitate representation of the Legislature at identified funerals	Representation of the Legislature at 5 identified funerals	3 identified funerals in a financial year	3 identified funerals in a financial year	5 identified funerals in a financial year	5 identified funerals in a financial year
	To facilitate proper and timeous travel bookings for Members in relation to flights, accommodation, transport and 12-ticket allocation	• Number of tickets processed • Access to benefits such as Voyager miles and airport lounges for Members.	All bookings made according to requests	Monitoring of services provided by the Travel Agent	Evaluation of services provided by the Travel Agent	Review of services provided by the Travel Agent
	To facilitate regular interaction with political parties	Number of meetings held by political parties	40 meetings held by all political parties	55 meetings held by all political parties	60 meetings held by all political parties	65 meetings held by all political parties
	To facilitate group life cover for Members	Ensure life cover for all 52 Members	Life cover provided for all 52 MPLs	Life cover provided for all 52 MPLs	Life cover provided for all 52 MPLs	Life cover provided for all 52 MPLs
Administer and manage budget for political support for Members	To facilitate administrative budget for political party support staff	Payment of S&T, accommodation and flights for support staff	Payment effected for all support staff to Members	100% facilitation of payment for training of support staff	100% facilitation of payment for training of support staff	100% facilitation of payment for training of support staff

Programme 2	Audited 2005/06	2006/07 Main Appropriation	2007/08	2008/09	2009/10
Facilities and Benefits for Members		4,814	5,106	5,512	5,951
Political Support Services	13,359	6,861	8,381	9,048	9,768
Total	**13,359**	**11,675**	**13,487**	**14,560**	15,719

PROGRAMME 3

Situation analysis

This programme provides for the performance of the core business of the Legislature as required and mandated by the Constitution of the Republic of South Africa. Political structures of the Legislature, namely the House, (the Legislature sitting in plenary), Portfolio Committees, other Committees and structures perform the core business. These structures are supported by Programme 3. Political decisions on the performance of the core business therefore have a direct impact on the activities located in Programme 3.

The skills of the officials responsible for the activities in Programme 3 have improved significantly, resulting in an increased professionalism in the rendering of support to the political structures performing the core business.

The activities of this Programme are logically grouped in the following different sub-programmes:

LIBRARY, RESEARCH AND INFORMATION SERVICES

This sub-programme strives to meet the information needs of the Legislature, its structures and Members to take informed decisions. It supports therefore the core functions of the Legislature.

The acquisition of additional equipment as well as the appointment of additional staff to the Unit performing the functions of this sub-programme would enhance the capacity to perform the functions to support Portfolio and other Committees as well as Members of the Legislature in the execution of their functions. The Library and Research function has been moved to the Procedural Support Services Directorate to ensure closer interaction with Portfolio Committees.

HOUSE PROCEEDINGS

This sub-programme supports the House of the Legislature as the law-making body of the Province and the final decision-making authority on all the recommendations of the Portfolio and other Committees in performing the constitutional functions of the Legislature.

It strives to ensure that the sittings of the House are conducted in compliance with the Constitution and the Standing Rules of Procedure of the Legislature, facilitates the sittings of the House, and is responsible for the preparation, publication and distribution of all House documentation of the highest standard for tabling in the House and to the Members. It also facilitates communication of House Resolutions and receiving of reports on the implementation thereof.

The sub-programme is further charged with the co-ordination and programming of all Legislature activities, ensuring the minimum clashes of Members' attendance and double bookings of venues.

COMMITTEE SERVICES

This sub-programme facilitates the activities of Portfolio Committees as required by the Constitution, the Standing Rules of the Legislature and the House. The Unit responsible for this sub-programme renders administrative and technical support to the committees which are, in terms of the Standing Rules of the Legislature, the mechanisms created by the Legislature for the scrutiny of introduced legislation, conducting oversight of the Provincial Executive Authority and other provincial organs of state, overseeing service delivery in the Province as well as conducting public participation programmes.

NATIONAL COUNCIL OF PROVINCES

The Constitution requires from the Legislature to participate in the national legislative process. The Legislature's participation in the scrutiny and passing of national legislation is facilitated by this sub-programme through negotiating mandates and authorities to vote on the Bills that affect Provinces. Liaison with the NCOP is crucial and is provided by this sub-programme through an office in the Legislature and a Unit based in Cape Town.

LEGAL SERVICES

This sub-programme provides for the rendering of legal advisory services to Portfolio Committees, Presiding Officers, Management, Members and other structures of the Legislature. It also facilitates the drafting and scrutiny of provincial legislation and the scrutiny of national legislation. It is also responsible for providing opinions on the implementation and effects of legislation and petitions submitted to the Legislature, and for managing litigation in which the Legislature is a party.

The Legal Unit, reporting directly to the Chef Parliamentary Officer, performs the functions of this sub-programme. It also serves as the policy centre for the Legislature, which entails the co-ordination, drafting, review, development and tracking progress of policies.

PUBLIC PARTICIPATION

This sub-programme is charged with facilitating public involvement as required by section 118 of the Constitution, as well as providing administrative, technical and logistical support to the political structures conducting public participation. Public involvement is facilitated through, inter alia, institutionalized days, petitions, public education programmes and public hearings

The Public Participation Unit performs the functions provided for in this sub-programme. However, because of the nature of public participation, this Unit has to work closely with a number of other units within the Legislature such as Committee Services, House Business, Communications and NCOP.

HANSARD AND LANGUAGE SERVICES

This sub-programme provides for the following services:

Hansard: Provision of the official record of House proceedings that conforms with

international parliamentary reporting standards, in line with the institutional strategic goal of a well-functioning and properly recorded House sitting system.

Language Services: The provision-of-translation, editing and simultaneous interpreting services within the institution in accordance with the Legislature's language policy and the constitutional provisions in respect of language use.

Questions: Formulation and editing of questions into standard parliamentary format; regular production and dissemination of Internal Question Papers, Reply Papers and Question Papers.

Policies, priorities and strategic objectives

Programme 3 renders parliamentary services and support to ensure that the constitutional mandate is carried out, that all constitutional requirements are met and that the Legislature performs its functions as required by the Constitution and relevant legislation such as the Public Finance Management Act, the Municipal Finance Management Act, the Powers Privileges and Immunities of Parliament and Provincial Legislatures Act and Provincial Acts regulating the Boards and Institutions to report to the Legislature.

The services rendered under this programme are guided by the Standing Rules and Orders of the Legislature, which prescribes the methodology and procedure of performing the constitutional functions. Policies informing and directing this programme are adopted by political structures, and this programme is responsible for implementation of those policies.

Overall strategic goals for the programme are as follows:

1. Ensure provision of appropriate leadership to managers responsible for Parliamentary services
2. Ensure the development and implementation of appropriate organisational policies
3. Provide support to Legislature committees and structures
4. Ensure professional research support is provided to Legislature committees to enable informed decisions
5. Provide legal services to the Legislature and its structures

Priority will be given to supporting the core business so as to ensure that the impact of the oversight function improves service delivery in the Province, that debates of the House are structured so as to provide a platform for public discourse of important issues affecting the Province and to increase the involvement of the public in the other processes in addition to the legislative processes of the Legislature.

Analysis of constraints and measures planned to overcome them

Constraints experienced by the programme as a whole are detailed below. Detailed constraints and measures to overcome them are stated under each sub-programme.

- Constraints of time to schedule all the activities of he Legislature: Portfolio Committees do not have enough meeting slots; there is insufficient time for House sittings to debate, for example, NCOP

Bills and mandates; and political management structures find it extremely difficult to find meeting slots.

- The lack of policies/written guidelines and procedure manuals for the performing of core business: The Legislature has developed into a skilled and sophisticated institution and practices for the performance of core business need to be questioned and clarified.
- Co-ordination and liaison with other stakeholders of the Legislature such as provincial departments.
- Capacity - especially in respect of research and public participation - are still not up to standard: Parliamentary Services is committed to professional support and service, and therefore capacity that does not meet professional requirements is a constraint.
- Liaison and interaction with local government, especially with a view to co-ordinating the functions of the Legislature in terms of the Municipal Finance Management Act.

The following measures are planned to overcome the constraints:

- Programming of Legislature activities will be re-considered. Interaction with political management structures such as the Executive Committee, the Whippery, the Programming Committee and the Rules Committee will be initiated by the Programme Manager with a view to arriving at a set of programming principles that will create more time for Legislature activities.
- The development of policies will be commenced with as soon as

possible. However, these policies will also regulate certain political activities, and the interaction of political parties and structures will be crucial for the success of this project.

- Priority will be given to establishing administrative liaison and communication channels to enhance the existing political channels.
- The Programme will continue with its capacity-building programmes. These programmes yielded good results in certain areas - committee services, for example - and will be intensified in areas where capacity is identified as a constraint.
- Resources and capacity, including procedures and guidelines, will be developed with a view to optimizing the services to the Legislature and its structures in local government matters.

Description of planned quality improvement measures

The services rendered by Programme 3 consist primarily of support, advice and facilitation. Measures to improve quality are therefore aimed at improving the programmes ability to provide these services. Details are provided under each sub-programme below but in general, the following quality improvement measures are planned:

- Obtaining the best affordable electronic and other equipment – for example, recording equipment, computers, programmes, information systems and resources - to support the services to be rendered by this Programme.
- Exposure to best practices for the services to be rendered.

- Building capacity of staff in areas that capacity is lacking.
- Moving towards improved integration of all the services rendered by the various sub-programmes, as well as with other Programmes for related Legislature activities, and adopting a project management approach where feasible.
- Improved standardisation of activities through the development of policies, guidelines and manuals.
- Constant liaison with stakeholders, both political structures inside the Legislature and outside the Legislature.

3.1.1 LIBRARY

3.1.1.1 Situation Analysis

The primary clients of the Legislature Library are Members and staff of the Legislature. That being the case, the Library supports the law-making and the oversight function. The core function of library is to meet the information needs of Members.

New computer equipment was recently purchased for the Library, which is enabling the Unit to perform its functions more effectively. Coupled to this, the Library has recently significantly extended its subscription to Sabinet to include the On-line Parliamentary Monitoring Service, On-line Journals and Netlaw (all Acts and amendments).

The Library function has been relocated to the Procedural Support Services Directorate, where it is better placed to serve the needs of committees.

3.1.1.2 Policies, priorities and strategic objectives

The overall strategic objective of the Library is the provision of a well-functioning library component that is both proactive and reactive, and is linked closely with committees as the engine room of core Legislature business.

3.1.1.3 Analysis of constraints and measures planned to overcome them

Utilisation of the library by Members is still relatively low. Efforts have been made to publicise and promote the library by means of questionnaires, fliers etc, but more needs to be done in this regard.

There is poor c ommunication between the library and its main clients, ie Members, and this needs to be improved. The library needs to know more about the needs of its users.

Revival of the library and research committee is critical with a view to satisfying Members' information requirements and related aspirations.

Filling of the vacant Senior Library Assistant post is imperative. The Grading Committee recommended that this post be converted to that of a Librarian at the same remuneration level.

Marketing of library services needs to be improved by making creative use of, inter alia, institutionalized days, suggestion boxes, questionnaires, brochures, Legi-brief and interviews with individual MPLs.

Attention will also be given to the following aspects:

- Motivating the need to increase the library budget to beef up the library collection
- Developing performance indicators so as to improve output
- Refresher courses for staff on PALS – the library's software catalogue
- Enforcing the use of information request forms for the purpose of meeting deadlines, compiling library statistics and eliminating misunderstandings with clients.

3.1.1.4 Description of planned quality improvement measures

Last year the Legislature was fortunate in obtaining donor funding from the Eastern Cape Integrated Provincial Support Programme for a project aimed at strengthening the research and petitions function. Phase 1 of the project has been successfully completed. In October of 2005 training for library and research staff as well as committee co-ordinators was provided at PE Technikon in the following areas:

- Computers and procedural aspects

- Library and Information Studies (search strategy: electronic data bases)

- Reference Work

- Acquisitions

- Orientation to Research

As part of the IPSP Upgrade project, library staff were involved in the process of weeding outdated or obsolete library books. In addition to the material that was weeded there were a lot of books in storage (mainly from the former Ciskei Assembly Library) that needed to be disposed of, as they were of no relevance to the Legislature Library. Phase 2 of the project is underway and scheduled for completion by March 2007.

3.1.1.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objectives	Measurable Objective	Perfomance Measure	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Provide optimum service to library users	Provision of library advice and services to library users	Number of visits to library Number of material and books issued.	50	60	70	**80**	**100**
To provide up-to-date and best available library resources	Availability of up-to-date electronic and other library resources.	Number of electronic and other library resources available	5	6	7	8	10
Marketing of Library services	Implementation of marketing and communications strategy	Availability of marketing and communications strategy	Marketing and communications strategy in place	Development of marketing and communications strategy	Monitoring of of marketing and communications strategy	Review of marketing and communications strategy	Evaluation of marketing and communications strategy

3.1.2 RESEARCH

3.1.2.1 Situation Analysis

Research services have been identified as an integral part of Parliamentary Services with the specific aim of enhancing the capacity of Legislature committees in the execution of their primary functions, most importantly, oversight.

In January 2006, three Cluster Researchers were appointed to reinforce the Legislature Research Unit. Several strides have been made by these Researchers in acclimatizing and engaging themselves with the parliamentary system, by conducting Committee research work, responding to individual research requests, attending to petitions and conducting on-site visits with Portfolio Committees.

Researchers have also been active in the national Library and Research Forum. In addition to this, Researchers have interacted with other provinces to determine best practice in terms of parliamentary research systems that the Eastern Cape might have to implement.

