

WESTERN CAPE PROVINCIAL PARLIAMENT



ANNUAL PERFORMANCE PLAN 2016/2017

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FOREWORD BY THE SPEAKER

It is my pleasure to submit the 2016/17 Annual Performance Plan for the Western Cape Provincial Parliament.

This plan outlines the goals and objectives that will guide us in achieving our mandate and to generally improve our services across all functional areas.

The Provincial Parliament is a crucial component of the overall governance in the province and its effectiveness and efficiency as an institution will contribute to improved service delivery to the people of the province.

Importantly, the implementation of the ***Financial Management of Parliament and Provincial Legislatures Act, 2009***, which came into operation on 1 April 2015, which has had a significant impact on the operations of the WCPP both financially and in terms of human resources.

The above Act requires that the WCPP prepare its financial statements in accordance with the standards of General Recognised Accounting Practice (GRAP) as opposed to a modified cash basis of accounting. Furthermore a parliamentary oversight mechanism must oversee the financial management of the WCPP necessitating a re-look at the governance arrangements of the institution and to align them with the prescripts of the Act.

I wish to take this opportunity to once again thank all Members for their support and know that I can count on your continued support to improve our institution for the benefit of all our stakeholders.


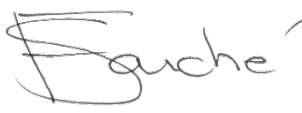
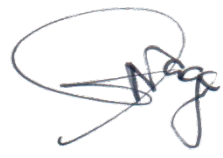




SHARNA FERNANDEZ
SPEAKER
EXECUTIVE AUTHORITY OF THE WESTERN CAPE PROVINCIAL PARLIAMENT

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 2016/17.

Name	Rank	Signature
Royston Hindley	Programme Manager: Programme 1: Administration	
Sunelle Fouché	Programme Manager: Programme 2: Facilities for Members and Political Parties	
Tshepiso Nage	Programme Manager: Programme 3: Parliamentary Services	
Nicole Petersen	Chief Financial Officer	
Gilbert Lawrence	Accounting Officer	

Approved by:


SHARNA FERNANDEZ
SPEAKER
EXECUTIVE AUTHORITY OF THE WESTERN CAPE PROVINCIAL PARLIAMENT

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 legislatures are established in terms of Chapter 6 of the Constitution of the Republic of South Africa, 1996 (the Constitution). Salient here is:

- (a) Section 114(1) of the Constitution confers the power to make laws on provincial legislatures.
- (b) Section 114(2) of the Constitution states that provincial 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 of any provincial organ of state.
- (c) Section 115 of the Constitution states, among other things, that a provincial legislature may summon any person to appear before it to give evidence; may require any person or provincial institution to report to it; and may receive petitions, representations or submissions from any interested persons or institutions.

The *Western Cape Witnesses Act, 2006* further articulates these powers of compulsion; and the *Western Cape Petitions Act, 2006* creates the framework for the receipt and processing of petitions.

- (d) Section 116(1) of the Constitution provides that provincial 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 *Standing Rules of the Western Cape Provincial Parliament*, as amended from time to time, gives expression to the powers conferred by section 116(1) of the Constitution.

- (e) Section 117 of the Constitution concerns, among other things, the privilege of members of provincial legislatures, notably the privilege of freedom of speech to be enjoyed subject to the rules and orders of the legislatures.

The powers and privileges of members have been codified in the *Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004*.

- (f) Section 118 of the Constitution places an obligation on provincial legislatures to facilitate public involvement in the legislative and other processes of the provincial legislatures and to conduct their business in an open manner.

(ii) The Constitution of the Western Cape, 1997

The Western Cape is the only province with its own constitution. Together with the Constitution of the Republic of South Africa, 1996, it is the highest law in the Western Cape.

The Constitution of the Western Cape, 1997 ("the Provincial Constitution"), in as far as its empowering provisions are concerned, is essentially identical to the Constitution of the Republic of South Africa, 1996.

The Provincial Constitution does, however, provide for certain distinctive legislative and executive structures and naming designations which differ from certain structures and naming designations in the Constitution. For example:

- (a) Section 9(1) of the Provincial Constitution refers to the Western Cape's provincial legislature as the Western Cape Provincial Parliament, and section 13 provides that the Provincial Parliament consists of 42 members;
- (b) Where section 111(1) of the Constitution provides that a provincial legislature must elect a Deputy-Speaker, section 20(3) of the Provincial Constitution makes the election of a Deputy-Speaker by the Provincial Parliament discretionary; and

- (c) Section 42 of the Provincial Constitution refers to Provincial Ministers whereas section 132 of the Constitution refers to members of the Executive Council.

4.2 Statutory Mandates

(i) Financial Management of Parliament and Provincial Legislatures Act, 2009

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 operation on 1 April 2015, and the Provincial Parliament will account for its financial management in terms of this Act from the 2016/17 reporting period onwards.

(ii) Money Bills Amendment Procedure and Related Matters Act, 2009

This Act provides for the amendment of money Bills in Parliament, and for norms and standards for the amendment of money Bills in provincial legislatures.

(iii) Mandating Procedures of Provinces Act, 2008

This Act provides for a uniform procedure for provincial legislatures to 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.

(iv) Western Cape Witnesses Act, 2006

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

(v) Western Cape Petitions Act, 2006

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

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

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

(vii) Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004

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

(viii) Public Audit Act, 2004

This Act assigns the supreme auditing function to the Auditor-General, which includes auditing of the administrations of provincial legislatures. Audit reports are tabled in the Provincial Parliament where they are dealt with as provided for in the *Standing Rules of the Western Cape Provincial Parliament*.

The Auditor-General may determine the relevant criteria, standards, guidelines and frameworks in respect of which the administrations of provincial legislatures are audited.

(ix) Members of the Western Cape Provincial Parliament Code of Conduct Act, 2002

This Act gives effect to section 27 of the Provincial Constitution by providing for a Code of Conduct governing the conduct of members of the Provincial Parliament.

The *Code of Conduct for Members of the Western Cape Provincial Parliament* (as amended from time to time) is premised on this Act.

(x) Western Cape Provincial Languages Act, 1998

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

(xi) Remuneration of Public Office-bearers Act, 1998

This Act provides a framework for the determination of salaries and allowances of public office bearers.

(xii) Determination of Delegates (National Council of Provinces) Act, 1998

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

(xiii) Electoral Act, 1998

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

(xiv) State Information Technology Agency Act, 1998

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

(xv) Independent Commission for the Remuneration of Public Office-bearers Act, 1997

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

(xvi) National Council of Provinces (Permanent Delegates Vacancies) Act, 1997

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

(xvii) National Key Points Act, 1980

This Act provides for the identification of national key points and for the safeguarding of national key points.

The WCPP, situated at 7 Wale Street, Cape Town, was declared a national key point by the Minister of Police, making the Act operative in respect of the WCPP.

4.3 Policy Mandates

None

4.4 Relevant Case Law

The following judgments have a significant impact on the operations of the Provincial Parliament, and informs on interpretation of the constitutional mandate of the Provincial Parliament:

(i) 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 Provincial Constitution by the Constitutional Court.

(ii) Doctors for Life International v The Speaker of the National Assembly et al (CCT 12/05)

This judgment 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 and other processes of the provincial legislature.

The Constitutional Court considered whether Parliament and the provincial legislatures acted reasonably in discharging their duty to facilitate public involvement in respect of certain Acts.

(iii) Ex parte President of the Republic of South Africa: In re Constitutionality of the Liquor Bill 2000 SA 732 CC

This judgment dealt with 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.

(iv) 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.

(v) 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 an individual (private) member of that legislature to introduce legislation into that legislature.

(vi) Mosiuoa Lekota and Another v The Speaker, National Assembly and Another (Western Cape High Court) case no: 14641/12

This 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.

(vii) Premier: Limpopo Province v Speaker: Limpopo Provincial Legislature and Others ZACC 25 [2011]

This judgment dealt with the interpretation of section 104 of the Constitution in the context of the provincial legislatures' capacity to legislate on the management of their own financial affairs, and concluded that the provincial legislatures do not have this legislative capacity.

(viii) 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 procedure allows for provincial input in the legislative process as it relates to that Bill.

(ix) 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 the Province may determine the number of members in its provincial legislature in the 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.

(x) 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 WCPP

The Western Cape Provincial Parliament (WCPP) is the legislative authority of the Western Cape Province and is established in terms of Chapter 6 of the Constitution of the Republic of South Africa, 1996.

The legislative authority of the WCPP, 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 WCPP 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 WCPP may legislate includes health care, primary and secondary education, agriculture, transport and land use planning.

The WCPP may exercise its legislative power as follows:

- consider, pass, amend or reject any Bill before the legislature; and
- initiate or prepare legislation, except money Bills.

The WCPP must 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 are accountable to it; and any provincial organ of state.

The WCPP 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 the above; and
- receive petitions, representations or submissions from any interested persons or institutions.

In terms of section 118 of the Constitution, the WCPP must:

- facilitate public involvement in the legislative and other processes of the legislature and its committees; and
- conduct its business in an open manner, and hold its sittings, and those of its committees, in public, but reasonable measures may be taken to regulate public access, including access of the media, to the legislature and its committees; and to provide for the searching of any person and, where appropriate, the refusal of entry to, or the removal of, any person.

The WCPP consists of 42 Members and the political parties represented are as follows:

Political Party	Seats in WCPP
Democratic Alliance	26
African National Congress	14
Economic Freedom Fighters	1
African Christian Democratic Party	1
Total	42

The Secretary and staff of the WCPP 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 WCPP.

The administration of WCPP provides support to Members to fulfil their constitutional functions. The administration consists of three programmes as listed below:

- Programme 1: Administration;
- Programme 2: Facilities and Benefits to Members and Political Parties; and
- Programme 3: Parliamentary Services.

