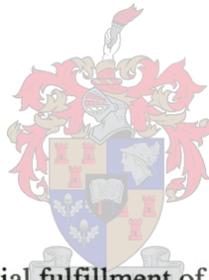


IMPROVING THE EFFECTIVENESS OF THE MPUMALANGA REPRESENTATION IN THE NATIONAL COUNCIL OF PROVINCES.

by

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the degree of Master of Public Administration at the
University of Stellenbosch.

Supervisor : **Prof. G S Cloete**
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DECLARATION

I, the undersigned, hereby declare that the work contained in this assignment is my own original work and that, I have not previously in its entirety or in part submitted it at any University for a degree.

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SUMMARY

Aim: To investigate whether Mpumalanga Province's representation in the NCOP can be improved.

Problem: The Mpumalanga Provincial Legislature is not performing as expected in the NCOP. The views of Mpumalanga Province are not articulated well in the NCOP. This may be as a result of a lack of research capacity within the Provincial Legislature. The available researchers are not experienced in the political and policy environment. The NCOP meeting cycle or timetable also does not allow enough time for the provinces to adequately prepare for pieces of legislation. There is further little or no interaction between the chairpersons of the Provincial Portfolio Committees and their counterparts in the NCOP.

There is poor coordination, planning and communication within the provincial legislature. The Mpumalanga NCOP Liaison Office in Cape Town is not adding value to the information flow from Parliament to the Mpumalanga Provincial Legislature. It is acting as a post box by passing information on without any further research and analysis. The research question is: How to improve the effectiveness of the Mpumalanga representation in the National Council of Provinces?

Hypothesis: The role of the Mpumalanga NCOP Liaison Office in Parliament needs to be redefined, and the research capacity of the Mpumalanga Provincial Legislature needs to be enhanced, in order to increase the effectiveness of the representation of Mpumalanga Province in the NCOP.

Methodology: The following methods were used in this study;

- Face to face interviews with the Chairperson of the NCOP, Ms N Pandor.
- A structured questionnaire was sent to the Chief Whip of the NCOP, Mr. E Surty and selected members from the Mpumalanga Provincial Legislature.
- Participant observation was used, as the researcher was, at the time of this study, an employee of the Mpumalanga Provincial Legislature stationed at the NCOP.

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- A literature study was also undertaken.

Scope: The study concentrated on the Mpumalanga Provincial Legislature while lessons were drawn from other provinces. There is no universally agreed upon criterion to judge what constitutes organizational effectiveness. Evidence from the literature revealed that in order to improve organizational effectiveness, the Goal Attainment, Systems and Strategic Constituencies Approaches to organizational effectiveness need to be combined. These approaches are not mutually exclusive. The focus of the Goal Attainment Approach is mainly on ends while the Systems Approach concentrates on means to achieve the ends. The Strategic Constituencies Approach seeks to appease those stakeholders, in the environment, with potential to threaten organizational stability.

Major Findings: Observation, personal experience and the responses from the informants tended to confirm the hypothesis. This study revealed that the researchers of the Mpumalanga Provincial Legislature were not empowered to deal with legislative matters.

Major Conclusions/Recommendations: The most important recommendations are;

- ❖ That Parliament should introduce legislation that will enable Provincial Legislatures to confer authority on their delegations to cast votes uniformly on their behalf in the NCOP.
- ❖ That the brief of the provincial research unit be clearly specified.

That a research agenda for each session of Parliament be set.

- ❖ That the role of Regis House staff be expanded to include research, administration and liaison work.
- ❖ That all researchers and senior staff of the organization be re-briefed on the functioning of the Provincial Legislature.
- ❖ That comparative research be conducted on KwaZulu Natal and Western Cape who seemed to produce the best results.

OPSOMMING:

Doelwit: Om ondersoek in te stel of die Mpumalanga Provinsie se verteenwoordiging op die Raad van Provinsies verbeter kan word.

Probleem: Die Mpumalanga Wetgewer presteer nie na verwagting in die Nasionale Raad van Provinsies (NRVP) nie. Die sieninge van die Mpumalanga Provinsie word nie goed weergegee in die NRVP nie. Dit mag wees as gevolg van 'n gebrek aan navorsingskapasiteit in die Provinsiale Wetgewer (PW). Die beskikbare navorsers het nie ondervinding in die politieke en beleidsomgewing nie. Die NRVP siklus of tydskedule gee nie genoeg tyd aan provinsies om behoorlik vir wetgewing voor te berei nie. Daar is min of geen interaksie tussen die voorsitters van die Provinsiale Portefeulje Komitees en hul kollegas in die NRVP nie.

Daar is ook swak koördinasie, beplanning en kommunikasie in die Provinsiale Wetgewer. Die Mpumalanga NRVP se skakelkantoor in Kaapstad voeg geen waarde toe tot die vloei van inligting van die Parlement na die Mpumalanga Provinsiale Wetgewer nie. Tans dien dit net as 'n posbus, wat inligting deurgee sonder verdere navorsing en analise. Die navorsingsvraag is, hoe kan die verteenwoordiging van die Mpumalanga Provinsie in die NRVP verbeter word?

Hipotese: Die rol van die Mpumalanga skakelkantoor in die Parlement moet herdefinieer word en die navorsingskapasiteit van die Provinsiale Wetgewer moet versterk word, om die effektiwiteit van die verteenwoordiging van die Mpumalanga provinsie te verbeter in die NRVP.

Metodologie: Die volgende metodes is gebruik in hierdie studie:

- Persoonlike onderhoude met die Voorsitter van die NRVP, Me N Pandor.
- 'n Gestruktureerde vraelys is gestuur na die Hoofswep van die NRVP, Mnr E Surty en die teikengroep lede van die Mpumalanga Provinsiale Wetgewer.
- Deelnemende waarneming is gebruik, omdat die navorser tydens die studie 'n werknemer van die Mpumalanga Provinsiale Wetgewer was, gestasioneer by die NRVP.
- 'n Literatuurstudie is ook onderneem.

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Omvang: Die studie het gekonsentreer op die Mpumalanga Provinsiale Wetgewer, terwyl lesse geleer is vanaf ander provinsies. Daar is geen universeel ooreengekome kriteria waarop organisasies se effektiwiteit beoordeel kan word nie. Die geraadpleegde literatuur bevestig die hipotese. Die skrywers se gevolgtrekkings toon aan dat die volgende benaderinge tot organisatoriese effektiwiteit gekombineer moet word om 'n organisasie se effektiwiteit te verbeter: die doelwitbereikingsbenadering; sisteem en strategiese kiesafdelingsbenadering. Hierdie benaderings is nie onderling uitsluitend nie. Die fokus van doelwitbereikingsbenadering is hoofsaaklik op resultate terwyl die sisteembenadering konsentreer op maniere om die gevolge te bereik. Die strategiese kiesafdelingsbenadering probeer al die rolspelers met die potensiaal om organisatoriese stabiliteit te bedreig, bevredig,.