3.1.2.2 Specified policies, priorities and strategic objectives

To support the mission statement and constitutional obligation of the Legislature, the Research Unit strives to:

- Service the research needs of the Legislature Portfolio Committees (and Cluster Committees)
- Conduct both proactive and reactive research and analysis on pertinent focus areas which directly impact on the efficacy of the oversight function of the Legislature
- Provide support to the Legislature's research endeavours
- Commission relevant research with strict terms to reference to competent and creditable research institutions
- Develop and maintain an up-to-date and reliable information resources of research developments that affect parliamentary oversight
- Continuously engage in research capacity development of the Research Unit

3.1.2.3 Progress analysis

The Research Unit was reinforced with the appointment of three Cluster Researchers in January 2006. The Unit also advertised a vacancy for a Researcher. The aim was to enhance the research capacity of the Legislature in line with the parallel process of "clustering" of Committees according to Executive government clusters. A research strategy was developed by the Research Unit to integrate this clustering into the mainstream support function of the Research Unit and to outline a clear division of work. This research strategy was also accompanied by estimates on the cost implications of all envisaged research work in the 2006/07 financial year.

3.1.2.4 Analysis of constraints and measures planned to overcome them

The main constraints to optimal research output include a shortage of human resources and systemic resources such as infrastructure. Five Researchers currently serve 15 Portfolio and Standing Committees of the Legislature. The envisaged situation is that one Researcher should service only one Committee in order to maximise quality research output, which will enhance oversight of Committees in general. The original research policy of the Research Unit made reference to the Research Unit having to respond to research needs of both Portfolio Committee and individual MPLs. The current objectives of the enhanced Research Unit have focused the Unit's services on Portfolio Committees and potential Cluster Committees. It is recommended that the latter be the adopted approach to standardize and institutionalize the method of requesting research information.

The Research Unit aims to service research needs of Portfolio Committees and Cluster Committees. In the intervening period before the formal establishment of Cluster Committees, it is recommended that clarity be sought on the distinction between Cluster research and committee research and a resolution be reached regarding the distinction between roles and responsibilities of researchers and cluster researchers to ensure a more equitable share of research work.

It is recommended for future purposes that services of researchers and/or cluster researchers acquired by the Legislature be aligned with fields of specialization of particular researchers.

The objectives also propose the conduct of pro-active research by the Research Unit. In this regard it is recommended that the Research Unit produce at least one piece of such work in the current financial year. The objective will further be extended to allow each Researcher to produce such work in any given financial year.
Considering the limited human resources afforded to the Research Unit, it is recommended that the Unit embark on a rigorous strategy to secure services of research interns to enhance the capacity of the Unit.

3.1.2.5 Description of planned quality improvement measures

For quality management purposes, all researchers are to establish standard operating procedures for all areas of activity highlighted above. Further, the Research Unit's current structural organisation does not provide for a research manager for purposes of quality assurance and strategic leadership. Researchers currently report to the Director: Procedural Support Services. It is envisaged that consideration will be given

to addressing the situation, and proposals will be submitted in this regard. In addition to the current capacity challenges with regard to the current number of Researchers, the Research Unit plans on embarking on intensive training programmes to improve the quality of its research product. The following areas have been identified as essential in this regard: Budget Analysis; Research Methodology; Project Management; Public Relations and Communication; and Statutory Analysis.

3.1.2.6 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objectives	Measurable Objective	Performance Measure	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Provision of Research Services to Committees	Undertake research and analysis of Departmental information (budget, in-year reports, financial reports and annual reports) for Portfolio Committees	Final report received on time and accepted by chairperson without complaints and used as a reference document during deliberations	Three reports per portfolio committee	At least 3 quality reports for each Portfolio Committee for each financial year.	6 institutionalised reports: budget; 3 in-year reporting; annual report; and financial oversight	6 institutionalised reports: budget; 3 in-year reporting; annual report; and financial oversight	6 institutionalised reports: budget; 3 in-year reporting; annual report; and financial oversight
	Attend Committee meetings, public hearings, site visits and other official visits and contribute to Committee Reports	Quality value-add research assistance to Committee visit and reports		All meetings attended and Committee reports contributed to			
Provision of proactive research services	Conduct Focused Intervention Studies for Portfolio Committees	Good quality reports on relevant issues		5 major research papers (one per Researcher)	5 major research papers (one per Researcher)	6 major research papers (one per Researcher)	6 major research papers (one per Researcher)
Commission Research	Develop Terms of Reference and design research mandate and contract for research commissioned to external institutions Manage, monitor and evaluate progress of research	Quality-controlled research documents delivered timeously and research findings that withstand criticism and represent good value for money		1 piece of research commissioned	1 piece of research commissioned	2 pieces of research commissioned	2 pieces of research commissioned

70

Host internal seminars and workshops on pertinent contemporary issues	Prepare and deliver seminars and workshops (identify expert external speaker where necessary)	Topical seminars conducted (by knowledgeable speakers where applicable)		At least 3 internal workshops/ contributions to organised institutional workshops	At least 3 internal workshops/ contributions to organised institutional workshops	At least 5 internal workshops/ contributions to organised institutional workshops	At least 5 internal workshops/ contributions to organised institutional workshops
Attendance of external conferences and workshops	Attend & contribute to relevant workshops & conferences as and when invited/required	Quality contributions approved by Director: PSS, at relevant conferences		At least 5 conferences	At least 5 (as and when invited/ requested)	5 (as and when invited/ requested)	5 (as and when invited/ requested)
Maintenance of Budget Information database	Develop database Collate, capture and monitor all policy, revenue, expenditure, planning and performance data of all provincial government departments	Draft design of good quality, reliable and comprehensive information resource from which detailed analyses of departmental spending and performance can be drawn; and which can contribute to quality improvement of committee considerations of departmental performance		Draft design of database	Developed database	Database populated with up-to-date information	Populated database
Training and development	Identify and attend appropriate training programmes at external institutions	Full attendance and satisfactory performance on academic courses		Attend courses as and when necessary and not in conflict with work commitments	1 major training course and other courses as and when necessary	1 major course and other courses as and when necessary	1 major course and other courses as and when necessary

3.2 Sub-programme: House Proceedings

3.2.1 Situation analysis

The Legislature, created by the Constitution of South Africa, when sitting in plenary (the House) is the law-making body of the Province and the final decision-making authority on the other constitutional functions of the Legislature.

This sub-programme ensures that the sittings of the House are conducted in compliance with the Constitution and the Standing Rules of Procedure of the Legislature, It also facilitates the sittings of the House and is responsible for the preparation, publication and distribution of all House documentation of the highest standard for tabling in the House and to Members

Important resolutions are adopted by the House and this sub-programme is responsible for the tracking of reports on the implementation thereof.

The sub-programme is further charged with the co-ordination and programming of all Legislature activities, ensuring minimum clashes of Members' attendance and double bookings of venues.

3.2.2 Policies, priorities and strategic objectives

This sub-programme is responsible for the facilitation of House sittings, programming, archiving as well as Table functions.

It is guided by the Standing Rules of Procedure and the Constitution. It is the duty of this sub-programme to ensure that the Rules of Procedure are complied with and that the sittings are properly managed.

3.2.3 Analysis of constraints and measures planned to overcome them

Constraint
The tabling of Annual Reports from the municipalities in terms of the MFMA will create strain on the resources and time of the unit in terms of this sub-programme. Debates in the House on all municipalities' annual reports will cause a significant increase in the number of sitting days of the House.

Measures to overcome constraint
Only reports of significant importance could be selected for debate in the House. However, a political decision in this regard should be taken.

Constraint
The late or non-submission of business by the Executive results in the House not being able to meet as regularly as it should. The absence of a business programme from the Executive is also a constraint.

Measures to overcome constraint
This is going to be overcome in future as a programming team has been established in the Premier's Office. The Legislature's Programming Unit forms part of that team.

Constraint

Departments are not complying with the Rules pertaining to the introduction of Bills - for example, where a White Paper is a prerequisite before tabling of a Bill – and this results in delays of the introduction of Bills.

Measures to overcome constraint

A workshop in the preparation and introduction of Bills will be arranged for all role-players to sensitize them on the Legislature's procedural requirements for the introduction of Bills.

Constraint

Programming is still a problem despite the fact that there are six well equipped committee rooms, as it is difficult for more than two Committees to sit at a time without serious clashes. This is caused mainly by the fact that Members are serving on many Portfolio Committees.

Measures to overcome constraint

This matter is being addressed politically in that Members are requested to serve to not more than three Portfolio Committees. The other option which is being looked at is the cluster approach where Members will choose either to serve on only three Committees in a cluster or one committee in a cluster.

3.2.4 Description of planned quality improvement measures

It is important that all people affected by the Rules are kept abreast of them, as they are reviewed from time to time.

Even before the discussions on the cluster approach are finalized it is advisable that Members be requested to serve in three portfolio Committees only.

Archiving of documents will be addressed by the IPSP project which is in the pipeline.

3.2.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable objective	Performance Measure or indicator	2005/06 Actual	2006/07 Estimate	2007/08 Target	2008/09 Target	2009/10 Target
To facilitate House sittings	Ensure the preparation, publication & distribution of House documentation.	All documentation prepared, publicized & distributed 30 minutes before commencement of House sitting.	All documents are in the correct format and are ready before House sittings	All documents are in the correct format and are ready before House sittings	All documents are in the correct format and are ready before House sittings	All documents are in the correct format and are ready before House sittings	All documents are in the correct format and are ready before House sittings
	Provide procedural advice to the Presiding Officers in accordance with the Standing Rules of Procedure.	Acceptable advice given to Presiding Officers and members.	Advice provided when necessary	Advice provided when necessary	Advice provided when necessary	Advice provided when necessary	Advice provided when necessary
To provide archiving services of all tabled documents	To ensure safe-keeping and easy retrieval of all tabled documents	All tabled documents archived within two weeks after adjournment of House.	All House documents archived	All House documents archived	All House documents electronically archived	All House documents electronically archived	All House documents electronically archived
To co-ordinate institutional activities	To ensure facilitation of the Legislature programme.	Updated Legislature programme with minimal clashes.	Minimising clashing of activities and double booking of MPLs	Effectively managed institutional programming	Effectively managed institutional programming	Effectively managed institutional programming	Effectively managed institutional programming
	To provide administrative support to the Programming Committee.	Number of Programming Committee meetings held and supported.	Monthly meetings	Monthly meetings	Monthly meetings	Monthly meetings	Monthly meetings

3.3 Sub-programme: Committee Services

3.3.1 Situation analysis

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

Portfolio Committees are tasked with scrutiny of introduced legislation, overseeing service delivery in the Province as well as conducting public participation programmes.

Key challenges facing this programme are reflected as follows:

- Finalisation of strategic plans for Portfolio Committees so as to inform the overall planning of the Legislature.
- Capacity-building for Committee Coordinators has greatly improved. Committee Coordinators are currently attending a capacity-building programme on public policy analysis at the University of Fort Hare.
- The programme of the House has greatly improved in taking into account the 48 hour Rule in terms of tabling of committee reports. All committee reports on budget votes in the 06/07 financial year were tabled in accordance with this Rule.
- The tabling of Annual Reports for municipalities will create an extra strain on our programme.

- The quality of public hearings continues to pose huge challenges for this sub-programme.
- Cluster system is not fully functional.

3.3.2 Policies, priorities and strategic objectives

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

Consideration of municipal reports in terms of the MFMA still remains a major priority for this sub-programme. Despite the fact that the budget for Portfolio Committees has increased in order to cater for the MFMA provisions, the provision of highly skilled technical personnel to assist Portfolio Committees in this regard is still lacking.

3.3.3 Analysis of constraints and measures planned to overcome them

- A work-plan has been developed to assist Portfolio Committees to finalise their strategic plans by the end of the current calendar year.
- The UFH course for Committee Coordinators is running smoothly.
- Our unit still has to meet with the relevant directorates to design a strategy that will enhance the quality of our public hearings.
- Periodic meetings to operationalise cluster committees are planned to take place by the end of the current financial year.

3.3.4 Description of planned quality improvement measures

The institution is currently in the process of designing and documenting its oversight model. The main thrust of this process is the provision of adequate resources (material and human) in order to ensure that Portfolio Committees discharge their constitutional mandate in an effective and efficient manner. Once this model is finalised and implemented, challenges addressed above will be addressed.

The budget for Portfolio Committees has significantly increased compared to previous years. This increment will greatly assist in alleviating challenges that will be posed by the implementation of the MFMA.

3.3.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic objective	Measurable objective	Performance Measure or Indicator	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Effective scrutiny of legislation	To produce reports on Bills considered by committees	Number of reports on Bills processed within time-frames of the Rules	Reports on all Bills within time-frames	Reports on all Bills within time-frames	Reports on all Bills within time-frames	Reports on all Bills within time-frames.	Reports on all Bills within time-frames
Well coordinated public hearings	To receive submissions form the public	Number of people attending public hearings Number of submissions received	Public hearings on all non-technical Provincial Bills and Section 76 NCOP Bills	Public hearings on all non-technical Provincial Bills and Section 76 NCOP Bills	Public hearings on all non-technical Provincial Bills and Section 76 NCOP Bills	Public hearings on all non-technical Provincial Bills and Section 76 NCOP Bills	Public hearings on all non-technical Provincial Bills and Section 76 NCOP Bills
Effective oversight process	To plan efficiently for oversight process	Reports received from all departments & committee reports produced	Oversight reports compiled and tabled within time-frames	Oversight reports compiled and tabled within time-frames	Oversight reports compiled and tabled within time-frames	Oversight reports compiled and tabled within time-frames	Oversight reports compiled and tabled within time-frames
Professional support system to Portfolio Committees	To produce minutes of proceedings and provide procedural advice to committees	Minutes produced	Advice, minutes and reports at 70 % of the required level	Advice, minutes and reports at 80 % of the required level	Advice, minutes and reports at 90 % of the required level	Advice, minutes and reports at 100 % of the required level	Advice, minutes and reports at 100 % of the required level

3.4 Sub-programme: Legal Services

3.4.1 Situation analysis

The purpose of this sub-programme is to render legal advisory services to Portfolio Committee, Presiding Officers and Management of the Legislature. The sub-programme is also responsible for the drafting and scrutiny of provincial legislation and scrutiny of national legislation and for providing opinions on the implementation and effects of legislation, as well as providing opinions and recommendations on petitions submitted to the Legislature.

