

WESTERN CAPE PROVINCIAL PARLIAMENT



ANNUAL PERFORMANCE PLAN 2015/16

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FOREWORD

The Western Cape Provincial Parliament is committed to fulfilling its constitutional functions effectively and efficiently. Scrutiny of government action, the law-making process and the involvement of the public in its processes and work, will continue to receive priority attention.

Going forward, it will be vitally important to utilise resources optimally and to prioritise key areas of the operation. As an organisation we will have to do more with less. To this end, our human resources specifically will have to be reorganised to ensure optimal levels of productivity and that staff possesses the necessary skill levels required for the job, bearing in mind that our people are our greatest asset.

Support for our Members to perform their functions remains high on the agenda and procedures and processes will continue to be enhanced to achieve the best possible outcomes.

The test for a successful operation will not only be efficiency at all levels, but also how effectively the Provincial Parliament has discharged its responsibilities to ensure the consolidation and strengthening of representative democracy in our province and our country as a whole.

A handwritten signature in black ink, appearing to be 'SHARNA FERNANDEZ', written over a large, hand-drawn oval shape.

SHARNA FERNANDEZ
SPEAKER

EXECUTIVE AUTHORITY OF THE WESTERN CAPE PROVINCIAL PARLIAMENT

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Western Cape Provincial Parliament under the guidance of the Speaker, Hon Sharna Fernandez;
- was prepared in line with the Strategic Plan of the Western Cape Provincial Parliament; and
- accurately reflects the performance targets the Western Cape Provincial Parliament will endeavour to achieve given the resources made available in the budget for 2015/16.

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Approved by:



SHARNA FERNANDEZ
SPEAKER
EXECUTIVE AUTHORITY OF THE WESTERN CAPE PROVINCIAL PARLIAMENT

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WESTERN CAPE PROVINCIAL PARLIAMENT



PART A STRATEGIC OVERVIEW

PART A: STRATEGIC OVERVIEW

1. Vision

A dynamic, effective and efficient parliament supporting constitutional democracy

2. Mission

The parliamentary administration will provide quality parliamentary and corporate support to enable Members to fulfil their constitutional functions and to facilitate public involvement in parliamentary activities by:

- Providing quality support to the House and committees;
- Promoting public access and involvement in the law-making and oversight processes;
- Ensuring effective communication with all stakeholders;
- Ensuring seamless and synergistic parliamentary processes and systems;
- Investing in appropriately skilled staff;
- Providing a secure environment that is conducive to empowering and enabling Members and staff;
- Implementing and adhering to good corporate governance systems and monitoring mechanisms; and
- Managing resources effectively, efficiently and economically.

3. Core Values

In striving for service excellence and best practice the administration subscribes to the following core values:

- Transparency:** The Provincial Parliament represents the interests of the people of the Western Cape and is transparent in its operations and records. We communicate in an open and inclusive way.
- Integrity:** The Provincial Parliament demonstrates high ethical standards in our processes, systems, conduct and dealings with all stakeholders, both internal and external.
- Professionalism:** The Provincial Parliament strives towards efficiency of operations, informed decision making and a general professional attitude by providing advice and services of a high quality. We strive to act on the basis of sound and established rules of procedure, facts, insight and experience.
- Impartiality:** The Provincial Parliament seeks to retain an impartial approach to conducting business by being non-partisan.
- Efficiency:** The Provincial Parliament renders an efficient service by utilising resources responsibly and cost effectively.

4. Legislative and other mandates

4.1 Constitutional mandates

The core objectives of the Western Cape Provincial Parliament are based on the following constitutional mandates:

(i) **The Constitution of the Republic of South Africa, 1996**

The Provincial Parliament is established in terms of Chapter 6 of the Constitution of the Republic of South Africa, 1996, herein after referred to as the Constitution, read together with Chapter 3 of the Constitution of the Western Cape, 1997.

- (a) Section 114(1) of the Constitution confers the power to make laws on provincial legislatures.

The Standing Rules of the Western Cape Provincial Parliament (February 2014) articulate the role of committees and the House in the legislative process.

- (b) Section 114(2) of the Constitution provides that legislatures must provide for mechanisms–

- to ensure that all provincial executive organs of state are accountable to it; and
- to maintain oversight of the exercise of provincial executive authority in the province, including the implementation of legislation, and over any provincial organ of state.

- (c) Section 116(1) provides that legislatures may determine and control their internal arrangements, proceedings and procedures and may make rules and orders concerning their business with due regard to representative and participatory democracy, accountability, transparency and public involvement.

The Provincial Parliament has structures in place that deal with its internal arrangements and proceedings as provided for in the Standing Rules.

The Standing Rules of the Western Cape Provincial Parliament provide for several mechanisms of oversight. These include questions to the Premier without notice, questions for oral and written reply, interpellations, and so forth. Similarly, the Standing Rules make provision for the powers of committees to perform oversight.

- (d) Section 115 provides, among other things, for legislatures to summons any person to appear before it and to give evidence; to require any person or provincial institution to report to it; and to receive petitions, representations or submissions from any interested persons or institutions.

The Western Cape Witnesses Act, 2006 (Act 2 of 2006), further articulates this power. In similar vein, the Western Cape Petitions Act, 2006 (Act 3 of 2006) expresses the framework for the receipt and processing of petitions.

- (e) Section 117 elaborates on the privileges and immunities that Members of a provincial legislature enjoy. This section provides further that salaries, allowances and benefits payable to Members of a provincial legislature are a direct charge against the Provincial Revenue Fund.

The powers and privileges of Members have been codified in the Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004 (Act 4 of 2004).

- (f) Section 118 places an obligation on the Provincial Parliament to facilitate public involvement in the legislative and other processes of the Provincial Parliament and its committees, and to conduct its business in an open manner.

The Provincial Parliament involves the public in its law-making, oversight and petitions processes by means of educational and outreach programmes.

The Provincial Parliament adheres to the principles of co-operative governance set out in chapter 3 of the Constitution.

(ii) **The Constitution of the Western Cape, 1997**

The Western Cape is the only province with its own constitution. Together with the national Constitution, it is the highest law in the Western Cape. It contains provisions on the powers and functions of the Western Cape Provincial Parliament.

4.2 Legislative mandates

(i) **Western Cape Law on the Powers and Privileges of the Provincial Legislature Act, 1995 (Act 3 of 1995)**

This Act deals with the appointment of staff and the fixing of remuneration by the Speaker.

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

This Act articulates the powers, privileges and immunities of Parliament and the provincial legislatures.

(iii) **Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act 10 of 2009), as amended**

This Act regulates the financial management of Parliament and the provincial legislatures and oversight over the financial management of Parliament and the provincial legislatures. This Act came into effect on 1 April 2015.

(iv) **Money Bills Amendment Procedure and Related Matters Act, 2009 (Act 9 of 2009)**

This Act provides for a procedure to amend money Bills in Parliament and for norms and standards for the amendment of money Bills in provincial legislatures.

(v) **Western Cape Witnesses Act, 2006 (Act 2 of 2006)**

This Act sets out the procedure for summoning witnesses to appear before committees or the House.

(vi) **Western Cape Petitions Act, 2006 (Act 3 of 2006)**

This Act provides for the public to petition the Western Cape Provincial Parliament and for the processing of petitions by the Provincial Parliament.

(vii) **Western Cape Provincial Languages Act, 1998 (Act 13 of 1998)**

This Act provides for the use of the three official languages of the Province, namely English, Afrikaans and isiXhosa by provincial government and the Provincial Parliament.

(viii) **Independent Commission for the Remuneration of Public Office-bearers Act, 1997 (Act 92 of 1997)**

This Act provides for the establishment of a Commission to make recommendations concerning the salaries, allowances and benefits of public office-bearers, including those of Members of provincial legislatures.

(ix) **Remuneration of Public Office-bearers Act, 1998 (Act 20 of 1998)**

This Act provides a framework for the determination of salaries and allowances, including those of Members of provincial legislatures.

(x) **National Council of Provinces (Permanent Delegates Vacancies) Act, 1997 (Act 17 of 1997)**

This Act makes provision for the filling of vacancies among permanent delegates to the National Council of Provinces.

(xi) **Determination of Delegates (National Council of Provinces) Act, 1998 (Act 69 of 1998)**

This Act provides for the determination of permanent and special delegates to the National Council of Provinces.

(xii) **Members of the Western Cape Provincial Parliament Code of Conduct Act, 2002 (Act 3 of 2002)**

This Act gives effect to section 27 of the Constitution of the Western Cape, by providing for a Code of Conduct governing the conduct of Members of the Provincial Parliament. The Code of Conduct for Members, 2003 emanates from this legislation. The latter was amended in March 2014.

(xiii) **National Key Points Act, 1980 (Act 102 of 1980)**

This Act provides for the identification of national key points and for the safeguarding of such places. To this end, the Act makes provision for security arrangements in respect of national key points. The precincts of the Provincial Parliament were declared a national key point.

(xiv) **Mandating Procedures of Provinces Act, 2008 (Act 52 of 2008)**

This Act provides for uniform procedures in terms of which provincial legislatures confer authority on their delegations to cast votes on their behalf in the National Council of Provinces, as required by section 65(2) of the Constitution.

(xv) **State Information Technology Agency Act, 1998 (Act 88 of 1998)**

To the extent that the Provincial Parliament does business with the agency, the Act applies.

(xvi) **Public Audit Act, 2004 (Act 25 of 2004)**

This Act assigns the supreme auditing function to the Auditor-General, which includes the auditing of the administrations of provincial legislatures. Audit reports on all provincial government departments and provincial organs of state are tabled in the Provincial Parliament. The Auditor-General may determine the relevant criteria, standards, guidelines and frameworks in respect of which provincial legislatures are audited.

(xvii) **Electoral Act, 1998 (Act 73 of 1998)**

This Act provides for the election of the National Assembly, provincial legislatures and municipal councils.

4.3 Policy Mandates

None

4.4 Relevant Court Judgments

The following judgments have a significant, on-going impact on operations of the Western Cape Provincial Parliament:

- *Doctors for Life International v The Speaker of the National Assembly et al (CCT 12/05)*
- *Matatiele Municipality and others v President of the Republic of South Africa and others (CCT 73/05):*

Both judgments dealt with the interpretation of section 118(1)(a) of the Constitution and a provincial legislature's duty to facilitate public involvement in the legislative process of a provincial legislature.

The Constitutional Court held that, in determining whether legislatures complied with their constitutional obligations in this regard, the following factors should be taken into account:

- Have reasonable measures been taken to facilitate public involvement in the legislative process?
- What is the nature of the legislation under consideration?
- Was it imperative that the legislation be enacted urgently?

The Court further identified three crucial elements for the exercise of the right to participate in the law-making process: the dissemination of information concerning the legislation under consideration to the public; invitation to participate in the process to the public; and consultation on the legislation with the public.

- *Premier: Limpopo Province v Speaker: Limpopo Provincial Legislature and Others ZACC 25 [2011]* – the case interprets section 104 of the Constitution in the context of the provincial legislatures' capacity to legislate on the management of their own financial affairs.
- *Ex parte President of the Republic of South Africa: In re Constitutionality of the Liquor Bill 2000 (1) SA 732 CC*

This judgment considers the domain of Schedule 5 exclusive provincial legislative competences in the context of the Constitution's distribution of legislative power, most notably the extent to which national legislation may intrude on these exclusive provincial competences.

- *Certification of the Constitution of the Western Cape 1997 [1997] ZACC 8, and Certification of the Amended Text of the Constitution of the Western Cape, 1997 [1997] ZACC 15* – these judgments culminated in certification of the Constitution of the Western Cape by the Constitutional Court.
- *The Premier of the Province of the Western Cape and Another v Electoral Commission and Another 1999 (11) BCLR 1209 CC* – in this judgment the Constitutional Court held that a province may determine the number of Members in its provincial legislature in a provincial Constitution. A provincial Constitution may permit a province to provide for different legislative structures and procedures in order that provinces may establish their own distinctive legislatures.
- *Mario Gaspare Oriani-Ambrosini, MP v Maxwell Vuyisile Sisulu, Speaker of the National Assembly ZACC 27 [2012]* – in this judgment the Constitutional Court held that a legislature cannot restrict the power of a (private) Member of that legislature to introduce legislation into that legislature.
- *Stephen Segopotso Tongoane and Others v Minister for Agriculture and Land Affairs and Others CCT 100/09 [2010] ZACC 10* – the judgment confirms that any Bill that substantially affects the interests of the provinces must be enacted in accordance with the procedure stipulated in section 76 of the Constitution, which allows for provincial input in the legislative process as it relates to that Bill.
- *Mosiuo Lekota and Another v The Speaker, National Assembly and Another (Western Cape High Court) case no: 14641/12* – the judgment was concerned, in the first instance, with restrictions placed on Members’ freedom of speech by the rules of a legislature and, in the second instance, with the limits of judicial oversight over legislatures.
- *Lindiwe Mazibuko, MP, Leader of the Opposition in the National Assembly v Max Vuyisile Sisulu, MP, Speaker of the National Assembly and Another [2013] ZACC 28* – in this case the Constitutional Court held that the rules of a legislature must give effect to the rights and obligations imposed by the Constitution, and must provide for vindication of Members’ constitutional rights in a legislature. The rules of a legislature may not thwart or frustrate Members’ constitutional entitlements.
- *The Speaker of the National Assembly v Patricia de Lille, MP and Another (Case No: 297/98)* – the court held that freedom of speech in a legislature may be limited by the rules and orders of a legislature; provided that the limitation has due regard to representative and participatory democracy, accountability and public involvement.

4.5 Planned Policy Initiatives

None

5. Situational Analysis

5.1 Performance Environment

5.1.1 The Purpose and Role of the Provincial Parliament

The legislative authority of the Western Cape is vested in the Western Cape Provincial Parliament which is established in terms of Chapter 6 of the Constitution of the Republic of South Africa, 1996.

The Provincial Parliament consists of Members who are elected every five years in terms of a national electoral system. The number of Members in the Provincial Parliament is determined by the Constitution of the Western Cape.

The Fifth Provincial Parliament was elected on 7 May 2014 in South Africa's fifth democratic elections and the political representation in the Provincial Parliament is as follows:

Political Party	Votes	Vote %	Seats
Democratic Alliance	1,259,645	59.38	26
African National Congress	697,664	32.89	14
Economic Freedom Fighters	44,762	2.11	1
African Christian Democratic Party	21,696	1.02	1
Total			42

The legislative authority of the Provincial Parliament, as per section 104 of the Constitution, is as follows:

- to pass a constitution or amend any constitution passed by it for the province;
- to pass legislation; and
- to assign any of its legislative powers to a Municipal Council in the province.

The legislative authority of the Provincial Parliament is restricted to certain functional areas of legislative competences enumerated in the Constitution; in some of these functional competences power is shared with Parliament. The functional area of legislative competences on which the Provincial Parliament may legislate include health care, primary and secondary education, agriculture, transport and land use planning.

The powers of the Provincial Parliament as per section 114 of the Constitution are to:

- consider, pass, amend or reject any Bill before the legislature;
- initiate or prepare legislation, except money Bills;
- provide mechanisms to ensure that all provincial executive organs of state in the province are accountable to it; and
- maintain oversight of the exercise of provincial executive authority in the province, including the implementation of legislation; and any provincial organ of state.

The Provincial Parliament has the authority to:

- summon any person to appear before it to give evidence under oath or affirmation, or produce documents;
- require any person or provincial institution to report to it;
- compel, in terms of provincial legislation or the rules and orders, any person or institution to comply with a summons or requirements in terms of above; and
- receive petitions, representations or submissions from any interested persons or institutions.

The Provincial Parliament must facilitate public involvement in its legislative and other processes and must conduct its business in an open manner. This is done by holding sittings of the House and meetings of committees in public.

The Provincial Parliament is committed to:

- promoting co-operative governance with all organs of state;
- empowering its Members to best serve the people of the province;
- utilising state resources prudently and cost effectively; and
- fostering sound relations with other legislatures.

Members of the Provincial Parliament must:

- **Participate in proceedings of the Provincial Parliament, which include:**
 - the election of the Premier, Speaker and Deputy Speaker;
 - plenary sessions on legislation and matters of policy;
 - participating in committees;
 - putting questions to Ministers during question time;
 - raising matters of concern by way of motions, Members statements, matters of public and urgent public importance; and
 - taking decisions on matters within the jurisdiction of the Provincial Parliament.
- **Represent interests of constituents:**
 - Members provide a link between the people they represent and provincial government;
 - Members assist constituents with problems they may encounter especially with issues of service delivery; and
 - Members keep constituents informed of developments in the public sphere and provide regular feedback.

The Secretary and staff of the Provincial Parliament are appointed in terms of the Western Cape Law on the Powers and Privileges of the Provincial Legislature, 1995 to discharge the work of the administration of the Provincial Parliament.

5.1.2 Service Delivery Environment

In accordance with the mission statement, the administration of the Provincial Parliament provides parliamentary and corporate support to enable Members to fulfil their constitutional functions.

The administration of the Provincial Parliament provides support to Members and, therefore, all strategic outcome-oriented goals, strategic objectives and programme performance indicators are based on the support provided to Members to fulfil their constitutional functions.

To achieve this, the administration is structured into three programmes to give the necessary administrative and procedural support.

Programme 1: Administration

In line with the strategic goal of promoting sound governance the implementation of the new Financial Management of Parliament and Provincial Legislatures Act, 2009 (as amended) and elevating risk management are focus areas during the new planning period.

The Office of the Speaker will continue to formulate and execute policy in respect of the Provincial Parliament and the administration. In this term, the Office of the Speaker will also establish mechanisms to monitor mandated functions.

The Financial Management of Parliament Amendment Act, 2014 (Act 34 of 2014) will become operational from 1 April 2015. The Act has the following impact on the Provincial Parliament:

- The Public Finance Management Act, 1999 (Act 1 of 1999 as amended) will no longer be applicable to the Provincial Parliament;
- The Speaker of the Provincial Parliament will be vested with all the rights and obligations of the Executive Authority as described in the Act;
- The Speaker of the National Assembly and the Chairperson of the National Council of Provinces (acting jointly) will be empowered to prescribe regulations and policy and to issue instructions concerning the financial management of the Provincial Parliament;
- The Provincial Parliament will have to provide for an oversight mechanism (committee) in its Standing Rules in terms of section 4 of the Act;
- The Provincial Parliament will have to prepare its financial statements in accordance with the Standards of Generally Recognised Accounting Practice (GRAP);
- The Provincial Parliament will have to establish an Internal Audit Unit in terms of the Act; and
- The Provincial Parliament's supply chain management policy will have to cover the matters referred to in Schedule 3 of the Act.

Processes have already commenced to ensure that the Provincial Parliament meets the obligations of the Act. Finance and supply chain management staff have commenced training programmes on Generally Recognised Accounting Practice (GRAP).

Enterprise Risk Management and Internal Audit are currently being delivered on an agency basis to the Provincial Parliament by the Department of the Premier. The Provincial Parliament will appoint a Risk Officer on its establishment during the 2015/16 financial year to perform this function in collaboration with the Department of the Premier. The services of the Audit Committee are also utilised through the shared service of the Department of the Premier. A risk management maturity model is being applied through this agency relationship. In future, the Provincial Parliament will have to consider whether these services should continue or whether in-house services will have to be implemented. This will result in monetary and human resource implications for the Provincial Parliament.

To give effect to improving strategic and corporate support, the following aspects will be key areas:

Improving internal and external communication is a key priority in this reporting period. In this regard, the Provincial Parliament will be reviewing its communication strategy during the 2015/16 financial year. The Provincial Parliament also launched its new website at the end of March 2014. The site includes improved functionality, enhanced navigation, a Member's portal, access to parliamentary publications such as Hansard, an improved parliamentary schedule/calendar, online submission forms for job applications, requests for public education workshops and guided tours.

Preserving the institutional memory is of paramount importance. In this regard records management will be enhanced, including the roll-out of an electronic filing solution to the whole organisation, consolidating all records including Hansard, parliamentary papers and reports and other documents into one records management system.