Hoof Bevindinge: Waarneming, persoonlike ervaring en terugvoering vanaf die respondente het die hipotese deurgaans bevestig. Die studie het getoon dat die navorsers van die Mpumalanga Provinsiale Wetgewer nie wetgewende sake behoorlik kan hanteer nie.

Belangrikste Gevolgtrekkings/Aanbevelings: Dit sluit in:

- Die Parlement moet wetgewing voorlê wat die Provinsiale Wetgewers sal toelaat om hul afgevaardigdes te magtig om hul stemme eenvormig te kan uitbring in die NRVP namens daardie wetgewers.
- Dat die opdrag van die provinsiale navorsingseenheid duidelik uitgespel word
- Dat 'n navorsingsagenda bepaal word vir elke sessie van die Parlement
- Dat die rol van Regis House personeel uitgebrei word om navorsing, administrasie en skakelwerk in te sluit
- Dat alle navorsers en senior personeel van die organisasie geherorieer word rakende die werksaamhede van die Provinsiale Wetgewer
- Dat vergelykende navorsing gedoen word oor Kwa Zulu Natal en Wes Kaap wat die beste resultate lewer.

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I would like to thank all the people who have contributed in one way or another towards the completion of this research report. In particular I would like to thank my supervisors, Prof. GS Cloete and Prof E Schwella, for their guidance, patience and tolerance throughout the study. To Mrs.J. Groenewald and Mr F Theron: This research report would not have been completed had it been not for their scholastic contributions, thank you very much. I also want to thank all my informants for their time and understanding: Your responses were very useful I appreciate it. To Ms NP Mbalo: You are wonderful. You would have noticed that I was utilizing you as my private secretary. Thank for your understanding.

To my brother, who passed away while I was busy with the final draft of this paper, I say thank you for sacrifices you made throughout my studies, to you I say, “ukwanda kwaliwa ngumthakathi”.

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1. INTRODUCTION

This study consists of four major sections. The first one being a methodological overview, the second a literature review. Thirdly a summary of the conclusions of empirical research. The fourth part is an assessment which attempts to compare and integrate theory and practice. Under this section responses from the respondents are tested against the theoretical approaches and the indicators of organizational effectiveness. Personal observations of the researcher who, at the time of the research, was an employee of Mpumalanga Provincial Legislature, are tested against the criteria for organizational effectiveness.

In the final analysis a conclusion and recommendations wraps up the study. The conclusion will briefly summarize what has been discussed in the report while recommendations will help to remedy the shortcomings that have been identified.

1.1. METHODOLOGY

1.1.1. Aim

In this study the researcher investigates how Mpumalanga Province's representation in the National Council of Provinces can be improved.

1.1.2. Research Problem

The Mpumalanga Province is not performing as expected in the National Council of Provinces. This may be as a result of a number of reasons. There are researchers in the Provincial Legislature who are supposed to be well aware of the political developments and also supposed to be the eyes of the politicians. They are expected to draw the attention of politicians on potential dangers of certain policy positions. They are expected to network with stakeholders on all issues that affect stakeholders. Researchers are expected to summarize bills, policy documents and highlight major issues for the

attention of politicians. They are expected to give guidance on policy issues and where there is no policy, to give a balanced view of proponents and opponents of those issues. They are viewed as experts and as such they are expected to improve the quality of output of members of parliament. All these are lacking in the Mpumalanga Provincial Legislature. Apart from the fact that researchers are inexperienced in the policy and political environment, they also have no resources. MPLs further have no assistants who can help them to perform as expected. This makes members of the Provincial Legislature less empowered.

There are six NCOP Permanent Delegates from the Mpumalanga Province. They are members of twelve NCOP Select Committees. They are expected to attend all meetings and report back to the Provincial Legislature on all deliberations of their respective Select Committees.

There is little or no interaction between Permanent Delegates and members of the Provincial Legislature. It is worse when it comes to issues relating to legislation that they are supposed to be communicating about. The same is true about the interaction between the Members of the Executive Council and those of the Provincial Legislature, let alone those who are Permanent Delegates.

The NCOP timetable, a four-week cycle, does not give enough time for the Provinces to adequately prepare and process legislation. The NCOP four-week cycle is also not accommodative of the Provincial legislative program, instead the NCOP expects the Provincial program to be adapted to the NCOP program. This does not take into account peculiar provincial circumstances.

Processes and activities are poorly planned and members of Parliament (including those from the Province to the NCOP) are often ill prepared. The quality of the mandates from the province to the National Council of Provinces is often very poor. There is poor co-ordination and communication within the Provincial Legislature. There seems to be a lack of understanding of political roles, structures and processes of the National Council of Provinces.

The Mpumalanga NCOP Liaison Office in Cape Town is not adding value to the information flow from Parliament to the Province and vice versa. It is acting as a post box by just passing information without synthesizing or analyzing it, hence there is a need to redefine its role. The research question is, “how to improve this state of affairs?”

1.1.3. Motivation

The researcher wants to make a positive contribution to enhance the effectiveness of the Mpumalanga Provincial Legislature in the NCOP. The senior leadership of the Provincial Legislature has identified shortcomings in as far as representation of the views of the Province to the National Council of Provinces is concerned. The researcher initiated this topic with the full backing of the leadership of the Provincial Legislature.

1.1.4. Hypothesis

The role of the NCOP Liaison Office in Parliament needs to be redefined, and the research capacity of the Mpumalanga Provincial Legislature needs to be enhanced, in order to increase the effectiveness of the representation of the Province in the National Council of Provinces.

1.1.5. Operationalization of Concepts

The following concepts will be frequently used in this study: The phrase “Representation of Mpumalanga Province” refers to the articulation of the interests and views of Mpumalanga in the National Council of Provinces. It does not refer to constitutional representation, as provided for by section 60 act 108 of 1996, or to the decisions by the NCOP.

Price (1972:12) defined “organizational effectiveness” as “the degree of achievement of multiple goals”, while Hannan and Freeman (1977:110) labeled it “the degree of congruence between organizational goals and observable outcomes”.

“Redefining the role of the Liaison Office” refers to evaluating what the office has been doing, to ascertain whether it is effective. On the basis of its shortcomings a clear brief and scope for the role of the office will be formulated.

1.1.6. Data Gathering and References to Literature

In conducting this study, a number of methods were combined. These include face-to-face interviews with senior leadership and the targeted informants from the Mpumalanga Provincial Legislature. Interviews were held with the Chairperson and the Chief Whip of the National Council of Provinces, Mrs. Naledi Pandor and Mr. E Surty respectively. (See appendix A). These individuals are leaders who are involved daily in all processes and activities of the National Council of Provinces. They are the people who can provide better perspectives on the workings of the NCOP. The chairperson and the Chief Whip of the NCOP were selected by the researcher to help understand the expectations of the NCOP as far as provincial inputs are concerned.