5.1.2 Service Delivery Environment

The WCPP conducted a detailed situational analysis on its various functional areas and the following key issues were identified that will be addressed during the 2016/17 financial year:

The implementation of the Financial Management of Parliament and Provincial Legislatures Act, 2009

The Financial Management of Parliament and Provincial Legislatures Act (FMPPLA), Act No 10 of 2009, came into effect on 1 April 2015. The Act has the following impact on the operations of the WCPP:

The Act requires that the WCPP prepare its Annual Financial Statements in accordance with the standards of Generally Recognised Accounting Practice (GRAP). Currently the WCPP is not operationally ready to report on GRAP due to its financial management systems, BAS and LOGIS which are not GRAP compliant. In order to become operationally ready it is essential that an integrated system that will not only enable WCPP to prepare its Annual Financial Statements in terms of GRAP standards but also facilitate the flow of information between all

business functions, will have to be implemented. During the 2014/15 financial year a feasibility study was conducted for the implementation of an Enterprise Resource Planning (ERP) system. This formed the ground work to the planning for the implementation of a system and enabled the Information and Communications Technology Section to proceed with the first phase of implementation which relates to project kick-off and initial engagement with all stakeholders. The first phase was completed during the 2014/15 financial year.

The subsequent phases of the implementation of the Enterprise Resource Planning (ERP) system are as follows:

Phase	Description	Timeframe
Phase 2	Requirement definition; Tender; Solution and Vendor Selection; Contracting; and Proof of Concept	1 April 2015 to 31 March 2016
Phase 3	Implementation of the Enterprise Resource Planning system and Go- Live	1 April 2016 – 31 March 2017
Phase 4	Post-implementation of the Enterprise Resource Planning system	1 April 2017

The above requirements have major implications for the WCPP, both financially and in terms of human resources as the ERP system is very expensive to implement and there is considerable training that needs to take place as well as change management within the WCPP.

In accordance with the Act the WCPP will have to prepare its 2015/16 Annual Financial Statements in accordance with Generally Recognised Accounting Practice (GRAP). As the ERP system will only be implemented from 1 April 2016, the WCPP has appointed a service provider to manually convert its financial statements from modified cash to accrual accounting principles. Provision has also been made in the contract for the transfer of skills to Finance and Supply Chain officials. This manual conversion process will ensure compliance to all relevant GRAP accounting standards, taking into consideration the transitional provisions as allowed in Accounting Standards Board, Directive 8.

In terms of the Act, the WCPP is required to have an Internal Audit, Audit Committee and Risk Management in place. Until 30 November 2015, risk management services were delivered on an agency basis by the Enterprise Risk Management services of the Department of the Premier. The services of the Audit Committee is utilised through the shared services of the Department of the Premier. The Speaker, as Executive Authority, in terms of the Financial Management of Parliament and Provincial Legislatures Act, 2009 has given approval to continue with the utilisation of the Governance and Administration Cluster Audit Committee. A memorandum of agreement has been entered into between the WCPP and the Western Cape Government via the Department of the Premier in this regard. During the 2015/16 financial year the position of Chief Risk Officer was established and filled to render the risk management services. The risk management function is currently performed in the Office of the Secretary. While the risk model of the Department of the Premier is utilised, there will be no reporting relationship between the WCPP and the Department of the Premier. The WCPP will however continue to utilise the services of the Department of the Premier with regards to the internal audit function.

The Act also requires that a parliamentary oversight mechanism be established to oversee the performance and financial management of the WCPP. The Act prescribes which reports are to be submitted to the oversight mechanism, and the timeframes. During the 2014/15 financial year the Rules Committee adopted certain rule changes to create the parliamentary oversight mechanism and to redefine the role of the Rules Committee and the Standing Committee on Public Accounts. Going forward the Rules Committee will be focused on dealing with the review of Standing Rules as well as the internal arrangements of the WCPP as envisaged in section 116 of the Constitution, while the Parliamentary Oversight Committee will perform the oversight function in respect of Parliament.

Currently the WCPP is submitting the prescribed reports in terms of sections 51, 52, 53 and 60 of the FMPPLA to the Parliamentary Oversight Committee. The WCPP's 2014/15 Annual Report was submitted to the Parliamentary Oversight Committee for discussion during the 2015/16 financial year.

Facilities Management

The Security and Facilities Management section continues to strive to improve the services they provide to their stakeholders. To ensure proper monitoring and rating of the services they provide they have procured a Security and Facilities helpdesk which has been implemented during the second quarter of 2015/16. This service support desk enables them to track progress on maintenance calls logged; issuing of Government Garage (GG) vehicles; requests for catering services and cleaning services. In addition to this, the WCPP has a service level agreement in place with the Department of Transport and Public Works which has led to improved communication and response to maintenance calls logged.

With effect from 1 October 2015 the Recordkeeping function, with its relevant budget and human resource capacity, was transferred to the Communication and Information section.

Accommodation

The WCPP shares the Legislature Building with the Executive of the Western Cape Government and as a result of this is experiencing severe accommodation challenges because the WCPP will not be able to accommodate expanding staff complement within the limited floor space of the 4th, 5th and 6th floor of the Legislature Building. To partly address the accommodation shortage the WCPP is in the process of conducting a comprehensive needs assessment to determine its requirements and work together with the Department of Transport and Public Works to find a solution.

Security

The security of the WCPP and its staff and Members, continues to be a priority. Currently the WCPP works closely with its partners; the South African Police Services and the Department of Transport and Public Works to minimise risk to the Members and staff. The Security and Facilities section will continue to provide support to standing committees during their oversight visits by means of pre- and post-inspections at off-site venues to ascertain possible security threats and provide advice to chairpersons of standing committees before oversight visits are undertaken. To further enhance security the Security and Facilities section facilitates security vetting of all staff and service providers when appointed.

The WCPP approved a Security Plan that was submitted to the State Security Agency for vetting. The implementation of the plan will be referred to the Rules Committee for consideration during the current financial year. Once the plan has been approved, the WCPP will monitor the implementation of the plan and evaluate security in general in the WCPP precincts. The determination of the WCPP's precincts is currently receiving attention and will be done in consultation with the Department of Transport and Public Works.

As prescribed by the National Key Point calendar, the Security and Facilities section facilitates regular Joint Planning Committee (JPC) meetings where security related matters are discussed. Progress on the implementation of the Security Appreciation Report is tracked. At these JPC meetings, dates for emergency evacuation fire drill exercises are determined in line with the Joint Planning Committee calendar.

Communication

One of the challenges the WCPP experiences due to its close proximity to the National Parliament is that the citizens of the Western Cape do not always differentiate between the WCPP and National Parliament. Recognising this problem, the WCPP continues to strive to improve its communication by reviewing its Communication Strategy. Great successes are being experienced since the launch of the WCPP website and there has been a steadily growing base of followers in respect of Facebook and Twitter. After developing the WCPP brand and finalising the corporate identity manual, all publications, marketing material and corporate items were brought in line with the new corporate identity. The corporate identity manual assisted in regulating the application of the WCPP logo. During the 2016/17 financial year the section will focus on improving and centralising internal institutional communication.

Human Resources

The WCPP values its employees and the Human Resources Strategy will receive focus. During the 2016/17 financial year the WCPP will be reviewing and updating its policies. The WCPP will continue to invest in its staff and is currently implementing the WCPP skills development programme based on the results of the skills audit conducted during 2014. The WCPP is looking at ways to optimise the utilisation of staff.

The Human Resources section will be focussing on three main areas over the strategic period 2015-2019. These include stabilising the organisational structure, modernising, and digitising and professionalising human resources functions. Furthermore value adding services will be introduced so as to enhance the operational efficiency of employees, to align the WCPP with the external environment and to improve employee work experience.

Capacity building for Members will continue to receive priority. Currently the WCPP is working with the Legislative Support Programme in implementing a capacity building programme for Members. This programme has been approved by the South African Qualifications Authority and will form part of the long-term training programme for Members over the five-year term.

Information and Communications Technology (ICT)

ICT is a key enabler of WCPP's strategic objectives as it strives to become compliant to FMPPLA, become client centric and drive operational efficiency and effectiveness. It is also a key enabler of the vision of creating a modern parliament. While the aging ICT infrastructure remains a concern due to lack of funding, efforts are being made to mitigate the risk of failure by extending the warranty period of the current servers and focusing the available funding on ERP pre-requisites in the 2015/16 financial year. Lack of disaster recovery (DR) capability remains a key risk for WCPP and efforts are being made to look at ways in which this risk can be mitigated. The DR capacity will become a critical item once the ERP system goes live on 1 April 2017.

The ICT section will be focusing on three key areas during 2015-2019: These include implementing the ERP system and the continuous optimisation of its use in the institution; refresh of ICT Infrastructure including establishing a disaster recovery ability; and ensuring efficient and effective delivery of ICT services including improving availability of all services and building capacity internal to support and configure WCPP business applications.

Public Participation

Public participation within the legislative framework is a key component of democracy and the role of WCPP. All sections within the WCPP, within their own functional area, have a role to play to facilitate/support public participation.

The Public Education and Outreach (PEO) section has strengthened internal partnerships with the Committee Section in developing synergy with specific pre-hearing education activities for annual reporting and the budget process. The PEO section has established a basic education footprint and network in most districts and has made an impact in relation to capacity building of educators, United Nations Association of South Africa, Project Citizen and the Community Development foundation, among others.

The PEO section annually develops a public education programme on the law-making, oversight, public participation and petitions processes. During the 2016/17 financial year they will also be developing an education curriculum. They have also developed numerous posters, pamphlets and booklets dealing with the spectrum of relevant legislative education material.

The Public Participation Strategy, developed in 2009, is under review. The Legislative Sector Support has developed a framework for Public Participation and Petitions for all legislatures to customise. It is envisaged that the WCPP's customised Public Participation Strategy will cover areas such as co-ordination amongst sections involved; increased opportunities for stakeholders to visit the WCPP; facilitating public access to information (internet and publications, etc.); identifying regional sittings; and curriculum development.

Petitions education remains an important element of the public education and outreach legislative workshops. Over the last couple of years the WCPP has not received many petitions or the petitions that were received did not meet the requirements of the Petitions Act and regulations. To address this matter the PEO section continues to educate community members and tertiary institutions on the petitions process.

Oversight and Accountability

The WCPP is currently engaged in customising the Legislative Sector Oversight Model into an Oversight and Accountability Policy which will inform the standard operating procedure for oversight and accountability. The policy also provides guidance on the minimum oversight and accountability requirements and stages within the WCPP processes.

Review of the Standing Rules

The process of reviewing the Standing Rules is at an advanced stage. The proposals for review will be submitted for distribution to the Rules Committee for its consideration. The Rules Committee is expected to be formally engaged with the tabled proposals at the beginning of the 2016-2017 period.