The Legal Unit represents the Legislature in litigation where the functionaries have locus standi. It also briefs and assists the Office of the State Attorney and other external legal representatives handling cases on behalf of the Legislature. Furthermore, it is responsible for the investigation and presentation of disciplinary cases.

The Unit also serves as a policy centre for the Legislature, which entails the review, development and tracking the progress of policies.

The Unit is faced with the challenges of a tedious policy-making and adoption process that hampers the functioning of the Legislature. The increased workload - especially with the consideration of municipal annual reports and emphasis on oversight and implementation of legislation - creates a strain on the human resources of the Unit. Serious consideration should be given to expanding the staff component of the Unit.

3.4.2 Specified policies, priorities and strategic objectives

The Rules of Procedure, institutional policies and the Constitution guide the operations of the Legal Unit. The Unit advises the institution on national and provincial legislation. Examples of some of the most important legislation are set out below:

- Public Finance Management Act, Act 1 of 1999
- Labour Relations Act, Act 66 of 1995
- Basic Conditions of Employment Act, Act 75 of 1997
- Promotion of Access to Information Act, Act 2 of 2000
- Promotion of Administrative Justice Act, Act 3 of 2000
- Promotion of Equality and Prevention of Unfair Discrimination Act, Act 4 of 2000

The priorities of the Legal Unit are to ensure that the Legislature complies with the law in all its operations.
The strategic objective of the Unit is to render prompt and accurate legal advice at all times.

3.4.3 Progress analysis

In order to equip the legal advisors to be more effective, they are continuously exposed to training in legislative drafting, scrutiny of contracts and service level agreements and current trends in labour law. The effectiveness of this Unit is evident from the fact that the number of labour disputes has been significantly reduced over the years and no provincial legislation has been challenged on any grounds.

3.4.4 Analysis of constraints and measures planned to overcome them

There is a need for legal advisors to have access to legal publications and law reports - both nationally and internationally. This will improve the quality of the legal advisory services rendered and will significantly reduce the time within which legal opinions are provided. It will also assist legal advisors to be more informed of new developments in law and how the courts have interpreted various statutes.

Subscription to Juta's electronic law library will overcome this constraint.

3.4.5 Description of planned quality improvement measures

The effects of the Municipal Finance Management Act, the increase in the number of Portfolio Committees and the fact that legal advisors are increasingly performing non-legal activities - such as Supply Chain Management duties – may necessitate the employment of an additional legal advisor so that the flow of work is not delayed.

3.4.6 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic objective	Measurable objective	Performance Measure or Indicator	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Scrutiny, briefings and opinions on Provincial Bills for conformity with requirements of the Constitution and the Rules of the Legislature and on the effects of the Bills	Scrutinize introduced Bills to determine compliance with the Constitution and Standing Rules Prepare opinions and briefings Brief Committees	Written briefings and opinions Bills conform to Constitution and Rules	Scrutinize all introduced Bills to determine compliance with the Constitution and Standing Rules	Scrutinize all introduced Bills to determine compliance with the Constitution and Standing Rules	Scrutinize all introduced Bills to determine compliance with the Constitution and Standing Rules	Scrutinize all introduced Bills to determine compliance with the Constitution and Standing Rules	Scrutinize all introduced Bills to determine compliance with the Constitution and Standing Rules
Provision of advice and opinions on the implementation of legislation for oversight purposes	Determine legislation administered by each Department Do presentations to Committees Provide written opinions	Written presentations and opinions	Presentations to 3 Committees per quarter	Written opinions to all Committees Presentation to 6 Committees	Written opinions and presentations to all Committees	Written opinions and presentations to all Committees	Written opinions and presentations to all Committees
Provision of legal services and opinions on court matters by and against the Legislature	Consultations with relevant persons of the Legislature Facilitate statements and affidavits Liaison and consultations with legal representatives	Pleadings and processes of cases.	Pleadings and processes of cases facilitated in all the cases affecting the Legislature and in which the Legislature has an interest	Pleadings and processes of cases facilitated in all the cases affecting the Legislature and in which the Legislature has an interest	Pleadings and processes of cases facilitated in all the cases affecting the Legislature and in which the Legislature has an interest	Pleadings and processes of cases facilitated in all the cases affecting the Legislature and in which the Legislature has an interest	Pleadings and processes of cases facilitated in all the cases affecting the Legislature and in which the Legislature has an interest

Reviewal of existing policies	Review all existing policies and determine the need for amendment	Policies approved & adopted	Review 60% of existing policies and determine the need for amendment	Review all policies not reviewed in previous year and determine the need for amendment	Review all policies not reviewed in previous year and determine the need for amendment	Review all existing policies and determine the need for amendment	Review all policies not reviewed in previous year and determine the need for amendment
	Refer policies to stakeholders for inputs		Refer 60% of the policies to stakeholders for inputs	Refer all determined policies to stakeholders for inputs	Refer all determined policies to stakeholders for inputs	Refer all the policies to stakeholders for inputs	Refer all determined policies to stakeholders for inputs
	Draft reviewed policies and submit for adoption		Draft 60% of reviewed policies and submit for adoption	Draft all reviewed policies and submit for adoption	Draft all reviewed policies and submit for adoption	Draft all reviewed policies and submit for adoption	Draft all reviewed policies and submit for adoption
Development of new policies	Reviewal of existing policies	New policies developed & adopted	Determine new policies to be developed	Draft 20 new policies and submit for adoption	Draft 10 new policies and submit for adoption	Draft all identified policies and submit for adoption	Draft all identified policies and submit for adoption
			Draft Developed policies				
			Submit policies to stakeholders				
			Submit policies for adoption				
Implementation of policies	Development of procedure manuals	Implementation programme developed	Two procedure manuals developed and adopted	Three procedure manuals developed and adopted	Three procedure manuals developed and adopted	Three procedure manuals developed and adopted	Three procedure manuals developed and adopted
Monitoring of policy compliance	Implementation of policies	Monthly reports showing compliance	60% monitoring of compliance	80% monitoring of compliance	100% monitoring of compliance	100% monitoring of compliance	100% monitoring of compliance

3.5 NCOP

3.5.1 Situation analysis

One of the main tasks of the Legislature is to participate in the national legislative process. The Legislature's participation in the scrutiny and passing of national legislation takes place through the NCOP Business Committee, which considers the Bills and provides negotiating mandates and authority to vote on the Bills that affect Provinces. The coordination of this process is provided by this sub-programme through an office in the Legislature and a unit based in Cape Town.

The lease which National Parliament has on the Cape Town office accommodation is being terminated on 31 January 2007. Consequently the Legislature has to obtain offices elsewhere. The Legislature, together with the other provinces, is concluding a lease agreement with the owner of Waalburg building, where our NCOP unit will be accommodated.

There is also a need for the institution to provide furniture for the new offices. The unit is faced with a challenge with regard to the question of access permits from the Province for those who are visiting National Parliament. It frequently happens that these permits are not returned to the unit at the end of business.

The tabling of NCOP reports in the House remains a challenge. Moreover, weekly meetings of the NCOP Business Committee are likely to increase cost pressures in respect of this sub-programme.

3.5.2 Policies, priorities and strategic objectives

This sub-programme is responsible for facilitating effective liaison between the NCOP and the Legislature, effective participation in national legislative process, as well as integration of NCOP work into Legislature activities.

Quarterly meetings will be scheduled between the Legislature and Permanent Delegates to foster links with a view to ensuring maximum participation and synergy with regard to section 76 legislation. The NCOP Business Committee will henceforth meet weekly so that communication between NCOP and the Legislature is improved.

3.5.3 Analysis of constraints and measures planned to overcome them

Constant changes in the NCOP programme and short notice of decisions required from the Legislature constrained the effective participation in the National processes. The distance between Cape Town and the Legislature makes personal contact with the NCOP very difficult and expensive.

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

Coordination of legislature and NCOP programmes needs to be strengthened. Provincial Chief Whips are now members of a Joint Programming Committee in Cape Town.

In some instances Permanent Delegates have failed to come and brief Portfolio Committees in the Legislature. Quarterly meetings will be scheduled between provincial leadership and Permanent Delegates to address this shortcoming.

3.5.4 Description of planned quality improvement measures

The Unit will ensure continuous exposure of members and Parliamentary Liaison Officers to NCOP processes.

3.5.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable objective	Performance Measure or Indicator	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Effective liaison between NCOP and Legislature	Facilitate meetings between Permanent Delegates and the Legislature	Meetings between Permanent Delegates and Legislature structures	4 meetings with Permanent Delegates	4 meetings with Permanent Delegates	4 meetings with Permanent Delegates	4 meetings with Permanent Delegates	4 meetings with Permanent Delegates
		Meetings between Legislature and NCOP structures	All relevant meetings at NCOP attended	All relevant meetings at NCOP attended	All relevant meetings at NCOP attended	All relevant meetings at NCOP attended	All relevant meetings at NCOP attended
		Weekly reports from NCOP Liaison Officer	Weekly reports received and distributed	Weekly reports received and distributed	Weekly reports received and distributed	Weekly reports received and distributed	Weekly reports received and distributed
Effective participation in national legislative process	All Bills referred to Portfolio Committees	Bills referred to Committees & structures	All Bills referred	All Bills referred	All Bills referred	All Bills referred	All Bills referred
	Facilitation of negotiating/final mandates	Written negotiating mandates	All required mandates given	All required mandates given	All required mandates given	All required mandates given	All required mandates given
	Conferral of authority to vote	Written authorities to vote	All authorities processed	All authorities processed	All authorities processed	All authorities processed	All authorities processed

3.6 Subprogramme: Public Participation

3.6.1 Situation analysis

The Eastern Cape Provincial Legislature facilitates public participation, as required by section 118 of the Constitution, through various projects; these include Institutionalized Days, petitions, public education programmes and public hearings

The public participation function of the Legislature continued to improve as the public took part in various Institutionalized Days.

The handling of petitions has improved due to the fact that a vacancy has been created for a dedicated staff member to deal with petitions. Portfolio Committees have been allocated time in the programme of the Legislature to deal specifically with petitions, and this has resulted in petitions being handled timeously. The petitions tracking system has been installed and staff in the Public Participation Unit have undergone training on the use of the system. Public education programmes targeting schools have been developed and will be implemented during the course of the year. Publications are distributed at all Institutionalized Days events as part of educating the public about legislative processes.

The coordination of public hearings will be done by the Public Participation Unit in collaboration with Strategy and Communications. The two sections will meet to come up with an integrated operational manual in this regard.

3.6.2 Policies, priorities and strategic objectives

The Standing Rules of Procedure, institutional policies and the requirements of the Constitution guide the facilitation of public participation in the Legislature.

The priorities of this programme will be the improvement of participation in the oversight processes and during Institutionalized Days. The Public Education Programme will be intensified, focusing on schools to enhance their understanding of legislative processes and participation. A Public Hearing Guide has been developed to improve the coordination of hearings and thus maximize participation by the citizens of the Province.

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

3.6.3 Progress Analysis

The petitions tracking system has been installed and staff in the Public Participation Unit have begun training on the use of the system.
A vacancy for a Petitions Officer has been advertised to enhance the handling of petitions. Constituency workshops has been held to build capacity for staff in constituency offices, thereby enhancing public participation.

3.6.4 Analysis of constraints and measures planned to overcome them

The relationship between Strategy and Communications and Public Participation Unit remains a challenge in the coordination of functions such as public education programmes and public hearings.

Public hearings and public education functions will be coordinated by the Public Participation Unit in collaboration with Strategy and Communications. The Secretary will formalize this process

Resolutions adopted during Institutionalized Days are not adequately followed up by the institution. The programme of the Legislature should create space for Portfolio Committees to follow up on all resolutions adopted during Institutionalized Days.

3.6.5 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable Objecive	Perfomance Measure	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Provision of administrative support for the organization of all Institutionalized Days	Develop a work plan to guide in organizing Institutionalized Days	A detailed work plan outlining key activities in organizing Institutionalized Days	4 Institutionalized Days organized: SOPA People's Assembly Workers Parliament Parliament for Senior Citizens	7 Institutionalized Days planned: SOPA Provincial Youth Parliament National Youth Parliament Provincial Women's Parliament National Women's Parliament People's Assembly Taking Parliament to the People	7 Institutionalized Days	7 Institutionalized Days	7 Institutionalized Days
	Provide administration support to the Sub-Committee on Institutionalized Days	Timeous implementation of Sub Committee decisions	4 reports produced	7 reports produced	7 reports produced	7 reports produced	7 reports produced
Facilitation of the handling of the petitions	Design a petitions tracking system	Finalization of the tracking system	Effective tracking system in place	Implementation of the tracking system	Maintenance of the tracking system	Maintenance of the tracking system	Review and evaluation of the tracking system
Increase public awareness about legislative processes	Develop a public education programmme	Number of schools reached for public education programme	90 schools reached	120 schools	170 schools	200 schools	230 schools
Facilitation of Public Hearings	Organize all public hearings of the Legislature	Number of public hearings organized	10 public hearings organized	15 public hearings organized	20 public hearings organized	25 public hearings organized	30 public hearings organized

3.7 Sub-programme: Hansard and Language Services

3.7.1 Situation analysis

Hansard is the recording of debates of parliaments in a specific format used all over the world. This is a specialised function providing for the recording, transcription and editing of debates.