The NCOP Chairperson and the Chief Whip are the leadership of the NCOP as an institution. Their responses are taken as standards or benchmarks to measure provincial performance. Furthermore the NCOP Chief Whip is one of the founding members of the NCOP. The NCOP Chief Whip was not only involved at the conception stage of the NCOP but throughout the processes that led to the establishment of the NCOP.

The Chief Whip was part of the delegation that went to Germany to study the German concept of two Houses of Parliament, of which the NCOP is a derivative. Mr. W.S. Lubisi the Speaker of the Mpumalanga Legislature and all other senior politicians of the Provincial Legislature delegated Mr A.M Sithole as the Head of Procedural Services and NCOP affairs of the Mpumalanga Legislature. He is the person who is involved on a day-to-day basis with legislative issues both in the Province and those that are conveyed from the NCOP to the Province. He is the person who is responsible for forwarding the mandate from the province to the NCOP, and he is also involved in the dissemination of information or Bills to various provincial portfolio committees. Other duties include co-

ordination of the Legislature sittings, and briefing meetings with the Permanent Delegates from NCOP, Cape Town.

The researchers are supposed to gather data, monitor trends and help with writing speeches for MPL's. They are responsible for summarizing policy documents, networking and being the eyes of MPL's.

Mr. J.T. Shube is the Head of Communications of the Provincial Legislature who interacts with the public in explaining the business of the Legislature.

The researcher was, at the time of the study, an employee of the Mpumalanga Provincial Legislature, hence the use of participant-observation as the second research method employed in this study. The third method was a literature study.

The study concentrated on the Mpumalanga Provincial Legislature.

Various research institutions and collections were consulted. They include the South African Institute of Race Relations, the Parliamentary Library in Cape Town and the Library of the Provincial Legislature. The Researcher has also attended a course in research skills, thinking skills and logic at the University of Stellenbosch. These skills were very helpful to the researcher in conducting this study.

2. NCOP PROVISIONS

Constitutional provisions are the major reference points for the functioning of the Provincial Legislatures and the National Council of Provinces. Section 76 of the Constitution of South Africa, 1996 (Act 108 of 1996) provides for Bills affecting Provinces. All legislation under this section are supposed to be approved or initiated by the provincial legislatures before they are finalized by the National Parliament, failing which they can be considered unconstitutional.

Six Permanent Delegates represent each province in the NCOP. Section 60 of the Constitution provides for four Special Delegates to the NCOP from the provinces. The Premier of each province leads this delegation or any Member of the Provincial Legislature so designated. The leader of the provincial delegation is the one who is supposed to cast one provincial vote on Section 76 matters. This means that the Provincial mandate, as passed by the Provincial Legislature, is forwarded formally by the leader of the Special Delegates. A province whose mandate is not forwarded during the casting of votes is taken as abstaining from voting.

3. LITERATURE REVIEW

3.1 Organizational Effectiveness

Campbell et al. (1974:131) argues that, “organizational effectiveness as it has been defined and measured in the literature is an extremely untidy construct, when twenty five separate variables can be identified, as proxies for effectiveness, and most of these variables have several different operational forms, life becomes difficult.” Typical of this concept of “organizational effectiveness” is that it has no clear-cut definition. The fact that the concept is complex and difficult to define makes it difficult to assess its practical application. This shows how complex and broad the concept is, hence one is to concentrate specifically on those approaches and indicators that are relevant and applicable to his organization.

There is no universal agreement on the definition of organizational effectiveness, in fact organizational effectiveness means different things to different people. Organizational effectiveness stretches beyond the need to accomplish goals. Price (1972:12) defined “organizational effectiveness” as “the degree of achievement of multiple goals”, while Hannan and Freeman (1977:110) labeled it “the degree of congruence between organizational goals and observable outcomes”.

Sluyter (1998:5), in defining organizational effectiveness, used an analogy of an eight-cylinder, supercharged, high-performance, 500-horsepower automobile engine from which someone has removed two spark plugs. He argues that, "even with all its potential power, that engine simply cannot perform effectively or efficiently in that condition".

He further argues that organizations often are very much like that engine. They have tremendous potential for performance but encounter organizational barriers that rob them of that potential.

The person who passes judgment on the effectiveness of an organization is important. Sluyter (1998:5) is of view that the "traditional approach to monitoring and improving the performance of human service organizations" relies to a great extent on external judgments, made by some more or less independent licensing or accrediting body. He further argues that these external "quality assurance" or "inspection" systems measure performance on the bases of published standards or criteria that have been developed through expert panels and other input.

Daft (1992:53) argues that one of the basic tenets of organizational effectiveness is that organizational performance must be measured from the point of view of all the customers or stakeholders that benefit from its products or services also called constituencies.

For Sluyter (1998:9) organizational effectiveness is the overall performance in meeting the identified needs of each of its constituent groups through systematic efforts that continuously improve its ability to address those needs effectively.

3.1.1 Approaches to Organizational Effectiveness

In order for any evaluation of organizational effectiveness to be conducted, proper diagnosis needs to be done. The diagnostic model serves as an eye opener as it begins by asking probing questions as to the area, the nature and the extent of the problem.

For the purpose of this study the researcher assessed three approaches to Organizational Effectiveness that are applicable to the Mpumalanga Provincial Legislature, namely;

3.1.1.1 Goal Attainment Approach

The goal attainment approach looks at the accomplishment of ends rather than means; it is the bottom line that counts. It focuses on the ends to which the organization was created.

The assumption is that organizations are seeking to accomplish goals. It assumes that organizations must have ultimate goals. Goals must be understood and be few enough to be manageable. There must be general consensus and agreement on these goals. Goals must be realistic. Progress towards attainment of these goals must be measurable. The period, in which these goals will be attained, should be clearly specified. (Robbins, 1990:31)

Banner (1995:109) argues that goal attainment is concerned with whether or not an organization achieves its goal. For him profit maximization, winning the NBA title and having the highest-rated accounting firm in the country, is a clear indication of goal attainment.

3.1.1.2 The Systems Approach

Typical of the systems approach is its ability to recognize that organizational effectiveness can be measured by the organizations ability to acquire inputs, process these inputs, channel the outputs and maintain stability and balance.

The systems approach focuses on the long-term survival of an organization. It focuses on the ability of an organization to acquire the required resources, maintain itself internally as a social organism and interact successfully with its external environment. What is key to the systems approach are the means to achieve the ends.

The systems approach entails that organizations are made up of interrelated sub-parts, all performing for the common good of the whole organization. If one part is under performing, that will affect the whole organization. (Robbins, 1990:36)

Unlike the goal attainment approach, the systems school is emphasizing the interdependencies among important functions in the organization. To be effective, according to the systems school, the organization must maintain productive relations with all aspects of its environment including suppliers, customers, unions, government agencies and other constituencies.

3.1.1.3 Strategic Constituencies Approach

The strategic constituencies approach as outlined by Randolph (1990:31) can be very useful in evaluating organizational effectiveness especially for an organization operating in a political environment where there are competing stakeholders. It is the feedback that management gets from these interest groups that can be of help to evaluate the performance or effectiveness of an organization.