To determine the value the administration delivers in respect of support services it is necessary to have an effective monitoring and evaluation system. The Provincial Parliament will build on its achievements over recent years. The legislative sector's Monitoring and Evaluation Framework was approved and circulated to Parliament and the various provincial legislatures. The Provincial Parliament is in the process of customising this document into a Monitoring and Evaluation Strategy for implementation during the 2015/16 financial year.

The Provincial Parliament will also continue to provide a safe and enabling working environment for its Members and staff. Several security challenges, as they relate to the sharing of the building with the Executive, must be dealt with. The Provincial Parliament together with the Department of Transport and Public Works and the South African Police Service must ensure that it creates a safe and secure environment.

In recognising the importance of human resources in achieving its strategic outcome-orientated goals, a human resources strategy needs to be developed that will take into consideration skills development, employee wellness and sound labour relations.

Information technology is an integral tool to assist the administration in the achievement of its strategic goals. The Provincial Parliament will concentrate on creating and maintaining a stable and reliable network infrastructure. Information and communications technology infrastructure pre-requisites for the Electronic Resource Planning (ERP) system will be given the highest priority. Further, an ICT strategy will be developed to cater for modernising the work processes within the administration. To give effect to the new financial legislation, the Provincial Parliament has already conducted a feasibility study for the implementation of the ERP that will integrate human resources (payroll and leave), finance, supply chain management and asset management.

The provision of legal support to committees and the administration will continue. To improve legal support, the Legal Services Unit has developed a Performance Management Framework that establishes objective and measurable service levels and procedural and management standards for the provision of legal services.

Programme 2: Facilities and Benefits to Members and Political Parties

All payments made to Members and Political Parties are paid in terms of the Guide to Members' Facilities. The Provincial Parliament implemented an orientation programme for new and returning Members after the elections during May 2014. The focus area for the 2015/16 financial year is to modernise and digitise the services provided to Members and to continue to increase Members' capacity so that they can continue to fulfil their constitutional obligations effectively.

Programme 3: Parliamentary Services

The Provincial Parliament is mandated to facilitate public involvement in its legislative and other processes. In this regard it is necessary to provide education programmes to the citizens of the Western Cape that speak to the processes of the Provincial Parliament and how the public can become involved. During the 2014/15 financial year the Public Education and Outreach section facilitated workshops and educational activities at 48 different institutions as per their annual programme. This section produced a range of education material and reviewed existing educational material during the 2014/15 financial year.

During the 2014/15 financial year no petitions meeting the requirements of the Petitions Act were received by the Provincial Parliament. Petitions are one vehicle for the public to access the Provincial Parliament and, therefore, appropriate programmes will be designed to target a broad spectrum of its citizens, both urban and rural, and also establish partnerships with relevant stakeholders including the Western Cape Education Department. The role of the Members of the Provincial Parliament in public education will also be explored further.

The Provincial Parliament will explore the feasibility of an in-house Hansard service.

The Provincial Parliament recognises the need to synergise core functions to drive continuous improvement in operational effectiveness and efficiency. As a result of this it envisages ensuring that there are formal service level standards for procedural and related support for all programmed sittings and committee meetings and that these processes are consistently followed to enhance the services provided. The Provincial Parliament aims to review or develop proposed and agreed mechanisms to improve oversight, law-making and public involvement within a project management framework. These will include the review of the standing rules and the approval of the customised sector oversight model and public participation strategy.

5.1.3 Stakeholders

The Provincial Parliament's stakeholders are as follows:

- Members;
- Staff;
- Speaker and the Office of the Speaker;
- Office of the Premier (Enterprise Risk Management; Internal Audit; Legal Services);
- Government departments;
- People of the Western Cape;
- Vendors;
- Parliament and other legislatures;
- South African Police Service;
- Political parties; and
- Auditor-General.

5.1.4 Performance Management

Performance management in the Provincial Parliament continues to be conducted on many levels and with the utilisation of different systems and tools. Organisational performance in terms of the Annual Performance Plan (APP) is tracked continuously through the sharing of a regularly updated performance schedule that is monitored by the Office of the Secretary. The progress against the stipulated targets is captured in the Quarterly Performance Reports. These achievements of performance targets are validated on a quarterly basis by providing supporting evidence.

On a section level the Annual Performance Plan targets, as well as day to day functional activities, are contained in an operational plan against which managers' report to their relevant senior managers on a monthly basis. As indicated above, each manager is responsible for maintaining the shared performance schedule.

Currently the legislative sector's Monitoring and Evaluation Framework has been approved and the Provincial Parliament is in the process of developing a customised Monitoring and Evaluation Strategy based on the framework. This strategy will give guidelines as to how monitoring and evaluation will take place within the Provincial Parliament.

Individual performance is managed by a performance agreement on an electronic performance management system (HR Manage). Performance against the agreement is assessed quarterly.

The Provincial Parliament endeavours to optimise organisational and individual performance management so as to ensure the achievement of its organisational goals.

5.2 Organisational Environment

The Secretary to the Provincial Parliament is the Chief Executive Officer and the Accounting Officer of the Provincial Parliament. The new Secretary, Ms Hamida Fakira, was appointed on 1 February 2015.

Currently the administration consists of two divisions, viz. Procedural Services and Corporate Services. The two divisions are each headed by a Deputy Secretary.

Corporate Services:

Programme 1: Administration consisting of:

- 1.1 Office of the Speaker
- 1.2 Office of the Secretary (which includes Monitoring and Evaluation; Legal services; Communication and Information and Library)
- 1.3 Finance
- 1.4 Supply Chain Management
- 1.5 Internal Control
- 1.6 Human Resources
- 1.7 Information Technology
- 1.8 Security and Facilities Management

Programme 2: Facilities and Benefits to Members and Political Parties

The human resources component to this programme is found in Administration, Human Resources.

Procedural Services:

Programme 3: Parliamentary Services

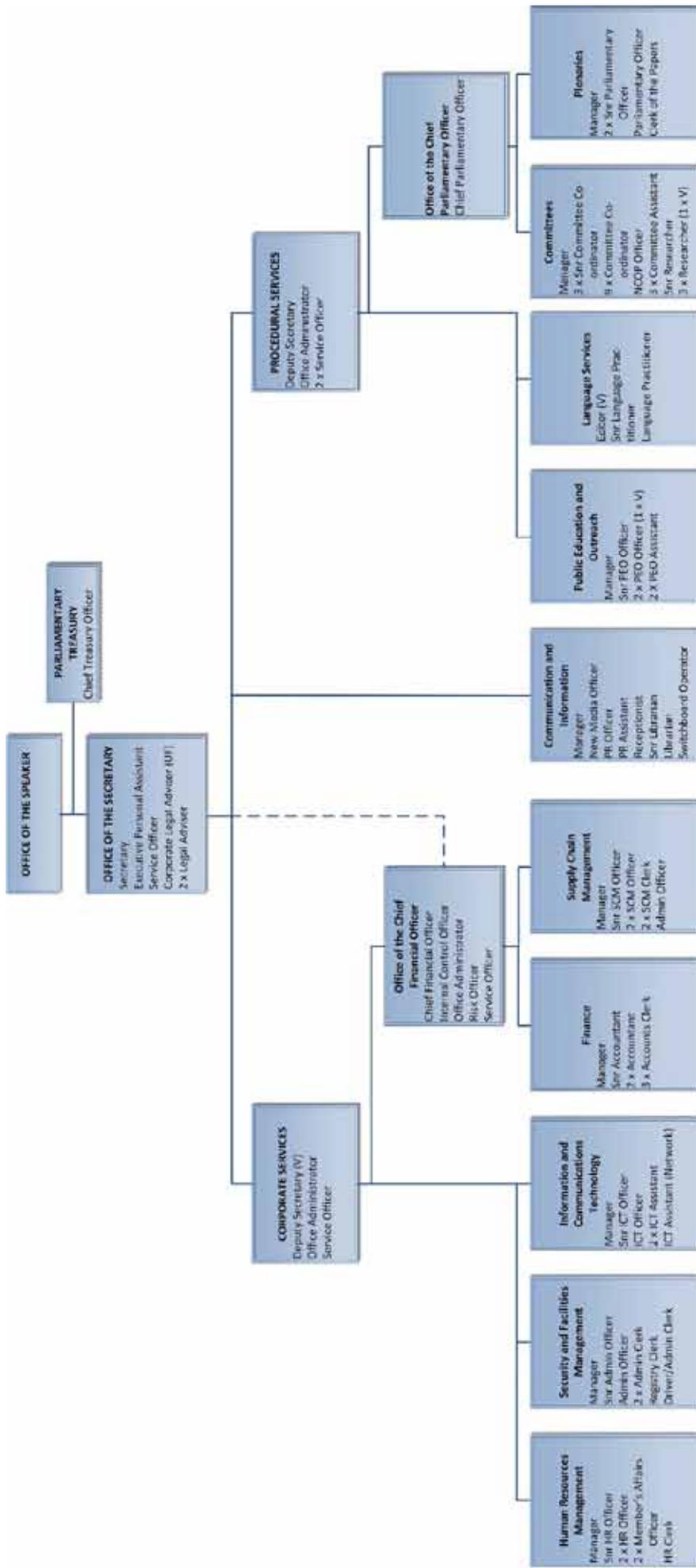
- 3.1 Plenary Support
- 3.2 Committee Support
- 3.3 Public Education and Outreach
- 3.4 Hansard and Language Services

The filling of vacancies has accelerated over the last three years. The Provincial Parliament's retention strategy which included the implementation of the remuneration study to the median of the labour market, the employee wellness programme and holistic learning programme contributed to this. Although the Provincial Parliament had success in the filling of its vacancies, the demand for more and better services, increases in governance and compliance issues and the movement to Generally Recognised Accounting Practice (GRAP) as prescribed by the Financial Management of Parliament and Provincial Legislatures Act, 2009, it will require additional capacity.

Changes to the Provincial Parliament's structure impacts on several human resources management processes such as: employment equity where plans and numerical targets have to be revised every time the structure changes; career management where career paths change when the structure is revised; and job profiles, reporting lines, performance agreements all change as soon as the organisational structure is changed. As a result of this a thorough organisational design process, including professional work study, and wide consultation in order to establish a workable organisational structure has to be conducted.

The following organisational chart depicts the approved structure of the Western Cape Provincial Parliament:

5.2.1 Organisational Structure



5.2.2 Employment and Vacancies by Programme

Programme	Number of approved post on the establishment	Number of unfunded posts	Number of posts on the establishment filled	Vacancy Rate	Number of fixed contract positions included in establishment total
Programme 1	66	1	63	3.08%	4
Programme 3	35	-	32	8.57%	1
Total	101	1	95	5.00%	5

5.2.3 Employment and Vacancies by Salary Bands

Salary Band	Number of post on the establishment	Number of posts on the establishment filled	Vacancy Rate
Semi-Skilled (Band A1 to B1)	5	5	-
Skilled Technical (Band B2 to C3)	60	57	5.00%
Professionally qualified (Band C4 to C5)	16	15	6.25%-
Senior Management (Band D1 to D3)	15	13	13.33%
Top Management (Band D4 to E2)	5	5	-
Total	101	95	5.94%

5.3 Description of the Strategic Planning Process

The 2015/16 planning commenced with a strategic workshop on 2 July 2014 with the Office of the Speaker and the senior management team of the Provincial Parliament. At this meeting the role of the administration, its successes and challenges were discussed. In response to this meeting the Speaker identified the following key areas of operation within the Provincial Parliament that required special attention and which the strategic plan and annual performance plan should respond to:

- Effective oversight and law-making processes;
- Maximised organisational efficiency;
- Improved administrative and corporate support to stakeholders; and
- Improved public participation and education process.

A subsequent meeting was held on 10 July 2014 in which the Speaker gave the management team more clarity on the broad areas of operations.

A strategic management breakaway session took place on 21 and 22 July 2014 in which the vision; mission; strategic outcome-oriented goals and strategic objectives were finalised. Management prepared their inputs to the Annual Performance Plan and a subsequent session was held on 19 August 2014 to finalise the inputs.

In addition to the above the following, inter alia, was taken into account in developing this plan:

- The constitutional mandate of legislatures;
- The relevant guidelines from National and Provincial Treasury; and
- Risks as per Risk Management Plan; and
- Inputs received from the Auditor-General and the Provincial Treasury.

The Provincial Parliament submitted the second draft of its Strategic Plan and Annual Performance Plan to the Auditor-General during February 2015 for their inputs.

On 11 February 2015 the draft Strategic Plan and Annual Performance Plan were presented to the new Secretary for her guidance and input and the draft Strategic Plan and Annual Performance Plan were finalised for submission to the Speaker and the Provincial Treasury on 19 February 2015.

6. Strategic Outcome-Oriented Goals of the Western Cape Provincial Parliament

The Provincial Parliament's strategic outcome orientated goals are as follows:

Strategic Outcome-Oriented Goal: 1	To provide effective procedural and related support to Members, Committees and the House to make laws, conduct oversight and facilitate public involvement
Goal Statement	Effective procedural and related support
Constitutional Mandate	Chapter 6 of the Constitution of the Republic of South Africa, 1996 with specific reference to S114 (1); S114 (2); S115; S116; S117; and S118.

Strategic Outcome-Oriented Goal: 2	To promote sound governance and improve strategic and corporate support
Goal Statement	Sound governance and improved strategic and corporate support
Constitutional Mandate	Chapter 6 of the Constitution of the Republic of South Africa, 1996 with specific reference to S 117(3).

7. Overview of the 2015 Budget and MTEF Estimates

7.1 Expenditure Estimates

Summary of payments and estimates:

Economic classification R'000	Outcome			Main appro- p-riation 2014/15	Adjusted appro- p-riation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	46 717	56 654	67 763	72 554	74 472	74 462	79 519	6.79	78 871	83 377
Compensation of employees	27 120	32 033	39 939	46 879	47 485	47 485	51 755	8.99	55 361	58 232
Goods and services	19 596	24 621	27 824	25 675	26 987	26 977	27 764	2.92	23 510	25 145
Interest and rent on land	1									
Transfers and subsidies to	28 822	31 686	33 248	34 778	34 778	34 787	36 386	4.60	37 947	39 678
Departmental agencies and accounts	23	21	283	37	36	36	38	5.56	40	42
Foreign governments and international organisations	95	244	128	144	144	144	150	4.17	150	150
Non-profit institutions	27 430	30 113	31 572	33 313	33 313	33 313	34 838	4.58	36 357	38 007
Households	1 274	1 308	1 265	1 284	1 285	1 294	1 360	5.10	1 400	1 479
Payments for capital assets	2 186	2 612	2 035	1 639	2 457	2 457	1 275	(48.11)	1 294	1 337
Machinery and equipment	1 740	2 612	2 035	1 639	2 457	2 457	1 275	(48.11)	1 294	1 337
Software and other intangible assets	446									
Payments for financial assets	16	95	76		15	16		(100.00)		
Total economic classification	77 741	91 047	103 122	108 971	111 722	111 722	117 180	4.89	118 112	124 392

Summary of payments and estimates by economic classification:

Programme R'000	Outcome			Main appro- p-riation 2014/15	Adjusted appro- p-riation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
1. Administration	30 139	39 028	43 893	47 174	49 446	49 446	52 384	5.94	52 087	54 948
2. Facilities for Members and Political Parties	32 496	35 532	36 966	39 355	39 355	39 355	41 219	4.74	43 025	44 975
3. Parliamentary Services	15 106	16 487	22 263	22 442	22 921	22 921	23 577	2.86	23 000	24 469
Total payments and estimates	77 741	91 047	103 122	108 971	111 722	111 722	117 180	4.89	118 112	124 392

7.2 Relating Expenditure Trends to Strategic Goals

Relating Strategic Goals as a percentage of Total Budget:



One of the primary goals of the Provincial Parliament is to provide procedural and related support to the House and Committees to conduct the business of making laws and performing oversight effectively.

In 2015/16 Plenary support, Committee support, Research and Hansard and Language services will continue. Another primary goal of the Provincial Parliament is to promote public participation in its parliamentary processes and in this regard the Provincial Parliament will develop and implement programmes to this effect.

Enabling facilities for Members and financial support to political parties will be reviewed so as to ensure that Members' and Political parties have the appropriate resources to perform their constitutional obligations.

In order to give effect to its primary goal of the promotion of sound administrative support to ensure organisational efficiency, the Provincial Parliament will continue investing in its staff by providing study assistance and training and development opportunities which are based on the workplace skills plan. Human Resources will be further enhanced by modernising and integrating human resources functions. By reducing the number of manual transactions, Human Resources envisage providing more value added services.

The Provincial Parliament plans to improve its IT infrastructure by increasing the Capability Maturity level year-on-year based on the Control Objectives for Information Technology (COBIT) Maturity Model. During the current financial year the Information Technology section is developing ERP business cases for the phased implementation of GRAP compliant HR and Financial systems commencing in the 2015/16 financial year. Information Technology governance will be further enhanced by the phased implementation of ICT Infrastructure and Disaster Recovery.

WESTERN CAPE PROVINCIAL PARLIAMENT



PART B STRATEGIC OBJECTIVES

PART B: STRATEGIC OBJECTIVES

8. Risk Management

Risk registers are reviewed on a quarterly basis by risk owners and the Enterprise Risk Management Committee. The following are the strategic risks as at the end of quarter 3 2014/15, with the action plans over and above the controls detailed in the registers, devised to mitigate the risks:

Risks		Action plan
1	Lack of a formally documented communication strategy to regulate the access and flow of information to the public/stakeholders that result in misinformation and information gaps to stakeholders.	Develop SOP's to support the Communication Strategy in respect of the various communication media forms.
2	Unreliable, inaccurate and incomplete performance information reported in the Annual Report due to inadequate/poorly developed key performance indicators (KPI's) resulting in a negative audit outcome.	Draft Monitoring and Evaluation Framework will be presented and discussed before approval by the Accounting Officer.
3	Poorly skilled and trained Members of Parliament compromises effective law-making and oversight.	<p>Establish an Internal Arrangements Committee within the Rules Committee to determine the training schedule for Members.</p> <p>Legislative Sector Support (LSS) is in the process of developing orientation programme (qualification) that must be SAQA approved within 2014. (Part of the WCPP orientation and long term training programme over the 5 year term.)</p>
4	Inadequate public participation in the law making process resulting in possible unconstitutional laws and ineffective legislative oversight.	<p>Review Public Participation Strategy 2009 and implement a public participation strategy over the 5 year Strategic Plan period 2015/16-2019/20 (including special emphasis on co-ordination among all sections involved); Increase opportunities for stakeholders to visit; Facilitate public access to information (internet, publications, etc.); Identify special projects (regional sittings, schools, etc.) and curriculum development</p> <p>Review of the organogram to meet the requirements of the section to address language requirements of participants and ensure business continuity-2014/15 Financial Year. (Organogram proposal to be developed before end of Q1 2014/15)</p> <p>Develop a clear marketing strategy in collaboration with Communication and Information section for Petitions for the 2015/16 Financial Year.</p>

Risks		Action plan
5	Ineffective application of the Western Cape Petitions Act, 2006 by the public to hold the Executive accountable through the legislature.	<p>Review and implement a public participation strategy over the 5 year Strategic Plan period (including special emphasis on co-ordination among all sections involved);</p> <p>Increase opportunities for stakeholders to visit; Facilitate public access to information (internet, publications, etc.);</p> <p>Identify special projects (regional sittings, schools, etc.) and curriculum development;</p> <p>Review of the organogram to meet the requirements of the section to address language requirements of participants and ensure business continuity-2014/15 Financial Year. (Organogram proposal to be developed before end of quarter 4 2014/15); and</p> <p>Develop a clear marketing strategy in collaboration with Communication and Information section for Petitions for the 2015/16 Financial Year.</p>
6	Inadequate procedural advice provided to the Committees resulting in law making and oversight process that are unconstitutional.	Controls as per risk register.
7	Non-compliance with Standing Rules and accepted parliamentary procedures can result in the possible passing of unconstitutional laws, ineffective oversight and decision making.	<p>Develop a Procedural Manual (SOP) for plenary services;</p> <p>Expose staff to interlegislature exchanges both locally and internationally where possible, to ensure that procedural staff are skilled and keep abreast of procedural developments; and</p> <p>Review of the WCPP Standing Rules of Parliament over the 5 year parliamentary term.</p>
8	Research that does not provide for the technical and content knowledge requirements of Members and committees disables decision making and compromises legislative oversight.	<p>The Sector Oversight Model was customised into an Oversight and Accountability Strategy and a Standard Operating Procedure for Oversight and Accountability for the WCPP. These documents have been submitted to Exco and are awaiting political adoption in order to operationalise the strategy over the 5 year Strategic Plan period.</p> <p>A new organogram proposal is to be submitted to the Speaker that will cater for a fully-fledged research section for Members, committees and the WCPP to be include as a policy proposal/option over the MTEF period 2014/15-17/18.</p>

Risks		Action plan
9	Inadequate operational readiness to ensure the migration from modified cash basis of accounting to GRAP that can result in the non-compliance to the amended FMPA and a negative audit outcome.	<p>WCPP will implement the operational transitional arrangements in terms of amended FMPA, 34 of 2014 to be approved by the President with the envisaged implementation starting date of 1/4/2015.</p> <p>Implementation of the Project Initiation Document (PID) for the WCPP ERP System 2. Implementation of the PID for the WCPP ERP system implementation over the remaining period of the 2014/15 financial year and toward the envisaged end date of the 2016/17 financial year.</p> <p>Office of the CFO (Finance, SCM and Internal Control) and HR have established a task team to develop the required business processes in respect of the requirements to be operationally able to implement and report as per GRAP requirements by the 31/3/2015.</p>
10	Business operations being disrupted due to performance degradation of ageing ICT infrastructure and applications.	Conduct and finalise the feasibility study to refresh the ICT Infrastructure.
11	Disruption of business systems resulting in the non-availability and loss of information.	Conduct and finalise a feasibility study and proposal on the establishment of an off-site recovery site by the quarterly audits on back-up procedures performed by the Internal Control unit
12	Inability to ensure that IT sustains and extends the organisational strategic objectives via effective leadership, structures, and processes.	<p>Review the ICT Governance Framework based on the South African Legislative Sector (SALS) ICT Governance Framework which was developed for legislative sector (SALS) ICT forum meeting; and</p> <p>Establish ICT Governance Oversight Committee.</p>
13	Loss of life or injury to Members of Parliament due to inadequate security services provided during external public hearings or visits by the oversight committees.	Controls as per risk register.
14	Security breaches resulting in safety concerns, theft and loss of assets at the legislature building.	Increase awareness via training initiatives (security and occupational health and safety).