5.1.3 Stakeholders

The WCPP's stakeholders are as follows:

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

5.1.4 Performance Management

Performance management of the WCPP continues to be conducted on a hierarchical reviewable process. Organisational Performance in terms of the implementation of the Annual Performance Plan is tracked through the sharing of regular updated performance schedules. The monthly performance reports are discussed at management meetings. On a section level, the Annual Performance Plan targets and functional activities are contained in the operational plan of managers which is monitored by the relevant senior managers.

Individual performance is managed by a performance agreement agreed to and signed off by the employee. This is actioned via an electronic performance management system (HR Manage). Performance is assessed quarterly against the performance agreement.

The WCPP has a Monitoring and Evaluation Standard Operating procedure in place.

With the implementation of the Financial Management of Parliament and Provincial Legislatures Act, 2009 the Accounting Officer will be required to submit, within 30 days of the end of each quarter, a performance report to the Executive Authority. In terms of the Act the Executive Authority should then table the performance report at the Parliamentary Oversight Committee.

In addition to this, before 31 October of each year, the Accounting Officer must submit to the Executive Authority a report that assesses the performance of WCPP's administration during the first half of the financial year with regards to monthly financial statements; the previous year's annual report and the progress on resolving problems identified in the report as well as the progress report on the annual performance plan. These reports

must be tabled within five working days of receiving the report and referred to the Parliamentary Oversight Committee.

The Parliamentary Oversight Committee will programme meetings with the WCPP to discuss the reports referred to them and any other matters prescribed by the Act.

5.2 Organisational Environment

The Secretary to Parliament, Mrs Hamida Fakira, resigned with effect from 1 February 2016. Mr Royston Hindley was appointed as Acting Secretary for the period 1 to 14 February 2016. Dr Gilbert Lawrence was appointed as Acting Secretary from 15 February 2016 and he will fulfil the role of the Chief Executive Officer and Accounting Officer of the WCPP. He is supported by Mr Royston Hindley, Deputy-Secretary Corporate Services and Mr Tshepiso Nage, Acting Deputy-Secretary: Procedural Services, who was appointed in that capacity, with effect from 1 December 2015.

The Administration of the WCPP is made up of three Programmes namely:

Programme 1: Administration

Programme 2: Facilities and Benefits to Members and Political Parties; and

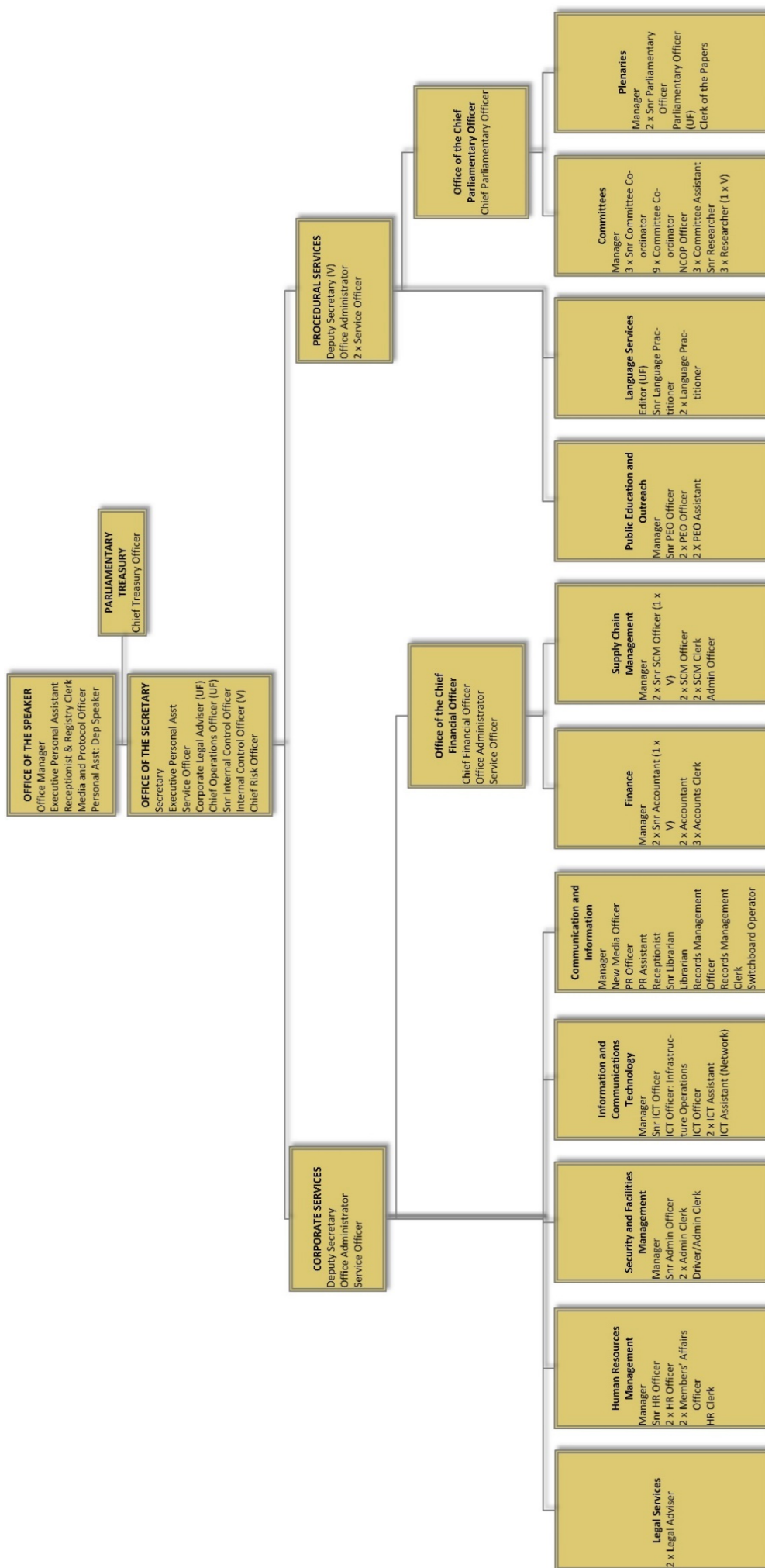
Programme 3: Parliamentary Services

Currently the WCPP has 108 approved positions on its establishment. Of the 108, four positions are unfunded and 99 positions are filled. There are currently five vacancies, namely Deputy-Secretary Procedural Services; Senior Accountant; Senior Supply Chain Management Officer; Internal Control Officer and Researcher.

The WCPP will embark on an organisation work-study exercise to determine its needs in terms of human resource capacity. The work-study exercise will determine the number of positions required and be used to inform the organogram and budgetary requirements of WCPP.

The following organisational chart depicts the approved structure of the WCPP:

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	72	2	66	8.33%	6
Programme 3	36	2	33	8.33%	0
Total	108	4	99	8.33%	6

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	0.00%
Skilled Technical (Band B2 to C3)	63	60	4.76%
Professionally qualified (Band C4 to C5)	19	17	10.53%
Senior Management (Band D1 to D3)	16	13	18.75%
Top Management (Band D4 to E2)	5	4	20.00%
Total	108	99	8.33%

5.2.4 Description of the Strategic Planning Process

The WCPP had its first strategic planning engagement on 21 April 2015. The Speaker provided the management team with a mandate in which she identified the following broad areas of work which requires priority focus:

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

In addition to the above the Speaker highlighted the following areas that the WCPP should take into consideration in the Annual Performance Plan:

- Compliance with national and provincial laws;
- Optimised organisational and individual performance management;
- A workforce designed to optimally serve the organisation;
- Integrated communication, public participation/education, committee activities/programmes/strategies;
- Oversight processes;
- Quality assurance throughout the institution;
- Rule development; and
- Improved corporate and procedural support to Members.

The following documents provided the basis for the discussion in the strategic planning workshops:

- 2013/14 Annual Report;
- 2013/14 Auditor-General's Report;
- 2014/15 Quarterly Performance Reports;
- Internal Audit Reports;
- Risk Management Reports;
- Budget Report (IYM as at 31 March 2015 reflecting actual expenditure history for 12 months);
- Rules Committee Report on budget vote discussion; and the
- Speaker's Budget Speech.

The management of the WCPP responded to the Speaker's mandate by outlining the following:

- Key issues, questions, and choices to be addressed by setting priorities in terms of time or importance;
- Critical success factors/areas for the WCPP – this includes factors/areas like relationships with target community, resources, political environment, governance structures, staff skills and organisational culture, procurement, security and facilities, etc. and must be able to be monitored statistically on a monthly basis to track performance;
- 2014/15 budget constraints and the need for additional funding;
- Top initiatives/projects (performance indicators and targets) to be achieved over the remainder of the strategic planning period and link to the MTEF budget to ensure that there is adequate budget to fund initiatives/projects);
- Summary of legislative compliance requirements and whether there is compliance within specific areas of work;
- Summary of the current human resource availability and skills as well as an indication of whether current structure and available skills are adequate; and
- Proposal for an optimal structure per Section.

A follow up engagement was held on 8 May 2015 to consolidate the strategic planning discussion.

As per the Financial Management of Parliament and Provincial Legislatures Act, 2009 the first draft Annual Performance Plan for 2016/17 has been submitted to the Executive Authority 10 months prior to the start of the financial year and will be tabled in WCPP for referral to the Parliamentary Oversight Mechanism at least one month before the draft budget must be submitted to the Provincial Treasury.