Banner (1995:18) is of a view that, the strategic constituencies school views organizations as political entities where vested interests compete for control over resources. In that context, effectiveness becomes the ability of the organization to minimally satisfy the demands of various constituencies central to its survival and development.

The strategic constituencies approach is similar to the systems approach as it begins by examining relations between strategic constituencies or stakeholders. However, the strategic constituencies approach focuses mainly on appeasing only those in the environment who can threaten organizational survival (Robbins, 1990:39).

In the Mpumalanga Provincial Legislature's case this approach could help minimize conflicts that may result from lack of consultation and legal procedures that were not followed in passing certain bills. This approach also seeks to appease those

constituencies who hold the key to the survival of the organization. The electorate is of strategic importance as its satisfaction will determine whether political parties will get a mandate to come back to Parliament, to put it the other way whether political parties will be voted into power again.

One must admit that there is no single approach, which can help the Mpumalanga Provincial Legislature in its quest for organizational effectiveness. However, it is worth noting that the combination of the above will go a long way in helping to improve the Mpumalanga Provincial Legislature's effectiveness.

3.2 Indicators of Organizational Effectiveness

A combination of criteria can assist to measure the effectiveness of an organization. While these indicators provide the yardstick by which organizational effectiveness should be measured, approaches to organizational effectiveness are tools that help evaluate whether the Provincial Legislature does meet the criteria as stipulated by the indicators. The indicators and approaches to organizational effectiveness are mutually inclusive, in fact they complement one another. Indicators are what organizations are aspiring to be, while the approaches are means to achieve those ends. For the purpose of this study, indicators will be selected that are applicable to the Mpumalanga Provincial Legislature.

These include, amongst others,

- The quality of the primary service or product produced by an organisation. For example if the primary function of the Mpumalanga Provincial Legislature is to legislate, then the quality or the end product of the legislative process needs not be compromised.
- The growth of an organisation is of paramount importance; by growth is meant the capacity or capability of an organization. It also refers to the innovativeness of the employees of the Mpumalanga Provincial Legislature.

- For an organization to be effective it needs employees with high morale, morale is a group phenomenon while motivation has everything to do with individuals. It includes goal commonality, commitment and sense of belonging.
- An organization needs to be flexible and adaptable. This refers to the ability of an organisation to change its standard operating procedure in response to environmental changes.
- Planning is a central feature of effective organizations. The extent to which an organization systematically plans its future steps, and engages in explicit goal – setting exercises, is important.
- Information management and communication is the key to effectiveness of any organization. Information needs to be complete and accurate while its proper distribution is of vital importance.
- Utilization of the environment is of strategic importance for effectiveness of organizations. An organization needs to interact with its environment so as to acquire valuable information, which will help take informed decisions.
- Training and development emphasis, the amount of an effort that an organization devotes to developing its human resources, will have a direct influence on its success.
- Achievement emphasis refers to the degree to which an organization attaches high value on achieving major new goals. (Robbins, 1987:28)

The above indicators are intertwined and cannot be used independently of one another. In order for any one, who is conducting an evaluation of organizational effectiveness, to get reliable results, a combination of these indicators need to be utilized.

The indicators above are prescribing the criteria for organizational effectiveness while the responses below are revealing the understanding of how things should be done, by those involved both in the Mpumalanga Provincial Legislature and the NCOP.

4. SUMMARY OF EMPIRICAL RESEARCH

Twenty-two (22) key interviewees were selected (Appendix A). They included politicians, researchers and administrators. Twenty-one (21) standard questions were asked to all interviewees (Appendix B) based on the three approaches to organizational effectiveness summarized above. These questions were not ranked in order of their importance. The approach of the researcher in formulating the questionnaire was to move from the known to the unknown. The theoretical framework upon which the questions were based, was organizational theory in general and organizational effectiveness in particular. Major questions in the questionnaire focused on three main areas, namely;

- Representation of Mpumalanga in the National Council of Provinces
- The Mpumalanga NCOP Liaison Office in Cape Town and
- The research capacity of the Provincial Legislature

The researcher deliberately avoided to ask questions whose responses would be restatement of a research problem, instead all major questions were open ended and resolution questions. The aim was to extract as much information as possible towards resolution of the problem.

The senior politicians either avoided answering the questionnaire themselves or forwarded a number of excuses ranging from their busy legislative program to repeated denial of receipt of questionnaire even though questionnaires were sent to them more than three times. Some avoided any discussion that had anything to do with them having to sit down and respond to questions about their responsibilities. There has however, been no legislative program in the NCOP and the Mpumalanga legislature immediately after the 1999 elections. Politicians were not pre-occupied in terms of their

programs especially those from the National Council of Provinces and the Provincial Legislatures immediately after the 1999 elections.

This response may be caused by a number of considerations. It is possible that those leaders who avoided answering the questions were either not clear about the NCOP legislative processes or they were not confident enough to pronounce on the issues at hand. It is also possible that they might not know exactly what their area of work entails. These leaders might not be aware of what the national vision, the NCOP vision and, let alone, the provincial vision, is all about. These are the people who are supposed to carry the interests of the whole province at heart. On the other hand many referred the questionnaire to officials to answer on their behalf, that might be an admission that these officials are the ones who know about these matters and can respond with authority as they are involved daily.

While the chairperson and the Chief Whip of the NCOP, in their respective responses, repeated the broad policy framework of what the Constitution and the rules of Parliament require of Provinces, Mr. Sithole of the Mpumalanga Provincial Legislature confirmed in detail what is taking place in the province.

The chairperson of the NCOP indicated that the Constitution does not provide for the oversight role of the NCOP over Provincial Legislature and therefore could not answer questions relating to provinces. While the Chief Whip was more open about what the provinces should do to improve the current setup, the chairperson of the NCOP on the other hand was more cautious about responding to issues, which she felt were the prerogative of the Provinces.

Of those who responded to the questionnaire, a number were aware and clear of what the issues were. There were also those, especially from the administration, who were completely out of touch with the issues. For example a Director of Communications, a person whose task is to sell the Provincial Legislature to the outside world, could not reply relevantly to many questions that were asked. He responded as if he was a layperson.

The communications directorate is crucial if civil society, the public, other provinces, lobby groups, the media and the National Parliament are to understand the Mpumalanga Legislature. What is more crucial is that, as an organization, the Provincial Legislature should be clear about its purpose of existence, failing which, the Legislature cannot expect to be understood. If the head of communications cannot answer questions about the business of his organization, who will then exploit opportunities that are available in the parliamentary environment for the benefit of the organization, who will then turn challenges into opportunities? This will mean that the organization cannot utilize its environment to its advantage, therefore it is ineffective.