9. Programme 1: Administration

The purpose of this programme is the strategic management of the institution and to provide quality corporate support services to the Provincial Parliament.

9.1 Strategic Objectives for Programme 1

Strategic Outcome Oriented Goals	Sub-programme	Strategic Objectives
To promote sound governance and improve strategic and corporate support	1 Administration	To enhance sound governance by establishing structures, processes and procedures as per legislation and relevant guidelines
	1.1 Office of the Speaker	
	1.2 Office of the Secretary (Office of the Secretary and Risk Management)	
	1.2 Office of the Secretary (incl. Communication and Information and Library)	To improve services to stakeholders by providing strategic support and by implementing seamless and synergistic corporate and parliamentary processes and systems
	1.3 Finance	
	1.4 Supply Chain Management	
	1.5 Internal Control	
	1.6 Human Resources	
	1.7 Information Technology	
1.8 Security and Facilities Management		

Strategic Objective Title	Enhance sound governance
Strategic Objective	To enhance sound governance by establishing structures, processes and procedures as per legislation and relevant guidelines
Baseline	No mechanisms in place on how the performance of the Provincial Parliament in terms of mandated oversight and monitoring; law-making and public participation functions can be measured and reported on.
	Financial Management of Parliament and Provincial Legislature Act, 2009 passed. Transitional arrangements to be finalised.
	<ul style="list-style-type: none"> Clean audit outcome on performance information (No material findings on the usefulness and reliability of the reported performance information for the selected programmes 2 and 3) and financial information; No significant deficiencies in internal control; and No instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the Public Audit Act.
	ERP systems does not meet the reporting requirements of the Financial Management of Parliament and Provincial Legislature Act, 2009.
Justification	This objective will ensure sound governance through establishing structures and processes to ensure the Provincial Parliament complies with relevant legislation and guidelines.
Links	By ensuring that these structures, processes and procedures are in place and complied with will lead to sound governance.

Strategic Objective Performance indicators	Annual Targets	Baseline	2020
	Establishing mechanisms year-on-year to monitor mandated functions	Financial Management of Parliament and Legislature Act, 2009 (Act 10 of 2009) applies to the WCPP with effect from 1 April 2015.	Full implementation and no findings on governance issues relating to the implementation of the Act.
	Maintain clean audit outcome on governance	Clean audit outcome on governance issues.	Clean audit outcome on governance issues.

Strategic Objective Title	Improved service delivery																																														
Strategic Objective	To improve services to stakeholders by providing strategic support and by implementing seamless and synergistic corporate and parliamentary processes and systems																																														
Baseline	<p>Clean audit outcome on:</p> <ul style="list-style-type: none"> performance information (no material findings on the usefulness and reliability of the reported performance information for selected programmes 2 and 3); Financial information; and Governance issues. <p>Achieved 90% of planned targets for the 2013/14 financial year.</p> <p>Satisfaction level of stakeholders:</p> <table border="1"> <thead> <tr> <th rowspan="2">Functional Area</th> <th>Staff</th> <th>Members</th> </tr> <tr> <th colspan="2">Average percentage of respondents scored above 3</th> </tr> </thead> <tbody> <tr> <td>Finance</td> <td>58%</td> <td></td> </tr> <tr> <td>Supply Chain Management</td> <td>32%</td> <td>50%</td> </tr> <tr> <td>Human Resources</td> <td>53%</td> <td></td> </tr> <tr> <td>Information Technology</td> <td>64%</td> <td>85%</td> </tr> <tr> <td>Security and Facilities Management</td> <td>40%</td> <td>53%</td> </tr> <tr> <td>Library Services</td> <td>74%</td> <td>81%</td> </tr> <tr> <td>Internal Control</td> <td>47%</td> <td></td> </tr> <tr> <td>Legal Services</td> <td>53%</td> <td>100%</td> </tr> <tr> <td>Communication and Information</td> <td>57%</td> <td>67%</td> </tr> <tr> <td>Plenary Support</td> <td>66%</td> <td>92%</td> </tr> <tr> <td>Committee Support</td> <td>80%</td> <td>88%</td> </tr> <tr> <td>Public Education and Outreach</td> <td>57%</td> <td>81%</td> </tr> <tr> <td>Hansard and Language Services</td> <td>48%</td> <td></td> </tr> </tbody> </table> <p>Monitoring and evaluation:</p> <ul style="list-style-type: none"> Legislative Sector M&E Framework approved; Customised M&E framework (policy) currently being developed; Standard Operating Procedure Manual on M&E in place; and Evaluation processes not implemented. <p>Legal Services: Performance Management Framework for Legal Services has been developed and approved.</p> <p>Communication strategy; Website policy and Social Media policy approved.</p> <p>Social media plan implemented.</p> <p>Library: Currently produce 30 library publications per annum.</p>			Functional Area	Staff	Members	Average percentage of respondents scored above 3		Finance	58%		Supply Chain Management	32%	50%	Human Resources	53%		Information Technology	64%	85%	Security and Facilities Management	40%	53%	Library Services	74%	81%	Internal Control	47%		Legal Services	53%	100%	Communication and Information	57%	67%	Plenary Support	66%	92%	Committee Support	80%	88%	Public Education and Outreach	57%	81%	Hansard and Language Services	48%	
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Hansard and Language Services	48%																																														
Justification	This objective will contribute to the improvement of services provided to the Provincial Parliament's stakeholders by implementing synergistic corporate and parliamentary processes and systems.																																														
Links	By implementing these processes and systems organisational efficiency will be maximised and strategic and corporate support to stakeholders will be improved.																																														

Strategic Objective Performance indicators	Annual Targets	Baseline	2020
	Year-on-year improvement in organisational effectiveness and efficiency	70% of clients/stakeholders rate the support services received from the WCPP as good – as per annual survey.	90% of clients/stakeholders rate the support services received from the WCPP as good – as per annual survey.
	Clean audit outcome	Clean audit outcome.	Maintain clean audit outcome.
	Modernisation and integration of Human Resources Management	<p>2 Value adding services currently rendered</p> <p>3 Human Resources processes digitised</p> <p>0% Formal training conducted focussed on identified skills gaps and structure.</p>	<p>11 Value adding services in place</p> <p>10 Human Resources processes digitised</p> <p>80% Formal training conducted focussed on identified skills gaps and structure.</p>
	Upward change in the Capability Maturity level year-on-year based on the Control Objectives for Information Technology (COBIT) Maturity Model	<p>Level 1: Initial/Ad Hoc when there is recognition that IT governance issues exist and need to be addressed. There are ad hoc approaches applied on an individual or case-by-case basis. Management's approach is reactive, and there is only sporadic, inconsistent communication on issues and approaches to address them. Management has only an approximate indication of how IT contributes to business performance. Management only reactively responds to an incident that has caused some loss or embarrassment to the organisation.</p>	<p>Level 3: Defined when the importance of and need for IT governance are understood by management and communicated to the organisation. A baseline set of IT governance indicators is developed where linkages between outcome measures and performance indicators are defined and documented. Procedures are standardised and documented. Management communicates standardised procedures, and training is established. Tools are identified to assist with overseeing IT governance. Dashboards are defined as part of the IT balanced business scorecard. However, it is left to the individual to get training, follow the standards and apply them. Processes may be monitored, but deviations, while mostly being acted upon by individual initiative, are unlikely to be detected by management.</p>

9.2 Programme Performance Indicators, Annual and Quarterly targets per Sub-programme for 2014/15

9.2.1 Sub-programme: Office of the Speaker

The purpose of this sub-programme is:

- to formulate and execute policy in respect of the administration and management of the Provincial Parliament;
- to perform functions in terms of relevant statutory provisions; and
- to render secretarial and office support services to presiding officers.

Strategic Objectives annual targets for 2015/16

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.	Establishing mechanisms year-on-year to monitor mandated functions	New PI	New PI	New PI	New PI	Establishing mechanisms year-on-year to monitor mandated functions	Establishing mechanisms year-on-year to monitor mandated functions	Establishing mechanisms year-on-year to monitor mandated functions

Risk:

Political apathy to the submission of business plans and reporting on the implementation of oversight activities and issuing of directives.

Mitigation:

Political buy-in.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Percentage compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA (Executive Authority) by required due date (Act becomes applicable 1 April 2015)	New PI	New PI	New PI	New PI	99%	100%	100%
2	Number of directives approved in terms of oversight, law-making and public participation	New PI	New PI	New PI	New PI	1	1	1

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA by required due date	Annually	99%				99%
2	Number of directives approved in terms of oversight, law-making and public participation	Annually	1				1

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 685	2 844	5.92
Goods and Services	871	1 745	100.34
Transfers to:			
Households	8	0	(100.00)
Payment for capital assets	516	642	24.42
TOTAL	4 080	5 231	28.21

Establishment		
Funded		Total funded positions as at 31 March 2015
Filled	Vacant	
5	0	5

9.2.2 Sub-programme: Office of the Secretary

The purpose of this sub-programme is as follows:

- to formulate operational policies and establish norms and standards in compliance with relevant legislation and practices;
- to manage corporate and procedural support services;
- to provide legal support services to the administration and committees, and
- to provide communication and information services.

9.2.2.1 Office of the Secretary (including Monitoring and Evaluation and Legal Services)

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.	Year-on-year improvement in organisational effectiveness and efficiency	New PI	New PI	New PI	New PI	Year-on-year improvement in organisational effectiveness and efficiency	Year-on-year improvement in organisational effectiveness and efficiency	Year-on-year improvement in organisational effectiveness and efficiency

Risks:

Low response of stakeholders; and
Stakeholder/client apathy – non-compliance to established service standards.

Mitigation:

Encourage responses and explain the importance of their contribution to the improvement of services received;
and
Awareness, training on service standards and implement punitive measures for non-compliance

Programme performance indicators and annual targets for 2015/16 (Monitoring and evaluation and Legal services)

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Average percentage of client/stakeholder survey respondents scoring 3 and above on support services received Total number of members: 31	New PI	New PI	New PI	70%	70%	75%	80%
2	Number of support service improvement plans implemented that address gaps in service delivery	New PI	New PI	New PI	1	1	1	1
3	Percentage of targets achieved as per APP Baseline 2014/15 Total targets estimated to be achieved: 134 Total number of targets for 2014/15: 141	78%	85%	91%	95%	97%	99%	99%

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
4	Number of evaluation processes implemented to drive improvement in operational effectiveness and efficiency	New PI	New PI	New PI	New PI	1	1	1
5	Number of monitoring and evaluation validations of performance information with evidence	New PI	New PI	4	4	4	4	4
6	Percentage of requests processed complying with service level standards as per Performance Management Framework for Legal Services	New PI	New PI	New PI	Development of PMF for Legal Services	80%	90%	100%

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Average percentage of client/stakeholder survey respondents scoring 3 and above on support services received	Annually	70%	70%			
2	Number of support service improvement plans implemented that address gaps in service delivery	Annually	1		1		
3	Percentage of targets achieved as per APP	Annually	97%				97%
4	Number of evaluation processes implemented to drive improvement in operational effectiveness and efficiency	Annually	1				1
5	Number of monitoring and evaluation validations of performance information with evidence	Quarterly	4	1	1	1	1
6	Percentage of requests processed complying with the service level standards as per Performance Management Framework for Legal Services	Quarterly	80%	80%	80%	80%	80%

9.2.2.2 Office of the Secretary including Risk management

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.	Maintain clean audit outcome on governance	Maintain clean audit outcome on governance						

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Percentage compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA (Accounting Officer) by required due date	New PI	New PI	New PI	New PI	99%	100%	100%

Quarterly targets for 2015/16

Performance indicator	Reporting Period	Annual target 2015/16	Quarterly targets				
			1 st	2 nd	3 rd	4 th	
1	Percentage compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA (Accounting Officer) by required due date	Annually	99%				99%

9.2.2.3 Communication and Information

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Percentage year-on-year increase in website statistics in respect of website sessions Baseline : 2014/15 36000 sessions	New PI	New PI	New PI	New PI	10%	10%	10%
2	Percentage year-on-year increase in social media presence and activities Baseline 2014/15 380 Tweets 385 Facebook updates	New PI	New PI	New PI	New PI	5%	5%	5%

Quarterly targets for 2015/16

Performance indicator	Reporting Period	Annual target 2015/16	Quarterly targets				
			1 st	2 nd	3 rd	4 th	
1	Percentage year-on-year increase in website statistics in respect of website sessions	Annually	10%				10%
2	Percentage year-on-year increase in social media presence and activities	Annually	5%				5%

9.2.2.4 Library

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Number of Library publications produced per annum	New PI	New PI	30	30	30	30	30

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of Library publications produced per annum	Quarterly	30	7	8	8	7

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation 2014/15	Estimate 2015/16	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	12 823	13 754	7.26
Goods and Services	3 239	2 759	(14.82)
Transfers to:			
Households	8	11	37.50
Payments for capital assets:	30	0	(100.00)
TOTAL	16 100	16 524	2.63

Establishment			
Unfunded	Filled	Vacant	Total funded positions as at 31 March 2015
1	24	1	25

Additional contract positions funded		Total funded positions as at 31 March 2015
Filled	Vacant	
3	0	3

9.2.3 Sub-programme: Finance

The purpose of this sub-programme is to render financial management services.

Strategic Objective Performance Indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Clean audit outcome	Clean audit outcome	Unqualified audit with one financial finding	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome

Risk management:

Risk:

Material misstatement; incomplete asset register or audit findings on financial transactions.

Mitigation:

Tightening of control measures with regards to the checking of financial statements and transactions; capacitating sections to improve their planning, monitoring and reporting processes; adherence to internal financial procedures; as well as, applicable Acts and the Departmental Framework for the compilation of financial statements.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Number of verifiable Annual Financial Statements submitted by the statutory due date	1	1	1	1	1	1	1
2	Number of Finalised Estimate of Provincial Revenue and Expenditure submitted by the required due date	1	1	1	1	1	1	1
3	Percentage compliance to the Financial manual Baseline: 2014/15 0% compliance to the Financial manual	New PI	New PI	New PI	New PI	100%	100%	100%
4	Number of quarterly In-Year-Monitoring (IYM) Narrative reports to track expenditure and identify early warning signals	New PI	4	4	4	4	4	4
5	Percentage of payments processed to creditors within 30 calendar days of receipt of invoice Baseline: 2014/15 Numerator: 2019 (Number of payments processed within 30 calendar days) Denominator: 2060 (Total number of payments for the period)	New PI	99%	99%	98%	100%	100%	100%

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of verifiable Annual Financial Statements submitted by the statutory due date	Annually	1	1			
2	Number of Finalised Estimate of Provincial Revenue and Expenditure submitted by the required due date	Annually	1				1
3	Percentage compliance to the Financial manual	Quarterly	100%	100%	100%	100%	100%
4	Number of quarterly In-Year-Monitoring (IYM) Narrative reports to track expenditure and identify early warning signals	Quarterly	4	1	1	1	1
5	Percentage of payments processed to creditors within 30 calendar days of receipt of invoice	Quarterly	100%	100%	100%	100%	100%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 968	3 361	13.24
Goods and Services	57	69	21.05
Transfers to:			
Households	6	6	-
TOTAL	3 031	3 436	13.36

Establishment		
Filled	Vacant	Total funded positions as at 31 March 2015
7	0	7

9.2.4 Sub-programme: Supply Chain Management

The purpose of this sub-programme is to render supply chain management services.

Strategic Objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Clean audit outcome	Clean audit outcome	Unqualified audit with one financial finding	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome

Risk management:

Risk:

Material misstatement; incomplete asset register or audit findings with regards financial transactions.

Mitigation:

Tightening the control measures with regards to the checking of financial statements and transactions; capacitating sections to improve their planning, monitoring and reporting processes; adherence to internal financial procedures; as well as, applicable Acts and the Departmental Framework for the compilation of financial statements.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Percentage of assets reconciling to the Asset Register Calculation: Numerator: (Number of assets reconciling to the asset register) Denominator: (Total number of assets on the asset register)	New PI	New PI	99%	100%	100%	100%	100%
2	Percentage compliance with service delivery standards	New PI	New PI	New PI	New PI	80%	85%	90%
3	Percentage compliance with the Supply Chain Management Manual Checklist	New PI	New PI	New PI	New PI	100%	100%	100%

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage of assets reconciling to the Asset Register	Bi-annually	100%		100%		100%
2	Percentage compliance with service delivery standards	Quarterly	80%	80%	80%	80%	80%
3	Percentage compliance with the Supply Chain Management Manual Checklist	Quarterly	100%	100%	100%	100%	100%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted
	2014/15	2015/16	Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	3 050	3 476	13.97
Goods and Services	644	748	16.15
Transfers to:			
Households	6	7	16.67
TOTAL	3 700	4 231	14.35

Establishment		
Filled	Vacant	Total funded positions as at 31 March 2015
7	0	7

9.2.5 Sub-programme: Internal Control

The purpose of this sub-programme is to identify systematic weaknesses and recommend corrective measures to combat irregularities and to facilitate risk management services.

Strategic Objective Performance Indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Clean audit outcome	Clean audit outcome	Unqualified audit with one financial finding	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome

Risk management:

Risk:

Non-compliance to internal financial procedures, Provincial Parliament Treasury Directives and applicable Acts.