The Constitution guarantees the use of language of preference, especially for governance purposes and language services are needed in the multi- language society of the Legislature, as it represents the people of the Province. The translation of documentation in the official languages used in the Province and simultaneous translation of debates is a constitutional requirement. These services are catered for in this sub-programme.

Parliamentary Questions are used as an important oversight tool by all parliaments in the world and the facilitation and processing of these questions are done by this sub-programme.

3.7.2 Policies, priorities and strategic objectives

The operations and processes of the subprogramme will be informed by the following strategic objectives during the strategic plan period:

Hansard: Provision of the official record of House proceedings that conforms with international parliamentary reporting standards, in line with the institutional strategic goal of a well-functioning and properly recorded House sitting system.

Priority will be given to electronic availability of debates (CD disks and Internet) in line with the move towards a paperless institution.

Language Services: The Legislature's language policy and the constitutional provisions in respect of language govern the provision-of-translation, editing and simultaneous interpreting services within the institution. The development of parliamentary terminology and orthography of previously disadvantaged languages – specifically isiXhosa and Sesotho – continues to be priority.

Questions:Formulation and editing of questions into standard parliamentary format; regular production and dissemination of Internal Question Papers, Reply Papers and Question Papers.

3.7.3 Progress analysis

In view of the identified need for information to be electronically available and accessible – in line, as stated above, with the move towards a paperless institution - the task of transferring all the debates of the Legislature, dating back to 1994, to CD disk has been undertaken by the directorate. This will provide members with quick and easy access to previous debates, and the search function, in particular, is extremely useful in locating any reference sought.

Good progress has been made in respect of the development of parliamentary terminology and orthography in isiXhosa and Sesotho. Senior Language Practitioners from the directorate have played an important role in organising consultative workshops with a wide range of stakeholders in this specialised field. Moreover, the important contribution of the Eastern Cape Legislature in the drawing up of published terminology lists has also been acknowledged by the National Language Services in Pretoria.

Perhaps the most dramatic progress within the directorate has been the significant improvement in the rate of replies received to questions for written reply. On the last two Question Days in the House there were no written replies outstanding, which compares very favourably with the situation a year or so ago, when it was common to have as many as fifty replies outstanding.

3.7.4 Analysis of constraints and measures planned to overcome them

Hansard: The major constraint with regard to Hansard continues to be a sound and recording system that is old, unreliable and subject to frequent breakdowns. The acquisition of a new (preferably digital) system has been identified as essential and urgent. Negotiations are underway between the Legislature and national Treasury with a view to securing funding for this purpose.

An institutional methodology for the consideration of annual reports of municipalities still has to be introduced. At present it is not clear how much additional work will be generated as a result of this new provision.

Language Services: A major constraint facing the Unit continues to be the fact that House documentation is frequently submitted for translation very late. However, a decision has been taken at Rules Committee level for there to be strict application of the Rule which requires committees to have their reports ready within a certain time before tabling.

3.7.5 Description of planned quality improvement measures

Hansard: As referred to above, the installation of a new recording and sound system would lead to a significant improvement in operations. It is hoped that a digital system will be able to be acquired, once funds become available. The latest systems allow sound recordings to be made directly to and stored on computer. This will obviate the need for cassette tapes and will enable transcription to commence much more rapidly when the House is sitting, thus speeding up the turnaround time.

Language Services: Planned quality improvement measures in this Unit include the appointment of a highly skilled interpreter for House sittings. (Deficiencies have been identified in the quality of the current isiXhosa to English interpreting.) Further training (specifically advanced interpreter training at the University of the Free State) is envisaged, as well as continued involvement in terminology development, specifically with regard to isiXhosa and Sesotho parliamentary terminology, where the Legislature is playing a leading role.

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

3.7.6 Specification of Measurable Objectives, Performance Indicators and Targets

Strategic Objective	Measurable Objective	Performance Measure or Indicator	2005/06 Actual	2006/07 Base	2007/08 Estimate	2008/09 Target	2009/10 Target
Ensure the efficient recording and transcription of House Proceedings and selected Committee proceedings	All House sittings and requests for committee meetings recorded and transcribed	Copies of unedited transcriptions within 48 hours of sitting or meeting	All House sittings recorded and transcribed All requests for recording of committee meetings complied with	All House sittings recorded and transcribed 60% of all committee meetings recorded	All House sittings recorded and transcribed 75% of all committee meetings recorded and transcribed	All House sittings recorded and transcribed 100% of all committee meetings recorded and transcribed	.All House sittings recorded and transcribed 100% of all committee meetings recorded and transcribed
Edit all Committee Reports and transcripts of House proceedings	Committee reports edited before publication in ATC Transcripts of House proceedings edited within 30 days of House sitting	Published Committee Reports in ATC. Edited transcripts of House Proceedings	Editing of all Committee reports finalised by 2 days before publication in ATC All transcripts of House proceedings edited within 10 days of sitting	Editing of all Committee reports finalised by 2 days before publication in ATC All transcripts of House proceedings edited within 10 days of sitting	Editing of all Committee reports finalised by 2 days before publication in ATC All transcripts of House proceedings edited within 7 days of sitting	Editing of all Committee reports finalised by 2 days before publication in ATC All transcripts of House proceedings edited within 4 days of sitting	Editing of all Committee reports finalised by 2 days before publication in ATC All transcripts of House proceedings edited within 4 days of sitting
Provision of Daily Hansard record.	Production of Daily Hansard within 48 hour of House sitting	Daily Hansard produced within 48 hours of House sitting	Produce Daily Hansard within 48 hours of sitting	Produce Daily Hansard within 36 hours of sitting	Produce Daily Hansard within 24 hours of sitting	Produce Daily Hansard within 24 hours of sitting	Produce Daily Hansard within 24 hours of sitting

Provision of printed Hansard volumes.	Printed and bound copies of Hansard volumes of debates in House	Copies of Hansard volumes of debates in the House	Publication of Hansard Volumes within 3 months of end of session	Publication of Hansard Volumes within 3 months of end of session	Publication of Hansard Volumes within 3 months of end of session Providing Leather Bound Volumes of Hansard Provide electronic copies of Hansard Volumes	Publication of Hansard Volumes within 2 months of end of session Providing Leather Bound Volumes of Hansard Provide electronic copies of Hansard Volumes	Publication of Hansard Volumes within 2 months of end of session Providing Leather Bound Volumes of Hansard Provide electronic copies of Hansard Volumes
Provision of Language Services	Translated documentation of a high standard & simultaneous interpreting of House speeches.	Translated documents that are fluent and understandable available prior to sittings. Fluent interpreting provided for all sittings. Interpreters log. Development of and raising awareness of parliamentary terminology in isiXhosa and Sesotho	80% of all documentation translated prior to sitting Interpreting provided in House when needed Tri-lingual parliament-ary terminology booklet published	90% of all documentation translated prior to sitting Interpreting provided in House when needed Terminology booklet updated & disseminated	90% of all documentation translated prior to sitting Interpreting provided in House when needed Terminology booklet updated & disseminated	100% of all documentation translated prior to sitting Interpreting provided in House when needed Terminology booklet updated & disseminated	100% of all documentation translated prior to sitting Interpreting provided in House when needed Terminology booklet updated & disseminated
Well-functioning Parliamentary Questions Facilitation	Well-functioning Parliamentary Questions facilitation.	Questions formulated and published within required time-frames Regularly produced and disseminated Internal and External Question Papers and Reply Papers.	Questions formulated and published within required time-frames Regularly produced and disseminated Internal and External Question Papers and Reply Papers.	Questions formulated and published within required time-frames Regularly produced and disseminated Internal and External Question Papers and Reply Papers.	Questions formulated and published within required time-frames Regularly produced and disseminated Internal and External Question Papers and Reply papers.	Questions formulated and published within required time-frames Regularly produced and disseminated Internal and External Question Papers and Reply Papers.	Questions formulated and published within required time-frames Regularly produced and disseminated Internal and External Question Papers and Reply Papers.

Programme 3	Audited 2005/06	2006/07 Main Appropriation	2007/08	2008/09	2009/10
Library, Research & Information Services		1,972	3,179	3,432	3,705
House Proceedings	5,294	2,033	2,575	2,780	3,001
Committee Services	9,835	20,584	21,059	22,735	24,544
Legal Services		1,955	2,266	2,446	2,641
NCOP	2,354	1,884	2,053	2,216	2,393
Public Participation & Awareness	3,294	3,857	4,353	4,699	5,073
Hansard & Language Services	4,006	2,467	3,023	3,264	3,523
Speaker's Office	3,767				
Total	28,550	34,752	38,508	41,572	44,880

Programme 4	Audited 2005/06	2006/07 Main Appropriation	2007/08	2008/09	2009/10
Members' Salaries	27,769	28,835	30,277	32,808	35,419
Total	**27,769**	**28,835**	**30,277**	**32,808**	**35,419**

RESOURCE INFORMATION

Co-ordination, Co-operation and Outsourcing Plans

Inter-Departmental Linkages

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

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

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

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

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

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

ORGANISATIONAL INFORMATION AND INSTITUTIONAL ENVIRONMENT

Organisational Design

The institution has adopted the organogram that supports the strategic plan.

Delegation of performance agreements

The Secretary to the Legislature has signed performance agreements for all managers.

IT systems

The IT policy has been developed and is now operational.

Performance Management System

A fully-fledged performance management system will be operational at the beginning of the 2007/08 financial year.

Financial Management

The institution has established a Supply Chain Management system.

Strategies to address audit queries

A plan to address all audit queries and to strive for an unqualified report has been developed.

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

Implementation of PFMA

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

2007 -2008 OPERATIONAL PLANS

1.1 OFFICE OF THE SPEAKER

Strategic objective	Measurable objecive	Perfomance measure	2007/08 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget allocation	Responsibility
Providing adequate administrative support services to the Presiding Officers	Management of staff in the process of administrative support.	Compiled progress reports and clear lines of communication/ tracking system.	Quality assurance on handling of related matters. Observing lines of communication and proper handling of correspondence	All matters handled	All matters handled	All matters handled	All matters handled	Nil	Director : Speakers Office
	Managing the Presiding Officers' correspondence. Provide overall management support to the office of the Speaker on policy directives/ assess programmes and advise on various options accordingly	Timeous response to incoming and outgoing correspondence. Writing of speeches. Availability of clearer policy guidelines.	All correspondence acknowledged, referred and followed up. All appointments effected and Presiding Officers advised of their engagements in good time.	All correspondence dealt with	All correspondence dealt with	All correspondence dealt with	All correspondence dealt with	Nil	PA
Ensuring effective planning, monitoring and evaluation	To present input of the office in the process of the strategic plan	Management of staff, ensuring effective and efficient handling of administrative matters.	Management of the Speaker's diary and programme.	Diary and programme updated	Diary and programme updated	Diary and programme updated	Diary and programme updated	Nil	Director
	To monitor weekly operation of the office through weekly for the following week and reports for the previous week.	Smooth running of the office i.e. monitoring and evaluation done in good time.	Correspondence attended to promptly and systematically daily with 100% determination	All correspondence dealt with	All correspondence dealt with	All correspondence dealt with	All correspondence dealt with	Nil	Director
	To compile and present monthly, quarterly and annual plans on behalf of the office.	Monthly, quarterly and annual plans for the annual reports.	All reports done, scrutinized and submitted timeously with 100% quality assurance	Quality reports submitted	Quality reports submitted	Quality reports submitted	Quality reports submitted	Nil	Secretary

To provide strategic leadership to the institution	To advise the Speaker on issues/appropriate interventions relating to/ arising from particular interface.	Proactive/ impromptu responses, reactions toward issues affecting the institution.	30 meetings i.e. 4 staff meetings. 8 Rules meetings 4 Political Meetings 4 Meetings with shopstewards 10 Executive meetings.	1 meeting 2 meetings 1 meeting 1 meeting 3 meetings	1 meeting 2 meetings 1 meeting 1 meeting 3 meetings	1 meeting 2 meetings 1 meeting 1 meeting 1 meeting	1 meeting 2 meetings 1 meeting 1 meeting 3 meetings	66 079	Director
	Assist the Speaker to manage attendance of meetings.	Daily adjustment of the personal programs.	2 CPA meetings 1 NCSL meeting 8 National Forums	None None 2 meetings	1 meeting None 2 meetings	1 meeting 1 meeting 2 meetings	None 2 meetings	2 909 921	Director
	Manage internal and external communication on behalf of the office of the Speaker.	Effective, efficient promotion of the image of the Legislature.	Manage promotion of interaction between the Legislature and the stakeholders, through meetings seminars and workshops	1 meeting	1 meeting	1 meeting	1 meeting	5 000	Director
	Responsible for changes and update in policy directive and implementation procedures in as far as they pertain to administrative matters in the Office of the Speaker.	Availability of relevant documents and training/ workshops. Sound and appropriate administration	Well kept registers for all received documents and policies	1 workshop/ meeting	1 workshop/ meeting	1 workshop/ meeting	1 workshop/ meeting	Nil	Director
To manage and control financial budget of the office	Plan, compile and monitor the budget of the Presiding Officers.	Well kept and managed financial records.	Proper control of financial records and constant reconciliations (Sticking to budget)	Weekly reconciliation	Weekly reconciliation	Weekly reconciliation	Weekly reconciliation	Nil	Director
TOTAL								**2 981 000**	