This lack of understanding is clearly illustrated by a number of answers to questions that the researcher posed to the head of communications of the Mpumalanga Provincial Legislature. In a reply to the question, "What is your understanding of the NCOP cycle", the head of communications answered thus, the "NCOP cycle is the period over which members of the NCOP are elected to occupy office." This is a demonstration of ignorance about the institution, processes and environment under which the head of communications is operating. This is confirmed by a response from the Chief Whip of the NCOP and Mr. AM. Sithole of Mpumalanga Legislature on the same question that the four week cycle of the NCOP is in fact a period of a four week legislative cycle where the first week entails briefing of select committees on a piece of legislation by officials from a relevant national department.

During the second week Permanent Delegates of the NCOP brief provincial portfolio committees on the same bill since these permanent delegates were part of the briefings of select committees in the first week. It is the same provincial portfolio committee meeting that must come up with a provincial position, after consultation with stakeholders, or what is called a public hearing. During the third week of the same cycle the select committee of the NCOP holds a final meeting to negotiate mandates from all the provinces.

It is during this third week that a common position is finalised by the select committee. Provincial portfolio committees also report to their respective legislatures about their final positions, having negotiated their mandates with other provincial delegates. A final resolution is adopted during the fourth week and a delegation is sent to the NCOP with a final mandate to vote upon.

Some respondents especially from the middle management painted a positive picture that the system was without any faults. There has been a lot of complacency about the way the organization is operating, to an extent that the answers by the acting Head of Procedural Services and NCOP Affairs suggested that there was nothing to be improved upon.

The NCOP Chief Whip responded to the question, what constitutes effective representation of provincial views/interests in the NCOP, by indicating that it is by the ability of Provinces to scrutinize and amend legislation in order to enhance the legislation qualitatively or to give expression to impact of the legislation in the context of the socio-economic impact of the legislation to the Provinces.

The NCOP Chief Whip, in his response to the request to suggest practical ways of improving representation of provincial views in the NCOP, suggested that this could be achieved by interaction with the Provincial departments and MECs and by holding public hearings involving stakeholders in the province.

The Acting Head of Procedural Services and NCOP affairs in a response to a question that entailed suggesting practical ways of improving the quality of mandates from the provincial legislature to the National Council of Provinces, argued that the mandate issued by the Provincial Legislature is an acceptable standard only slight improvements are necessary like letterheads and signatures if this will not be sent by e-mail. What the Acting Head of the Procedural and NCOP affairs of Mpumalanga Legislature is suggesting, is that there is no problem with the quality of mandates. As far as he is concerned the quality is not poor and there is no problem with the formulation of these mandates and processes that lead to their finalization.

In his response to the same question, the Chief Whip of the NCOP differed from the Acting Head of the Procedural and NCOP Affairs of Mpumalanga Legislature by identifying the need to for provinces to develop appropriate research capacities in order to improve the quality of mandates.

Improvements in the Mpumalanga NCOP Liaison Office in Cape Town were suggested by the NCOP Chief Whip in his response to another question. He suggested that this could be achieved by ensuring that all Liaison officers have a solid understanding of the Legislative process, mailing, programming and mandates. By ensuring that Liaison officers have a broad understanding of legislation; ability to monitor, co-ordinate effectively with personnel in the legislatures and MPL's ability to interact with permanent members and Chairpersons of the Committees.

Practical steps to improve the situation in the Mpumalanga NCOP Liaison Office in Cape Town were suggested by the NCOP Chief Whip and the Acting Head of the Procedural and NCOP Affairs in Mpumalanga in their responses to a question along these lines. They both agreed that there is a need for sustained training and capacity building.

The NCOP Chief Whip, in his reaction to a question about the ways of improving interaction between the provincial government departments and their legislatures, indicated that Provincial government departments must develop skills in briefing committees on legislation. They must attend briefing sessions and must assist in the development of appropriate mandates, provide information to Portfolio Committees.

The appointment of some of the respondents as members of the Executive Council in the province dealt a devastating blow to the number of those who responded. Their appointment meant that they would not have time to deal with what otherwise is no longer part of their priorities.

The researchers of the legislature were sent the whole questionnaire. They tried to respond to some of the questions. Evidence from the responses of the researchers of the Mpumalanga Provincial Legislature reveals that the researchers might have incorrectly numbered the responses to the question asked.

5. ASSESSMENT

This chapter links theory with practice and this is done by applying the theoretical approaches to organizational effectiveness to Mpumalanga circumstances, while at the same time responses and personal observations about the Mpumalanga Provincial Legislature's set up is measured against the criteria or indicators of organizational effectiveness. This in the final analysis provides a crucial link with the hypothesis.

Robbins (1990:38) argues that, "in sport, it is frequently said that, its whether you win or lose that counts, not how you play the game". He further argues that even in organizations the same is true. For the Mpumalanga Legislature both means and ends are important, that it is not a question of the ends justifies the means. The reverse is true. For the Mpumalanga Legislature, means justifies the ends. The legislature is operating in a political environment. Typical of a political environment is conflict and competition.

It follows that if the Provincial Legislature is to survive, proper means must be used to achieve the ends. If the focus were only on ends it would mean that the Mpumalanga Legislature would be a victim of endless litigation by various stakeholders. In simple terms, this means that the Provincial Legislature cannot just rush to pass a bill only to meet a deadline. All stakeholders must be given a hearing so that the final decision can be well informed. This will help avoid unnecessary litigation.

The Constitution requires that provinces through the provisions of Section 76, initiate legislation; so far no province including Mpumalanga has been able to initiate legislation. That is an indicator of organizational ineffectiveness.

There is a lack of planning of the legislative processes at the Mpumalanga Provincial Legislature. Meetings are arranged with no background documents to furnish the members of the Committees so that they are able to participate effectively in legislative discussions. Lack of background information may lead Members of the Provincial Legislature (MPLs) not to make informed decisions on the issues being discussed at the Provincial Legislature. Personal experience confirms that in cases where documents are available such documents are frequently outdated. In some instances outdated or old versions of bills were requested, by some provincial portfolio committee chairpersons, from the Mpumalanga NCOP Liaison Office in Cape Town, with the intention of deliberating on them while they were not aware of amendments on such bills.

Evidence that emanates from the reports and register of attendance to public hearings is pointing at a lack of broader consultation on issues that affect a broad spectrum of people or interest groups. For example personal observation confirms that people who are always invited to public hearings are people who are advocating the views of the ruling party. This cannot be called a public hearing. The views that are in actual fact heard are those of the advocates of that particular Bill. This compromises the consultation process, democracy itself, legitimacy, constitutionality and the quality of that piece of legislation.

There is lack of research capacity to deal with legislation, to introduce it, to fully analyze, amend and discuss it. The end result is that legislation is passed without enough background information. This is a pointer to lack of research capacity within the organization. If there is no background information forwarded to politicians before they deal with legislation then the end result of that process will be suspect as far as quality is concerned. The fact that there is no quality research that precedes committee deliberations indicates that politicians do not have enough information to base their discussions upon. It means they are not aware of the implications of supporting either view on that legislation. This in a way compromises the quality of the final product. What it means is that the views of the province are not well represented. One of the indicators of organizational effectiveness is the emphasis on the quality of the primary

product produced by an organization. In this case the primary product is of poor quality and therefore the organization is not effective.