Mitigation:

Identifying areas with control deficiencies and following up on the implementation of recommendations.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Number of progress reports against the Financial Management Improvement Plan	New PI	2	2	2	2	2	2
2	Number of Inspection reports issued identifying control gaps in processes	2	3	3	3	3	3	3
3	Number of follow up inspection reports reflecting progress on implementation of recommendations	3	3	3	3	3	3	3
4	Percentage of payment vouchers subjected to post audit Baseline: 2014/15 Numerator: 2060 (Number of payments post audited estimated for 2014/15) Denominator: 2060 (Total number of payments for the period estimated for 2014/15)	100%	100%	100%	100%	100%	100%	100%

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2014/15	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of progress reports against the Financial Management Improvement Plan	Quarterly	2			1	1
2	Number of Inspection reports issued identifying control gaps in processes	Quarterly	3		1	1	1
3	Number of follow up inspection reports reflecting progress on implementation of recommendations	Quarterly	3		1	1	1
4	Percentage of payment vouchers subjected to post audit	Quarterly	100%	100%	100%	100%	100%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Current Payments:			
Compensation of Employees	895	1 585	77.09
Goods and Services	3 162	2 726	(13.79)
Transfers to:			
Households	1	1	-
TOTAL	4 058	4 312	6.26

Establishment		
Filled	Vacant	Total funded positions as at 31 March 2015
1	0	1

9.2.6 Sub-programme: Human Resources

The purpose of this Sub-programme is to render human resource and Members' facilities management services.

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.	Modernisation and Integration of Human Resources Management	New PI	New PI	New PI	New PI	Modernisation and Integration of Human Resources Management	Modernisation and Integration of Human Resources Management	Modernisation and Integration of Human Resources Management

Risk management:

Risk:

High cost of systems might delay implementation of the ERP

Mitigation:

System is required for new Financial Management legislation so is not "optional" and funding will be sourced.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Percentage increase in value adding* services rendered Baseline: 2014/15 Numerator: Total number of value adding services currently been rendered: 2 Denominator: Total number of value adding services identified for WCPP: 11	New PI	New PI	New PI	20%	50%	70%	80%
2	Percentage increase in digitised HR processes Baseline: 2014/15 Numerator: Total number of digitised HR processes currently in place: 3 Denominator: Total number of digitised HR processes identified for WCPP: 10	New PI	New PI	New PI	30%	70%	80%	100%
3	Percentage of formal training focussed on identified skills gaps and structure Baseline: 2014/15 – 0% formal training focussed on identified skill gaps and structure	New PI	New PI	New PI	0%	70%	80%	80%

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage increase in value adding* services rendered	Annually	50%				50%
2	Percentage increase in digitised HR processes	Annually	70%			70%	
3	Percentage of formal training focussed on identified skills gaps and structure	Annually	70%				70%

*Value adding services refer to such activities that are not standard transactional activities but are aimed at enhancing the operational effectiveness of the organisation, the operational effectiveness of employees, the alignment of the organisation with the external environment and to improve the employee's work experience and wellness.

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Current Payments:			
Compensation of Employees	3 966	4 549	14.70
Goods and Services	1 180	1 306	10.68
Transfers to:			
Households	15	15	-
TOTAL	5 161	5 870	13.74

Establishment		
Filled	Vacant	Total funded positions as at 31 March 2015
7	0	7

Additional contract positions funded		Total funded positions as at 31 March 2015
Filled	Vacant	
1	0	1

9.2.7 Sub-programme: Information Technology

- The purpose of this sub-programme is to render administrative and user support services and enhance and maintain information technology infrastructure.

Strategic Objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Upward change in the Capability Maturity level year-on-year based on the Control Objectives for Information Technology (COBIT) Maturity Model	Not Available	Not Available	Not Available	1 – Initial/ad hoc	2 – Repeatable but intuitive	2,5 – Some defined processes in place	3 – Defined processes

Risk management:

Risk:

Competent and sufficient resource capacity to implement the Programme Objectives.

Mitigation:

Structure and train current resources and acquire additional resources and align activities to the organisational goals to ensure success.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Phased implementation of ERP	New PI	New PI	New PI	Phase 1: Approved PID and Business Case	Phase 2: Define Business Requirements, Tender, Contract vendor, Proof of concept	Implementation Phase-3 – Financial & HR	Implementation Phase-4 – Finance and HR
2	Phased implementation of ICT Infrastructure and Disaster Recovery	New PI	New PI	New PI	Approved Assessment Report and Business case	Implementation Phase-1 prerequisites for ERP	Implementation Phase-2 tbd + DR	Implementation Phase-3 tbd +BCP
3	Percentage compliance to Project Management Best Practices	New PI	New PI	New PI	Implement PM Policy and Best Practice	Establish Baseline	Improve by 5% year-on-year	Improve by 5% year-on-year
4	Percentage availability of all IT Infrastructure Services Baseline: 2014/15 Estimate: 23hrs out of 24 hr day	91%	92%	93%	95%	95%	95%	95%
5	Percentage year-on-year improvement of Service Support delivered against service level agreement	New PI	New PI	New PI	Implement Service Support processes and Tools	Define and agree SLA. Establish baseline.	Improve by 5% year-on-year	Improve by 5% year-on-year

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Phased implementation of ERP	Annually	Phase 2: Define Business Requirements, Tender, Contract vendor, POC				Phase 2: Define Business Requirements, Tender, Contract vendor, POC
2	Phased implementation of ICT Infrastructure and Disaster Recovery	Annually	Implementation Phase-1 prerequisites for ERP				Implementation Phase-1 prerequisites for ERP
3	Percentage compliance to Project Management Best Practices	Annually	Establish Baseline				Establish Baseline
4	Percentage availability of all IT Infrastructure Services	Quarterly	95%	95%	95%	95%	95%
5	Percentage year-on-year improvement of Service Support delivered against service level agreement	Quarterly	Define and agree SLA. Establish baseline				Define and agree SLA. Establish baseline

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 983	3 152	5.67
Goods and Services	4 048	4 701	16.13
Transfers to:			
Households	16	6	(62.50)
Payments for capital assets	1 080	235	(78.24)
Payment for financial assets	15		(100.00)
TOTAL	8 142	8 094	(0.59)

Establishment		
Funded		Total funded positions as at 31 March 2015
Filled	Vacant	
6	0	6

Contract positions funded		Total funded positions as at 31 March 2015
Filled	Vacant	
1	0	1

9.2.8 Sub-programme: Security and Facilities Management

The purpose of this sub-programme is to provide household, security and logistical services, including the facilitation of occupational health and safety.

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.	Year-on-year improvement in organisational effectiveness and efficiency	New PI	New PI	New PI	New PI	Year-on-year improvement in organisational effectiveness and efficiency	Year-on-year improvement in organisational effectiveness and efficiency	Year-on-year improvement in organisational effectiveness and efficiency

Risk management:

Risk:

Household and logistical requests and complaints are not reported or responded to timeously.

Mitigation:

Standard operating procedure to be put in place to outline processes and timeframes to address above risk.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Number of security initiatives implemented as per Security Plan	New PI	New PI	New PI	2	2	2	2
2	Number of reports on Precinct Management (physical environment)	New PI	New PI	New PI	New PI	2	2	2
3	Number of Joint Planning Committee meetings in line with the National Key Point Act requirements	New PI	New PI	New PI	4	4	4	4
4	Number of Health and Safety inspections to identify risk and monitor the implementation of remedial measures	New PI	New PI	3	4	4	4	4
5	Number of compliance reports on WCPP File Plan and Records Policy	New PI	New PI	New PI	New PI	12	12	12

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of security initiatives implemented as per Security Plan	Bi-annually	2		1		1
2	Number of reports on Precinct Management (physical environment)	Bi-annually	2		1		1
3	Number of Joint Planning Committee meetings in line with the National Key Point Act requirements	Quarterly	4	1	1	1	1
4	Number of Health and Safety inspections to identify risk and monitor the implementation of remedial measures	Quarterly	4	1	1	1	1
5	Number of compliance reports on WCPP File Plan and Records Policy	Monthly	12	3	3	3	3

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation 2014/15	Estimate 2015/16	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 578	2 766	7.29
Goods and Services	1 724	1 478	(14.27)
Transfers to:			
Households	5	6	20.00
Provincial Departmental Agencies	36	38	5.56
Payments for capital assets	831	398	(52.11)
TOTAL	5 174	4 686	(9.43)

Establishment		
Filled	Vacant	Total funded positions as at 31 March 2015
7	0	7

9.3 Reconciling Performance Targets with the Budget and MTEF

9.3.1 Payments and estimates – Programme 1: Administration

Sub-programme R'000	Outcome			Main appro- piation 2014/15	Adjusted appro- piation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
1. Office of the Speaker	2 250	3 657	4 135	4 345	4 080	4 080	5 231	28.21	5 245	5 514
2. Office of the Secretary	7 789	10 508	13 364	15 103	16 100	16 100	16 524	2.63	17 073	18 005
Office of the Secretary	4 784	6 493	8 248	10 085	10 256	10 256	11 016	7.41	11 508	12 125
Communication and Information	1 993	2 891	3 834	3 689	4 515	4 516	3 992	(11.60)	4 028	4 254
Library	1 012	1 124	1 282	1 329	1 329	1 328	1 516	14.16	1 537	1 626
3. Finance	1 751	2 253	2 764	2 953	3 031	3 031	3 436	13.36	3 852	4 057
4. Supply Chain Management	1 740	2 955	3 327	3 635	3 700	3 700	4 231	14.35	4 605	4 860
5. Internal Control	1 928	3 006	3 467	3 748	4 058	4 058	4 312	6.26	4 207	4 473
6. Human Resources	3 723	4 290	4 787	5 690	5 161	5 161	5 870	13.74	5 888	6 235
7. Information Technology	6 549	7 332	6 069	6 523	8 142	8 142	8 094	(0.59)	6 496	6 848
8. Security and Facilities Management	4 409	5 027	5 980	5 177	5 174	5 174	4 686	(9.43)	4 721	4 956
Total payments and estimates	30 139	39 028	43 893	47 174	49 446	49 446	52 384	5.94	52 087	54 948

Payments and estimates by economic classification

Economic classification R'000	Outcome			Main appro- piation 2014/15	Adjusted appro- piation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	27 837	36 296	41 420	45 443	46 882	46 872	51 019	8.85	50 701	53 517
Compensation of employees	17 093	22 082	27 098	31 499	31 948	31 948	35 487	11.08	37 842	39 798
Goods and services	10 743	14 214	14 322	13 944	14 934	14 924	15 532	4.07	12 859	13 719
Interest and rent on land	1									
Transfers and subsidies to	102	35	362	92	92	101	90	(10.89)	92	94
Departmental agencies and accounts	23	21	283	37	36	36	38	5.56	40	42
Households	79	14	79	55	56	65	52	(20.00)	52	52
Payments for capital assets	2 186	2 612	2 035	1 639	2 457	2 457	1 275	(48.11)	1 294	1 337
Machinery and equipment	1 740	2 612	2 035	1 639	2 457	2 457	1 275	(48.11)	1 294	1 337
Software and other intangible assets	446									
Payments for financial	14	85	76		15	16		(100.00)		
Total economic classification	30 139	39 028	43 893	47 174	49 446	49 446	52 384	5.94	52 087	54 948

9.3.2 Performance and Expenditure Trends

The increase of R2.938 million or 5.94 per cent from R49.446 million in the 2014/15 revised estimates to R52.384 million in 2015/16 is as a result of inflationary increases, the strengthening of internal controls and the once-off funding requirements relating to the new accrual based accounting system.

The increase of 11.08 per cent in 2015/16 under compensation of employees from the 2014/15 revised estimates relates to provision for salary adjustments as well as the strengthening of the internal control function.

The increase of 4.07 per cent in the goods and services budget in 2015/16 is as a result of the once-off funding requirements relating to the new accrual based accounting system.

The 5.56 per cent increase in departmental agencies and accounts is inflationary adjustments over the period.

Provision has also been made for the payment of incentive rewards to qualifying staff under households.

The capital expenditure budget for 2015/16 decreased by 48.11 per cent from the 2014/15 revised estimates as most of the projects were finalised in the 2014/15 financial year.

10. Programme 2 – Facilities for Members and Political Parties

The purpose of this programme is to provide enabling facilities and benefits to Members and political parties.

10.1 Strategic Objectives for Programme 2

Strategic Outcome Oriented Goals	Sub-programme	Strategic Objectives
To promote sound governance and improve strategic and corporate support	2 Facilities and Benefits to Members	To improve services to stakeholders by providing strategic support and by implementing seamless and synergistic corporate and parliamentary processes and systems
	2.1 Facilities and Benefits to Members (incl. Allowances and Contributions)	
	2.2 Political Party Support Service (incl. Secretarial and Constituency allowances)	

Strategic Objective	Improved service delivery
Objective Statement	To improve services to stakeholders by providing strategic support and by implementing seamless and synergistic corporate and parliamentary processes and systems
Baseline	No internal training programmes to Members.
	New Members returning after elections – orientation programme concluded.
	Implemented Legislative Sector Capacity Building Programme.
	All payments processed to the Member in terms of the enabling allowance and secretarial and constituency allowances are paid in terms of the Guide to Members’ Facilities.
Justification	This objective will ensure that Members are optimally supported in order for them to fulfil their constitutional obligations.
Links	By implementing corporate support to Members will be improved.
Strategic Objective performance indicators	Digitising and modernising Members’ Affairs services
Baseline	0% Percentage of claims (submitted electronically complying with the requirements of the Members’ Facilities Guide) processed.
2020	100% Percentage of claims (submitted electronically complying with the requirements of the Members Facilities Guide) processed.

10.2 Programme Performance Indicators, Annual and Quarterly targets per Sub-programme for 2015/16

10.2.1 Sub-programme: Facilities and Benefits for Members

The purpose of this sub-programme is to manage the payment of:

- Membership fees to parliamentary and related associations;
- State contributions to the medical aid of continuation Members; and
- Enabling allowances to compensate Members for expenses relating to office travel, accommodation and telecommunication.

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.	Digitising and modernising Members' Affairs services	New PI	New PI	New PI	New PI	Digitising and modernising Members' Affairs services	Digitising and modernising Members' Affairs services	Digitising and modernising Members' Affairs services

Risk:

There has to be technology upgrades and security for online transactions developed.

Mitigation:

Measures have to be put in place to ensure that physical supporting documents are submitted.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited / Actual Performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Percentage implementation of scheduled training programmes per year for Members	New PI	New PI	New PI	Training needs survey and information seeking sessions	80%	80%	80%
2	Percentage of claims (submitted electronically complying with the requirements of the Members Facilities Guide) processed Baseline: 0%	New PI	New PI	New PI	Technology needs assessments finalised	100%	100%	100%
3	Number of training satisfaction surveys conducted	New PI	New PI	New PI	New PI	New PI	1	1

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage implementation of scheduled training programmes per year for Members	Annually	80%				80%
2	Percentage of claims (submitted electronically complying with the requirements of the Members Facilities Guide) processed Baseline: 0%	Quarterly	100%	100%	100%	100%	100%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Current Payments:			
Goods and Services	4 698	4 955	5.47
Transfers to:			
Foreign organisations	144	150	4.17
Households	1 200	1 276	6.33
TOTAL	6 042	6 381	5.61

10.2.2 Sub-programme: Political Parties Support Services

The purpose of the sub-programme is to manage the payment of:

- Constituency allowances to enable political parties represented in the Provincial Parliament to establish and maintain infrastructure in constituencies to serve the interests of constituents;
- Secretarial allowances to enable political parties represented in the Provincial Parliament to establish and maintain their own administrative infrastructure within the precincts of the Provincial Parliament; and
- Conditional allowances to enable Members to arrange programmes within their constituencies in the interest of oversight, law-making and public participation in the Western Cape Provincial Parliament.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited / Actual Performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1	Number of working days after receipt of required documents in terms of the Members' Facilities Guide to process transfer payments	7	7	7	7	7	7	7

Risk:

Financial statements of the political parties are not approved leading to payments not processed timeously as prescribed by the policies on Secretarial and Constituency allowances.

Mitigation:

Parties are required to submit quarterly financial reports so that they can be assessed and early warning signals identified and corrected.

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of working days after receipt of required documents in terms of the Members' Facilities Guide to process transfer payments	Quarterly	7	7	7	7	7

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Transfers to:			
Non-profit institutions	33 313	34 838	4.58
TOTAL	33 313	34 838	4.58

10.3 Reconciling Performance Targets with the Budget and MTEF

10.3.1 Payments and estimates – Programme 2: Facilities for Members and Political Parties

Sub-programme R'000	Outcome			Main appro- pria- tion 2014/15	Adjusted appro- pria- tion 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
1. Facilities and Benefits to Members	5 066	5 419	5 394	6 042	6 042	6 042	6 381	5.61	6 668	6 968
Allowances	3 710	3 849	4 047	4 588	4 588	4 588	4 840	5.49	5 085	5 306
Contributions	1 356	1 570	1 347	1 454	1 454	1 454	1 541	5.98	1 583	1 662
2. Political Parties Support Service	27 430	30 113	31 572	33 313	33 313	33 313	34 838	4.58	36 357	38 007
Secretarial Allowances	7 000	8 807	9 073	9 576	9 576	9 577	9 914	3.52	10 312	10 790
Constituency Allowances	20 430	21 306	22 499	23 737	23 737	23 736	24 924	5.01	26 045	27 217
Total payments and estimates	32 496	35 532	36 966	39 355	39 355	39 355	41 219	4.74	43 025	44 975

Payments and estimates by economic classification

Economic classification R'000	Outcome			Main appro- pria- tion 2014/15	Adjusted appro- pria- tion 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	3 808	3 937	4 113	4 698	4 698	4 698	4 955	5.47	5 202	5 423
Goods and services	3 808	3 937	4 113	4 698	4 698	4 698	4 955	5.47	5 202	5 423
Transfers and subsidies to	28 688	31 595	32 853	34 657	34 657	34 657	36 264	4.64	37 823	39 552
Foreign governments and international organisations	95	244	128	144	144	144	150	4.17	150	150
Non-profit institutions	27 430	30 113	31 572	33 313	33 313	33 313	34 838	4.58	36 357	38 007
Households	1 163	1 238	1 153	1 200	1 200	1 200	1 276	6.33	1 316	1 395
Total economic classification	32 496	35 532	36 966	39 355	39 355	39 355	41 219	4.74	43 025	44 975

10.3.2 Performance and expenditure trends

The increase of 4.74 per cent or R1.864 million in 2014/15 from the 2014/15 revised estimates of R39.355 million to R41.219 million in 2015/16 is to provide for inflationary increases of the Member's enabling allowances as well as transfers to political parties.

The increase of 5.47 per cent in the goods and services budget is to provide for inflationary increases of the Member's enabling allowances

There is an 4.64 per cent increase of R1.607 million from R34.657 million in the 2014/15 revised estimate to R36.264 million in 2015/16 in the transfer payments to provide for inflationary increases in the secretarial and constituency allowances, the payment of medical contributions in respect of continuation Members and the payment of subscription fees to the Commonwealth Parliamentary Association.

11. Programme 3 – Parliamentary Services

The purpose of this programme is to provide effective procedural and related support to the House and committees and to facilitate public participation.

11.1 Strategic Objectives for Programme 3

Strategic Outcome Oriented Goals	Sub-programme	Strategic Objectives
To provide effective procedural and related support to Members, Committees and the House to make laws, conduct oversight and facilitate public involvement	3 Parliamentary Services	To enhance effective and timely procedural and related support
	3.1 Plenary support	
	3.2 Committee Support (incl. Standing Committees)	
	3.3 Public Education and Outreach	
	3.4 Hansard and Language Services	

Strategic Objective Title	Effective and timely procedural and related support
Strategic Objective	To enhance effective and timely procedural and related support
Baseline	Services to be provided in accordance with approved parliamentary programme
	Committee Support : Standard Operating Procedure in place
	Plenary: Standard Operating Procedure in place
	Hansard: support standards agreed to and set out in Service Level Agreement with external service provider
	Language Services: Standards set out in Western Cape Language Act, Act 13 of 1998. Draft WCPP Language Policy not adopted yet.
Justification	This objective will contribute to the improvement of services provided to the Provincial Parliament’s stakeholders by implementing synergistic corporate and parliamentary processes and systems.
Links	By implementing these processes and systems organisational efficiency will be maximised and strategic and corporate support to stakeholders will be improved.
Baseline	90% Compliance to all standard operating procedures
2020	99% Compliance to all standard operating procedures

11.2 Programme Performance Indicators, Annual and Quarterly targets per Sub-programme for 2014/15

11.2.1 Sub-programme: Plenary Support

The purpose of this sub-programme is to provide procedural advice and administrative support for the sittings of the House.