1.2 OFFICE OF THE SECRETARY

Strategic Objective	Measurable Objective	Performance measure	2007/08 Actual	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cost	Resp person
Provision of Strategic Vision and Leadership	Develop a revised strategic plan.	A revised Strategic organizational plan is in place.	31 March 2007	Implementation and Monitoring of current strategic plan	Review and Development of the following year strategic plan	Submission to Provincial and National Treasury	Tabling of the strategic and operational plans	80 000	Secretariat
	Develop an annual operational plan.	An annual organizational operational plan is tabled to the Legislature.	31 March 2007	Implementation and monitoring	Implementation and monitoring	Implementation and monitoring	Implementation and monitoring		
	Ensure that an appropriate institutional organogram is in place to facilitate rollout of plans.	A Legislature institutional organogram has been adopted.	31 May 2006	Review in line with the strategic plan	Monitor implementation of a new structure in line with strategic plan	Monitor implementation of a new structure in line with strategic plan	Evaluate new structure in line with strategic plan		
	Ensure the provision of appropriate leadership to management.	Regular Secretariat meetings take place. Attendance of meetings, forums and conferences.	Once a week.	6 meetings	8 meetings	8 meetings	6 meetings	59 800

892 200 | |
| | Account regularly to the Speaker, Executive and Rules Committees for progress in terms of plans. | Regular reporting sessions with the Speaker and scheduled Executive meetings. | Brief Speaker once a week | 10 meetings with the Speaker

2 Exco meetings

2 Rules meetings | 12 meetings with the Speaker

3 Exco meetings

3 Rules meetings | 12 meetings with the Speaker

3 Exco meetings

3 Rules meetings | 10 meetings with the Speaker

2 Exco meetings

2 Rules meetings | | |
	Ensure development of the institutional policies	Adoption of organizational policies needed	All policies needed developed and submitted for doption	Implementation of adopted policies	Monitor the implementation of adopted policies	Monitor the implementation of adopted policies	Evaluate aand Reviewal of adopted policies		
Ensure the development of the monitoring and evaluation of system	Develop an institutional reporting system	Weekly, monthly, quarterly and annual reports available	2007/08 Annual report	Quarterly reports	Quarterly reports	Quarterly reports	Quarterly reports		
TOTAL								**1 032 000**	

Maintenance of an effective and efficient administration	Ensure effective support is provided to the office of the Speaker.	Regular reports and plans with responsible manager.	12 monthly plans are submitted and analyzed for six sections of the Legislature	Six sectional monthly plans submitted and analyzed	Six sectional monthly plans submitted and analyzed	Six sectional monthly plans submitted and analyzed	Six sectional monthly plans submitted and analyzed
	Maintain an effective, efficient financial management system including implementation of a Risk and Fraud Prevention Strategy and delegation of authority to Managers in terms of the PFMA.	Effective financial controls developed and adopted	Development of the financial controls	Monitoring implementation of financial controls	Monitoring of financial controls	Evaluation of financial controls	Reviewal of financial controls
	Ensure maintenance of sound labour relations at ECPL.	A well functioning Employment Relations system established with policies, procedures and unit.	Establishment of labour relations system	Implementation of employment relations systems, policies and procedures	Monitoring of employment relation's system, policies and procedures	Evaluation of the employment relation's system, policies and procedures	Reviewal of employment relations system, policies and procedures
	Maintain an Integrated HR Management and Development system.	Comprehensive integrated HR Management and development system	Establishment of integrated HR and development system	Implementation of HR Management system	Monitoring of HR management system	Evaluation of HR management system	Reviewal of HR management systems
	Manage institutional effective safety and security system	Development of safety and security systems	Safe and risk free environment	Implementation of safety and security systems	Monitor safety and security systems	Evaluate safety and security systems	Review safety and security systems
	Ensure appropriate IT and other systems are sourced and maintained.	To manage an up-to-date IT and technological service	Development of IT and other systems technology systems	Implementation of IT and other systems technology systems	Monitoring of IT and other systems technology systems	Evaluation of IT and other systems technology systems	Reviewal of IT and other systems technology systems
	Ensure effective and efficient management of equipment and consumables.	To ensure safekeeping of all legislature assets and consumables	Development of an Asset Management System	Implementation of Asset Management System	Monitoring of Asset Management System	Evaluation of Asset Management System	Reviewal of Asset Management System
	Oversee development of a communication strategy.	To ensure all that Legislature stakeholders are abreast with the developments	Development of a Communication Strategy has been developed	Implementation of Communication Strategy	Monitoring of Communication Strategy	Evaluation of Communication Strategy	Reviewal of Communication Strategy

1.2.1 MEDIA LIAISON

Strategic objectives.	Measurable objective	Performance Measure/ Indicator	Actual 2007/08	Quarter 1	Quarter2	Quarter 3	Quarter 4	Cost	Responsible person
Oversee the rollout of the media liaison program	To provide a comprehensive media liaison support service to all Legislature pogrammes	Number of Legislature activities publicized through print and electronic media	14 Institutional events publicized through print and electronic media	4 institutional events	4 institutional events	5 institutional events	5 institutional events	No direct cost	Manager: Media Liason
		Number of media briefings held with Chairpersons of Portfolio Committees on all issues affecting their respective Committees	30 Media briefs held with Chairpersons of all Committees	7 media briefings held with Chairpersons of Portfolio Committees	7 media briefings held with Chairpersons of Portfolio Committees	8 media briefings held with Chairpersons of Portfolio Committees	8 media briefings held with Chairpersons of Portfolio Committees	No direct cost	
		Number of Press Media Conferences held	4 press media conferences to be held	1 press conference	1 press conference	1 press conferences	1 press conference	No direct cost	
		Number of Radio Talk Shows and Interviews facilitated for Chairpersons of Portfolio Committees	16 Radio Talk Shows and Interviews facilitated	4 Radio Talk Shows and Interviews facilitated	4 Radio Talk Shows and Interviews facilitated	4 Radio Talk Shows and Interviews facilitated	4 Radio Talk Shows and Interviews facilitated	No direct cost	
	To inform print and electronic media on all Legislature programmes and activities	Number of speeches distributed to print and electronic media during the Legislature events	20 Speeches distributed during Legislature events	5 Speeches distributed during Legislature events	5 Speeches distributed during Legislature events	5 Speeches distributed during Legislature events	5 Speeches distributed during Legislature events	No direct cost	
		Number of Press releases sent and published to print and electronic media	20 Press releases sent and published	5 Press releases sent and published	5 Press releases sent and published	5 Press releases sent and published	5 Press releases sent and published	No direct cost	
	Build and promote good working relations with the media	An updated database is kept	Media database update	Media database updated	Media database updated	Media database updated	Media database updated	No direct cost	

		Office space provided for the media reporters	Ensure all request for office space are attended to.	Attend per request	Attend per request	Attended per request	Attend per request	No direct cost	
		All print and accredited during events	All media representatives are accredited	All media representatives are accredited	All media representatives are accredited	All media representatives are accredited	All media representatives are accredited	No direct cost	
		Informal gatherings organized	2 informal gatherings	1 informal gathering	None	1 informal gathering	None	No direct cost	
	Media queries and information request are attended to	Prompt response to media queries and information requests	Media queries and information requests are attended to timeously	Media queries and information requests are attended to timeously	Media queries and information requests are attended to timeously	Media queries and information requests are attended to timeously	Media queries and information requests are attended to timeously	No direct cost	

1.3.1 FINANCE

Strategic Objective	Measurable Objective	Performance Measure or Indicator	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Responsible Person
Ensure provision of appropriate leadership i.r.o. financial matters to all ECPL managers	Regular financial management meetings	Weekly meetings and reports Monthly reports	Minutes and Quarterly reports	Minutes and Quarterly reports	Minutes and Quarterly reports	Minutes and Quarterly reports	20 400	Deputy Director
	Provision of financial management training for managers and staff.	Provision of training for Finance staff.	20 % of staff will be trained on GRAP	40 % of staff will be trained on GRAP	60 % of staff will be trained on GRAP	80 % of staff will be trained on GRAP	168 000	Director
	Ad hoc advice to managers	Monitoring of compliance in terms SCM policy and PFMA. Provision of analysed expenditure reports fortnightly and monthly	Quarterly reports	Quarterly reports	Quarterly reports	Quarterly reports	Nil	Director
	Provide advice on financial planning services	Submission of Yearly plan of the budget process and cash flow projections	Yearly report for the Budget cycle	Submission of 1st budget draft to Treasury	Submission of 2nd draft and preparation of MTECH hearings	Receipt of final budget allocation s and loading of the budget for new financial year	90 000	Director

Ensure the development and implementation of appropriate organisational financial management policies	Review of existing policies.	Gap identification of all financial policies to be in line with the PFMA	Identification of gaps.	Consultation process with programme managers	Submission to Legal unit for processing	Adoption and implementation of policy	20 000	Director
	Development of new policies	Compilation of all sector related policies	Identification of a need for a financial policy	Consultation process with programme managers	Submission to Legal unit for processing	Adoption and implementation of policy	Nil	Deputy Director
	Development of procedure manuals.	Compilation of all sector related procedure manuals	Identification of a need for a financial procedure manuals	Consultation process with all finance staff	Submission to Legal unit for processing	Adoption and implementation of procedure manuals		Deputy Director
	Implementation of policies	Adherence to all Financial and non financial approved policies.	Reviewal of all payment vouchers and reconciliations if they are in line with policies	Reviewal of all payment vouchers and reconciliations if they are in line with policies	Reviewal of all payment vouchers and reconciliations if they are in line with policies	Reviewal of all payment vouchers and reconciliations if they are in line with policies, preparation for Audit	11 340 000	Director
	Monitoring of policy compliance	Prompt reporting on non-compliance	Monitoring of all payment vouchers and reconciliations if they are in line with policies, checking compliance	Monitoring of all payment vouchers and reconciliations if they are in line with policies, checking compliance	Monitoring of all payment vouchers and reconciliations if they are in line with policies, checking compliance	Monitoring of all payment vouchers and reconciliations if they are in line with policies, preparation for Audit	Nil	Deputy Director

Maintain an effective, efficient financial management system including implementation PFMA	Cash to accrual basis including asset management	Assisting in the identification of an appropriate system. Training of staff	Report on progress from the appointed consultants	Presentation of the report to management	Development of an implementation plan	Submission of an implementation plan for approval by the Rules Committee	168 000	Director
	Development & implementation of internal controls	Clearly documented internal controls and segregated duties	Development of delegation for all payments limits and authorization for all finance staff	Monitoring of compliance of staff with delegations	Monitoring of compliance of staff with delegations	Monitoring of compliance of staff with delegations	Nil	Deputy Director
	Submission of Annual Financial statements to AG, national & provincial treasury on time	Preparation of Annual Financial statements.	Preparation and opening of working paper files for Annual Financial Statements	Preparation and opening of working paper files for Annual Financial Statement	Preparation and opening of working paper files for Annual Financial Statement	Submission of Annual Financial Statements in terms of the PFMA	1 200 000	Director
	Budget control and monitoring in terms of MTERF	Monitoring of budget utilisation and submission to Treasury	Quarterly reports, analysis of expenditure trends	Quarterly reports, analysis of expenditure trends	Quarterly reports, analysis of expenditure trends and advise on virements. Prepare a report for oversight	Quarterly reports, analysis of expenditure trends	Nil	Director
	Audit intervention plan and monitoring	Submission of plans and monitoring tools	Development of an Audit intervention plan	Development of reporting templates	Training of staff in the compilation of Annual Financial Statements	Training of staff in the compilation of Annual Financial Statements	20 000	Director
TOTAL							**13 026 400**	

1.3.2 SUPPLY CHAIN MANAGEMENT

Strategic objective	Measurable objective	Perfomance measure	2006/07 Actual	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cost	Responsible person
To provide for effective and efficient risk free environment at workplace	Risk free assessment plan	Assessment plan	Approved Document	Compilation of internal controls	Implementation	Monitoring and Evaluation	Monitoring and Reviewal	100 000	CFO
	SCM Compliances	Appointment letters of committee members	Working SCM committees	Implementation committee recommendation	Monitoring and Evaluation	Monitoring and Evaluation	Monitoring and Reviewal	600 000	CFO
	PFMA Compliances	Fraud Prevention Plan	Documented and approved plan	Implementation	Monitoring and Evaluation	Monitoring and Evaluation	Monitoring , evaluation and Review	300 000	CFO
To provide for a comprehensive logistics and asset management system	Needs analysis and procurement of assets and fleet management	Assets purchased	Needs analysis for members and staff	Procurement processes for members	Procure assets for Members Procurement processes for staff	Procure for staff	Procure for staff	1 500 000	Manager: Risk
	Stock/asset control measure	Asset register Electronic stock book	Reconciled stock /asset financial statement	Procurement of a computerized asset management system Prepare asset register and computerized stock register	Stock count and asset verification Reconciliation of physical and theoretical stock and asset count Reconciliation of stock and asset registers with BAS records	Stock count and asset verification Reconciliation of physical and theoretical stock and asset count Reconciliation of stock and asset registers with BAS records	Stock count and asset verification Reconciliation of physical and theoretical stock and asset count Reconciliation of stock and asset registers with BAS records	200 000	Manager: Risk