Evidence from own observation and contents of Mpumalanga Provincial Legislature's mandates have revealed that, as an organization, it is content if the legislation has been dealt with and no attention is paid to the process and content thereof.

At times, the Provincial Legislature supports legislation just because the minister, who happens to be coming from the leading or ruling party, both nationally and provincially, initiated it. There is no evidence pointing at Mpumalanga Provincial Legislature, as an organization, amending a piece of legislation. It cannot be that all legislation passed by National Parliament is favorable to provincial peculiar circumstances. If this is the case then the hypothesis that the research capacity of the provincial legislature needs to be enhanced, is correct.

A scrutiny of previous mandates indicated that the Mpumalanga Legislature has always supported legislation from National Parliament. This is not strength but a weakness in that what is becoming clear is that the province is always in favor of the bill without any amendments. What is a growing trend is that, it looks like as long as the Minister from the ruling party initiates the bill, that bill will be favorably passed without scrutinizing the applicability of its provisions to the provincial conditions.

There is a common sentence to all Mpumalanga mandates e.g. "We support the bill with no amendments." This indicates that legislation is not analyzed, investigated and discussed so as to find out the suitability and applicability of the proposed legislation to the prevailing circumstances of the province. (See Appendix D)

The theory on organizational effectiveness says that the quality of the primary service or product produced by an organization is an indicator of the extent of its effectiveness. The primary function of the Mpumalanga Legislature is to legislate. Evidence is pointing at poor quality of that primary service or end product thereof. A typical example of this is a mandate emanating from Mpumalanga Provincial Legislature. A

comparison between a mandate emanating from the Mpumalanga Provincial Legislature and the Kwa Zulu-Natal Provincial Legislature concludes that Mpumalanga Provincial Legislature's mandate is poor in quality for the following reasons;

Mandates that emanate from the Mpumalanga Provincial Legislature are not on an organizational letterhead but on plain paper bearing no signature of either the Speaker of the Provincial Legislature, the administrative head of the institution or anyone so designated. That on its own is a major shortcoming as anyone else can write and forward the provincial mandate to the NCOP. What identifies Mpumalanga Province's mandates is only the name of the province while the KwaZulu Natal Provincial Legislature one bears the letterhead and the signature of the Speaker of the KwaZulu Natal Provincial Legislature. This reflects the corporate image of the institution. (See Appendix C).

Mpumalanga would issue one cluster of mandates if there were bills to be dealt with on different dates of a week or two weeks, thus making a lot of confusion when voting takes place. On the contrary KwaZulu Natal Provincial Legislature is very specific on each legislation and on each date e.g. they issue one voting mandate for each bill on a separate page. This makes it easy when it comes to voting in the NCOP. (See Appendix C)

Mpumalanga is not always specific on how to vote on each issue, what it does is to issue a general instruction, which is not clear or specific, and that instruction is embracing all pieces of legislation clustered on one page. KwaZulu Natal Provincial Legislature is clear and specific as to how to vote on each legislation {See Appendix C}. If this is the case then the hypothesis that Mpumalanga's representation to the National Council of Provinces is not effective, is correct. Contrary, Hennan and Freeman (1977:131) are of a view that it is difficult to compare effectiveness of two organizations as every organization has multiple goals, some explicit, others tacit or private. Upon this reason goals must be the same if a meaningful comparison across organizations is to be made.

At times the Mpumalanga Provincial Legislature does not confer a mandate. The goal attainment approach would argue that if mandates are not forwarded then the ends to

which the organization was created are not achieved and therefore Mpumalanga Provincial Legislature is not effective.

Section 76 of the Constitution provides for the initiation of bills by the NCOP and the provinces. The reality is that there has been no piece of legislation that has been initiated or formulated by provinces to the NCOP. This may be as a result of a number of reasons, these may include, amongst others, capacity, capability and may be the quality of both the political leadership and legal advice that the Mpumalanga Province has. The fact that the Provincial Legislature introduced no amendments to bills in the previous parliamentary sessions indicates the Mpumalanga Provincial Legislature's weaknesses. This indicates that the Mpumalanga Provincial Legislature does not meet the criteria for effective organizations, which says, the growth, capacity and capability are some of the features of effective organizations.

The fact that requests about new amendments to bills were in many instances forwarded to the liaison office while the meeting in the province on the same bill is in progress is but another indication of a lack of proper planning and lack of information management.

There are pieces of legislation that fall within Section 75 of the Constitution which do affect the provinces. It is expected that provinces would contribute or help National Parliament to take informed decisions on these matters. The Mpumalanga province does not even bother to consider a bill that falls within Section 75 since it is viewed as falling within national jurisdiction. These bills at times have provincial implications e.g. a bill that has something to do with mineral and energy affairs. Some provinces have mines and they are affected by implications of such legislation but Mpumalanga has ignored all Section 75 legislation.

Committee minutes, reports, bills, notices and other documentation directed to the committees from Parliament is the property of those particular portfolio committees. Management and distribution of that information becomes crucial. The above evidence indicates that the Mpumalanga Provincial Legislature is not complying with the criteria

for effective organizations, namely that proper management and distribution of complete and accurate information is crucial.

The current procedure is that information communicated to the province is always directed to the chairperson of that committee. The experience with this model is that chairpersons of portfolio committees in many instances have admitted to have either misplaced or deny receipt of notices or documents relating to the work of their committees.

Evidence is pointing at poor communication and co-ordination of provincial views. Information is often not complete and accurate. Distribution of information and information flow is another problem. In the province there is no enough staffing to deal with information flows from the NCOP to the province. The Mpumalanga Liaison Office in Cape Town ends up being a post box for informant flow. It conducts no research. This office is placed strategically next to parliament, but it does not add any value to the information flow process. The hypothesis, that the role of the Mpumalanga NCOP Liaison Office in Parliament needs to be redefined and the research capacity of the Mpumalanga Provincial Legislature needs to be enhanced, in order to increase the effectiveness of the representation of Mpumalanga Province in the National Council of Provinces, is correct because it contributes to the ineffectiveness of the whole organization.

The above findings are pointing at major weaknesses as far as planning and goal setting, managerial task skills and the value of human resources concerned. Planning is a central feature of effective organizations and lack thereof is an indication of a weakness within an organization.

One finds the systems approach very suitable to be utilized as a tool so as to better understand and improve the workings of the Mpumalanga Provincial Legislature. For example if one division of the legislature is under-performing, that will inevitably affect the performance of other divisions and in turn of the whole legislature.

The systems approach has helped to examine factors such as relations with environment to assure continued receipt of inputs and favorable acceptance of outputs. It also helped to ascertain the efficiency with which the Mpumalanga Legislature transforms inputs into outputs. In this case the systems approach has helped to examine relations within the political environment, e.g. various political party's participation in the process of policymaking or their involvement in processing pieces of legislation. It also looked at the relations between the processes at the legislature and those at the National Council of Provinces.