6. STRATEGIC OUTCOME-ORIENTATED GOALS OF THE WESTERN CAPE PROVINCIAL PARLIAMENT

The WCPP'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 2016 BUDGET AND MTEF ESTIMATES

7.1 Expenditure Estimates

Summary of payments and estimates:

Programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
1. Administration	39 028	43 893	46 948	52 384	53 015	53 015	63 656	20.07	60 515	61 460
2. Facilities for Members and Political Parties	35 532	36 966	37 664	41 219	41 719	41 719	44 238	6.04	44 333	46 717
3. Parliamentary Services	16 487	22 263	22 429	23 577	25 674	25 674	22 927	(10.70)	24 390	25 626
Total payments and estimates	91 047	103 122	107 041	117 180	120 408	120 408	130 821	8.65	129 238	133 803

Summary of payments and estimates by economic classification:

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Current payments	56 654	67 763	70 051	79 519	80 767	80 702	89 915	11.42	89 552	91 729
Compensation of employees	32 033	39 939	46 751	51 755	50 073	50 142	57 302	14.28	61 034	64 533
Goods and services	24 621	27 824	23 300	27 764	30 694	30 560	32 613	6.72	28 518	27 196
Transfers and subsidies to	31 686	33 248	34 856	36 386	36 412	36 546	38 604	5.63	38 479	40 556
Departmental agencies and accounts	21	283	21	38	24	21	30	42.86	30	32
Foreign governments and international organisations	244	128	239	150	150	286	165	(42.31)	167	170
Non-profit institutions	30 113	31 572	33 170	34 838	34 838	34 838	36 942	6.04	36 749	38 739
Households	1 308	1 265	1 426	1 360	1 400	1 401	1 467	4.71	1 533	1 615
Payments for capital assets	2 612	2 035	2 110	1 275	3 204	3 136	2 302	(26.59)	1 207	1 518
Machinery and equipment	2 612	2 035	2 110	1 275	3 204	3 136	2 302	(26.59)	1 207	1 518
Payments for financial assets	95	76	24		25	24		(100.00)		
Total economic classification	91 047	103 122	107 041	117 180	120 408	120 408	130 821	8.65	129 238	133 803

7.2 Relating Expenditure Trends to Strategic Goals



The WCPP will continue to provide procedural and related support to the House and Committees to conduct their business of making laws, performing oversight effectively and holding the executive to account.

The WCPP will also continue to promote public participation in its parliamentary processes.

Enabling facilities for Members and financial support to Political Parties will continue so that Members' and Political parties have the appropriate resources to perform their constitutional obligations.

A main focus area for the 2016/17 financial year will be to prepare for the migration from a cash based accounting system to an accrual based system. The WCPP will therefore be focusing on the implementation of the Enterprise Resource Planning (ERP) system.

As a result of the migration to accrual, a process of training the applicable staff on accrual principles will continue, in preparation for the implementation of Generally Recognised Accounting Practice (GRAP), as well as the ERP system.

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 four for 2014/15, with the action plans over and above the controls detailed in the registers, devised to mitigate the risks:

Risks		Action plans
1	Inadequate operational readiness to comply with the GRAP requirements of FMPPLA resulting in a negative audit outcome.	Develop and implement a GRAP Conversion Plan with assistance of a GRAP conversion specialist (outsourced) that will include an readiness assessment, asset valuations, verification and fixed asset register, training and capacity building in order to report in accordance of GRAP for 2015/16 AFS. The Service Provider will provide audit assistance during the external audit to ensure that audit queries are resolved in a timely manner and are accurate. Outsourced service provider will develop the required business processes within the Finance, SCM and HR units to enable the institution to conform to GRAP requirements and ensure operational readiness.
2	Inadequate operational readiness to uptake the ERP system resulting in non-compliance to FMPPLA requirements and institutional performance regression	Further funding will be requested for the 2016/17 Financial Year and outer years to meet the operational requirements to comply with FMPPLA including the ERP system. Project Initiating Document (PID) was developed and adopted for the ERP System Implementation which is currently being implemented and overseen by the FMPPLA Steercom who receive regular reports.
3	The misplacement and the loss of information due to inadequate records	WCPP has procured and implemented Electronic E-Filing system that is aligned to the Filing Plan, as approved by the National Archives. A report is compiled on a quarterly basis of the electronic filing utilisation by the various section/units of the WCPP. Back up procedures for e-filing to be documented and the WCPP will procure additional capacity on its server to back up e-filing information. Training and awareness on the WCPP File Plan will start by 31 March 2016. Archive Back-filing as agreed with units and the transfer of records to archives disposal of terminated records by 31 March 2016.
4	Research that does not provide for the technical and content knowledge requirements of Members and committees disables decision making and compromises legislative oversight.	Adopting a strategic focus in tracking and analysing a select group of departments' performance in support of the Constitutional oversight and accountability function of Committees over the Executive Authority. To provide an analysis of the Quarterly and Annual Departmental Performance and Financial Reports for the year.
5	Business continuity: Disruption of business systems resulting in the non-availability and loss of information	Revised policy option will be made for the 2016/17 financial year for additional funding to refresh ICT infrastructure and offsite recovery site. Direct a formal request to the Deputy-Director General of CEI at the Department of the Premier to assist in providing servers and facilities for disaster recovery purposes as an interim measure until function is available. Development of an institutional Business Continuity Plan
6	Security breaches resulting in safety concerns, theft and loss of assets at the legislature building	Security awareness training will be conducted over the 2016/17 financial year and will include members of Parliament and staff.

Risks		Action plans
7	ICT Governance: Inability to ensure that information technology sustains and extends the organisation strategic objective via effective leadership structures and processes.	Establish and institute the ICT Governance Oversight Committees as per the requirements of the WCPP ICT Governance Framework.
8	Data Centre Management: Business operations being disrupted due to performance degradation of ageing information communication technology infrastructure and applications	Purchasing of new server to provide for fail over. Revised policy option will be made for the 2016/17 FY for additional funding to refresh ICT infrastructure and the ICT requirements for operationalizing FMPPLA and the ERP system.
9	Inadequately skilled and trained Members of Parliament compromises effective law-making and oversight.	A training plan was approved by the Speaker for members, which will include a formal SAQA accredited training that member's will have an opportunity to participate in.
10	Inadequate public participation opportunities in the law-making process resulting in possible unconstitutional laws being passed and ineffective legislative oversight.	Customisation of the Public Participation Framework and implementation over the remainder of the 5 year Strategic Plan period 2015/16-19/20. Develop a clear marketing strategy in collaboration with Communication and Information Section for Public Participation for the 2016/17 financial year.
11	Non-compliance with Standing Rules and accepted Parliamentary procedures can result in the possible passing of unconstitutional laws, ineffective oversight and decision making.	Develop a training programme for Procedural staff with an emphasis on their core function in order to keep abreast of procedural developments at both an international and national level over the 2016/17 financial year. Review of the WCPP Standing Rules over the five year Parliamentary term.
12	Inadequate procedural advice provided to the Committees resulting in law-making and oversight processes that are procedurally followed.	Develop a training programme for Procedural staff with an emphasis on their core function in order to keep abreast of procedural developments at both an international and national level over the 2016/17 Financial Year
13	Continuous disruption of the house proceedings by members resulting in the loss of productivity of Parliament/members in exercising effective oversight and decision making	Review of the WCPP Standing Rules as it relates to members and disruption of Parliamentary proceedings.
14	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.	Review of the WCPP Security Plan to include security measures for oversight visits and to be approved by the Secretary and endorsed by the JPC. Revision of the Security Policy and SOP to include oversight and external visits. The Pre-site report received by the Security and Facilities unit will include all relevant security risk assessments from role players (SSA and SAPS) to develop an effective security response plan. JPC meetings to include an agenda point to discuss oversight visits

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	Public Participation Strategy and Standing Rules under review. Oversight and Accountability Policy in process of being customised.
	Financial Management of Parliament and Provincial Legislatures Act, 2009 passed and effective from 1 April 2015. No transitional arrangements in place except for Directive 8 which relates to the reporting of WCPP's financial statements according to Generally Recognised Accounting Practice.
	<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.
	Current financial and human resource transactional systems do not meet the reporting requirements of the Financial Management of Parliament and Provincial Legislatures Act, 2009. Currently in the process of procuring an Enterprise Resource Planning system with planned implementation date April 2016.
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 2015/2016	2020
	Establishing mechanisms year-on-year to monitor mandated functions	Financial Management of Parliament and Legislature Acts, 2009 (Act 10 of 2009) applied to the WCPP 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>2014/15 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 77.58% of planned targets for the 2014/15 financial year.</p> <p>Satisfaction level of stakeholders: Average of 79% of respondents scoring “Good” and above for services received during 2015/16 Survey.</p> <p>Monitoring and evaluation:</p> <ul style="list-style-type: none"> • Legislative Sector M&E Framework adopted by Speaker’s Forum; and • Standard Operating Procedure on M&E in place. <p>Legal Services: Performance Management Framework for Legal Services has been developed, approved and implemented during the 2015/16 financial year.</p> <p>Communication strategy; Website policy and Social Media policy, Media Policy approved.</p> <p>Social media plan implemented.</p> <p>Library: Currently produce 47 library publications per annum.</p>
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 2015/2016	2020
	Year-on-year improvement in organisational effectiveness and efficiency	79% of clients/stakeholders rate the support services received from the WCPP as “Good “and above – as per 2015/16 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	<ul style="list-style-type: none"> • 2 Value adding services currently rendered (Employee wellness and management information) • 3 Human Resources processes currently digitised (salaries; leave and performance management) • 0% formal training conducted focussed on identified skills gaps and structure. 	<ul style="list-style-type: none"> • 11 Value adding services in place • 10 Human Resources processes digitised • 80% formal training conducted focussed on identified skills gaps and structure.
	Upward change in the Capability Maturity level year-on-year based on the Control Objectives for Information Technology (COBIT) Maturity Model	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.	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.

9.2 Programme Performance Indicators, Annual and Quarterly targets per Sub-programme for 2016/17

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 2016/17

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.	Establishing mechanisms year-on-year to monitor mandated functions	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	Establishing mechanisms year-on-year to monitor mandated functions

Risk	Mitigation
No updated or properly documented frameworks in place to deal with Oversight and public participation.	Finalise Oversight and Accountability Policy and the Public Participation Strategy, 2009.

Programme performance indicators and annual targets for 2016/17

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Percentage compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA (Executive Authority) by required due date (Act effective 1 April 2015) Baseline: 2015/16 100% compliance	New PI	New PI	New PI	100%	100%	100%	100%
2	Number of directives approved in terms of oversight, law-making and public participation	New PI	New PI	New PI	1	2	1	1

Quarterly targets for 2016/17

Performance indicators		Reporting Period	Annual target 2016/17	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	Annual	100%				100%
2	Number of directives approved in terms of oversight, law-making and public participation	Annual	2				2

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 950	3 648	19.13
Goods and Services	1 588	1 713	7.87
Payment for capital assets	693	670	-3.32
TOTAL	5 231	6 031	15.29

Establishment		
Filled	Vacant	Total funded positions as at 29 February 2016
6	0	6

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;
- to provide communication and information services; and
- to facilitate risk management services.