Rental/lease of the fleet	Fleet management framework	Fleet register , logbooks and First Auto reports	Reconciled First Auto reports to logbooks	Needs analysis for fleet Prepare fleet register Reconciliation of First Auto report to logbooks for both leased and hired vehicles Allocation of drivers Calculation of overtime hours for drivers	Reconciliation of First Auto report to logbooks for both leased and hired vehicles Allocation of drivers Calculation of overtime hours for drivers	Reconciliation of First Auto report to logbooks for both leased and hired vehicles Allocation of drivers Calculation of overtime hours for drivers	Reconciliation of First Auto report to logbooks for both leased and hired vehicles Allocation of drivers Calculation of overtime hours for drivers	88 000	
To provide for a disposal management system. Rental/lease of warehouse/premises	Asset disposal framework	Assets disposed	Disposal Committee appointed Assets to be disposed of identified Disposal methods identified	Dispose of assets identified in the previous year Remove assets disposed of from asset register Identify assets to be disposed	Dispose of assets identified in the previous year Remove assets disposed of from asset register Identify assets to be disposed	Dispose of assets identified in the previous year Remove assets disposed of from asset register Identify assets to be disposed	Dispose of assets identified in the previous year Remove assets disposed of from asset register Identify assets to be disposed	300 000	
Demand and Acquisition Management, Bid Specification, Evaluation and Bid Award Training workshops. Compilation of documents	Formulated Policies on demand and acquisition management	Approved Policy Document	Draft policies in place	Policies of SCM approved and adopted	Execution of policies and procedure manuals	Execution of policies and procedure manuals Monitoring of compliance	Execution of policies and procedure manuals Monitoring of compliance Evaluation and review of existing policies and procedure manuals	300 000	Manager: SCM

		Maintain Supplier Database Advertisement for supplier database	Rotation of suppliers in the database	Register of suppliers	Management and maintenance of Register	Supplier numbers allocated Suppliers registered on BAS Rotation register of services drawn	Review of register Advertisement in local papers Supplier numbers allocated Suppliers registered on BAS Rotation register of services drawn	Supplier numbers allocated Suppliers registered on BAS Rotation register of services drawn	100 000	Manager
		Perform Strategic Sourcing Advertisement of Tenders	Advertised tenders BBBEE Compliance	Register of tenders	Management and maintenance of Register	Supplier numbers allocated Suppliers registered on BAS Rotation register of services drawn	Review of register Advertisement in local papers Supplier numbers allocated Suppliers registered on BAS Rotation register of services drawn	Supplier numbers allocated Suppliers registered on BAS Rotation register of services drawn	100 000	MAnager
		Conduct needs analysis and specification	Procurement Plan	Documented plan	Management and maintenance of Register	Review and assessment for quarterly reports to Treasury	Review and assessment for quarterly reports to Treasury	Review and assessment for quarterly reports to Treasury	100 000	Manager

	Procure approved bids above 30 000	Minutes and recommendations of Bid Committees	Preferred Service Provider	Implementation	Review and assessment for quarterly reports to Treasury	Review and assessment for quarterly reports to Treasury	Review and assessment for quarterly reports to Treasury		Manager
	Provision of Integrated Contract Administration Services	No. of Integrated Service Level Agreement	Signed contracts	Implementation of Service Level Agreements	Monitoring of compliance	Monitoring of compliance	Monitoring of compliance		
	Centralized procurement management. Goods and Services.	Procurement plans and requests Procurement orders processed within two days	Structuring the SCM unit Appointment of staff	Procurement of a computerized order , commitment and budget availability system Procurement processing Reconciliation of commitment register to invoices received	Procurement processing Reconciliation of commitment register to invoices received	Procurement processing Reconciliation of commitment register to invoices received	Procurement processing Reconciliation of commitment register to invoices received Receive procurement plans for the following year	4 821 000	Manager
TOTAL								**9 201 000**	

1.4.1 INTEGRATED HUMAN RESOURCE MANAGEMENT

Strategic Objective	Measurable Objectives	Measure	Year 2007/08 Actual	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cost	Responsible Person
Facilitate training for staff and MPLs	Facilitation of training for Managers -Labour Relations - PFMA - SCM - Finance for non-financial managers - Transversal training - Facilitation of Training for staff and support staff Facilitation of ABET training Facilitation of MPL's Training	Accredited certificates and attendance register Implementation of skills plan and transversal training and HR generic training. Induction of newly appointed Accredited ABET Training and certification Accredited training and certification	All Managers , staff and MPLs 80 staff members trained All staff members below grade 12 should have completed level 3 22 MPLs	8 trained in PFMA 40 staff inducted 17 progress to level 2 30 attend DPSA workshops	10 trained in SCM 30 trained in HR 17 progress to level 2 30 attend DPSA workshops	10 trained in finance for non-financial managers 30 trained in transversal programmes 17 progress to level 3 30 attend DPSA workshops	10 trained n transversal programmes 20 trained in transversal programmes 17 progress to level 3 10 progress to honours	1 110 250 Donor Funds (1 000 000)	Ass. Director Training Deputy Director IHRM Manager Wellness
	Succession planning for the institution	Developed succession plan policy	10 people identified and trained	2 received exposure	3 received exposure	3 received exposure	2 received exposure		
	Management of bursaries	Reviewal of bursary policy No of applications processed	Policy adopted, implemented and executed 30 applications processed	Policy monitored and evaluated 30 approved	Policy adhered to 1st semester results	Policy adhered All payments done	Policy adhered Final results received	Included in training above	Assistant Director: Training
	Management of second Intake of Learners/assistance and placements	Development of policy on learnerships and internships	15 learnerships assisted in different areas of learning within the Legislature	Intake of 15 learners	15 complete theory	15 complete work place learning	15 certification	Included in training above	Assistant Director: Training

Facilitate the employment and promotion of staff members	Appointments of new staff	Available job descriptions No. of post advertised and interviews conducted Performance agreements signed	All newly created and posts identified to be filled including unforeseen terminations.	10 managers appointed and posts created in PERSAL	20 Administrative posts appointed and created in PERSAL	5 Administrative posts appointed and created in PERSAL	5 Administrative posts appointed and created in PERSAL	256 000	Assistant director Appointments
Provide benefits for members and staff	Exiting personnel from the system	No of exited personnel from Persal	All affected personnel	Exit interviews done	Exit interview reports filed	Statistics compiled	Information used for corrective purposes		
	Salary Payments Establishment	Correct payments of salaries	Effect changes to all affected MPLs and officials	Check EC 5.1	Re-align Members positions	Implement annual increment	Assessment		
	Re-Grading Budget	Grading tool and establishment of Grading Committees	All newly created and identified posts to be graded.	10 posts graded	Appeals heard and addressed	Ensure new posts graded	Ensure new posts graded		
	Update of records Electronically and manually	Approved organogram Prepare Personnel Budget	Personnel Budget as per EC 5.1	Re-align organogram	Print aligned organogram Acquire new HR system	Sections input to organogram	Assess organogram		
	Recording of leave days	Reviewal of leave policy Leave files, register and leave books updated	100% of vacation leave for 2006 captured and reconciled on Persal	Compliance by section Ongoing	Verify with financial institutions	Implement new system	Monitor and evaluate new system	50 000	
	Payment of Home Owners Guarantees Allowances	Updated home owners guarantee register. Formulated Procedure Manuals	100% of guarantees captured on Persal	Verify with financial institutions	Develop policy to accommodate same	Verify with financial institutions	Verify with financial institutions		
Effective implementation of performance management system	Payment of Medical Aid benefit	Medical aid files in personal files updated	100% captured and updated	Investigate prospect s of common medical aid	Implement new policy	Monitor and evaluate new policy		
	Payment of overtime.	No of people paid overtime	100% request processed		Update records Keep payments up to date				
	Payment of Long Service Awards	Record of LSA payment and policy	Process all cases of qualifying employees	Records in place	Monthly	Update records Keep payments up to date Monthly	Update records Keep payments up to date Monthly	200 000	
	Provision of Workman's Compensation	Budget allocation	Process payment on receipt of assessment	Payments up to date	Monthly				
	Payment of Provident Fund	Reconciliations and claims	Process claims for resignations and deaths	Monthly		Monthly	Monthly		
	Motor Finance Scheme	Car Registration certificates and MFS policy	Adjustment of motor allowance for all qualifying officers	Monthly					
	Performance management	Signed Performance Agreements Workplans	Not all performance agreements signed	Checking perform. agreements	Checking perform. agreements	Checking perform. agreements	Checking perform. agreements	758 000	Deputy Director IHRM

Training on wellness; ie SHE, EAP & HIV & AIDS Execute & market wellness policies Occupational Health & Safety Health calendar Care & support	Education and awareness on roles & responsibilities of managers, supervisors and staff in all levels Workshops and print media Health & Safety checks in compliance with law Education, awareness and information sharing	Certification Execution of Wellness Policies Hazard & accident free work environment Impact assessment	Seek service providers Procure printing company Physical monitoring of potential accidents and hazards. Education & awareness done by professionals	22 managers One	20 supervisors One workshop Bi-monthly checks	20 staff One workshop Bi-monthly checks	20 staff One workshop Bi-monthly checks	180 000	Manager Wellness
Provision of household services and management of cleaning services	Efficient management of cleaning contract. Timeous provision of accommodation to new employees Effective maintenance of buildings. Provide newspaper services	Visible cleanliness of premises. Office accommodation secured Well maintained buildings. Newspapers delivered on time	Grounds not properly cleaned Negotiations with SAPS and OTP Continuous dialogue with DPW Improved services observed	Walling completed OTP vacates offices Renovation of the kitchenettes	Inspect quality of workmanship Allocate offices to staff Upgrade of main kitchen	Commence landscaping project Upgrade offices and infrastructure Put new equipment in the main kitchen	First phase completed Occupation of offices. Plan for upgrade of recreational change rooms	1 850 000	Ass Director Office Support DD: IHRM DD I IHRM

Promotion of sound relations between management and workers	Policy development of prescripts impacting on the employee relations function.	• Code of conduct • Unclear existing policies • Policy deviations • Collective agreements.	• To be reviewed • To be identified • To be addressed • Strict adherence	Reviewed Reviewed Adherence Adherence	Implement Implement Adherence Adherence	Execute Execute Adherence Adherence	Monitor Monitor Adherence Adherence	170 000	Manager Employee Relations
	Training and development of management and staff in developing understanding in labour law principles and prescripts	• Union leadership • Workers • Management	• Leadership training • Individual rights issues • Application of labour law principles and prescripts	2 trained 10 aware 5 trained	2 trained 10 aware 5 trained	2 trained 10 aware 5 trained	1 trained 10 aware 5 trained		
	Establishment and maintenance of administrative systems to support the employee relations function	• Establish a common case / incident register	• Record and follow up cases and advise parties accordingly • Make referrals	4 cases attended to	4 cases attended to	4 cases attended to	4 cases attended		
	Establishment of resource desk for the benefit of stakeholder parties when dealing with matters requiring authority	• Reading and reference materials to be acquired and made accessible to	• Number of managers, union leaders and staff making use of reading and reference materials	Awareness created	Managers and labour Using reference materials	Full use made of reference materials	Impact of reference materials observed		
		• To improve relations between management and labour • To improve interaction of managers with their peers	• Number of stakeholders participating in team building	1st session held	2nd session held	3rd session held	3rd session held		
	Team building exercises								
	Management of employment equity processes	• Revive EE committee • Convene regular meetings • Ensure stakeholder participation • Develop EE Plan • Implement EE Plan • Report on EE Plan	• Support and adoption of EE Plan by all stakeholder parties	Consulted all parties	Plan adopted	Plan monitored	Reported on Plan		
TOTAL								**4 574 250**	

1.4.2 STRATEGY & COMMUNICATION

Strategic Objective	Measurable Objective	Performance Measure/ Indicator	Actual 2007/08	2007/08 Quarter 1	2007/08 Quarter 2	2007/08 Quarter 3	2007/08 Quarter 4	Costs	Responsible person
To design and implement an integrated communication strategy for the institution	To profile the role of Eastern Cape Provincial Legislature	Well branded, edited and target oriented publications produced.	30 000 Information booklets and photographic directories and pamphlets produced and distributed	5 000 Information booklets and photographic directories and pamphlets produced and distributed	10 000 Information booklets and photographic directories and pamphlets produced and distributed	10 000 Information booklets and photographic directories and pamphlets produced and distributed	5 000 Information booklets and photographic directories and pamphlets produced and distributed	257 320	Manager: Communications
			10 000 Cartoon information booklets produced.	1 500 Cartoon information booklets produced.	4 000 Cartoon information booklets produced	4 000 Cartoon information booklets produced	500 Cartoon information booklets produced		
			550 Copies of Annual Report, Policy Speech and Annual Performance Plan produced.	None	250 copies of Annual report produced	None	300 copies of Annual Perfomance Plans and Policy speech produced.		
			76 Diaries for MPLs and Managers to be produced.	None	None	76 Diaries for MPLs and Managers to be produced.	None		
			1000 Hanging and desk calendars to be produced.	None	None	1000 Hanging and desk calendars to be produced.	None		
			530 greeting cards to be produced.	10 wishing cards to be produced	10 wishing cards to be produced	500 greeting cards to be produced.	10 wishing cards to be produced.		
			1200 CD made brochures produced.	50 CD brochures to be distributed	50 CD brochures to be distributed	100 CD brochures to be distributed.	1000 CD brochures to be distributed		