The systems approach has helped to evaluate the way things are done at the legislature. For example it looked at whether the legislature did get inputs. It also examined efficiency and effectiveness in processing those inputs into outputs. For example it looked at the legislative programs for the past four years. It revealed the extent the Mpumalanga Legislature was able to acquire required information in time and to what extent meaningful contributions towards the passing of those pieces of legislation were made.

It looked at the quality of those contributions. It is on the bases of this detailed analysis that shortcomings were revealed. Amongst the relations that systems approach helped to examine were those between political parties at the legislature, between chairpersons of various portfolio committees and their respective members of Executive Council (MECs), between chairpersons of portfolio committees in the province and their counterparts in the National Council of Provinces.

The systems approach helps to measure clarity of internal communication. This has helped to evaluate the roles of various role players in the processing of legislation.

The systems approach would argue that if the research section were under-performing, then that would affect the whole organisation.

Own observation and evidence from Portfolio Committee reports on Public hearings, reveals a lack of consultation of interest groups on various bills. In other instances only supporters of the ruling party were called to public hearings. This does not help the

legislature nor does it contribute towards strengthening of democracy. The end product of such hearings is not the true representation of the views of the whole province.

Robbins (1990:39) would argue that if the Mpumalanga Legislature cannot interact with strategic constituencies or those in the environment that can threaten its survival then the organization is not effective.

Evidence from own observation is pointing at a lack of information management systems, for example committee reports, minutes from the NCOP, bills; notices are left with the chairpersons of various portfolio committees. The end result is that committees do not get information and some bills are not dealt with and if they are dealt with it is always on last minute hence the poor quality of the end result.

One of the criteria of effective organization is its ability to utilize and interact with its environment in order to acquire valuable information. The same cannot be said about the Mpumalanga Provincial Legislature. This is evident in the response of the Head of Communications of the Mpumalanga Legislature to question One (1) what is your understanding of the NCOP cycle? His response to this and other questions indicated a lack of understanding of the co-business, the processes and the environment of his organization. It follows that the Communications Directorate cannot utilize the environment to acquire information for the benefit of the entire organization. This renders the whole organization less effective. In this situation Robbins (1987:28) would argue that, utilization of environment is of strategic importance and is one of the indicators of effective organizations.

6. CONCLUSION AND RECOMMENDATIONS

The researcher set out to conduct research on the topic, "Improving effectiveness of Mpumalanga representation to the National Council of Provinces". The hypothesis was: The role of the Mpumalanga NCOP Liaison Office in Parliament needs to be redefined, and the research capacity of the Mpumalanga Provincial Legislature needs to be

enhanced, in order to increase the effectiveness of the representation of Mpumalanga Province in the National Council of Provinces.

Different methods to conduct this research were used. All responses to questionnaires were very useful in finalizing this paper. Some responses show clear understanding of the issues under discussion while others shown a lack thereof. Responses tended to confirm the hypothesis.

A number of respondents from the leadership of the Provincial Legislature elected to refer the questions to either officials or the researchers of the legislature. The June 1999 elections dealt this research another blow as a number of new politicians were elected to the Executive Council of the province. This meant that the Provincial Legislature and these questionnaires in particular were no longer their major priority. Some of the political leaders especially from the opposition parties were no longer members of parliament as their parties could not secure enough seats in parliament after the June 1999 elections.

Theory from both the literature and practice from own observation and experience confirmed hypothesis. As far as the theory is concerned there is a need to combine all approaches to Organizational Effectiveness in order to improve the current set up. These approaches are not mutually exclusive. There is no universally agreed upon criteria to judge as to what constitutes Organizational Effectiveness. It is suffice to say that it is hoped that the areas identified will help better understand the complexities of the Mpumalanga Provincial Legislature. Serious defects in the functioning of the Mpumalanga delegation in the NCOP were identified as measured against the criteria for organizational effectiveness summarized earlier. Against this background the following recommendations are suggested:

6.1. Representation of Mpumalanga in the NCOP

- National Parliament should introduce a piece of legislation that will enable Provincial Legislatures to confer authority to their delegations to cast votes on their behalf in the NCOP uniformly.

- Mandates should be credible. This includes mandates to be written on paper bearing the letterhead of the Provincial Legislature.
- Mandates should be signed either by the Speaker of the Legislature, the Secretary to the Legislature or anyone so designated.
- The content of the mandates should reflect the conferring institution, the date of conferring, the date of plenary in the NCOP, the issue to be voted upon, the way of voting and the signature of the certifying person.
- A mandate for NCOP plenaries, especially for different dates should be specific on the issue and the way the delegation should vote.
- The legislature should try to avoid clustering mandates for different plenaries as this may lead to confusion of the issues for that particular day.
- Mandates should be conferred by a sitting of the legislature or a committee designated in terms of rules of the latter.
- A list of stakeholders consulted should be forwarded in a separate report or with the committee minutes.
- There is a need for co-ordination of legislative activities between the legislature and the Members of the Executive Council (MEC's).
- Communication lines between the two levels need to be strengthened.
- Members of the Provincial Legislature (MPLs) should be encouraged through the Chief Whip or The Speaker to make use of the Internet.
- Chairpersons of Provincial Portfolio Committees should be encouraged to interact with their counterparts in the NCOP so as to share information.
- MEC's should be encouraged by the Speaker to brief and interact with Chairpersons of the Provincial Portfolio Committees.
- Committees should be clustered so that there could be equitable sharing of such resources as researchers.
- A number of researchers should be increased to fit the number of committee clusters.
- Rules Committee should be convened to go through all Mpumalanga Provincial Legislature's rules. This will help establish as to what rules need amending and what rules need reviewing.
- All MPLs should be issued with a personal computer so that they can be able to access the new NCOP Information Management System. This will help them to

access and to publish all information to the NCOP. The European Union funds can be a source of funding for that project.

- All members and officials should be introduced to basic computer skills and then to the network itself. This will help to put money into good use since the Mpumalanga Provincial Legislature is paying for all those who are connected to the Internet but cannot use it.

6.2. Regis House Liaison Office

- Permanent delegates should be relocated to Regis house to fill the office space there.
- The role of Regis House staff should be expanded to include research, administration and liaison work.
- Parliament should continue to bear the operational costs of the offices while liaison staff is employed by the Provincial Legislatures. In the long run options should be explored to let the Provincial Legislature bear the costs of the liaison offices.
- The staff in the Liaison Office should be relocated to work with permanent delegates in Parliament.
- Regis house staff should be relocated to the Provincial Legislature, especially after the NCOP information system is operational in the province.

6.3. Research Capacity

- There is a need to conduct a skills audit for the entire organisation so as to establish areas of deficit.
- All researchers and senior staff of the organization should be re-oriented on Parliamentary and policy environment.
- There is a need to negotiate secondment of researchers from National Parliament to help establish a strong research unit.
- There is a need to recruit researchers of high quality throughout the country.
- A full time research unit for the provincial legislature should be put in place.
- The brief of the provincial research unit should be clearly specified.