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Year-on-year percentage compliance to SOPs for Plenary and Committee procedural and related support for all programmed Sittings and Committee meetings	New PI	New PI	New PI	New PI	95%	96%	97%

Risks:

Inadequate or misguided support given;

Communication of wrong or inaccurate resolutions to third parties;

Late communication of resolutions because of insufficient information, for example no forwarding address; and

Lack of procedural training and opportunities.

Mitigations:

Regular meetings held with Senior Managers to review preparations for plenaries. All parliamentary papers are routed to Senior Managers for final sign-off. Standing Rules, precedents and established Practice serve as reference;

Route form for the processing of all Parliamentary papers allows for different levels of vetting;

Resolutions will be communicated via website, and/or copy of the resolution will be given to the Member who moved the motion; and

Mentoring of staff by CPO and Deputy Secretary.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Percentage of procedural support services provided in terms of the Standard Operating Procedure to all plenaries programmed as per approved parliamentary programme	New PI	New PI	New PI	New PI	95%	96%	97%
2	Percentage of procedural advice provided to Presiding Officers and Members on request	New PI	New PI	100%	100%	100%	100%	100%
3	Number of working days taken after a sitting to communicate House Resolutions to third parties in accordance with the approved SOP	New PI	New PI	15	15	15	15	15

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage of procedural support services provided in terms of the Standard Operating Procedure on Plenary Support to all plenaries programmed as per approved parliamentary programme	Quarterly	95%	95%	95%	95%	95%
2	Percentage of procedural advice provided to Presiding Officers and Members on request	Quarterly	100%	100%	100%	100%	100%
3	Number of working days taken after a sitting to communicate House Resolutions to third parties in accordance with the approved SOP	Quarterly	15	15	15	15	15

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation 2014/15	Estimate 2015/16	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 542	2 585	1.69
Goods and Services	349	382	9.46
Transfers to:			
Households	4	4	-
TOTAL	2 895	2 971	2.63

Establishment		
Filled	Vacant	Total funded positions as at 31 March 2015
5	0	5

11.2.2 Sub-programme: Committee Support

The purpose of this sub-programme is to provide:

- procedural advice and administrative support to the Committees; and
- relevant parliamentary research support to Members, Committees, senior management and presiding officers.

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Year on year percentage compliance to SOPs for Plenary and Committee procedural and related support for all programmed Sitings and Committee meetings	New PI	New PI	New PI	90%	95%	96%	97%

Risk:

Impact of elections on parliamentary programme and committee programmes;
 Lack of experience of new Members in parliamentary procedures;
 Potential staff turnover due to lack of formalised retention strategy;
 Inadequate continuous procedural training available to cement the procedural knowledge base; and
 Capacity constraints during peak parliamentary periods e.g. annual report analysis.

Mitigation:

More experienced staff and a slowing down in the staff turnover rate;
 SOP and a supplementary guideline document that outlines and clarifies administrative and political roles and responsibilities as well as procedural guidelines and best practice; and
 Continuous planning and organising and evaluation of work plans amongst senior staff to ensure compliance to policies, best practice adopted and resources are used optimally.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Percentage of committee support provided, in accordance with the approved Standard Operating Procedure for Committees (SOP), to all programmed committee meetings as per approved parliamentary programme * Services are demand driven Baseline: Numerator: 107 new baseline for implementation of SOP from April 2014 – Dec 2014 (2014/15 (Number of committee meetings where support was provided in accordance with SOP) Denominator: 140 (Number of committee meetings as per approved parliamentary programme)	95%	96%	97%	90%	95%	96%	97%
2	Percentage of requested research services provided in accordance with SOP to Committees, senior management and presiding officers in accordance with the approved Standard Operating Procedure for Committees (SOP) * Services are demand driven Baseline: Numerator: 44 new baseline for implementation of SOP from April 2014 – Dec 2014 (Number of research services provided in accordance with SOP) Denominator: 48 (Number of research requests received)	95%	96%	97%	90%	95%	96%	97%

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage of committee support provided, in accordance with the approved Standard Operating Procedure for Committees (SOP), to all programmed committee meetings as per approved parliamentary programme * Services are demand driven	Quarterly	95%	95%	95%	95%	95%
2	Percentage of requested research services provided in accordance with SOP to Committees, senior management and presiding officers in accordance with the approved Standard Operating Procedure for Committees (SOP) * Services are demand driven	Quarterly	95%	95%	95%	95%	95%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Current Payments:			
Compensation of Employees	9 298	9 683	4.14
Goods and Services	2 352	3 463	47.24
Transfers to:			
Households	20	21	5.00
TOTAL	11 670	13 167	12.83

Establishment		
Filled	Vacant	Total funded positions as at 31 March 2015
20	1	21

11.2.3 Sub-programme: Public Education and Outreach

The purpose of this sub-programme is to facilitate public participation and public education.

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.	Percentage increase in the planned education initiatives to improve public participation in the legislative and other processes of the legislature Baseline: Average of 48 education initiatives 2014/15: 48 2015/16: 54 Demand driven Baseline 2014/15: Numerator: 0 petitions processed Denominator: 0 petitions received in compliance with relevant regulations	New PI	New PI	New PI	10%	10%	10%	10%

Risk:

The lack of suitably qualified staff in the section to present education workshops in all three languages of the Province;

The fluidity of the parliamentary and committee programmes does not provide sufficient time for preparing for public hearings;

The lack of formalisation of the public participation strategy at a policy making level; and

Decline in public trust of lawmakers and implementers of public services resulting in higher levels of possible public protests.

Mitigation:

Organogram proposals to be submitted;

Regular synergy meetings to take place with the committee section around the committee programme; and

The legislative sector at an advanced stage of implementing the Sector Oversight Model.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Annual education programme on the law-making, oversight, public participation and petitions processes developed by 31 March 2016	New PI	Annual education programme developed					
2	Education curriculum on the law-making, oversight and public participation and petitions processes developed by 30 September 2015	New PI	New PI	New PI	New PI	Education curriculum		
3	Number of existing education material reviewed	-	-	-	2	2	2	2
4	Number of new education material developed	-	2	6	2	2	2	2
5	Number of educational workshops rolled out as per Annual Programme	40	45	42	48	55	60	66
6	Percentage of petitions processed in accordance with relevant legislation	-	-	100%	100%	100%	100%	100%

Quarterly targets for 2015/16

Performance indicator	Reporting Period	Annual target 2015/16	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1 Annual education programme on the law-making, oversight, public participation and petitions processes developed by 31 March 2016	Annually	Annual education programme developed				Education Programme developed
2 Education curriculum on the law-making, oversight and public participation and petitions processes developed by 30 September 2015	Annually	Annual education curriculum developed		Education curriculum developed		
3 Number of existing education material reviewed	Bi-annual	2	1		1	
4 Number of new education material developed	Bi-annual	2		1		1
5 Number of educational workshops rolled out as per Annual Programme	Quarterly	55	13	14	15	13
6 Percentage of petitions processed in accordance with relevant legislation	Quarterly	100%	100%	100%	100%	100%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 371	2 684	13.20
Goods and Services	619	502	(18.90)
Transfers to:			
Households	3	5	66.67
TOTAL	2 993	3 191	6.62

Establishment		
Filled	Vacant	Total funded positions as at 31 March 2015
5	0	5

11.2.4 Sub-programme: Hansard and Language Services

The purpose of this sub-programme is to manage the provision of verbatim reports of the proceedings of the House and to provide interpreting and translation services.

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Year-on-year percentage compliance to SOPs for Plenary and Committee procedural and related support for all programmed Sittings and Committee meetings	New PI	New PI	New Pi	95%	96%	97%	98%

Key Risks:

Hansard services: The non-availability of a Hansard service; Interpreting:

The availability of outsourced interpreters with experience to render a service and the poor quality of interpreting service; Translations: Not having a full capacity in the Language Service unit and the poor quality of translation services; and human resources: Availability of experienced translators representing all three official languages of the province.

Mitigation:

Hansard services: Provide a fully-fledged Hansard service through a fixed term contract monitored via a service level agreement; In House service;

Interpreting: The Language section maintains a database of interpreters and they have a process in place to ensure that an experienced interpreter is able to render the service as and when required. Quality of interpreting is assessed periodically; and

Translations: Proposals to review the organogram have been submitted. External vetting of the quality of translation services are done twice a year.

Programme performance indicators and annual targets for 2015/16

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1	Percentage of recommendations implemented that have been accepted arising from external vetting of interpreting services	New PI	New PI	New PI	New PI	85%	90%	100%
2	Percentage of recommendations implemented that have been accepted arising from the external vetting of translations services	New PI	New PI	New PI	New PI	85%	90%	100%
3	Percentage availability of official House Papers translated in all official languages Demand driven Baseline: Numerator: 4 types of Official House Papers translated into all official languages (Minutes; Order paper; Question Paper and Hansard books) Denominator: Total of 5 types of Official House Papers (Minutes; Order papers; Question papers; ATCs and Hansard books)	New PI	New PI	New PI	90%	90%	90%	90%

Programme Performance indicator		Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
4	<p>Percentage availability of interpreting services for the House and Committees when required</p> <p>Demand driven Baseline: Interpreting services rendered to all House Sittings and all committee meetings where requested</p> <p>Baseline for interpreting services for House Sittings Numerator: 23 Denominator: 23</p> <p>Baseline for interpreting services requested for Committee meetings Numerator: 161 (Number of interpreting services provided) Denominator: 161 (Number of interpreting services requested)</p>	New PI	New PI	New PI	100%	100%	100%	100%
5	Number of contact meetings held with Service Provider to ensure that Hansard services provided are as per service level agreement and that deviations are addressed	New PI	New PI	New PI	12	12	12	12

Quarterly targets for 2015/16

Performance indicator		Reporting Period	Annual target 2015/16	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage of recommendations implemented that have been accepted arising from external vetting of interpreting services	Bi-annual	85%		85%		85%
2	Percentage of recommendations implemented that have been accepted arising from the external vetting of translations services	Bi-annual	85%	85%		85%	
3	Percentage availability of official House Papers translated in all official languages	Quarterly	90%	90%	90%	90%	90%
4	Percentage availability of interpreting services for the House and Committees when required	Quarterly	100%	100%	100%	100%	100%
5	Number of contact meetings held with Service Provider to ensure that Hansard services provided are as per service level agreement and that deviations are addressed	Monthly	12	3	3	3	3

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Adjusted Appropriation	Estimate	% Change from Adjusted Appropriation
	2014/15	2015/16	
	R'000	R'000	%
Current Payments:			
Compensation of Employees	1 326	1 316	(0.75)
Goods and Services	4 035	2 930	(27.39)
Transfers to:			
Households	2	2	-
TOTAL	5 363	4 248	(20.79)

Establishment			
Unfunded	Filled	Vacant	Total funded positions as at 31 March 2015
1	2	0	3

Additional contract positions funded		Total funded positions as at 31 March 2015
Filled	Vacant	
1	0	1

11.3 Reconciling Performance Targets with the Budget and MTEF

11.3.1 Payments and estimates – Programme 3: Parliamentary Services

Sub-programme R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
1. Plenary Support	2 302	2 457	2 660	2 844	2 895	2 895	2 971	2.63	3 077	3 237
2. Committee Support	8 885	9 331	11 074	12 393	11 670	11 670	13 167	12.83	12 989	13 720
Committees	6 836	6 144	8 242	9 621	9 599	9 599	10 243	6.71	10 736	11 310
Standing Committees	2 049	3 187	2 832	2 772	2 071	2 071	2 924	41.19	2 253	2 410
3. Public Education and Outreach	1 588	1 939	2 261	2 929	2 993	2 993	3 191	6.62	3 303	3 484
4. Hansard and Language Services	2 331	2 760	6 268	4 276	5 363	5 363	4 248	(20.79)	3 631	4 028
Total payments and estimates	15 106	16 487	22 263	22 442	22 921	22 921	23 577	2.86	23 000	24 469

Payments and estimates by economic classification – Programme 3: Parliamentary Services

Economic classification R'000	Outcome			Main appro- priation 2014/15	Adjusted appro- priation 2014/15	Revised estimate 2014/15	Medium-term estimate			
	Audited 2011/12	Audited 2012/13	Audited 2013/14				% Change from Revised estimate			
							2015/16	2014/15	2016/17	2017/18
Current payments	15 072	16 421	22 230	22 413	22 892	22 892	23 545	2.85	22 968	24 437
Compensation of employees	10 027	9 951	12 841	15 380	15 537	15 537	16 268	4.70	17 519	18 434
Goods and services	5 045	6 470	9 389	7 033	7 355	7 355	7 277	(1.06)	5 449	6 003
Transfers and subsidies to	32	56	33	29	29	29	32	10.34	32	32
Households	32	56	33	29	29	29	32	10.34	32	32
Payments for financial	2	10								
Total economic classification	15 106	16 487	22 263	22 442	22 921	22 921	23 577	2.86	23 000	24 469

11.3.2 Performance and expenditure trends

The nominal increase of 2.86 per cent or R656 000 from R22.921 million in the 2014/15 revised estimates to R23.577 million in 2015/16 is mainly as a result of inflationary adjustments.

There has been a 4.7 per cent increase from 2014/15 or R730 000 from R15.537 million to R16.268 million under compensation of employees. This increase relates to provision for improvement of conditions of service as well as a new post within the programme.

The decrease of 1.06 per cent or R78 000 in the goods and services budget from R7.355 million in the 2014/15 revised estimate to R7.277 million in 2015/16 is as a result of additional funding provided in 2014/15 in respect of the indexing of Hansard translation services of previous years.

Provision has also been made for the payment of incentive rewards to qualifying staff under households.

WESTERN CAPE PROVINCIAL PARLIAMENT



ANNEXURES TECHNICAL INDICATOR DESCRIPTIONS

ANNEXURES: TECHNICAL INDICATOR DESCRIPTIONS

Sub-programme: Office of the Speaker

Strategic objective performance indicator	Establishing mechanisms year on year to monitor mandated functions
Short definition	Put mechanisms in place to monitor mandated functions as per the Constitution
Purpose/importance	Address the Auditor-General's concerns that there is no mechanisms in place on how the performance of the Provincial Parliament in terms of mandated oversight and monitoring; law-making and public participation functions can be measured and reported on.
Source/collection of data	Issuing of directives in terms of oversight, law-making and public participation. Compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA by required due date
Method of calculation	Simple counts
Data limitations	Political apathy
Type of indicator	Outcome
Calculation type	Cumulative over five years
Reporting cycle	Quarterly – reflection in Annual Report
New indicator	Yes
Desired performance	Compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA by required due date; Issuing of at least one directive in terms of oversight, law-making and public participation.
Indicator responsibility	Office of the Speaker and Committee Support
Key risk	Political apathy – no submission of business plans and reports

Programme performance indicator: 1	Percentage compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA by required due date
Short definition	Percentage compliance to prescriptive requirements of the Executive Authority by the prescribed due date or as per the transitional arrangements of the Financial Management of Parliament and Provincial Legislature Act, 2009.
Purpose/importance	The purpose of this indicator is to ensure that the Executive Authority complies with the transitional arrangements as per the Act and then finally complies fully.
Source/collection of data	Achievement of transitional arrangements.
Method of calculation	Achievement against the transitional arrangements.
Data limitations	Inadequate systems or capacity
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	99%
Indicator responsibility	Office of the Speaker
Key risk	Inadequate systems or capacity

Programme performance indicator: 2	Number of directives approved in terms of oversight, law-making and public participation
Short definition	Issue directives in terms of oversight, law-making and public participation.
Purpose/importance	Address the Auditor-General's concerns that there is no mechanisms in place on how the performance of the Provincial Parliament in terms of mandated oversight and monitoring; law-making and public participation functions can be measured and reported on.
Source/collection of data	Executive Authority could approve any one of the following: Oversight Model and submits to the Rules Committee; Rule review; Public Participation strategy; and Other directives
Method of calculation	Simple counts
Data limitations	Political apathy
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Issue one directive in terms of either one of the areas: oversight or law-making or public participation.
Indicator responsibility	Office of the Speaker, Chairpersons of Standing Committees, Committee Support
Key risk	Political apathy – no submission of business plans and reports

Sub-programme: Office of the Secretary

Strategic objective performance indicator: 1	Year-on-year improvement in organisational effectiveness and efficiency
Short definition	Year-on-year improvement in Provincial Parliaments performance with regards to effectiveness and efficiency.
Purpose/importance	Encourage a culture in which staff of the Provincial Parliament strives for continuous improvement and pursue new ways of tackling performance issues and implementing innovative, proactive solutions.
Source/collection of data	Results of surveys; Risk register; Programme performance report submitted to AG; Complaints received from client/stakeholders; and Audit outcome.
Method of calculation	Results of surveys: positive improvement of stakeholder/client satisfaction; All targets met as set out in the Annual Performance Plan; Reduction in complains received on services by clients/stakeholders; and Positive outcomes reported in monitoring and evaluation reports.
Data limitations	A majority of response from stakeholders/clients need to complete the survey for it to be a fair and accurate reflection of the support services received; Targets not met due to circumstances outside of the Provincial Parliament's control; Yard-stick change with regards to auditing of performance information; and Accuracy of monitoring and evaluation reports or capacity to perform evaluations.
Type of indicator	Outcome
Calculation type	Cumulative over five years
Reporting cycle	Quarterly – reflection in Annual Report
New indicator	Yes
Desired performance	Increase of positive responses (scores above 3) in clients / stakeholders satisfaction services; 99% achievement of performance targets as per APP
Indicator responsibility	Office of the Secretary (including Deputy Secretaries; Chief Financial Officer and Chief Parliamentary Officer
Key risk	Low response of stakeholders – mitigation: encourage responses and explain the importance of their contribution to the improvement of services received; and Stakeholder/client apathy – compliance to established service standards – Awareness, training on service standards and implement punitive measures for non-compliance.

Programme performance indicator: 1	Average percentage of client/stakeholder survey respondents scoring 3 and above on support services received
Short definition	Favourable total average satisfaction rating score of 3 and above received from clients/stakeholders (Members and Staff) on support services received, determined by means of Customer Satisfaction Surveys.
Purpose/importance	The purpose of this target is to establish whether the majority of the Provincial Parliament's clients/stakeholders rate the services rendered by the administration as good and above. The results of the survey will indicate whether there are any service delivery gaps and the appropriate action plans to address shortcomings will be developed and implemented.
Source/collection of data	A general satisfaction survey will be distributed to the various stakeholders/clients in respect of the following functional areas: legal services; Communication and Information; Library; Finance; Supply Chain Management; Information Technology; Security and Facilities management; Human Resources; Members Affairs; Plenary Support; Language services; Committee Support including Research and Public Education and Outreach. The results should reflect that 70% of respondents (Members and staff) rate a score of 3 or above (Good) for support services received from the Administration. Results of surveys will be submitted to the Accounting Officer.
Method of calculation	Results of surveys will be analysed and grouped according to the following scoring matrix. 1: Very poor; 2: Poor; 3. Good; and 4. Excellent Report submitted to the Secretary Evidence: Signature of receipt on route form.
Data limitations	A majority of response from stakeholders/clients need to complete the survey for it to be a fair and accurate reflection of the support services received.
Type of indicator	Outcome
Calculation type	Non-cumulative over five years
Reporting cycle	Annually
New indicator	Partial, survey is conducted yearly but the activity was stated as an indicator and not the outcome.
Desired performance	General above average measure (general score above 3) for the whole organisation as a whole.
Indicator responsibility	Office of the Secretary
Key risk	Low response of stakeholders; Stakeholder/client apathy; Unforeseen circumstances, including political leadership

Programme performance indicator: 2	Number of support service improvement plans implemented that address gaps in service delivery
Short definition	Improvement plan to address gaps identified by the survey to improve performance implemented.
Purpose/importance	The purpose of this target is to record and implement action plans identified to address gaps in service delivery to improve the quality of services provided to our clients/stakeholders.
Source/collection of data	Individual managers will compile the action plans and submit via their senior manager to the M&E unit within the Office of the Secretary so that the information and be consolidated and reported to the Secretary.
Method of calculation	Consolidated action plan including timeframes submitted to the Secretary.
Data limitations	A majority of response from stakeholders/clients need to complete the survey for it to be a fair and accurate reflection of the support services received – therefore managers cannot address gaps if they do not know if there is a real problem. Managers deny that there are gaps in the services they deliver.
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annually
New indicator	No
Desired performance	Action plans for each functional area that reflects a total score of below average.
Indicator responsibility	Office of the Secretary ; Senior Managers; and Line managers
Key risk	Low response of stakeholders; Stakeholder/client apathy; and Denial that service delivery gaps exist by functional area managers and senior managers.