9.2.2.1 Office of the Secretary

Strategic objective Performance indicator	Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Year-on-year improvement in organisational effectiveness and efficiency	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	Year-on-year improvement in organisational effectiveness and efficiency

Risks	Mitigations
Low response of stakeholders to surveys. Stakeholder/client apathy – non-compliance to established service standards.	Encourage responses and explain the importance of their contribution to the improvement of services received. Awareness, training on service standards and implement punitive measures for non-compliance.

Programme performance indicators and annual targets for 2016/17

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Average percentage of client/stakeholder survey respondents scoring "Good"(3) and above on support services received Baseline: 2015/16: Total number of members: 31 - 79%	New PI	New PI	New PI	79%	80%	85%	85%
2	Number of support services 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: 2015/16: Total targets estimated to be achieved: 126 Total number of targets for 2015/16: 143	85%	91%	78%	88%	99%	99%	99%
4	Review and implementation of Performance Management Framework for Legal Services	New PI	New PI	Development of PMF for Legal Services	Implemented and 100% compliance	Review and implement	100% compliance to the Reviewed Performance Management Framework for Legal Services	100% compliance to the Reviewed Performance Management Framework for Legal Services

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
5	Number of monitoring and evaluation validations of performance information with evidence	New PI	New PI	4	4	4	4	4

Quarterly targets for 2016/17

Performance indicators		Reporting Period	Annual target 2016/17	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Average percentage of client/stakeholder survey respondents scoring "Good"(3) and above on support services received	Annual	80%	80%			
2	Number of support services improvement plans implemented that address gaps in service delivery	Annual	1		1		
3	Percentage of targets achieved as per APP	Annual	99%				99%
4	Review and implementation of Performance Management Framework for Legal Services	Annual	Review and implement Performance Management Framework for Legal Services				Performance Management Framework reviewed and implemented
5	Number of monitoring and evaluation validations of performance information with evidence	Quarterly	4	1	1	1	1

9.2.2.2 Office of the Secretary including Risk management

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.	Maintain clean audit outcome on governance	Clean audit outcome on governance	Clean audit outcome on governance	Clean audit outcome on governance	Maintain clean audit outcome on governance	Maintain clean audit outcome on governance	Maintain clean audit outcome on governance	Maintain clean audit outcome on governance

Programme performance indicators and annual targets for 2016/17

Programme Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Percentage compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA (Accounting Officer) by required due date Baseline 2015/16: 1 out of the 19 compliance indicators was not fully complied with.	New PI	New PI	New PI	95%	100%	100%	100%

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	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	Annual	100%				100%

9.2.2.3 Communication and Information

Programme performance indicators and annual targets for 2016/17

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Percentage year-on-year increase in website statistics in respect of website sessions Baseline 2015/16: 25 655	New PI	New PI	New PI	10%	5%	5%	5%
2	Percentage year-on-year increase in social media presence and activities Baseline 2015/16: 512 Tweets 541 Facebook updates	New PI	New PI	New PI	5%	5%	5%	5%
3	Year-on-year increase in file plan usage by units. Baseline: Average usage 4/22 units	New PI	New PI	New PI	4	5	6	7

Quarterly targets for 2016/17

Performance indicators		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	Annual	5%				5%
2	Percentage year-on-year increase in social media presence and activities	Annual	5%				5%
3	Year-on-year increase in file plan usage by units.	Annual	5				5

9.2.2.4 Library

Programme performance indicators and annual targets for 2016/17

Programme Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Number of library publications produced per annum Baseline 2015/16: 47	New PI	New PI	30	47	50	55	30

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of library publications produced per annum	Quarterly	50	10	15	15	10

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	14 439	16 136	11.75
Goods and Services	2 989	2 286	-23.52
Transfers to:			
Households	18	13	-27.78
TOTAL	17 446	18 435	5.67

Establishment			
Unfunded	Filled	Vacant	Total funded positions as at 29 February 2016
2* ¹	26	1* ²	27

*¹ Corporate Legal Advisor
Chief Operations Officer

*² Deputy-Secretary: Procedural Services

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 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Clean audit outcome	Unqualified audit with one financial finding	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome

Risk	Mitigation
Material misstatement; incomplete asset register or audit findings on financial transactions.	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 2016/17

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Provide GRAP training on relevant standards for finance staff	New PI	New PI	New PI	New PI	Provide GRAP training		
2	Number of verifiable Annual Financial Statements submitted by the statutory due date	1	1	1	1	1	1	1
3	Number of Finalised Estimate of Provincial Revenue and Expenditure submitted by the required due date	1	1	1	1	1	1	1
4	Number of Verifiable Interim Financial Statements submitted by the required due date	3	3	3	3	3	3	3
5	Percentage compliance to the Financial manual Baseline for 2015/16: Numerator: 16 (Total number of "Yes's" in compliance to Finance Manual) Denominator: 16 (Total number of financial manual compliance requirements)	New PI	New PI	New PI	100%	100%	100%	100%
6	Number of quarterly In-Year-Monitoring (IYM) Narrative reports to track expenditure and identify early warning signals	4	4	4	4	4	4	4
7	Percentage of payments processed to creditors within 30 calendar days of receipt of invoice Baseline 2015/16: Numerator: 2236 (Number of payments processed within 30 calendar days) Denominator: 2314 (Total number of payments for the period)	99%	99%	99%	96%	99%	99%	99%

Quarterly targets for 2016/17

Performance indicators		Reporting Period	Annual target 2016/17	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Provide GRAP training on relevant GRAP standards for finance staff	Annual	Provide GRAP training				Training on GRAP standards provided
2	Number of verifiable Annual Financial Statements submitted by the statutory due date	Annual	1	1			
3	Number of Finalised Estimate of Provincial Revenue and Expenditure submitted by the required due date	Annual	1				1
4	Number of Verifiable Interim Financial Statements submitted by the required due date	Quarterly	3		1	1	1
5	Percentage compliance to the Financial manual	Quarterly	100%	100%	100%	100%	100%
6	Number of quarterly In-Year-Monitoring (IYM) Narrative reports to track expenditure and identify early warning signals	Quarterly	4	1	1	1	1
7	Percentage of payments processed to creditors within 30 calendar days of receipt of invoice	Quarterly	99%	99%	99%	99%	99%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	3 199	3 906	22.10
Goods and Services	61	451	639.34
Transfers to:			
Households	6	7	16.67
Payments for financial assets	8	-	-100.00
TOTAL	3 274	4 364	33.29

Establishment		
Filled	Vacant	Total funded positions as at 29 February 2016
8	1*	7

* Senior Accountant

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 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Clean audit outcome	Unqualified audit with one financial finding	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome

Risk	Mitigations
Material misstatement; incomplete asset register or audit findings with regards financial transactions.	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 2016/17

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Provide GRAP training for SCM practitioners for standards 17,31 and 103	New PI	New PI	New PI	New PI	GRAP training provided		
2	Percentage of assets reconciling to the Asset Register Baseline 2015/16: 88.19 as per mid-year report Numerator: 6446 (Number of assets reconciling to the asset register) Denominator:6446 (Total number of assets on the asset register)	New PI	99%	90%	100%	100%	100%	100%
3	Percentage compliance with service delivery standards Baseline 2015/16: 80%: Three delivery standards are measured.	New PI	New PI	New PI	80%	85%	90%	95%
4	Percentage compliance with the Supply Chain Management Manual Checklist Baseline 2015/16: Numerator: 16 (Number of indicators on checklist complied with) Denominator:16 (Total number indicators on checklist)	New PI	New PI	New PI	100%	100%	100%	100%

Quarterly targets for 2016/17

Performance indicators		Reporting Period	Annual target 2016/17	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Provide GRAP training for SCM practitioners for standards 17,31 and 103	Annual	GRAP training provided				GRAP training provided
2	Percentage of assets reconciling to the Asset Register	Bi-annual	100%		100%		100%
3	Percentage compliance with service delivery standards	Quarterly	85%	85%	85%	85%	85%
4	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	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	3 319	4 055	22.17
Goods and Services	879	678	-22.87
Transfers to:			
Households	7	8	14.28
TOTAL	4 205	4 741	12.75

Establishment		
Filled	Vacant	Total funded positions as at 29 February 2016
7	1*	8

* Senior SCM Officer

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.

Strategic Objective Performance Indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Clean audit outcome	Unqualified audit with one financial finding	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome	Clean audit outcome

Risk	Mitigation
Non-compliance to internal financial procedures, Financial Management of Parliament and Provincial Legislatures Act, 2009, regulations promulgated and instructions issued in terms of the Act.	Identifying areas with control deficiencies and following up on the implementation of recommendations.

Programme performance indicators and annual targets for 2016/17

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Number of progress reports against the Financial Management Improvement Plan	2	2	2	2	2	2	2
2	Number of Inspection reports issued identifying control gaps in processes	3	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: 2015/2016: Numerator: 2314 (Number of payments post audited estimated) Denominator: 2314 (Total number of payments for the period estimated)	100%	100%	100%	100%	100%	100%	100%

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	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	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	769	1 056	37.32
Goods and Services	2 714	2 683	-1.14
Transfers to:			
Households	8	1	-87.50
TOTAL	3 491	3 740	7.13

Establishment		
Filled	Vacant	Total funded positions as at 29 February 2016
1	1*	2

* Internal Control Officer

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 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.	Modernisation and Integration of Human Resources Management	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	Modernisation and Integration of Human Resources Management

Risk	Mitigation
High cost of systems might delay implementation of the ERP.	System is required for new financial management legislation so is not "optional" and funding must be sourced.