- Research should be integrated into the library of the legislature to form information services.
- The research unit should help the members of the portfolio committees to analyze and discuss the implications of each legislation to the province.
- A research head should set a research agenda for each session of Parliament.
- Researchers should produce user-friendly briefing notes with balanced views on the subject for the members of the Provincial Legislature.
- A benchmark exercise on research should be conducted with such provinces as Kwa Zulu-Natal and Western Cape

It is further suggested that those who are interested in taking this research further should do so.

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APPENDIX A

LIST OF INTERVIEWEES/RESPONDENTS

The following were the people interviewed from the NCOP :

- * Mrs. N. Pandor (Chairperson NCOP),
- * Mr. E Surty (Chief whip of the NCOP),

PERMANENT DELEGATES

- Mr. NW Mudau (Provincial Whip) ANC
- Mr. D Malatsi NP
- Adv.R.J de Ville FF
- Mr. M. Bhabha ANC
- Mr. SW Lubisi (Speaker of Mpumalanga Legislature),
- Mr. Malinga (Leader of Government business (Mpumalanga Legislature),
- Mr. B.J. Nobunga (Chairperson of Chairpersons of Committees Mpumalanga Legislature),
- Mr. VS Mahlangu (The Chief Whip of Mpumalanga Legislature),
- Ms Manana and Mrs Coleman Chairpersons of Committees,
- Mr. J.L Mahlangu Deputy Chairperson of Committees.

ADMINISTRATION

- Mr. L Mwale (Acting Secretary of the Legislature)
- Adv. G.G. Zama (Legal Advisor to the Legislature)
- Mr A Sithole (Proceedings and NCOP Affairs)
- Mr Shube (Communications)
- Ms A Thabane (Acting Head Committee Section)

RESEARCHERS

- Jomo Mnisi (Political Advisor to Chief Whip)
- Mr. W. Manana (Researchers of the legislature)
- Mr. M. Ngwenya (Researchers of the legislature)
- Mr. R. Masilela (Researchers of the legislature)

APPENDIX B

INTERVIEW QUESTIONNAIRE

1. What is your understanding of the NCOP cycle?
2. What in your opinion is the role of an MPL?
3. What in your opinion constitutes effective representation of provincial views/ interests in the NCOP?
4. Suggest practical ways of improving representation of provincial views in the NCOP
5. How can the flow of information between the NCOP and Mpumalanga Provincial Legislature be improved?
6. How can the quality of mandates from the legislature to the NCOP be improved?
7. What skills do you think are needed to enhance Members of the Provincial Legislature's effectiveness?
8. What kind of additional back up is needed for MPL's so as to do their work effectively?
9. What additional support is needed for Permanent Delegates to do their work effectively?
10. What in your opinion need to be improved in the NCOP Liaison Office in Cape Town?
11. Suggest practical steps to improve the situation in the NCOP Liaison office.
12. Suggest Practical ways for the NCOP Liaison Office to help the MPLs in executing their legislative work.
13. Suggest practical ways for the NCOP Liaison office to help Permanent Delegates to do their work effectively.
14. What can be done to bring the general public of Mpumalanga into decision-making processes?
15. How can participation of Mpumalanga minority parties in legislative processes are improved in the province?
16. How can the relationship/interaction between Special Delegates and Permanent Delegates be improved?

17. How can interaction between Chairpersons of Portfolio Committees in the Provincial Legislatures and Chairpersons in the NCOP be improved?
8. How can interaction between MECs and MPLs be enhanced?
19. How can participation of MECs in Provincial legislative activities be improved?
20. How can interaction between Provincial Government Departments and the Provincial Legislature be improved?
21. Suggest practical ways of encouraging MECs to brief Portfolio Committees in the province?

APPENDIX C



PARLIAMENT
PROVINCE OF
KWAZULU-NATAL

IPHALAMENDE
LESIFUNDAZWE
SAKWAZULU-NATAL

PARLEMENT
PROVINSIE
KWAZULU-NATAL

RESOLUTION OF THE HOUSE :

VOTING MANDATE AGREED TO BY THE KWAZULU-NATAL
LEGISLATURE ON THE *TOBACCO PRODUCTS CONTROL AMENDMENT
BILL [B117H-99]*

DATE: 19 MARCH 1999

The KwaZulu-Natal Legislature mandates the KwaZulu-Natal delegation to the National Council of Provinces to oppose the *TOBACCO PRODUCTS CONTROL AMENDMENT BILL [B117H-99]*, as amended by the Select Committee on Social Services.

INKOSI B N MDLETSHÉ
SPEAKER : KWAZULU-NATAL LEGISLATURE

APPENDIX C



PARLIAMENT
PROVINCE OF
KWAZULU-NATAL

IPHALAMENDE
LESIFUNDAZWE
SAKWAZULU-NATAL

PARLEMENT
PROVINSIE
KWAZULU-NATAL

RESOLUTION OF THE HOUSE :

VOTING MANDATE AGREED TO BY THE KWAZULU-NATAL
LEGISLATURE ON THE *NATIONAL HERITAGE RESOURCES BILL*
[B24B-99]

DATE: 19 MARCH 1999

The KwaZulu-Natal Legislature mandates the KwaZulu-Natal Delegation to the National Council of Provinces to abstain from voting on the *NATIONAL HERITAGE RESOURCES BILL [B24B-99]*, as amended by the Select Committee on Education.

INKOSI B N MDLETSHÉ
SPEAKER : KWAZULU-NATAL LEGISLATURE

APPENDIX D
RESOLUTION

The Programming and Prioritisation Committee, at its meeting on 23 March 1999, conferred authority and mandated the members listed hereunder, to vote on behalf of Mpumalanga Province in the National Council Provinces, in line with the adopted Reports that were tabled at the Committee meeting, for the plenaries of 23, 24 and 25 March 1999

1. The Hon. Members M N S Manana
2. The Hon. Member M J Mbazima

to vote in favour of the following Bills :

23 MARCH 1999

- ◆ B20-99: Public Service A/B
- ◆ B23-99: National Heritage Council Bill
- ◆ B24-99: National Heritage Resources Bill

24 MARCH 1999

- ◆ B12-99: Prevention and Treatment of Drug Dependency A/B
- ◆ B117H-99: Tobacco Products Control A/B
- ◆ B16-99: Housing Consumer Protection Measures A/B

25 MARCH 1999

- ◆ B21-99: Housing A/B
- ◆ B119-98: Treasury Control Bill, (Public Financial Management Bill)
- ◆ B19-99: Division of Revenue Bill
- ◆ B17B-99: Gambling Matters A/B

APPENDIX D

MANDATE

The Mpumalanga Legislature, at its sitting of the 16th September 1999, hereby confer authority to mandate the representatives of the Mpumalanga Legislature to vote in favour of the interventions into Stilfontein, Wedela and Noupoort Municipalities in terms of section 139(1)(b) of the Constitution of the Republic of South Africa Act, 1996.