Programme performance indicator: 3	Percentage of targets achieved as per APP
Short definition	The percentage of targets as tabled in Annual Performance plan achieved, supported by evidence which has been validated by the Monitoring and Evaluation unit.
Purpose/importance	The importance of this target is to ensure that targets set out in the APP are met and evidence existence to substantiate the achievement. Information will be consolidated and form part of the Programme Performance submitted to Provincial Treasury and the Auditor-General at the end of May of the following year.
Source/collection of data	Quarterly performance information validation reports; and Evidence files
Method of calculation	Total number of targets achieved divided by total number of targets planned as per APP times 100 to obtain percentage value.
Data limitations	Non achievement of targets as a result of unforeseen circumstances out of the Provincial Parliament's control, for eg. Policy changes and reprioritisation of targets to be achieved. Dependant on the completeness of the evidence files and inclusion of information relevant to the target.
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	No
Desired performance	98% of planned targets as per APP achieved.
Indicator responsibility	Office of the Secretary ; Senior Management; Line managers
Key risk	Non achievement of targets as a result of unforeseen circumstances out of the Provincial Parliament's control. No evidences or limited evidence submitted for validation purposes.

Programme performance indicator: 4	Number of evaluation processes implemented to drive improvement in operational effectiveness and efficiency
Short definition	Implementation of evaluation processes by implementing the Monitoring and Evaluation policy.
Purpose/importance	The importance of this target is to implement a plan to monitor and evaluate key functional areas to ensure that strategic objectives and goals are met effectively and efficiently. Information derived from these processes is to be analysed and used for organisational decision-making.
Source/collection of data	Evaluation reports submitted to the Secretary
Method of calculation	Implementation of policy and reports submitted to the Secretary
Data limitations	Dependant on the accuracy of information provided during evaluation purposes. Line managers not identifying functional areas to be evaluated.
Type of indicator	Activity
Calculation type	Non -cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Implementation of evaluation processes to at least one functional area.
Indicator responsibility	Office of the Secretary ; Senior managers; and Line managers
Key risk	Stakeholder / client apathy; Reports not useful

Programme performance indicator: 5	Number of monitoring and evaluation validations of performance information with evidence
Short definition	Validation of preliminary outputs with source evidence as per Annual Performance Plan to ensure that there are validated evidence for each performance target to prevent audit queries.
Purpose/importance	The validation process verifies whether the planned targets have been achieved and whether there is credible evidence available to substantiate each achievement for audit purposes. Information will be consolidated and form part of the Programme Performance submitted to Provincial Treasury and the Auditor-General at the end of May of the following year.
Source/collection of data	Quarterly performance information validation reports submitted to the Secretary; and Evidence files.
Method of calculation	Simple count
Data limitations	Dependant on the completeness of the evidence files and inclusion of information relevant to the target.
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	One report for each quarter
Indicator responsibility	Office of the Secretary ; Senior Management; Line managers
Key risk	No evidences or limited evidence submitted for validation purposes. Evidence does not link to targets.

Programme performance indicator: 6	Percentage of requests processed complying with the service level standards in the Performance Management Framework for Legal Services
Short definition	Compliance to the service level standards contained in the Performance Management Framework for Legal Services.
Purpose/importance	The purpose of this indicator is to ensure compliance to the established objective and measurable service level, procedural and management standards when providing legal services or requesting services from the Legal Services Unit.
Source/collection of data	Recording of all services and checking whether it is in compliance with the Framework.
Method of calculation	Total requests processed in compliance with the Performance Management Framework expressed as a percentage of the total number of requests received.
Data limitations	Dependant on whether clients/stakeholders comply with the Performance Management Framework
Type of indicator	Complete record of all services requested/provided.
Calculation type	Output
Reporting cycle	Cumulative
New indicator	Quarterly
Desired performance	Yes
Indicator responsibility	80%
Key risk	Legal Advisers
	Stakeholder apathy – not complying with standards in the Performance Management Framework; Not keeping record of services requested and provided

Strategic objective performance indicator: 2	Maintain clean audit outcomes on governance issues
Short definition	Maintain clean audit outcomes on governance issues which include risk management, Internal audit and audit committee.
Purpose/importance	The importance of this target is to ensure that there are systems or processes in place by which governance issues are recorded, managed and governed to ensure that all issues raised by AG; Audit Committee and Internal Audit is addresses so that it will not impact on the Provincial Parliament's current clean audit outcome.
Source/collection of data	Auditor-General's Audit report and Management Letter; Internal Audit reports and minutes; and Reports and minutes from the Audit committee
Method of calculation	Clean Audit outcome on governance issues
Data limitations	Yard-stick change with regards to the auditing of governance issues
Type of indicator	Outcome
Calculation type	Cumulative over five years
Reporting cycle	Annually over five years
New indicator	Yes
Desired performance	Maintain clean audit outcomes on governance issues
Indicator responsibility	Office of the Secretary (including Deputy Secretaries; Chief Financial Officer and Chief Parliamentary Officer
Key risk	Yard-stick change with regards to the auditing of governance issues

Programme Performance indicator: 3	Percentage compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA (Accounting Officer) by required due date
Short definition	Percentage compliance to prescriptive requirements by prescribed due date as per the transitional arrangements of the Financial Management of Parliament and Provincial Legislature Act, 2009.
Purpose/importance	The purpose of this indicator is to ensure that the Provincial Parliament complies with the FMPPLA and relevant transitional arrangements.
Source/collection of data	Achievement of FMPPLA and transitional arrangements.
Method of calculation	Achievement against the FMPPLA and transitional arrangements.
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	99%
Indicator responsibility	Office of the Secretary ; Senior Management; Line managers
Key risk	Inadequate systems or capacity

Sub-programme: Office of the Secretary (Communication and Information)

Programme performance indicator: 1	Percentage year-on-year increase in website statistics in respect of website sessions
Short definition	The accessing of information on the WCPP website by members of the public has improved
Purpose/importance	The more readily appropriate information can be accessed by the public, the higher public awareness and knowledge of the institution will be, which is likely to result in increased public participation
Source/collection of data	Website statistics; Number of website sessions
Method of calculation	Simple Count – year-on-year variations
Data limitations	Difficult to determine whether content is consumed or was relevant to search.
Type of indicator	Compound
Calculation type	Percentage increase based on year-on-year count
Reporting cycle	Annual
New indicator	Yes
Desired performance	10% year-on-year increase
Indicator responsibility	Manager: C&I and Manager: PEO
Key risk	Content updated

Programme performance indicator: 2	Percentage year-on-year increase in social media presence and activities
Short definition	Communication strategy that seeks to modernise communication, utilise technology smartly and expand meaningful communication with the public.
Purpose/importance	The smart use of technology will allow the WCPP to communicate current information almost instantaneously and keep abreast of popular and modern modes of communication. The communication of meaningful information should enhance public participation. Relates to Social media presence
Source/collection of data	Analytics from platforms; responses and engagements
Method of calculation	Simple count – year-on-year variations
Data limitations	Spam; connectivity (up time/availability of platforms/technology)
Type of indicator	Compound
Calculation type	Percentage increase based on year-on-year count
Reporting cycle	Annual
New indicator	Yes
Desired performance	5% year-on-year increase
Indicator responsibility	Manager: C&I and Manager: PEO
Key risk	Spam; connectivity (up time/availability of platforms/technology); cyber security

Sub-programme: Office of the Secretary (Library)

Programme performance indicator: 1	Number of library publications produced per annum
Short definition	Production of Library publications includes <i>Librar-e Bulletins, Info Flyers, What's New?</i> , etc.
Purpose/importance	To ensure that the Library communicates important and useful information with not only its patrons, but all WCPP staff, Members and support staff Publications driven by the availability of information to be distributed
Source/collection of data	Publications printed and distributed
Method of calculation	Number of publications produced
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	30 publications
Indicator responsibility	Manager: Communication & Information
Key risk	No new information to be published

Sub-programmes: Finance; Supply Chain Management and Internal Control

Strategic objective performance indicator	Clean audit outcome
Short definition	Classification of Audit Opinion received from the Auditor-General
Purpose/importance	Audit Opinion reflects the quality of governance principles and financial management
Source/collection of data	Audit Report
Method of calculation	Classification of Audit Opinion
Data limitations	Not applicable
Type of indicator	Outcome
Calculation type	Not applicable
Reporting cycle	Annually
New indicator	Yes
Desired performance	Clean Audit Outcome
	Partially achieved defined as unqualified audit
Indicator responsibility	Chief Financial Officer
Key risk	Qualified Audit Opinion

Sub-programme: Finance

Programme performance indicator: 1	Number of verifiable Annual Financial Statements submitted by the statutory due date
Short definition	Verifiable Annual Financial Statements submitted for audit by the 31 May
Purpose/importance	The rendering of accurate financial management services
Source/collection of data	Annual Financial Statement
Method of calculation	Signed off AFS signed by Accounting Officer, including the Audit Report
Data limitations	Not Applicable
Type of indicator	Output
Calculation type	Cumulative (AFS- for the year)
Reporting cycle	Annual
New indicator	No
Desired performance	Exact No partial achievement
Indicator responsibility	Accounting Officer
Key risk	Material Financial and Non-Financial errors, as well as non-compliance to applicable legislative requirements

Programme performance indicator: 2	Annual Estimate of Provincial Revenue and Expenditure submitted by required due date
Short definition	Finalised Estimate of Provincial Revenue and Expenditure by required date to be approved.
Purpose/importance	Budget allocation to the Provincial Parliament to be approved by the House.
Source/collection of data	Budgets Statement
Method of calculation	Signed off Drafts and final BS2 signed by Accounting Officer.
Data limitations	Not Applicable
Type of indicator	Output
Calculation type	Cumulative (Drafts)
Reporting cycle	Annual
New indicator	No
Desired performance	Exact No partial achievement
Indicator responsibility	Accounting Officer
Key risk	Material Financial and Non-Financial errors, as well as non-compliance to applicable legislative requirements

Programme performance indicator: 3	Percentage compliance to the Financial manual
Short definition	Percentage compliance to financial manual.
Purpose/importance	Compliance indication will be a measure of governance compliance.
Source/collection of data	Checklist of indicators of compliance database.
Method of calculation	Average percentage of compliance achieved.
Data limitations	Not applicable
Type of indicator	Efficiency, Output
Calculation type	Non-Cumulative
Reporting cycle	quarterly
New indicator	Yes
Desired performance	100% Partial achievement defined as 75%
Indicator responsibility	Manager: Finance, Chief Financial Officer
Key risk	Control gaps not addressed and picked up as audit findings

Programme performance indicator: 4	Number of quarterly In-Year-Monitoring (IYM) Narrative reports to track expenditure and identify early warning signals
Short definition	In-Year-Monitoring (IYM) narrative reports to track expenditure and identify expenditure warning signals
Purpose/importance	The narrative report on the IYM is to track expenditure and identify early warning signals with regards to expenditure that might lead to over or under expenditure
Source/collection of data	Monthly In Year Monitoring Report Narrative provided by Sub-programme managers
Method of calculation	Analysis of actual and projected expenditure against available budget resulting in surplus or deficit
Data limitations	Supplier invoice queries (not included in total)
Type of indicator	Output, efficiency
Calculation type	Cumulative – for the year
Reporting cycle	Quarterly
New indicator	No
Desired performance	Exact
Indicator responsibility	Manager: Finance
Key risk	Inaccurate projections which is inflated or underestimated which will not give a fair basis to identify true warning signals to enable appropriate remedial actions to be put in place

Programme performance indicator: 5	Percentage of payments processed to creditors within 30 calendar days of receipt of invoice
Short definition	Percentage of payments processed to creditors within 30 calendar days of receipt of invoice
Purpose/importance	Ensuring compliance to the requirements of the PFMA
Source/collection of data	Monthly ledger reports
Method of calculation	Number of payments processed to creditors within 30 calendar days/ Total number of payments to creditors x 100
Data limitations	None
Type of indicator	Output, activity
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Exact Partial achievement defined as 90%
Indicator responsibility	Manager Finance
Key risk	Non-compliance to applicable legislative requirements

Sub-programme: Supply Chain Management

Programme performance indicator: 1	Percentage of assets reconciling to the Asset Register
Short definition	Reconciling WCPP's assets to and from the asset register to the floor and versa vice
Purpose/importance	To account for the institution's assets.
Source/collection of data	A signed asset reconciliation report by the Manager SCM and the Chief Financial Officer
Method of calculation	Signed asset stock take report available for validation. Number of assets/Number of assets in asset register
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Not applicable
Reporting cycle	Bi-annually
New indicator	No
Desired performance	Exact Partially achieved defined as at least 75%
Indicator responsibility	Manager SCM
Key risk	Non-conformance could have serious implications of the AFS and the IFS

Programme performance indicator: 2	Percentage compliance with service delivery standards
Short definition	A Measurement of how SCM is complying with the standards committed to, by them
Purpose/importance	Ensure a reliable level of service delivery to our clients
Source/collection of data	SCM database containing turnaround time – a checklist of what will be measured and averaging the performance
Method of calculation	Average of percentage attained for turnaround times for different delegations of procurement
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Average percentage compliance to indicators
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% Partially achieved defined as at least 75%
Indicator responsibility	Manager SCM
Key risk	Impacting on service delivery of WCPP through under performance

Programme performance indicator: 2	Percentage compliance with SCM Manual Checklist
Short definition	How line functions are complying with manual and meeting governance requirements
Purpose/importance	Line functions complying with manual will ensure governance requirements are met
Source/collection of data	Database containing compliance measures and performance against it
Method of calculation	Average % compliance of key indicators which represent compliance (on checklist)
Data limitations	Not Applicable
Type of indicator	Output
Calculation type	Average percentage compliance to indicators
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% Partially achieved defined as at least 75%
Indicator responsibility	Manager SCM
Key risk	Non-conformance could speak to issues of non-compliance with legislative and or PPTD's requirements

Sub-programme: Internal control

Programme performance indicator: 1	Number of Progress reports against Financial Management Improvement Plan
Short definition	Progress reports against FMIP demonstrating progress in completing management action plans
Purpose/importance	Implementation of agreed to management action plans for good governance
Source/collection of data	Internal Control FMIP file
Method of calculation	A signed off progress report – signed by the Accounting Officer
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Exact or maximised
Indicator responsibility	Chief Financial Officer
Key risk	Similar Audit Findings recur in following year

Programme performance indicator: 2	Number of Inspection reports issued identifying control gaps in process
Short definition	Inspection reports identifying control gaps in process
Purpose/importance	Internal Control inspections proactively identify gaps in governance
Source/collection of data	Inspection file
Method of calculation	A signed off inspection report – signed by the Chief Financial Officer
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Exact or exceed
Indicator responsibility	Chief Financial Officer
Key risk	Control gaps not identified and picked up as audit findings

Programme performance indicator: 3	Number of follow up Inspection reports reflecting progress on implementation of recommendations
Short definition	Follow up Inspection reports demonstrating whether management implemented action plans to address control gaps
Purpose/importance	Agreed to management action plans implemented and control gaps addressed
Source/collection of data	Inspection file
Method of calculation	A signed off follow up inspection report – signed by the Chief Financial Officer
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Exact or exceed
Indicator responsibility	Chief Financial Officer
Key risk	Control gaps not addressed and picked up as audit findings

Programme performance indicator: 4	Percentage payments vouchers subjected to post audit
Short definition	Percentage payments subjected to post audit
Purpose/importance	Ensuring adequate support documentation for transactions
Source/collection of data	Post audit file
Method of calculation	Payments subjected to post audit for three month period Quarter 1 (Mar, Apr, May)divided by Number of payments for the period
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Exact
Indicator responsibility	Chief Financial Officer
Key risk	Transactions processed without adequate supporting documentation

Sub-programme: Human Resources

Strategic Objective Performance Indicator title	Modernisation and integration of Human Resources Management
Short definition	Modernisation and Integration
Purpose/importance	Essential to ensure more inherent controls for HRM processes, particularly those with monetary value and implications as well as the reduction of manual processes to allow for the rendering of value adding services.
Source/collection of data	Simple Count of automated and integrated processes; Simple Count of value adding services rendered as per Quarterly Reports.
Method of calculation	Simple Count
Data limitations	None
Type of indicator	Compound
Calculation type	Count
Reporting cycle	Annually
New indicator	Yes
Desired performance	Completely achieve the automated and integrated processes and to increase the count of value adding services by 50%.
Indicator responsibility	Manager: Human Resources
Key risk	Lack of funding or inadequate time to source and implement an integrated system that incorporates all the processes required.

Programme performance indicator: 1	Percentage increase in value-adding services rendered
Short definition	Percentage increase in value-adding services (as defined) as a result of the modernisation and integration of HRM
Purpose/importance	The WCPP does not get around to rendering value-adding services due to the number of non-integrated, manual processes and lack of resources. Value adding services refer to such activities that are not standard transactional activities but are aimed at enhancing the operational effectiveness of the organisation, the operational effectiveness of employees, the alignment of the organisation with the external environment and to improve the employee's work experience and wellness.
Source/collection of data	Monthly Reports
Method of calculation	Comparative analysis
Data limitations	None
Type of indicator	Simple
Calculation type	Percentage comparison
Reporting cycle	Annually
New indicator	Yes
Desired performance	From the current baseline of 1, the WCPP would like an increase of 50% year on year to next year.
Indicator responsibility	Manager: Human Resources
Key risk	Lack of Funding

Programme performance indicator: 2	Percentage increase in digitised HR processes
Short definition	Increasing the number of digitised and integrated HR processes
Purpose/importance	Digitising and integrating HR processes improves effectiveness as well as eliminate the opportunity for human error
Source/collection of data	HR Processes and Applications
Method of calculation	Comparative analysis
Data limitations	None
Type of indicator	Simple
Calculation type	Percentage comparison
Reporting cycle	Annually
New indicator	Yes
Desired performance	Increase in the number from 30% to 70%
Indicator responsibility	Manager: Human Resources
Key risk	Lack of funding.

Programme performance indicator: 3	Percentage of formal training focussed on identified skills gaps and structure
Short definition	Structuring and formalising of Human Resources Development
Purpose/importance	In order to ensure that the WCPP has an appropriately skilled staff complement the WCPP has to use the information obtained from the Skills Assessment to introduce a structured, formalised training programme.
Source/collection of data	Skills Assessment Reports WCPP's Training Programme WCPP's Training Reports
Method of calculation	Simple Count and verification
Data limitations	None
Type of indicator	Simple
Calculation type	Count and Verify
Reporting cycle	Annually
New indicator	Yes
Desired performance	70% of training is formal, focused on identified skills gaps and structured as opposed to none at the moment.
Indicator responsibility	Manager: Human Resources
Key risk	Difficulty to source service provider(s) and commitment to release employees for programmes.