				1000 notepads to be produced.	450 notepads to be distributed	450 notepads to be distributed.	50 notepads to be distributed	50 notepads to be distributed		
				500 folders produced	150 folders distributed	150 folders distributed	100 folders distributed	100 folders distributed		
			Number of radio talk shows facilitated	20 radio talk shows conducted	8 radio talk shows conducted	8 radio talk shows conducted	4 radio talk shows conducted	4 radio talk shows conducted	54 000	Manager
			Number of advertisments facilitated for Institutional events and public hearings	12 advertisements facilitated for all institutional events and public hearings	3 advertisements facilitated for institutional events and public hearings	3 Advertisements facilitated for institutional events and public hearings	3 advertisements facilitated for institutional events and public hearings	3 advertisements facilitated for institutional events and public hearings	EU funded	Manager
			Number of Information sessions for incoming visitors	110 information sessions to be conducted for incoming visitors	20 information sessions conducted for incoming visitors	70 information sessions conducted for incoming visitors	10 information sessions conducted for incoming visitors	10 information sessions conducted for incoming visitors	5 510	Manager
			Information dissemination through website	Website established	Information distributed through website	Monitor Information distributed through website	Evaluate Information distributed through website	Review Information distributed through website		
		To market the Legislature through branding and distribution of gifts	Number of Corporate gifts and promotional materials produced and distributed	200 Corporate and traditional gifts produced and distributed	80 corporate and traditional gifts distributed	80 corporate and traditional gifts distribtued	20 corporate and traditional gifts distributed	20 corporate and traditional gifts distributed.	250 000	Manager
			Consistent branding of all institutional events, publications , building of the Legislature and official documents	Constant branding of institutional events ,publications and the building of the Legislature	Legislature building to be well branded	Institutional gift shop phased in	Institutional gift shop phased in.	1st phase of Institutional gift shop established.		Manager
		To facilitate logistics for special events and workshops.	Number of planned and facilitated logistics for workshops and events	17 planned and facilitated logistics for Workshops and special events done per request	5 logistics facilitated for workshops and special events	5 logistics facilitated for workshops and special events	5 logistics facilitated for workshops and special events	2 logistics facilitated for workshops and special events	No direct costs	Manager

	To develop internal communication tools	Communication tools developed for internal communication	Different communication tools implemented and monitored	Weekly newsflash, Internal newsletter, weekly diary.	Intra-net and notice boards boards utilised	Evaluate internal communication tools	Review internal communication tools	EU funded	Manager
		Number of public participation and communication forums attended.	Four PPP forums attended	One forum attended	One forum attended	One forum attended	One forum attended	43 200	Manager
To provide technical support to the office of the Secretary in strategic management.	To facilitate the formulation, implementation and reviewal of the institutional strategy	Strategic plan that give rise to operational plan and performance management system.	Effective tracking of activities	Monthly evaluation of reports on the implementation of the strategic plan	Monthly evaluation of reports on the implementation of the strategic plan	Monthly evaluation of reports on the implementation of the strategic plan	Monthly evaluation of reports on the implementation of the strategic plan		Director: Strategy and Communications
		Quartely review workshops facilitated	Three quarterly review workshops to be held	Strategic review	Strategic review	Strategic review	None	180 000	Director
To raise funds and build relations with the private and international agencies	To establish new donors and sponsors	New sponsorships from private sector were established	None	Needs analysis done to establish new sponsorships	Meetings facilitated to establish new sponsorships	Follow-up meetings conducted	New sponsorships established.	39 600	Director

To facilitate international relations between the Legislature and international community	To provide logistical support for all international travelling	Logistics for international trips were effectively co-ordinated and MPLs properly briefed.	All international trips well co-ordinated	Co-ordinate international trips and incoming international visitors	Co-ordinate international trips and incoming international visitors	Co-ordinate international trips and incoming international visitors	Co-ordinate international trips and incoming international visitors	15 000	Director
	To establish working agreements with the international community	Number of working agreements established	One working agreement established	Liaison with international community	Liaison with international community	Liaison with international community	Meeting arranged with a potential country.		
	To submit training needs to corporate services	Number of training courses attended	All staff Members exposed on 3 training areas	All sectional staff members to undergo protocol training	All sectional staff members to undergo training on project management	None	All sectional staff members undergo training on public relations	42 120	
TOTAL								**886 750**	

1.4.3 INFORMATION TECHNOLOGY

Strategic Objective	Measurable Objectives/ Outputs	Performance Indicator	2007/08 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Responsible Person
Provide effective ICT infrastructure	Development of a printing solution	Reliable printers	Maintenance of printing solution	Management of printing contacts	Managements of all printing contracts	Management and evaluation of printing contacts	Management and evaluation of printing contacts		Manager I.T.
	Data and workflow management	Developed website, intranet and DMS	Testing of the newly developed website, intranet and sourcing of DMS	Running tests on the website, intranet and DMS	Evaluation of the website, intranet and DMS	Evaluation of the website, intranet and DMS	Management of the website, intranet and the DMS	1 202 000	
Effective, efficient and eco-nomical pro-visioning of IT equipment	Adopted plan of upgrading and maintenance of IT equipment	Provisioning of IT Equipment to all users	90% provision of IT Equipment	50 % provision of IT Equipment	70 % provision of IT Equipment	80 % provision of IT Equipment	100 % provision of IT Equipment	1 500 000	
		Adopt a plan to provide IT equipment to comply with Legislature's needs	Policy adopted and plan and sourcing of input from SITA	Reviewal of the IT plan and policy	Consulltation on IT plan and policy	Consulltation on IT plan and policy	Implementation of the IT plan and policy	100 000	
Training, empowerment and development of IT personnel	Continuous training through courses, work-shops, conferences and forums	Number of users that are computer literate	70% of users trained	50 % of users trained	65% of users trained	70% of users trained	70% of users trained	120 000	
TOTAL								**2 922 000**	

1.5 SAFETY

Strategic objective	Measurable objecive	Perfomance measure	2007/08 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget allocation	Responsibilty
Creating a safe and secure working environment for MPL's ,staff and visitors	Proper access control measures	Continuous evaluation and maintenance of the security system	70 % installed and maintained	Continuous interaction with the VIP Unit	Continuous monitoring	To conduct security awareness programs	Continuous monitoring	850,000.00	Security Manager
		Installation of a Public Address System and fire detectors	80% installed and integrated to the existing access control system	Ongoing monitoring of the effectiveness of the system	Ongoing Monitoring	To ensure the maintenance of the system	Ongoing monitoring and evaluation of the system	Nil	Security Manager
Ensuring a hazardous and risk free Institution	Identify all hazardous and risk zones through Threat and Risk Analysis and attend some and report others to PWD for immediate fixing or possible replacement	Analysis report	Making sure that they are attended	Ongoing interaction with PWD in as far as risk areas are concerned	Conduct a Threat and Risk Assessment with the Security Working Committee	Attend to recommendations of the TRA	Monitor the compliance	Nil	Security Manager

Develop and implement Security policies/ plan/procedures and Contingency plans	To workshop Legislature staff on security related matters	Conduct security awareness program/ campaigns Staff training plan	Unit to be fully staffed	High level involvement of the Rules Committee and HR	Continuous interaction with the relevant stakeholders on this matter	60% of staff to be recruited	Ongoing recruitment of staff		Security Manager
Maintenance of order in the Chamber, carrying and safekeeping of the Mace	To secure the proceedings and MPLs in the Chamber	Well secured MPLs and orderly House proceedings	Safe and secured environment	Ongoing	Ongoing	Ongoing	Ongoing	144 000	Security Manager
TOTAL								**994 000**	

PROGRAMME 2

2.1 BENEFITS AND FACILITIES FOR MEMBERS

Strategic objective	Measurable objective	Performance measure	2007/08 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cost	Resp person
Facilitation and coordination of provision of Members enabling facilities	To facilitate provision of adequate accommodation facilities for Members	No of maintained houses of MPLs per annum	100% facilitation of maintenance of MPLs houses	100% facilitation of maintenance of MPLs houses	100% facilitation of maintenance of MPLs houses	100% facilitation of maintenance of MPLs houses	100% facilitation of maintenance of MPLs houses	P/W budget	Manager
	To facilitate the procurement of MPLs equipment such as Laptops cellphones and Crockery	52 cellphones bought and maintained for MPLs	52 cellphones maintained for MPLs	52 cellphones maintained for MPLs	52 cellphones maintained for MPLs	52 cellphones maintained for MPLs	52 cellphones maintained for MPLs	1 231 690 5 000	Manager: Enabling Facilities
	To facilitate all logistics related to relocation of MPLs are implemented effectively	52 laptops bought for Members Crockery bought for 5 Political Parties	10 laptops bought for Members Crockery maintained for 5 Political Parties	52 laptops maintained for MPLs	52 laptops maintained for MPLs	52 laptops maintained for MPLs	52 laptops maintained for MPLs	IT budget	Manager
	To facilitate all logistics related to relocation of MPLs are implemented effectively	No of relocated Members. Payment of related costs per relocation policy	100% facilitation of MPLs relocation	100% facilitation of MPLs relocation	100% facilitation of MPLs relocation	100% facilitation of MPLs relocation	100% facilitation of MPLs relocation	200 000	Manager
	To facilitate representation of the Legislature to identified ceremonial burials	Representation of the Legislature to 5 identified ceremonial burials	3 Identified funerals in a financial year	100% facilitation of Legislature representation to ceremonial burials	100% facilitation of Legislature representation to ceremonial burials	100% facilitation of Legislature representation to ceremonial burials	100% facilitation of Legislature representation to ceremonial burials	39 200	Manager
	To facilitate proper and timeous bookings of Members traveling in relation to flight, accommodation and transport and 12 ticket allocation	No of tickets processed Access to benefits such as voyager miles and airport lounges for Members.	All bookings made according to requests	All bookings made according to requests	All bookings made according to requests	All bookings made according to requests	All bookings made according to requests	1 780 000	Manager
	To facilitate regular interaction with Political Parties	Number of meetings held by Political Parties	55 meetings by all Political Parties	12 meetings	16 meetings	16 meetings	12 meetings	650 000	Manager
	To facilitate Group Life insurance for Members	Ensure that lives of the 52 Members are covered						1 200 000	Manager

Administer and manage budget for Political Support for Members		Payment of S&T, accommodation and flight for Support Staff	S&T, accommodation and flights paid for all Support staff						
To render admin strategic support to political decision-making committees	To ensure notices for the scheduled meetings are issued timeously.	No of meetings scheduled	8 Rules and 8 Exco meetings	2 Rules Committee meetings 2 Exco meetings	2 Rules Committee meetings 2 Exco meetings	2 Rules Committee meetings 2 Exco meetings	2 Rules Committee meetings 2 Exco meetings	Secretariat budget	Manager
	To take record of all the proceedings of the Rules and Executive Committees as well as Enabling Facilities Subcommittee	Copy of attendance register. Copy of minutes taken							
	To follow up on all decisions taken by these committees	Implementation plan/ decisions implemented							
	To compile agenda and provide logistical support to these committees								
TOTAL								**5 106 000**	

PROGRAMME 3

3.1.1 LIBRARY

Strategic objectives	Measurable objectives	Perfomance measure	2007/08 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget allocation	Responsibility
Provide optimum service to library users	Provision of library advice and services to library users	Number of visits to library

Number of material and of books issued. | 70 | 10 | 20 | 20 | 20 | 60 000 | Chief Librarian |
To provide up-to-date and best available library resources	Availability of up-to-date electronic other library resources.	The number of electronic and other library resources available	7	1	2	2	2	67 000	
Marketing of Library services	Implementation of marketing and communications strategy	Availability of of marketing and communications strategy	Monitoring of marketing and communications strategy	Monitoring of marketing and communications strategy	Monitoring of marketing and communications strategy	Monitoring of marketing and communications strategy	Monitoring of marketing and communications strategy		
TOTAL								**127 000**	

3.1.2 RESEARCH UNIT

Strategic objectives	Measurable objective	Performance measure	2007/08 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget allocation	Responsibility
Provision of Research Services to Committees	Undertake research and analysis of Departmental information (budget, in-year reports, financial reports and annual reports) for Portfolio Committees Attend Committee meetings, public hearings, site visits and other official visits and contribute to Committee Reports	Final report received on time and accepted by chairperson without complaints and used as a reference document during deliberations Quality value-add research assistance to Committee visit and reports	6 institutionalised reports: budget; 3 in-year reporting; annual report; and financial oversight	1 Budget report; (and any ad hoc reports, incl. petitions; hearings and visits) Attend all meetings	1st quarterly report Attend all meetings	2nd quarterly report, Financial oversight report, Annual report Attend all meetings	3rd quarterly Attend all meetings	1 900	All Researchers and Cluster Researchers
Provision of proactive research services	Conduct Focused Intervention Studies for Portfolio Committees	Good quality reports on relevant issues	5 (one major research paper per Researcher)	Terms of reference drawn and information sources identified	Sourcing and collation of information	Writing and continuous editing of report	Final editing and presentation of report	22 000	All Researchers and Cluster Researchers

Commission Research	Develop Terms of Reference and design research mandate and contract for research commissioned to external institutions Manage, monitor and evaluate progress of research	Quality-controlled research documents delivered timeously and research findings that withstand criticism and represent good value for money	1	Terms of reference drawn and approved; service provider identified	Monitor project progress	Monitor project progress	Present findings	50 000	Research Unit in consultation with Director: PSS
4. Host internal seminars and workshops on pertinent contemporary issues	Prepare & deliver seminars & workshops (identify expert speakers where necessary)	Topical seminars conducted (by knowledgeable speakers where applicable)	3	Identify areas of interest and service providers	1	1	1		All Researchers and Cluster Researchers
Attendance of external conferences and workshops	Attend and contribute to relevant workshops and conferences throughout the year as and when invited/required	Quality contributions approved by Director: PSS, at relevant conferences	At least 5 (as and when invited/ requested)	1 Research and Library forum meeting; (any ad hoc conference as and when necessary)	1 Research and Library forum meeting; (any ad hoc conference as and when necessary)	1 Research and Library forum meeting; (any ad hoc conference as and when necessary)	1 Research and Library forum meeting; (any ad hoc conference as and when necessary)	69 100	All Researchers and Cluster Researchers