Programme performance indicators and annual targets for 2016/17

Programme Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Percentage increase in value-adding services rendered Baseline 2015/16: Numerator: 2 Total number of value adding services currently been rendered Denominator: Total number of value adding services identified for WCPP: 11	New PI	New PI	20%	0%	70%	80%	90%
2	Percentage of formal training focussed on identified skills gaps and structure Baseline 2015/16: Numerator: 2 Total number of modules took place. Denominator: 9 Total number of modules planned for 2015/16	New PI	New PI	0%	22%	80%	80%	80%
3	Percentage availability of employees to operate effectively as a result of improved skills following the formal training programme Baseline 2015/16: New indicator – no baseline.	New PI	New PI	New PI	New PI	70%	80%	90%

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage increase in value adding services rendered	Annual	70%				70%
2	Percentage of formal training focussed on identified skills gaps and structure	Annual	80%				80%
3	Percentage availability of employees to operate effectively as a result of improved skills following the formal training programme	Bi-annual	70%		70%		70%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	3 939	5 031	27.72
Goods and Services	1 306	1 986	52.07
Transfers to:			
Households	15	7	-53.33
TOTAL	5 260	7 024	33.54

Establishment		
Filled	Vacant	Total funded positions as at 29 February 2016
7	0	7

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 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
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	1 – Initial/ad hoc	2 – Repeatable but intuitive	2,5 – Some defined processes in place	3 – Defined processes	3 – Defined processes

Risk	Mitigations
<p>Competent and sufficient resource capacity to implement the Programme objectives.</p> <p>Inadequate funding from Provincial Treasury for an ERP system and its implementation as well as inadequate operational readiness to uptake the ERP system resulting in non-compliance to FMMPLA requirements and institutional performance regression.</p> <p>Business continuity: Disruption of business systems resulting in the non-availability and loss of information.</p> <p>Inadequate funding to refresh aging ICT Infrastructure.</p>	<p>Structure and train current resources and acquire additional resources and align activities to the organisational goals to ensure success.</p> <p>Further funding will be requested for the 2016/17 Financial Year and outer years to meet the operational requirements to comply with FMPPLA including the ERP system. Applying sound Project Management and Change Management practise to ensure success of project.</p> <p>Revised policy option will be made for the 2016/17 FY for additional funding to refresh ICT infrastructure and offsite recovery site. Direct a formal request to the Deputy-Director General of CEI at the Department of the Premier to assist in providing servers and facilities for disaster recovery purposes as an interim measure until function is available. Development of an institutional Business Continuity Plan.</p> <p>Request additional funding through revised policy option for 2016/17 Financial Year.</p>

Programme performance indicators and annual targets for 2016/17

Programme Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Phased implementation of ERP	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 – Go-live and further enhancements to the Finance and HR processes	Implementation Phase-4 – Finance and HR BI implementation
2	Percentage year-on-year improvement of Service Support delivered against service level agreement Baseline 2015/16: 60% based on average response time and resolution time of incidents and requests logged. 1440 of 2400 calls logged were responded to and resolved within SLA.	New PI	New PI	Implement Service Support processes and Tools	Define and agree SLA. Baseline: 60%	Improve by 5% year-on-year	Improve by 5% year-on-year	Improve by 5% year-on-year

Programme Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
3	Percentage improvement on compliance to Project Management Best Practices Baseline 2015/16: 50% benchmarked 7 projects; 18 mandatory deliverables, average of 9 achieved	New PI	New PI	Implement PM Policy and Best Practice	Baseline:50%	Improve by 20% year-on-year	Improve by 5% year-on-year	Improve by 5% year-on-year
4	Percentage availability of all IT Infrastructure Services Baseline 2015/16: Estimate: 23hrs out of 24 hr day as per SLA with service provider	92%	93%	95%	95%	95%	95%	95%

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Phased implementation of ERP	Annual	Implementation Phase-3 – Financial & HR				Implementation Phase-3 – Configure system, migrate data and Sign-off of UAT: Financial & HR
2	Percentage year-on-year improvement of Service Support delivered against service level agreement	Annual	Improve by 5% year-on-year				Improve by 5% year-on-year
3	Percentage improvement on compliance to Project Management Best Practices	Annual	Improve by 20% year-on-year				Improve by 20% year-on-year
4	Percentage availability of all IT Infrastructure Services	Quarterly	95%	95%	95%	95%	95%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	3 007	3 749	24.68
Goods and Services	4 039	10 177	151.97
Transfers to:			
Households	22	6	-72.73
Payments for capital assets	2 176	1 273	-41.50
Payments for Financial Assets	16	-	-100.00
TOTAL	9 260	15 205	64.20

Establishment		
Filled	Vacant	Total funded positions as at 29 February 2016
7	0	7

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 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.	Year-on-year improvement in organisational effectiveness and efficiency	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	Year-on-year improvement in organisational effectiveness and efficiency

Risk	Mitigation
Household and logistical requests and complaints are not reported or responded to timeously.	Standard operating procedure to be put in place to outline processes and timeframes to address above risk.

Programme performance indicators and annual targets for 2016/17

Programme Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Number of security initiatives implemented as per Security Plan	New PI	New PI	2	2	2	2	2
2	Number of projects completed as per Facilities Management Programme	New PI	New PI	New PI	2	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	3	4	4	4	4	4

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Number of security initiatives implemented as per Security Plan	Bi-annual	2		1	1	
2	Number of projects completed as per Facilities Management Programme	Bi-annual	2				2
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

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 559	2 319	-9.38
Goods and Services	1 996	1 404	-29.66
Transfers to:			
Households	5	4	-20.00
Provincial Departmental Agencies	21	30	42.86
Payments for capital assets	267	359	34.46
TOTAL	4 848	4 116	-15.10

Establishment		
Filled	Vacant	Total funded positions as at 29 February 2016
5	0	5

9.3 Reconciling Performance Targets with the Budget and MTEF

9.3.1 Payments and estimates – Programme 1: Administration

Sub-programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	appropriation 2015/16	appropriation 2015/16	estimate 2015/16	2016/17	2015/16	2017/18	2018/19
1. Office of the Speaker	3 657	4 135	4 254	5 231	5 231	5 231	6 031	15.29	6 191	6 477
2. Office of the Secretary	10 508	13 364	14 946	16 524	17 087	17 446	18 435	5.67	19 793	21 311
Office of the Secretary	6 493	8 248	9 261	11 016	11 350	11 709	12 116	3.48	12 965	13 770
Communication and Information	2 891	3 834	4 371	3 992	4 249	4 249	4 783	12.57	5 154	5 760
Library	1 124	1 282	1 314	1 516	1 488	1 488	1 536	3.23	1 674	1 781
3. Finance	2 253	2 764	3 013	3 436	3 274	3 274	4 364	33.29	4 238	4 484
4. Supply Chain Management	2 955	3 327	3 733	4 231	4 074	4 205	4 741	12.75	5 081	5 372
5. Internal Control	3 006	3 467	4 035	4 312	3 491	3 491	3 740	7.13	3 765	3 831
6. Human Resources	4 290	4 787	4 891	5 870	5 886	5 260	7 024	33.54	6 433	6 808
7. Information Technology	7 332	6 069	7 272	8 094	9 260	9 260	15 205	64.20	10 666	8 665
8. Security and Facilities Management	5 027	5 980	4 804	4 686	4 712	4 848	4 116	(15.10)	4 348	4 512
Total payments and estimates	39 028	43 893	46 948	52 384	53 015	53 015	63 656	20.07	60 515	61 460

Payments and estimates by economic classification

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	appropriation 2015/16	appropriation 2015/16	estimate 2015/16	2016/17	2015/16	2017/18	2018/19
Current payments	36 296	41 420	44 732	51 019	49 682	49 753	61 278	23.16	59 232	59 864
Compensation of employees	22 082	27 098	31 649	35 487	34 467	34 181	39 900	16.73	42 468	44 909
Goods and services	14 214	14 322	13 083	15 532	15 215	15 572	21 378	37.28	16 764	14 955
Transfers and subsidies to	35	362	82	90	104	102	76	(25.49)	76	78
Departmental agencies and accounts	21	283	21	38	24	21	30	42.86	30	32
Households	14	79	61	52	80	81	46	(43.21)	46	46
Payments for capital assets	2 612	2 035	2 110	1 275	3 204	3 136	2 302	(26.59)	1 207	1 518
Machinery and equipment	2 612	2 035	2 110	1 275	3 204	3 136	2 302	(26.59)	1 207	1 518
Payments for financial assets	85	76	24		25	24		(100.00)		
Total economic classification	39 028	43 893	46 948	52 384	53 015	53 015	63 656	20.07	60 515	61 460

9.3.2 Performance and Expenditure Trends

The increase of R10.641 million or 20.07 per cent from R53.015 million in the 2015/16 revised estimates to R63.656 million in 2016/17 is as a result of the provincial priority allocation received for the implementation of the Financial Management of Parliament and Provincial Legislatures Act (FMPPLA) as well as the Enterprise Resource Planning (ERP) system.

The increase of 16.73 per cent in 2016/17 under compensation of employees from the 2015/16 revised estimates relates to provision for salary adjustments as well as the strengthening of internal controls.

The increase of 37.28 per cent in the goods and services budget in 2016/17 is as a result of the provincial priority allocation received for the implementation of the Financial Management of Parliament and Provincial Legislatures Act (FMPPLA) as well as the Enterprise Resource Planning (ERP) system.

The 42.86 per cent increase in departmental agencies and accounts is due to the estimate of television licence fees.

Households increases by 4.71 per cent as a result of the provision for the payment of incentive rewards to qualifying staff.

The capital expenditure budget for 2016/17 decreases by 26.59 per cent from the 2015/16 revised estimates as the majority of hardware purchases and network refresh will be completed in the 2015/16 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	Internal training programme approved for Members.
	New Members returning after elections – orientation programme concluded.
	Members currently attending Legislative Sector Capacity Building Programmes.
	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 the above, corporate support to Members will be improved.
Strategic Objective performance indicators	Digitising and modernising Members' Affairs services
Baseline 2015/2016	No electronic submitted claims received, therefore no payments could be 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 2016/17

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 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Digitising and modernising Members' Affairs services	New PI	New PI	New PI	Digitising and modernising Members' Affairs services	Digitising and modernising Members' Affairs services	Digitising and modernising Members' Affairs services	Digitising and modernising Members' Affairs services

Risk	Mitigation
Members' reluctance to utilise electronic systems.	Awareness and training.

Programme performance indicators and annual targets for 2016/17

Programme Performance indicator		Audited / Actual Performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Percentage implementation of scheduled training programmes per year for Members Baseline 2015/16: Numerator: 4 Number of training programmes per year implemented for Members Denominator: 4 Number of training programmes per year scheduled for Members	New PI	New PI	Training needs survey and information seeking sessions	100%	80%	80%	80%
2	Percentage of claims (submitted electronically complying with the requirements of the Members Facilities Guide) processed	New PI	New PI	Technology needs assessments finalised	0%	100%	100%	100%

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage implementation of scheduled training programmes per year for Members	Annual	80%				80%
2	Percentage of claims (submitted electronically complying with the requirements of the Members Facilities Guide) processed	Quarterly	100%	100%	100%	100%	100%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Goods and Services	5 319	5 742	7.37
Transfers to:			
Foreign organisations	286	165	-42.31
Households	1 276	1 389	8.86
TOTAL	6 881	7 296	6.03

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 2016/17

Programme Performance indicator	Audited / Actual Performance			Estimated performance 2015/16	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
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	Mitigation
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.	Parties are required to submit quarterly financial reports so that they can be assessed and early warning signals identified and corrected.