Sub-programme: Information Technology

Strategic objective performance indicator	Upward change in the Capability Maturity level year-on-year based on the COBIT Maturity Model
Short definition	<p>In order to assess whether Information Technology (IT) are doing the right things as well as whether it is improving in those aspects of IT that is vital to the institution, the Control Objectives for Information Technology (COBIT) maturity framework (COBIT Maturity Model) and toolset is used in order to assess the maturity of the IT organization as a whole including Operational, Strategic and Project aspects of IT</p> <p>Definition of Maturity Levels:</p> <p>Management of the process of Provide IT governance that satisfies the business requirement for IT of integrating IT governance with corporate governance objectives and complying with laws and regulations is:</p> <p>Level 0: Non-existent when there is a complete lack of any recognisable IT governance process. The organisation does not even recognise that there is an issue to be addressed; hence, there is no communication about the issue.</p> <p>Level 1: Initial/Ad Hoc when there is recognition that IT governance issues exist and need to be addressed. There are ad hoc approaches applied on an individual or case-by-case basis. Management's approach is reactive, and there is only sporadic, inconsistent communication on issues and approaches to address them. Management has only an approximate indication of how IT contributes to business performance. Management only reactively responds to an incident that has caused some loss or embarrassment to the organisation</p> <p>Level 2: Repeatable but Intuitive when there are an awareness of IT governance issues. IT governance activities and performance indicators, which include IT planning, delivery and monitoring processes, are under development. Selected IT processes are identified for improvement based on individuals' decisions. Management identifies basic IT governance measurements and assessment methods and techniques; however, the process is not adopted across the organisation. Communication on governance standards and responsibilities is left to the individual. Individuals drive the governance processes within various IT projects and processes. The processes, tools and metrics to measure IT governance are limited and may not be used to their full capacity due to a lack of expertise in their functionality</p> <p>Level 2.5: Repeatable but Intuitive with some evidence of Defined when the importance of and need for IT governance are understood by management and communicated to the organisation. A baseline set of IT governance indicators is developed where linkages between outcome measures and performance indicators are defined. Selected IT processes are identified for improvement based on individuals' decisions. Management identifies basic IT governance measurements and assessment methods and techniques; however, the process is not adopted across the organisation. Communication on governance standards and responsibilities is left to the individual. Individuals drive the governance processes within various IT projects and processes. The processes, tools and metrics to measure IT governance are limited and may not be used to their full capacity due to a lack of expertise in their functionality. This fractional maturity level is not found in the COBIT maturity framework but the above criteria will be assessed against to measure level 2.5</p> <p>Level 3: Defined when the importance of and need for IT governance are understood by management and communicated to the organisation. A baseline set of IT governance indicators is developed where linkages between outcome measures and performance indicators are defined and documented. Procedures are standardised and documented. Management communicates standardised procedures, and training is established. Tools are identified to assist with overseeing IT governance. Dashboards are defined as part of the IT balanced business scorecard. However, it is left to the individual to get training, follow the standards and apply them. Processes may be monitored, but deviations, while mostly being acted upon by individual initiative, are unlikely to be detected by management</p>
Purpose/importance	To Ensure that all aspects of IT are well managed, aligned to Institution needs and delivers value.
Source/collection of data	COBIT Maturity Assessments
Method of calculation	Assessment sessions with all stakeholders of IT
Data limitations	None
Type of indicator	Output – Maturity Level for each aspect of IT e.g. Security, Project management, Service Desk
Calculation type	Non-Cumulative
Reporting cycle	Annually
New indicator	Yes
Desired performance	Upward change of Maturity Level year-on-year
Indicator responsibility	Manager: IT
Key risk	To Ensure that all aspects of IT are well managed, aligned to Institution needs and delivers value.

Programme performance indicator: 1	Phased implementation of ERP
Short definition	Implementation of Financial and HR systems to replace the existing SITA transversal systems, LOGIS, BAS and PERSAL which do not conform to the Regulatory requirements of GRAP.
Purpose/importance	Top conform to Legislation and to optimize and automate the business processes thereby improving the efficiency and effectiveness of the institution
Source/collection of data	Presentation of Business case and decision by WCPP EXCO to proceed. Allocation of budget and contracting of vendor.
Method of calculation	Project Charter
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	Successful implementation of Phase 2: Define Business Requirements, Tender, Contract vendor, POC
Indicator responsibility	Manager: Information & Communications Technology
Key risk	Buy-in from all stakeholders to the Project and the Project design and approach.

Programme performance indicator: 2	Phased implementation of ICT Infrastructure and Disaster Recovery
Short definition	Implementation of recommended and agreed Information Technology Infrastructure Solution to meet the WCPP Institution needs now and into the future including a fail-over Disaster Recover capability
Purpose/importance	Current ICT Infrastructure is aging and less than adequate for current and future needs. In order to provide the service levels required, a refresh of the ICT Infrastructure is required. Additionally, in the event of a disaster, a Disaster recover capability will ensure almost uninterrupted access to data, information and systems.
Source/collection of data	Presentation of Business case and decision by WCPP EXCO to proceed. Allocation of budget and contracting of vendor.
Method of calculation	Project Charter
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Monthly
New indicator	Yes
Desired performance	Successful implementation of Phase 1 of ICT Infrastructure and DR capability: Prerequisites for ERP
Indicator responsibility	Manager: Information & Communications Technology
Key risk	Buy-in from all stakeholders to the Project and the Project design and approach.

Programme performance indicator: 3	Percentage compliance to Project Management Best Practices
Short definition	In order to ensure the successful implementation of any initiative significant enough in size in WCPP, it is now widely accepted that Project Management methodology, discipline and best practise must be implemented at WCPP. This performance indicator is to ensure that all designated ICT projects as business projects (e.g. ERP) driven by ICT, will be conforming to the Project Management Methodology and Best Practice.
Purpose/importance	To ensure the success of Project within the WCPP Institution and that the institution derives value from the investment made.
Source/collection of data	Project dash board, project plans, monthly project reports, Project health checks
Method of calculation	Reports
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Conform to established Project Management gates and establish Baseline.
Indicator responsibility	Manager: Information & Communications Technology
Key risk	Availability of skill staff, resources and buy-in from stakeholders.

Programme performance indicator: 4	Percentage availability of all IT Infrastructure Services
Short definition	ICT services to the Members are dependent on the acceptable and agreed level of service and availability of these services to support the Members in their work.
Purpose/importance	Members and Staff are dependent on ICT Services which enables them to do their work. The non-availability or degradation of ICT Infrastructure will have a significant impact on Members and Staff ability to deliver on their mandate.
Source/collection of data	SLA reports from Vendors as well as internal availability reports from the ICT Infrastructure Monitoring and Management Systems.
Method of calculation	Reports
Data limitations	None
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Conformance to targets set
Indicator responsibility	Manager: Information & Communications Technology
Key risk	Dependency on skills and resources to ensure availability of ICT Infrastructure

Programme performance indicator: 5	Percentage year on year improvement of Service Support delivered against Service Level Agreement
Short definition	Service Support is primarily responsible for assisting Members and staff with resolving any ICT related incident reported as well as any requests for new or enhances ICT services required. This is done against an agreed Service Catalogue and Service Level agreement which is primarily measured against response times to incident and requests and time to repair or provide service requested.
Purpose/importance	Members and Staff are dependent on ICT Services which enables them to do their work. ICT Service Support is there to ensure that Members and Staff are quickly assisted to ensure that the work is largely uninterrupted and the Institution not adversely affected by ICT related incidents.
Source/collection of data	Service Desk reports and user satisfaction surveys
Method of calculation	Reports
Data limitations	None for reports. For Surveys the limitation is on the clients responding and the quality of that response.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Conformance to targets set
Indicator responsibility	Manager: Information & Communications Technology
Key risk	Service Desk tool to be approved for procurement and implementation in order to provide the necessary reports.

Sub-programme: Security and Facilities Management

Strategic objective performance indicator	Year-on-year improvement in organisational effectiveness and efficiency
Short definition	Year-on-year improvement in Provincial Parliaments performance with regards to effectiveness and efficiency.
Purpose/importance	To provide adequate facilities for staff and Members to perform their administrative and oversight functions effectively
Source/collection of data	The importance of this indicator is to show that there is an increase in Member's satisfaction rating
Method of calculation	Results of generic survey
Data limitations	Results of survey
Type of indicator	A majority response from stakeholders would be required in order to obtain a fair and complete reflection of the support services rendered
Calculation type	Outputs
Reporting cycle	Non-cumulative
New indicator	Annually
Desired performance	Yes
Indicator responsibility	Feedback from the majority of stakeholders and that the results indicates a score of above 70% per sub-programme
Key risk	Manager: Security and Facilities Management A majority response from stakeholders would be required in order to obtain a fair and complete reflection of the support services rendered

Programme performance indicator: 1	Number of security initiatives implemented as per Security Plan
Short definition	To give effect to the security initiatives contained in the security plan (2 initiatives identified improved access control through the implementation of a VMS SYSTEM and develop a BCP in line with the current disruptions which could be critical for service delivery
Purpose/importance	To identify and implement the most critical requirement of the Security Plan on a year to year basis –refer to security plan
Source/collection of data	Security Plan, annexures, JPC decisions, security assessments BCP /VMS DATA
Method of calculation	Identification of initiative by JPC and rolled-out
Data limitations	Confidential/top secret nature of certain documentation required/classification of records
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	To follow a consultative process to ensure that security initiatives employed are implemented
Indicator responsibility	Manager S&FM. JPC
Key risk	Security breaches

Programme performance indicator: 2	Number of reports on Precinct Management (physical environment)
Short definition	To manage the precinct in line with SDA with DTPW and other stakeholders DCS and law enforcement agencies
Purpose/importance	To provide support to the Internal Arrange Committee on Security and Facilities Management
Source/collection of data	SDA / surveys
Method of calculation	2 reports
Data limitations	Delineation of precincts of parliament
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Bi-annually
New indicator	Yes
Desired performance	To improve arrangements with stakeholders in and around parliamentary precinct
Indicator responsibility	Manager S&FM
Key risk	Declining precinct

Programme performance indicator: 3	Number of Joint Planning Committee Meetings in line with National Key Point Act requirements
Short definition	To arrange, keep record and implement decisions taken at JPC level. /submit monthly report to NKP office
Purpose/importance	To ensure compliance to legislation and ensure consistency in the application of security standards
Source/collection of data	NKP year calendar / minutes / Security Policy and Plan / Standing Rules / SOLF / Legislative Security Sector
Method of calculation	Number of successful meetings arranged and attendance of key role-players
Data limitations	Access to information
Type of indicator	Outcome /Impact
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To successfully host 4 X JPC meetings in line with NKP Calendar
Indicator responsibility	Manager S&FM / Chief security officer and Accounting Officer as Chairperson of JPC
Key risk	Non-compliance to NKP requirements

Programme performance indicator: 5	Number of Health and Safety inspections to identify risk and monitor the implementation of remedial measures
Short definition	To ensure that OHS Committee is mandated to perform their functions in terms of OHS Act's and prescripts
Purpose/importance	To ensure compliance to OHS Act, to reduce workplace injuries
Source/collection of data	OHS act, Minutes of OHS Committee meetings
Method of calculation	Number of health and safety inspections conducted
Data limitations	Confidential records of employees health otherwise None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Conducive work environment
Indicator responsibility	OHS Committee / AO
Key risk	Unpleasant and unsafe work environment

Programme performance indicator: 4	Number of compliance reports on WCPP File Plan and Records Policy
Short definition	To hold monthly workshops on the approved File Plan and Records Policy within WCPP
Purpose/importance	To ensure that all staff understand the importance of implementing the File Plan and Records Policy
Source/collection of data	File Plan / Records Policy / information collected from Provincial Archives / Registry procedural manual
Method of calculation	Number of awareness sessions
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Improved understanding of staff Members of File Plan and Records Policy
Indicator responsibility	Records Manager and Administrative officer-records
Key risk	Loss of key /critical information due to inadequate records management practices

Programme 2: Facilities and Benefits to Members and Political Parties

Strategic Objective Performance Indicator	Digitising and modernising Members' Affairs services
Short definition	Digitising and modernising Members' Affairs
Purpose/importance	To provide Members with remote transactional abilities in terms of Enabling Allowances and other enquiries or transactions
Source/collection of data	Implementation and utilisation of the relevant technology
Method of calculation	Simple Count
Data limitations	None
Type of indicator	Single
Calculation type	Simple Count
Reporting cycle	Annually
New indicator	Yes
Desired performance	To have acquired/developed and implemented the appropriate technology to allow remote transactions
Indicator responsibility	Manager: Human Resources
Key risk	Lack of funding

Sub-programme: Facilities and Benefits to Members

Programme performance indicator: 1	Percentage implementation of scheduled training programmes for Members per year
Short definition	Implementation of scheduled training for Members
Purpose/importance	To ensure that Members have the required skills and competencies to perform their functions as Members effectively
Source/collection of data	Approved Programme and implementation reports
Method of calculation	Simple Count; Check verification
Data limitations	None
Type of indicator	Single
Calculation type	Simple Count, Check Verification
Reporting cycle	Annually
New indicator	Yes
Desired performance	Establishment of a comprehensive Programme and the implementation of 80% of the scheduled training programmes
Indicator responsibility	Manager: Human Resources
Key risk	Lack of funding and Scheduling in terms of the Parliamentary Programme

Programme performance indicator: 2	Percentage of claims (submitted electronically complying with the requirements of the Members Facilities Guide) processed
Short definition	Increase in number of off-site electronic transactions processed
Purpose/importance	To provide Members with remote transactional abilities in terms of Enabling Allowances and other enquiries or transactions
Source/collection of data	Transaction Register
Method of calculation	Simple Count
Data limitations	None
Type of indicator	Single
Calculation type	Simple Count
Reporting cycle	Annually
New indicator	Yes
Desired performance	To have acquired/developed and implemented the appropriate technology to allow remote transactions
Indicator responsibility	Manager: Human Resources
Key risk	Funding

Programme performance indicator: 3	Number of training satisfaction survey conducted
Short definition	Members' satisfaction on whether the training programme for Members improved their ability to carry out their duties assessed
Purpose/importance	To ensure that the training and skills development provided to Members achieves the learning outcomes and impacts on the Members' ability to carry out their duties.
Source/collection of data	Training satisfaction surveys
Method of calculation	Simple Count
Data limitations	Respondents
Type of indicator	Single
Calculation type	Simple Count
Reporting cycle	Bi-annually
New indicator	Yes
Desired performance	80% of respondents indicate satisfaction
Indicator responsibility	Manager: Human Resources
Key risk	Response rate is normally very low with Members' surveys

Sub-programme: Political Parties Support Services

Performance indicator	Number of working days after receipt of required documents in terms of the Members Facilities Guide to process transfer payments
Short definition	Date of receipt or required documents and process dates of payments to parties to ensure payments are effected within 7 days after receipt of required documents as per Members' Facilities Guide
Purpose/importance	The indicator would reflect whether transfer payments of constituency and secretarial allowance to the Political Parties were processed by the required due date to ensure compliance to the Policies on Constituency and Secretarial allowance
Source/collection of data	Payments processed and approval of financial statements
Method of calculation	Output
Data limitations	Target dependant on timeous submission of required documentation by Political Party based on requirements of the Policies on Constituency and Secretarial allowance
Type of indicator	Activities, Outputs
Calculation type	The reported performance is cumulative and non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Exact
Indicator responsibility	Manager: Finance
Key risk	Financial statements of the Political Parties are not approved leading to payments not processed timeously as prescribed by the Policies on Secretarial and Constituency allowance.

Programme 3: Parliamentary Services

Sub-programmes: Plenary Support, Committee Support and Hansard and Language Services

Strategic Objective Performance Indicator	Year-on-year percentage compliance to SOPs for Plenary and Committee procedural and related support for all programmed sittings and Committee meetings
Short definition	Compliance with the SOPs
Purpose/importance	To ensure that the provision of procedural and related support is in line with established standards as per the SOPs
Source/collection of data	Monthly and Quarterly reports submitted to the Deputy Secretary; Procedural briefs for chairpersons; Procedural Guides for POs; Committee documents; House Papers
Method of calculation	Planned vs actual
Data limitations	None
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly report prepared by the 7 th day of the month following the end of the quarter and submitted to the Chief Parliamentary Officer and/or Deputy Secretary: Procedural Services
New indicator	Yes
Desired performance	Actual performance Degree of variance for unusual circumstances not covered for in SOPs as indicated under each indicator.
Indicator responsibility	Section Manager
Key risk	As indicated for the sub-programme

Sub-programme: Plenary Support

Programme performance indicator: 1	Percentage of procedural support services provided in terms of the Plenary Support Standard Operating Procedure to all plenaries programmed as per approved parliamentary programme
Short definition	Procedural support services to ensure compliance with applicable laws, Standing Rules and precedents and within stipulated timeframes
Purpose/importance	Constitutional mandate as per sections 114 and 116 of the Constitution.
Source/collection of data	<ol style="list-style-type: none"> 1. Quarterly reports on procedural support services provided to Plenaries 2. Preparation, production and distribution of parliamentary papers, namely Order Papers, Question Papers, Minutes of Proceedings, ATCs and Bills for assent 3. Preparation of Guides for Officers 4. Quarterly publication of procedural developments in the House 5. Vetting of all procedural support for Plenaries
Method of calculation	Planned versus actual
Data limitations	Targets dependent on programmed sittings for the session
Type of indicator	Output
Calculation type	Performance is non-cumulative
Reporting cycle	Quarterly report to be submitted to the Chief Parliamentary Officer on or before 7 th day of the month following the end of the quarter
New indicator	No (constitutional mandate)
Desired performance	Actual performance (95%)

Indicator responsibility	Manager: Plenary Support
Programme performance indicator: 2	Percentage of procedural advice provided to Presiding Officers and Members on request
Short definition	Procedural advice to ensure compliance with applicable laws, Standing Rules and precedents and within stipulated timeframes in response to Presiding Officer's request, as and when required
Purpose/importance	Constitutional mandate as per sections 114 and 116 of the Constitution.
Source/collection of data	1. Quarterly reports on procedural advice provided to Plenarities, Presiding Officers and Members on request, and as and when required. 2. Considered rulings prepared for Presiding Officers 3. Record of advice provided routinely to Presiding Officers and Members on procedural matters 4. Register of Procedural advice and guidance provided in the House
Method of calculation	Planned versus actual
Data limitations	Targets dependent on requests for procedural advice
Type of indicator	Output
Calculation type	Performance is non-cumulative
Reporting cycle	Quarterly report submitted to CPO on or before 7 th day of the month following the end of the quarter
New indicator	No (constitutional mandate)
Desired performance	Actual performance (100%)
Indicator responsibility	Manager: Plenary Support
Key risk	Wrong procedural advice given. <i>Mitigating:</i> Standing Rules, Precedents and established practice serve as reference and provide backup.
Programme performance indicator: 3	Number of working days taken after a sitting to communicate House resolutions to third parties in accordance with approved SOP
Short definition	Capturing of all resolutions that meets the parliamentary format, passed by the House, and communication of the resolutions to stakeholders
Purpose/importance	To strengthen the oversight role of Members by capturing the resolutions taken by the House and timeously communicating them to relevant stakeholders. Ensure that all the resolutions that meets the parliamentary format are communicated within agreed timeframes.
Source/collection of data	Resolutions that meets the parliamentary format are captured in Minutes of Proceedings and communicated as per Register, within the agreed timeframes. Communication is done by post, e-mail or via the website
Method of calculation	Planned versus actual
Data limitations	None
Type of indicator	Output
Calculation type	Performance is non-cumulative
Reporting cycle	Quarterly report submitted to CPO on or before 7 th day of the month following the end of the quarter
New indicator	No
Desired performance	All House resolutions that complies with parliamentary format are communicated to third parties within 15 days after the sitting of the House in accordance with approved SOP
Indicator responsibility	Manager: Plenary Support
Key risk	Communication of wrong or inaccurate resolutions to third parties. <i>Mitigation</i> Route form for the processing of motions allows for different levels of vetting.