Maintenance of Budget Information database	Develop database Collate, capture and monitor all policy, revenue, expenditure, planning and performance data of all provincial government departments	Draft design of good quality, reliable and comprehensive information resource from which detailed analyses of departmental spending and performance can be drawn; and which can contribute to quality improvement of committee considerations of departmental performance	Developed database	Terms of reference; identify database features, Identify service provider	Monitor development of database; preliminary tests on usability	Monitor project progress and tests on usability	Capture data/ populate database and use as and when necessary	20 000	All Researchers and Cluster Researchers; Research Intern/ volunteer
Training and development	Identify and attend appropriate training programmes at external institutions	Excellent attendance and satisfactory performance on academic courses	1 major training course and other courses as and when necessary	1st quarter of one year-long academic course	2nd quarter of one year-long academic course	3rd quarter of one year-long academic course	4th quarter of one year-long academic course	50 000	All Researchers and Cluster Researchers in consultation with Director: PSS
TOTAL								**213 000**	

3.2 HOUSE PROCEEDINGS

Strategic Objective	Measurable Objective	Performance measure/indicator	2007/2008 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cost Measure	Person Responsible
To facilitate House sittings	Ensure the preparation, publication & distribution of House documentation Provide procedural advice to the Presiding Officers in accordance to the standing Rules of procedure.	Number of documents prepared, publicized & distributed. Quality of advice given to Presiding Officers.	60 sitting days	17 sitting days	13 sitting days	17 sitting days	13 sitting days	1 187 830	Manager
To provide archiving services of all tabled documents.	To ensure safekeeping and easy retrieval of all tabled documents.	Number of documents archived.	All documents tabled	All documents tabled	All documents tabled	All documents tabled	All documents tabled	No costs involved	Manager
To co-ordinate institutional activities.	To ensure facilitation of the Legislature programme. To provide administrative support to the Programming Committee	Updated Legislature programme with minimal clashes. Number of Programming Committees held	31 meetings	9 meetings	8 meetings	9 meetings	5 meetings	167 170	Manager
TOTAL								**1 355 000**	

3.3 COMMITTEE SERVICES

Strategic Objective	Measurable objective	Performance Measure	2007/2008 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget	Person Responsible
Effective scrutiny of legislation	To produce reports on bills considered by committees	Number of reports on Bills processed within time-frames of the Rules	20 Bills	3 NCOP Bills	1 NCOP Bill	8 Bills	8 Bills	No direct costs	Director: PSS
			15 provincial Bills	1 Provincial Bill	5 Provincial Bills	5 Provincial Bills	4 Provincial Bills	No direct costs	Manager: Committee Services
Well coordinated public hearings	To receive submission from the public	Number of people attending public hearings Number of submissions received	29 public hearings	2 public hearings	2 public hearings	13 public hearings	12 public hearings	2 000 000	
Effective oversight process	To plan efficiently for oversight process	Reports received from all departments & committee reports produced	57	15 oversight reports	7 oversight reports	30 oversight reports	5 oversight reports	12 089 430	
Professional support system to Portfolio Committees	To produce minutes of proceedings and provide procedural advice to committees	Minutes produced	142 minutes	56 minutes	15 minutes	56 minutes	15 minutes	194 570	
TOTAL								**14 284 000**	

3.4 LEGAL SERVICES

Strategic Objective	Measurable Objective	Performance measure/ indicator	2007/2008 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cost Measure	Person Responsible
Scrutiny, briefings and opinions on Provincial Bills for conformity with requirements of the Constitution and the Rules of the Legislature and on the effects of the Bills	Scrutinize introduced Bills to determine compliance with the Constitution and Standing Rules Prepare opinions and briefings Brief Committees	Written briefings and opinions Bills conform to Constitution and Rules	All introduced Bills	All introduced Bills	All introduced Bills	All introduced Bills	All introduced Bills	Cost borne by the respective Committees	Manager
Provision of advice and opinions on the implementation of legislation for oversight purposes	Determine legislation administered by each Department Do presentations to Committees Provide written opinions	Written presentations and opinions	Opinion will be given as and when required.	Opinion will be given as and when required	Opinion will be given as and when required	Opinion will be given as and when required	Opinion will be given as and when required	Cost borne by the respective Committees	Manager
Provision of legal services and opinions on court matters by and against the Legislature	Consultations with relevant persons of the Legislature Facilitate statements and affidavits Liaison and consultations with legal representatives	Pleadings and processes of cases	All pending cases handled	All pending cases handled	All pending cases handled	All pending cases handled	All pending cases handled	700 000	Manager

Reviewal of existing policies	Review all existing policies and determine the need for amendment Refer policies to stakeholders for inputs Draft reviewed policies and submit for adoption	Draft Policies submitted	20 policies reviewed	5 policies reviewed	5 policies reviewed	5 policies reviewed	5 policies reviewed	20 000	Manager
Development of new policies	Review of existing policies	New policies developed & adopted	20 policies drafted	5 policies drafted	5 policies drafted	5 policies drafted	5 policies drafted	10 000	Manager
Implementation of policies	Development of procedure manuals	Implementation programme developed	Procedure manuals for all policies developed	Procedure manuals drafted for 25% of policies	Procedure manuals drafted for 25% of policies	Procedure manuals drafted for 25% of policies	Procedure manuals drafted for 25% of policies	6 000	Manager
Monitoring of policy compliance	Implementation of policies	Monthly reports Audit report	12 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports	5 000	Netshitumbu Smith
Attendance of the Legal Advisor Forum & other meetings	All Forums meeting attended	Reports and minutes	Attending Forum meetings & others	3 meetings	3 meetings	3 meetings	3 meetings	62 000 52 000 24 000	Netshitumbu Smith
TOTAL								**879 000**	

3.5 NATIONAL COUNCIL OF PROVINCES

Strategic Objective	Measurable objective	Performance Measure or Indicator	2007/08 TARGET	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cost Measure	Person Responsible
Effective liaison between NCOP and Legislature	Facilitate meetings between Permanent Delegates and the Legislature	Meetings between Permanent Delegates and Legislature structures	4 meetings with Permanent Delegates	1 meeting with Permanent Delegate	1 meeting with Permanent Delegate	1 meeting with Permanent Delegate	1 meeting with Permanent Delegate	137 520	Manager: NCOP
		Meetings between Legislature and NCOP structures	All relevant meetings at NCOP attended	All relevant meetings at NCOP attended	All relevant meetings at NCOP attended	All relevant meetings at NCOP attended	All relevant meetings at NCOP attended	5 000	
		Weekly reports from NCOP Liaison Officer	Weekly reports received and distributed	4 reports received and distributed	4 reports received and distributed	4 reports received and distributed	4 reports received and distributed		
Effective participation in national legislative process	All Bills referred to Portfolio Committees	Bills referred to Committees & structures	All Bills referred	All Bills referred	All Bills referred	All Bills referred	All Bills referred	417 840	Manager
	Facilitation of negotiating/final mandates	Written negotiation mandates	All required mandates given	All required mandates given	All required mandates given	All required mandates given	All required mandates given	35 120	
	Conferral of authority to vote	Written authorities to vote	All authorities processed	All authorities processed	All authorities processed	All authorities processed	All authorities processed		
Integration of NCOP Work into Legislature activities	Facilitation of NCOP Business Committee Meetings	No. of NCOP Business Committee Reports published in ATC	8 Reports published	2 Reports published	2 Reports published	2 Reports published	2 Reports published	29 680	Manager
TOTAL								**625 160**	

3.6 PUBLIC PARTICIPATION

Strategic objective	Measurable objecive	Perfomance measure	2007/08 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Budget allocation	Responsibilty
Provision of administration support for the organization of all Institutionalized Days	Develop a work plan to guide in organizing Institutionalized Days	A detailed work plan outlining key activities organizing Institutionalized Days	7 Institutionalized Days	1	2	3	1	2 549 724	Deputy Director PPU
Facilitation of the handling of petitions	Develop a petitions tracking system	Implementation of the petition tracking system	Effective tracking system in place	Monitoring of the petition tracking system	Maintenance of the petition tracking system	Maintenance of the petition tracking system	Review and evaluation of the petition tracking system Maintenance of the petition tracking system	100 648	Deputy Director PPU
Increasing public awareness about legislative processes	Develop a public education programme	No of schools targeted to conduct public education programme	60 schools targeted	20 schools	20 schools	10 schools	10 schools	212 477	Deputy Director PPU
Facilitation of public hearings	Organize public hearings for the Legislature	No of public hearings organized	10 public hearings organized	3 public hearings	3 public hearings	2 public hearings	2 public hearings	145 268	Deputy Director PPU
TOTAL								**3 008 117**	

3.7 HANSARD & LANGUAGE SERVICES

Strategic Objective	Measurable Objective	Performance measure/ indicator	2007/2008 Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Cost Measure	Person Responsible
Ensure the efficient recording and transcription of House Proceedings and selected Committee proceedings	All House sittings and requests for committee meetings recorded and transcribed	All House sittings recorded and transcribed	60 House sittings recorded and transcribed	15House sittings recorded and transcribed	15 House sittings recorded and transcribed	15 House sittings recorded and transcribed	15 House sittings recorded and transcribed	98 000	Director: Hansard and Language Services
		All requests for Committee meetings recorded and transcribed	20 Committee meetings recorded and transcribed	5 Committee meetings recorded and transcribed	5 Committee meetings recorded and transcribed	5 Committee meetings recorded and transcribed	5 Committee meetings recorded and transcribed		
			Co-ordination and facilitation of outsourced transcription service.	Co-ordination and facilitation of outsourced transcription service.	Co-ordination and facilitation of outsourced transcription service.	Co-ordination and facilitation of outsourced transcription service.	Co-ordination and facilitation of outsourced transcription service.		

Edit all Committee Reports and transcripts of House proceedings	Finalisation of editing of Committee reports two days before sitting of House.	Published Committee Reports in ATC.	61edited Committee Reports	Edit 17 Committee Reports	Edit 10 Committee Reports	Edit 30 Committee Reports	Edit 5 Committee Reports	No Direct costs	Director/ Language practitioners
	Transcripts of House proceedings edited within 30 days of House sitting	Edited transcripts of House Proceedings	60 edited transcripts of House Proceedings	Edit 15 transcripts of House Proceedings	Edit 15 transcripts of House Proceedings	Edit 15 transcripts of House Proceedings	Edit 15 transcripts of House Proceedings		
Provision of Daily Hansard record.	Provide Members with copies of Daily Hansard within 48 hour of House sitting	Daily Hansard produced and distributed within 48 hours of House sitting	60 Daily Hansards produced and distributed within 48 hours of sitting	15 Daily Hansards produced and distributed within 48 hours of sitting	15 Daily Hansards produced and distributed within 48 hours of sitting	15 Daily Hansards produced and distributed within 48 hours of sitting	15 Daily Hansards produced and distributed within 48 hours of sitting	No Direct Cost	Director/ Language Practitioners
Provision of printed Hansard volumes.	Printed and bound copies of Hansard volumes of debates in House	Copies of Hansard volumes of debates in the House	Publication of 6 Hansard Volumes within 3 months of end of session	Publication of 1 Hansard Volume within 3 months of end of session	Publication of 2 Hansard Volumes within 3 months of end of session	Publication of 1 Hansard Volume within 3 months of end of session	Publication of 2 Hansard Volumes within 3 months of end of session	180 000	Director/ Language Practitioners
Provision of Language Services	Transla ted documentation of a high standard prior to sitting. Simultaneous interpreting of House speeches.	Translated documents that are fluent and understandable available.	150 documents translated prior to sitting	40 documents translated prior to sitting	40 documents translated prior to sitting	40 documents translated prior to sitting	30 documents translated prior to sitting	99 200	Senior Language Practitioner/ Language Practitioner

		Fluent interpreting provided for all sittings. Interpreters log.	60 Days Interpreting provided in House when needed	15 Days Interpreting provided in House when needed	15 Days Interpreting provided in House when needed	15 Days Interpreting provided in House when needed	15 Days Interpreting provided in House when needed		
		Development of and raising awareness of parliamentary terminology in isiXhosa and Sesotho	100 Copies of Tri-lingual parliamentary terminology booklet published	25 Copies of Tri-lingual parliamentary terminology booklet published	25 Copies of Tri-lingual parliamentary terminology booklet published	25 Copies of Tri-lingual parliamentary terminology booklet published	25 Copies of Tri-lingual parliamentary terminology booklet published		
		Simultaneous interpretation of speeches made in House.	Fluent and understandable interpreting of a professional standard.	All speeches made in isiXhosa, Sesotho and Afrikaans interpreted into English.	. All speeches made in isiXhosa, Sesotho and Afrikaans interpreted into English.	All speeches made in isiXhosa, Sesotho and Afrikaans interpreted into English.	All speeches made in isiXhosa, Sesotho and Afrikaans interpreted into English.	No Direct Cost	Senior language Practitioner; Language Practitioner
Well-functioning Parliamentary Questions Facilitation	Well-functioning parliamentary Questions facilitation.	Formulation and publication of questions on IQPs and QPs. Publication of weekly Reply Paper.	300 Questions facilitated 240 Replies received	75 Questions facilitated	75 Questions facilitated	75 Questions facilitated	75 Questions facilitated	No direct cost.	Questions Co-ordinator
				60 Replies received	60 Replies received	60 Replies received	60 Replies received		
			48 Question Papers published	12 Question Papers published	12 Question Papers published	12 Question Papers published	12 Question Papers published		
			48 Reply papers published.	12 Reply papers published.	12 Reply papers published.	12 Reply papers published.	10 Reply papers published.		
TOTAL								**377 200**	