Quarterly targets for 2016/17

Performance indicator	Reporting Period	Annual target 2016/17	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	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Transfers to:			
Non-profit institutions	34 838	36 942	6.04
TOTAL	34 838	36 942	6.04

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						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
1. Facilities and Benefits to Members	5 419	5 394	4 494	6 381	6 881	6 881	7 296	6.03	7 584	7 978
Allowances	3 849	4 047	2 941	4 840	5 340	5 340	5 660	5.99	5 880	6 189
Contributions	1 570	1 347	1 553	1 541	1 541	1 541	1 636	6.16	1 704	1 789
2. Political Parties Support Service	30 113	31 572	33 170	34 838	34 838	34 838	36 942	6.04	36 749	38 739
Secretarial Allowances	8 807	9 073	9 553	9 914	9 914	9 914	10 624	7.16	10 519	10 835
Constituency Allowances	21 306	22 499	23 617	24 924	24 924	24 924	26 318	5.59	26 230	27 904
Total payments and estimates	35 532	36 966	37 664	41 219	41 719	41 719	44 238	6.04	44 333	46 717

Payments and estimates by economic classification

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Current payments	3 937	4 113	3 001	4 955	5 455	5 319	5 742	7.95	5 962	6 271
Goods and services	3 937	4 113	3 001	4 955	5 455	5 319	5 742	7.95	5 962	6 271
Transfers and subsidies to	31 595	32 853	34 663	36 264	36 264	36 400	38 496	5.76	38 371	40 446
Foreign governments and international organisations	244	128	239	150	150	286	165	(42.31)	167	170
Non-profit institutions	30 113	31 572	33 170	34 838	34 838	34 838	36 942	6.04	36 749	38 739
Households	1 238	1 153	1 254	1 276	1 276	1 276	1 389	8.86	1 455	1 537
Total economic classification	35 532	36 966	37 664	41 219	41 719	41 719	44 238	6.04	44 333	46 717

10.3.2 Performance and expenditure trends

The increase of 6.04 per cent or R2.519 million in 2016/17 from the 2015/16 revised estimates of R41.719 million to R44.238 million is to provide for increases of Members enabling allowances as well as transfers to political parties.

The increase of 7.95 per cent in the goods and services budget is to provide for increases of Members enabling allowances.

There is a 5.76 per cent increase of R2.096 million from R36.400 million in the 2015/16 revised estimate to R38.496 million in 2016/17 in the transfer payments to provide for 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 3.1 Plenary support 3.2 Committee Support (incl. Standing Committees) 3.3 Public Education and Outreach 3.4 Hansard and Language Services	To enhance effective and timely procedural and related support

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: Standard Operating Procedure in place. 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 providing effective procedural and related support to Members, Committees and the House.
Links	By implementing these processes and systems organisational efficiency will be maximised and strategic and corporate support to stakeholders will be improved.
Baseline 2015/16	Estimated baseline: Compliance to standard operating procedure: Plenary Support: 100% ; Committee Support: 97%, and Hansard and Language Services: 97.2%
2020	99% Compliance to all standard operating procedures

11.2 Programme Performance Indicators, Annual and Quarterly targets per Sub-programme for 2016/17

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 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
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	96%	97%	98%	99%

Risks	Mitigations
<p>Inadequate or misguided support given;</p> <p>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</p>	<p>Regular meetings held with Deputy-Secretary, Chief Parliamentary Officer, Manager and Senior Parliamentary officials to review preparations for plenaries. All parliamentary papers are routed to Chief Parliamentary Officer for final sign-off. Standing Rules, precedents and established Practice serve as reference; and Route form for the processing of all Parliamentary papers allows for different levels of vetting.</p> <p>Resolutions will be communicated via website, and/or copy of the resolution will be given to the Member who moved the motion in the absence of contact details provided.</p> <p>Mentoring of staff by Deputy Secretary and Chief Parliamentary Officer.</p> <p>Motivation for focussed procedural training submitted for budget policy options.</p>

Programme performance indicators and annual targets for 2016/17

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Percentage of procedural support service provided in terms of the Standard Operating Procedure on Plenary Support to all plenaries programmed as per approved parliamentary programme Baseline 2015/16: Numerator: 24 (number of sittings of the House where support was provided as per Standard Operating Procedures of Plenary Support Services- performance is non-cumulative) Denominator: 24 (number of sittings as per draft parliamentary programme)	New PI	New PI	New PI	100%	100%	100%	100%

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
2	Percentage of procedural advice provided to Presiding Officers and Members on request Baseline 2015/16: Numerator: 62 (Number of procedural advice provided) Denominator: 62 (Number of procedural advice requested)	New PI	100%	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 Baseline 2015/16: 207 resolutions passed in the House and communicated within 15 working days – performance is non- cumulative.	New PI	15	15	15	15	15	15

Quarterly targets for 2016/17

Performance indicators		Reporting Period	Annual target 2016/17	Quarterly targets			
				1 st	2 nd	3 rd	4 th
1	Percentage of procedural support service provided in terms of the Standard Operating Procedure on Plenary Support to all plenaries programmed as per approved parliamentary programme	Quarterly	96%	96%	96%	96%	96%
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	Revised Estimate 2015/16	Estimate 2015/16	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 343	2 396	2.26
Goods and Services	286	355	24.12
Transfers to:			
Households	7	4	-42.86
TOTAL	2 636	2 755	4.51

Establishment			
Unfunded	Filled	Vacant	Total funded positions as at 29 February 2016
1*	4	0	4

* Parliamentary Officer

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 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
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	90%	95%	96%	97%	98%

Risk Management:

Risks	Mitigations
<p>Lack of experience of new Members in parliamentary procedures;</p> <p>Potential staff turnover due to lack of formalised retention strategy;</p> <p>Inadequate continuous procedural training available staff to cement the procedural knowledge base; and</p> <p>Capacity constraints during peak parliamentary periods e.g. Annual report analysis.</p>	<p>Continuous training for Members internally and via legislative Support Sector;</p> <p>Slowing down in the staff turnover rate;</p> <p>Standard Operating Procedure and a supplementary guideline document that outlines and clarifies administrative and political roles and responsibilities as well as procedural guidelines and best practice;</p> <p>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; and</p> <p>Encourage staff to utilise the Employee Wellness Programme and improve staff motivation.</p>

Programme performance indicators and annual targets for 2016/17

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
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 2015/16: Numerator: 101 (Number of committee support provided, in terms of draft committee reports, in accordance with SOP. Denominator: 108 (Number of committee support, in terms of draft committee reports as per the approved parliamentary programme)	95%	96%	79%	94%	96%	97%	98%
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 2015/16: Numerator: 53 (Number of research services provided, in terms of requested research, in accordance with the SOP	96%	97%	92%	100%	96%	97%	98%

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
	Denominator: 53 (Number of research requests received)							

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	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	Quarterly	96%	96%	96%	96%	96%
2	Percentage of requested research services provided in accordance with SOP to Committees, senior management and presiding officers	Quarterly	96%	96%	96%	96%	96%

Summary of payments and estimates by economic classification and establishment information

Economic Classification	Revised Estimate 2015/16	Estimate 2015/16	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	9 684	10 584	9.29
Goods and Services	3 511	2 754	-21.56
Transfers to:			
Households	21	21	-
TOTAL	13 216	13 359	1.08

Establishment		
Filled	Vacant	Total funded positions as at 29 February 2016
20	1*	21

* Researcher

11.2.3 Sub-programme: Public Education and Outreach

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

Strategic objective Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1.	Percentage increase in the planned education initiatives to improve public participation in the legislative and other processes of the legislature Baseline 2015/16: Demand driven 60 education initiatives	New PI	New PI	10%	10%	10%	10%	10%

Risk Management

Risks	Mitigations
<p>The lack of suitably qualified staff in the section to present education workshops in all three languages of the Province – although the current positions on the establishment have been filled, it is still not sufficient due to the vast number of stakeholder and areas that need to be served with legislative education programmes;</p> <p>The fluidity of the parliamentary and committee programmes does not provide sufficient time for preparing for public hearings; and</p>	<p>Organogram proposals to be submitted;</p> <p>Regular synergy meetings to take place with the Committee Section around the committee programme; and</p> <p>The implementation of the customised Oversight and Accountability Policy and an updated Public Participation Strategy for the WCPP.</p>

Programme performance indicators and annual targets for 2016/17

Programme Performance indicator		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Annual education programme on the law-making, oversight, public participation and petitions processes developed by 31 March 2017	Annual education programme developed	Annual education programme developed	Annual education programme developed	Annual education programme developed	Annual education programme developed	Annual education programme developed	Annual education programme developed
2	Review education curriculum on the law-making, oversight and public participation and petitions processes by 31 March 2017	New PI	New PI	New PI	Education curriculum	Education curriculum reviewed	Education curriculum reviewed	Education curriculum reviewed
3	Number of existing education material reviewed	-	-	2	2	2	2	2
4	Number of new education material developed	2	6	3	2	2	2	2
5	Number of education initiatives rolled out as per Annual Programme	45	42	59	60	66	73	80
6	Percentage of petitions processed in accordance with relevant legislation Baseline 2015/16: 0 Petitions received that met the relevant legislative requirements	-	100%	100%	100%	100%	100%	100%

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	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 2017	Annual	Develop annual education programme				Education programme developed
2	Review education curriculum on the law-making, oversight and public participation and petitions processes by 31 March 2017	Annual	Review education curriculum				Education curriculum reviewed
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 education initiatives rolled out as per Annual Programme	Quarterly	66	17	16	17	16
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	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	2 691	2 891	7.43
Goods and Services	574	422	-26.48
Transfers to:			
Households	5	5	-
TOTAL	3 270	3 318	1.47

Establishment		
Filled	Vacant	Total funded positions as at 29 February 2016
6	0	6