Sub-programme: Committee Support

Programme performance indicator 1	Percentage of committee support provided, in accordance with approved SOP, to all programmed committee meetings as per approved parliamentary programme * Services are demand driven
Performance description	To allow for the provision of committee support, which includes procedural support, logistical support and administrative support in terms of the agreed timeframes as per the Standard operating procedures and Guidelines document of the Committee Section to the satisfaction of the WCPP administration.
Purpose/importance	To provide support to Members in the execution of their constitutional mandate of making laws and performing oversight over the exercise of the Provincial Executive Authority and holding them accountable.
Source/collection of data	Evidence will be provided in terms of a quarterly committee section report for the support provided (per quarter) according to the support provided in terms of the number of committee – Draft minutes produced and submitted to the chairperson and reports produced and submitted to the chairperson. All the above will be provided in accordance with the approved SOP.
Method of calculation	Planned vs. actual
Data limitations	Availability of Committee outputs against the Committee activities. * Note that Services are demand driven
Type of indicator	Output
Calculation type	Performance is cumulative (number of minutes and reports in compliance with sop / by total number of reports and minutes per quarter)
Reporting cycle	Quarterly report to be to the Chief Parliamentary Officer for approval (by the 7 th day following the end of the Quarter)
New indicator	Yes
Desired performance	Actual performance higher or in accordance with targeted performance subject to the parliamentary programme is desirable. Accurate reflection of committee meetings. Degree of variance for unusual circumstances not covered for in SOPs as indicated under each indicator.
Indicator responsibility	Manager: Committees
Key risk	Capacity of staff to adequately provide the expected support to committees. Some staff is supporting more than one committee.

Programme performance indicator 2	Percentage of requested research services provided to Committees, senior management and presiding officers, provided in accordance with approved SOP. * Services are demand driven
Performance definition	To allow for the provision of requested research support, as per the Standard Operating Procedures to the satisfaction of Committees, Presiding Officers the WCPP Senior management.
Purpose/importance	To provide research support to committees and Members in the execution of their constitutional mandate of making laws and performing oversight over the exercise of the Provincial Executive Authority and holding them accountable in terms of research requests received; and to provide research support to the executive and senior management of WCPP to effectively fulfil their roles and responsibilities.
Source/collection of data	A quarterly report of the Committee Section's research support on requested research service
Method of calculation	Planned vs. Actual
Data limitations	Reactive research is dependent on demand for research support.
Type of indicator	Output
Calculation type	Cumulative (number of request provided in terms of SOP/ total number of research request per quarter)
Reporting cycle	Quarterly report to the Chief Parliamentary Officer for approval (by the 7 th day following the end of the Quarter)
New indicator	Yes
Desired performance	Actual performance higher or in accordance with targeted performance subject to the parliamentary programme is desirable. Degree of variance for unusual circumstances not covered for in SOPs as indicated under each indicator.
Indicator responsibility	Manager: Committees
Key risk	Research that does not provide for the technical and content knowledge requirements of Members and committees disables decision making and compromises legislative oversight. Skills, expertise and knowledge of researchers

Sub-programme: Public Outreach and Education

Strategic Objective Performance Indicator	Percentage increase in the planned education initiatives to improve public participation in the legislative and other processes of the Legislature.
Short definition	The Provincial Parliament is compelled by the Constitution to involve the public in its legislative and other processes. As an administration that provides support service to public representatives in the law-making and oversight processes, it is therefore important that the WCPE ensures that the public are able to participate meaningfully in the legislative and other processes. In order to do so, the public needs to be educated on how to participate. By increasing the number of education initiatives, a greater percentage of citizens will be capacitated to participate in the legislative processes.
Purpose/importance	The objective is to conduct 250 education workshops per annum as from 2016 in order to reach a significant number of schools and organisations (within a five year period).
Source/collection of data	Involving the public in the legislative and other processes of the legislature and its committees is a constitutional imperative
Method of calculation	Quarterly PEO reports on the number of planned education initiatives against the Annual Education Programme and the Quarterly Implementation Plan
Data limitations	Planned vs. actual
Type of indicator	Timeous availability of parliamentary programme
Calculation type	Output
Reporting cycle	Performance is non-cumulative
New indicator	Quarterly report to be submitted to the Deputy Secretary: Procedural Services for approval (by the 7 th day following the end of the Quarter)
Desired performance	No
Indicator responsibility	Actual performance that is equal or higher than the targeted performance is desirable
Key risk	Manager: Public Education and Outreach The absence of an approved public participation strategy. The programme will be dependent on additional funding and human resources. The section will need a minimum of 6 PEO Officers and three seniors in order to reach the preferred target of 250 workshops per annum targets. Two PEO Officers per regional language will have to be appointed in order for this proposal to be effective. If the proposed staffs are not appointed, the targets will have to be re-adjusted to the current figures and capacity.
Tolerance levels	Some planned education initiatives may not take place due to external factors. An allowance for a 10% deviation from the planned target is considered reasonable

Programme performance indicator: 1	Annual education programme on the law-making, oversight, public participation and petitions processes developed by 31 March 2016
Short definition	Annual education programme developed for the 2015/16 financial year Annual education programme will outline planned activities based on commemorative events, the budget process, the annual report process; events around certain public holidays and will further highlight support for committees and the petitions process. The plan will contain the quarterly number of programmes and specific sectors that will be targeted. The plan will further elaborate on the curriculum to be followed to give effect to the education and outreach activities
Purpose/importance	Constitutional mandate as set out in S 118 of the Constitution (Act 108 of 1996). Programme aligned to parliamentary programme with particular reference to Committee activities, Sectorial initiatives as well as requests for Education Programmes. Programme further takes into account target audience, e.g. Learners / students at different educational levels and geographical locations (urban/ rural)
Source/collection of data	A signed off approval by the Deputy Secretary Procedural Services of the Annual Programme
Method of calculation	Planned versus actual
Data limitations	Timeous approval for Annual Programme and timeous availability of parliamentary and Committee programmes for the new financial year
Type of indicator	Output
Calculation type	Performance is non-cumulative
Reporting cycle	Annual (on or before 31 March 2016)
New indicator	No
Desired performance	Actual performance that is equal or higher than the targeted performance is desirable
Indicator responsibility	Manager: Public Education and Outreach
Key risk	No material risk identified apart from the availability of an approved parliamentary programme for the new financial year Policy changes may impact on the annual education programme
Tolerance levels	The annual education programme is a forward looking document and is premised on past parliamentary programmes. At the stage of developing the programme, the parliamentary programme for the next year might not be settled yet and the programme may have to be adjusted to take this into account. It is also not known at this stage what provincial and national Bills will be referred to the Provincial Parliament. Allowance should therefore be made for some adjustments to the education programme. An allowance of 25% of events not catered for is considered reasonable

Programme performance indicator: 2	Education Curriculum on the law-making, oversight and public participation and petitions developed by 30 September 2016
Short definition	Education Curriculum developed for the 2015/16 financial year Education Curriculum will outline planned legislative course objectives for different categories of participants. This will determine foundation; intermediate and senior phases of material and training.
Purpose/importance	Constitutional mandate as set out in S 118 of the Constitution (Act 108 of 1996). Programme aligned to parliamentary programme with particular reference to Committee activities, Sectorial initiatives as well as requests for Education Programmes. Programme further takes into account target audience, e.g. Learners / students at different educational levels and geographical locations (urban/ rural)
Source/collection of data	A signed off approval by the Deputy Secretary Procedural Services of the Annual Programme
Method of calculation	Planned versus actual
Data limitations	Timeous approval for implementation for the following Annual Programme new financial year
Type of indicator	Output
Calculation type	Performance is non-cumulative
Reporting cycle	Annual (on or before 31 March 2016)
New indicator	Yes
Desired performance	Actual performance that is equal or higher than the targeted performance is desirable
Indicator responsibility	Manager: Public Education and Outreach
Key risk	No material risk identified apart from the availability of resources. Policy changes may impact on the education curriculum
Tolerance levels	The curriculum is a forward looking document and is premised on past parliamentary programmes. At this stage of development the curriculum will be based on three categories of participant stakeholders, but will be broadened as the need arise.

Programme performance indicator: 3	Number of existing Education material reviewed
Short definition	Current education material needs to be reviewed in order to adhere to relevant legislation and to adapt it to the needs of stakeholders
Purpose/importance	The education material needs to be relevant to the Constitution, legislative processes of law-making, submissions and petitions The material need to be relevant to the legislative programme of the WCPP. (Role of Standing Committees etc.) The education materials need to be adapted to the needs of stakeholders with regard to their levels of education and specific sector
Source/collection of data	Existing educational material, inputs, feedback on material by stakeholders, etc. There are currently 9 education materials, namely: 1 The Principles of Democracy 2 The Three Arms of the State 3The Chapter Nine Institutions 4 The Law-making process 5 Submissions guide 6 Petitions pamphlet 7 A Children's Activity booklet 8. Annual Reports fact Sheet. 9. 16 Days of Activism fact sheet. By May 2016 we will have a pamphlet on the Appropriations Bill and Budget Cycle, which will become part of the review process.
Method of calculation	Planned versus actual
Data limitations	Timeous production and availability of education material
Type of indicator	Output
Calculation type	Performance is cumulative. Two education material need to be reviewed during the financial year in the first and third quarters
Reporting cycle	Bi-Annual
New indicator	No
Desired performance	Actual performance that is equal as per APP target
Indicator responsibility	Manager: Public Education and Outreach
Key risk	No stakeholder participation in the review process.

Programme performance indicator: 4	Number of new education material developed
Short definition	The development of two education materials that supports the legislative processes and which is relevant to the involvement, empowerment of all targeted stakeholders
Purpose/importance	New education material need to be developed in order to adhere to the constitutional obligations of the WCPP. The material must support the activities and legislative responsibilities of the parliamentary programme. (State of the Nation's Address, Committees and submissions, petitions, annual reports and how to participate in the law-making process etc.) The material must be relevant for specific stakeholders and be translated into the three languages of the province
Source/collection of data	Development of two new education material by the PEO Section and approved by the Deputy Secretary Procedural Services: The development of a new education video on The Role of the WCPP. The development of an education video film on the Petitions process.
Method of calculation	Planned versus actual
Data limitations	Timeous development and availability of relevant education material
Type of indicator	Output
Calculation type	Performance is cumulative. Two education material need to be developed during the financial year in the second and fourth quarters
Reporting cycle	Bi-Annual
New indicator	No
Desired performance	Actual performance that is equal or higher than the targeted performance is desirable The focus of new education material may change due to the changing needs of the organisation.
Indicator responsibility	Manager: Public Education and Outreach
Key risk	Education material not developed due to staff shortage, or time limitations or available skills and expertise No stakeholder input to new material Material developed, but not printed due to external control of production process
Programme performance indicator: 5	Number of educational workshops rolled out as per Annual education programme
Short definition	Annual education programme implemented quarterly
Purpose/importance	Constitutional mandate as set out in S 118 of the Constitution (Act 108 of 1996) Programme aligned to parliamentary programme with particular reference to Committee activities, Sectorial initiatives as well as requests for Education Programmes. Programme further takes into account target audience, e.g. Learners / students at different educational levels and geographical locations (urban/ rural)
Source/collection of data	Quarterly implementation plan developed in the month preceding the end of the quarter and submitted to the Deputy Secretary Procedural Services for approval on or before the last day of the preceding quarter. Programmes implemented in accordance with Quarterly Implementation Plan, attendance register and report on workshops contained in Monthly report to Deputy Secretary: Procedural Services
Method of calculation	Planned versus actual.
Data limitations	Approval and support for the Annual and Quarterly implementation plans; finalisation of parliamentary and committee programmes
Type of indicator	Output
Calculation type	Performance is cumulative.
Reporting cycle	Quarterly report to be submitted to the Deputy-Secretary: Procedural Services for approval (by 7 th day following the end of the Quarter)
New indicator	No
Desired performance	Actual performance that is equal or higher than the targeted performance is desirable 10% variation in education programmes permissible due to changing needs of the organisation.
Indicator responsibility	Manager: Public Education and Outreach
Key risk	Policy changes may impact on the implementation plan. Conditions such as service delivery protests may affect the access to communities where the education workshops are planned. Lack of financial and human resources needed to implement increased targets.

Programme performance indicator: 6	Percentage of petitions processed in accordance with relevant legislation
Short definition	Percentage of petitions administered and processed in accordance with the: Western Cape Petitions Act (Act 2 of 2006) and the applicable Regulations. This Act and Regulations provide for the public to petition the Western Cape Provincial Parliament as well as provision for the processing of petitions in the Legislature.
Purpose/importance	Updated Register of Petitions: administered, received and processed to ensure compliance with Western Cape Petitions Act and Regulations is prepared by the Public Education and Outreach Section
Source/collection of data	Constitutional mandate Section 115 of the Constitution (Act 108 of 1996)
Method of calculation	Members of the public submit petitions to the Legislature in accordance with applicable legislation
Data limitations	Number of petitions processed / number of petitions received
Type of indicator	Subject to receipt of Petitions
Calculation type	Output
Reporting cycle	Performance is non-cumulative
New indicator	Quarterly report to be submitted to the Deputy-Secretary: Procedural Services for approval (by 7 th day following the end of the Quarter)
Desired performance	No
Indicator responsibility	Actual performance that is equal or higher than the targeted performance is desirable Manager: Public Education and Outreach
Key risk	No material risk apart from citizen apathy Mitigation: Continuous education on petitions process

Sub-programme: Hansard and Language Services

Programme performance indicator: 1	Percentage of recommendations implemented that have been accepted arising from external vetting of interpreting services
Short definition	To conduct an assessment / vetting of interpreting services rendered to the meetings of the House and its committees so as to determine whether the quality of the interpreting is in line with industry practices and that it facilitates the purpose as stated below. The assessment must be followed by an action plan to implement accepted recommendations
Purpose/importance	Rendering of interpreting services to proceedings of the House and its Committees enables Members to follow the proceedings and execute their Constitutional mandate of law making and oversight. It also enables the public in attendance to follow these proceedings in one of the official languages. It is in compliance with the Language Policy of the Province. Therefore, the importance of the Vetting service is intended to give the WCPP some assurance that a good quality service is provided by the outsourced interpreting services.
Source/collection of data	Bi-annual reports on interpreting services rendered External experts to assess the quality of interpreting services rendered and to submit a written report on the services. Action Plan on Implementation of Accepted Vetting Recommendations
Method of calculation	Planned versus actual
Data limitations	None
Type of indicator	The indicator measures output.
Calculation type	Performance is non-cumulative
Reporting cycle	Bi-annual report and submitted to Deputy Secretary by the 7 th day of the month following the end of that quarter.
New indicator	No
Desired performance	85% of all accepted Vetting Recommendations are desired for implementation Tolerance Level Due to the financial implications of some of the recommendations, which may require additional funding, such recommendations may be indicated in the Action Plan for implementation in the following financial year when funding has been secured.
Indicator responsibility	Chief Parliamentary Officer
Key risk	Finding suitably qualified and experienced interpreters to provide a vetting service Mitigation: The Language Sections maintains a database of Interpreting experts. Long Term contracts for service to be considered.

Programme performance indicator: 2	Percentage of recommendations implemented that have been accepted arising from external vetting of translations services
Short definition	To conduct an assessment / vetting of translation services rendered to WCPP so as to determine whether the quality of the translation is in line with industry practices and that it facilitates the purpose as stated below. The assessment must be followed by an action plan to implement accepted recommendations
Purpose/importance	To give effect to the Western Cape Language Act and to adhere to the Western Cape Language Policy. Provision of translation services is important to ensure that Members and citizens can understand parliamentary documentation in a language that they are comfortable with. Therefore, the importance and purpose of the vetting service by using external language experts is to ensure that a good standard of translations is maintained.
Source/collection of data	Bi-annually reports on the quality of translation services rendered External experts to assess the quality of translation services and to submit a written report on the service. Action Plan on Implementation of Accepted Vetting Recommendations
Method of calculation	Planned versus actual
Data limitations	None
Type of indicator	The indicator measures output.
Calculation type	None – performance is non-cumulative
Reporting cycle	Bi-annual report and submitted to Deputy Secretary by the 7 th day of the month following the end of that quarter
New indicator	No
Desired performance	85% of all accepted Vetting Recommendations are desired for implementation Tolerance Level Due to the financial implications of some of the recommendations, which may require additional funding, such recommendations may be indicated in the Action Plan for implementation in the following financial year when funding has been secured.
Indicator responsibility	Chief Parliamentary Officer
Key risk	Finding suitably qualified and experienced translators familiar with parliamentary terminology to provide a vetting service Mitigation: The Language Sections maintains a database of language experts. Long Term contracts for service to be considered.

Programme performance indicator: 3	Percentage availability of official House papers translated in all official languages
Short definition	To ensure the availability of all House Papers in all the three official languages of the Province by providing a translation service
Purpose/importance	To enable Members to execute their Constitutional mandate of law making and oversight by providing them with documents in their preferred language. In the same vein to provide citizens with parliamentary documentation in one of the three official languages in compliance with Western Cape Language Act
Source/collection of data	<ul style="list-style-type: none"> Quarterly reports prepared by Language practitioners on documents translated in terms of an agreed timeline Bi-annual Reports on the Vetting of Translation services Minutes of proceedings of the House – (translated versions available on publication) Question Papers (Questions for Oral Reply and Questions for Written Reply) – (translated versions available on publication) Order Papers – (translated versions available on publication) Announcements, Tablings and Committee Reports (ATC) - (committee reports not always translated on publication due to time constraints, but the complete translation to be made available within 7 working days after publication) Hansard – (translated versions available on publication of the complete Hansard book/volume).
Method of calculation	Total number of House papers fully translated into all three official languages vs. total number of House papers not fully translated into all three official languages
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly report prepared by the 7 th day of the month following the end of the quarter and submitted to Deputy Secretary
New indicator	No
Desired performance	100% of all House Papers as listed above are translated on publication Tolerance Level ATCs may, due to time constraints and the urgency of tabling committee reports, not be translated at first instance but will be fully translated within 7 working days after the date of publication of the ATC.
Indicator responsibility	Chief Parliamentary Officer
Key risk	Not having a full capacity Language Service Unit. Poor quality of translation service. Mitigation: proposals to review the organogram have been submitted. Other staff Members assist with translations over and above their normal duties. External vetting of the quality of translations done twice a year.

Programme performance indicator: 4	Percentage availability of interpreting services for the House and Committees when required
Short definition	To ensure the provision of interpreting service for all the proceedings of the House and the proceedings of all committee meetings where requested
Purpose/importance	Compliance with the Constitution both national and provincial as well as the Western Cape Language Act. To ensure that Members and the public can express themselves in a language that they are comfortable with.
Source/collection of data	Quarterly report prepared by the Language Practitioners on interpreting services provided Bi-annual Reports on the Vetting of Interpreting services Members quarterly satisfaction survey report
Method of calculation	Not applicable, this service is demand driven.
Data limitations	None
Type of indicator	The indicator measures output.
Calculation type	Performance is cumulative
Reporting cycle	Quarterly by the 7 th day of the month following the end of the quarter and submitted to Deputy Secretary
New indicator	None
Desired performance	Actual performance higher or in accordance with targeted performance
Indicator responsibility	Chief Parliamentary Officer
Key risk	The availability of the outsourced interpreters to render a service. The poor quality of interpreting service Mitigation: The Language Unit maintains a database of interpreters and has a process in place to ensure that someone is able to render the service as and when required. External vetting of the quality of interpreting done twice a year.

Programme performance indicator: 5	Number of contact meetings held with Service Provider to ensure that Hansard services provided are as per service level agreement and that deviations are addressed
Short definition	To ensure the proper monitoring of the Hansard service so as to realise the specified performance standards
Purpose/importance	Hansard is an important source of information for Members and often used as a basis for performing oversight. Apart from this it records parliamentary business.
Source/collection of data	Minutes of Meetings with service provider Quarterly report on Hansard services rendered as per agreed timeframes on the service level agreement Service Level Agreement
Method of calculation	Not applicable, this service is demand driven.
Data limitations	None
Type of indicator	Output indicator.
Calculation type	None – performance is non-cumulative
Reporting cycle	Quarterly by the 7 th day of the month following the end of the quarter and submitted to Deputy Secretary.
New indicator	None
Desired performance	Actual performance higher or in accordance with targeted performance
Indicator responsibility	Chief Parliamentary Officer
Key risk	The non-availability of a Hansard service. Mitigation: A service provider has been appointed on a three year contract and the CPO is responsible for monitoring the Hansard service.