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 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
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	95%	85%	96%	97%	98%

Risks	Mitigations
<p>Hansard services: The non-availability of a Hansard service;</p> <p>Interpreting: The non-availability of outsourced interpreters with experience to render a service and the poor quality of interpreting service;</p> <p>Translations: Not having a full capacity in the Language Service unit and the poor quality of translation services; and non-availability of experienced translators in the market representing all three official languages of the province.</p>	<p>Hansard services: Provide a fully-fledged Hansard service through a fixed term contract monitored via a service level agreement;</p> <p>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. External vetting of the quality of interpreting service is assessed once a year; gaps, if any, are identified; improvement plans developed, implemented and monitored; and</p> <p>Translations: Proposals to review the organogram have been submitted. External vetting of the quality of translation services is done once a year; gaps if any are identified; improvement plans developed, implemented and monitored.</p>

Programme performance indicators and annual targets for 2016/17

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1	Percentage of recommendations implemented that have been accepted arising from external vetting interpreting services Baseline 2015/16: Numerator: 18 Recommendations implemented Denominator: 21 total number of recommendations identified	New PI	New PI	New PI	85%	95%	96%	97%
2	Percentage of recommendations implemented that have been accepted arising from the external vetting of translation services Baseline 2015/16: Numerator: 12 Recommendations implemented Denominator: 14 total number of recommendations identified	New PI	New PI	New PI	85%	95%	96%	97%
3	Percentage availability of official House Papers translated in all official languages Baseline 2015/16: Numerator: Total of 226 of Official House Papers translated into all official languages (Minutes; Order paper; Question Paper and Hansard	New PI	New PI	96%	90%	96%	97%	98%

Programme Performance indicators		Audited/Actual performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
	transcripts) Denominator: Total of 237 Official House Papers published (Minutes; Order papers; Question papers; ATCs and Hansard transcripts)							
4	Percentage availability of interpreting services for the House and Committees where confirmed Baseline : 2015/16: Numerator:145 (Number of interpreting services provided) Denominator:145 (Number of Committee meetings confirming service)	New PI	New PI	100%	100%	100%	100%	100%
5	Number of contact meetings held with the Service Provider to ensure that Hansard services provided are as per service level agreement and that deviations are addressed	New PI	New PI	9	12	12	12	12

Quarterly targets for 2016/17

Performance indicator		Reporting Period	Annual target 2016/17	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	Annual	95%				95%
2	Percentage of recommendations implemented that have been accepted arising from the external vetting of translation services	Annual	95%				95%
3	Percentage availability of official House Papers translated in all official languages	Quarterly	96%	96%	96%	96%	96%
4	Percentage availability of interpreting services for the House and Committees where confirmed	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	Revised Estimate 2015/16	Estimate 2016/17	% Change from Adjusted Appropriation
	R'000	R'000	%
Current Payments:			
Compensation of Employees	1 243	1 531	23.17
Goods and Services	5 298	1 962	-62.97
Transfers to:			
Households	11	2	-81.82
TOTAL	6 552	3 495	-46.66

Establishment			
Unfunded	Filled	Vacant	Total funded positions as at 29 February 2016
1*	3	0	3

* Editor

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						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
1. Plenary Support	2 457	2 660	2 749	2 971	2 532	2 636	2 755	4.51	2 916	3 065
2. Committee Support	9 331	11 074	11 144	13 167	12 917	13 216	13 359	1.08	14 220	15 045
Committees	6 144	8 242	9 386	10 243	9 993	10 244	10 934	6.74	11 672	12 369
Standing Committees	3 187	2 832	1 758	2 924	2 924	2 972	2 425	(18.41)	2 548	2 676
3. Public Education and Outreach	1 939	2 261	2 650	3 191	3 270	3 270	3 318	1.47	3 500	3 677
4. Hansard and Language Services	2 760	6 268	5 886	4 248	6 955	6 552	3 495	(46.66)	3 754	3 839
Total payments and estimates	16 487	22 263	22 429	23 577	25 674	25 674	22 927	(10.70)	24 390	25 626

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

Economic classification R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2012/13	2013/14	2014/15	2015/16	2015/16	2015/16	2016/17	2015/16	2017/18	2018/19
Current payments	16 421	22 230	22 318	23 545	25 630	25 630	22 895	(10.67)	24 358	25 594
Compensation of employees	9 951	12 841	15 102	16 268	15 606	15 961	17 402	9.03	18 566	19 624
Goods and services	6 470	9 389	7 216	7 277	10 024	9 669	5 493	(43.19)	5 792	5 970
Transfers and subsidies to	56	33	111	32	44	44	32	(27.27)	32	32
Households	56	33	111	32	44	44	32	(27.27)	32	32
Payments for financial assets	10									
Total economic classification	16 487	22 263	22 429	23 577	25 674	25 674	22 927	(10.70)	24 390	25 626

11.3.2 Performance and expenditure trends

The decrease of 10.70 per cent or R2.747 million from R25.674 million in the 2015/16 revised estimates to R22.927 million in 2016/17 is mainly due to the roll over for foreign travel in the 2015/16 financial year which increased the budget for the financial year.

There has been an increase of 9.03 per cent or R1.441 million from R15.961 million to R17.402 million under compensation of employees. This increase relates to provision for improvement of conditions of services.

The decrease of 43.19 per cent or R4.176 million in the goods and services budget from R9.669 million in the 2015/16 revised estimate to R5.493 million in 2016/17 is as a result of additional funding in respect of Hansard translation services as well as the foreign travel rolled over to the 2015/16 financial year.

Provision has 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

PROGRAMME 1: ADMINISTRATION

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 are 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. These directives includes: Standing Rules; Public Participation Strategy and Oversight and Accountability Policy.
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	Business plans submitted by individual Standing Committees; Consolidated report on the achievement of Standing Committee activities as per the business plan; and Issuing of at least one directive in terms of oversight, law-making and 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

Programme performance indicator: 1	Percentage compliance to legislative obligations and relevant transitional arrangements in terms of FMPPLA(Executive Authority) 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	Annual
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 and Accountability Policy; Rule review; Public Participation strategy and other directives; and submit to the Rules Committee.
Method of calculation	Simple counts
Data limitations	Political apathy
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
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 “Good” (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 80% 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 scoring matrix. 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	Annual
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 services 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 can 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	Annual
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 e.g. 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	99% 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	Review and implementation of Performance Management Framework for Legal Services
Short definition	Reviewed 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 reviewed 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	One signed off reviewed Performance Management Framework; and Implementation: Recording of all services and checking whether it is in compliance with the Framework.
Method of calculation	One signed off reviewed and implemented Performance Management Framework
Data limitations	None
Type of indicator	Output
Calculation type	Performance is non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Compliance with the reviewed Performance Management Framework for Legal Services.
Indicator responsibility	Legal Advisers
Key risk	Compliance: Stakeholder apathy – not complying with standards in the Performance Management Framework and not keeping record of services requested and provided.

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.

Strategic objective performance indicator: 2	Maintain clean audit outcomes on governance
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	Annual 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	Annual
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	No
Desired performance	5% year-on-year increase – Based on performance in previous year, 10% growth reduced to 5% as overly-ambitious and influence is limited.
Indicator responsibility	Manager: C&I
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	No
Desired performance	5% year-on-year increase
Indicator responsibility	Manager: C&I
Key risk	Spam; connectivity (up time/availability of platforms/technology); cyber security

Programme performance indicator: 3	Year-on-year increase in file plan usage by units
Short definition	Increased usage of file plan and records management facility by sections of the WCPP.
Purpose/importance	To ensure compliance with the Records Management Policy of the WCPP and associated legal framework.
Source/collection of data	Monthly reports
Method of calculation	Simple count – year-on-year variations (to increase baseline of average number of units using file plan)
Data limitations	None
Type of indicator	Outcome
Calculation type	Year-on-year count
Reporting cycle	Annual
New indicator	Yes
Desired performance	Improved records management and improved understanding by employees of file plan and Records Policy
Indicator responsibility	Manager: C&I
Key risk	Malicious and/or negligent non-compliance

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</i> , <i>Info Flyers</i> , <i>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; and 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	Annual
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	Provide GRAP Training on relevant GRAP standards for finance staff
Short definition	GRAP Training for Finance staff
Purpose/importance	Ensuring all finance staff are informed of GRAP reporting requirements.
Source/collection of data	Attendance registers
Method of calculation	Number of GRAP standards training provided for.
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	
Indicator responsibility	Manager: Finance
Key risk	Material Financial and Non-Financial errors, as well as non-compliance to applicable legislative requirements.

Programme performance indicator: 2	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: 3	Number of Finalised 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: 4	Number of Verifiable Interim Financial statements submitted by the required due date
Short definition	Verifiable financial statements by the required due date
Purpose/importance	The rendering of accurate financial management services
Source/collection of data	Quarterly financial statements as at end June; September and; December
Method of calculation	Signed off Interim Financial Statements as at the end of June; September; and December.
Data limitations	Not applicable
Type of indicator	Output
Calculation type	Cumulative (end of June; September; and December)
Reporting cycle	Quarterly
New indicator	No
Desired performance	Exact
Indicator responsibility	Manager: Finance, Chief Financial Officer
Key risk	Material Financial and Non-Financial errors, as well as non-compliance to applicable legislative requirements

Programme performance indicator: 5	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: 6	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: 7	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	Provide GRAP training for SCM practitioners for standards 17, 31 and 103
Short definition	GRAP training for asset standards
Purpose/importance	Ensuring that SCM practitioners are adequately skilled for GRAP implementation regarding assets
Source/collection of data	Training provided in respect of GRAP standards 17, 31 & 103
Method of calculation	Signed Attendance Register of SCM practitioners
Data limitations	Not Applicable
Type of indicator	Output
Calculation type	N/A
Reporting cycle	Per annum
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

Programme performance indicator: 2	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-annual
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: 3	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: 4	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 of payment 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	Annual
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. Total value adding services: 11 – Employee wellness; Employment Equity; Gender Mainstreaming; Disability Equity Mainstreaming; Career Management; Organisational Development; Management Information; Mentoring and Coaching; Learnerships; and Skills Development Quality Assurance.
Source/collection of data	Monthly Reports
Method of calculation	Comparative analysis
Data limitations	None
Type of indicator	Simple
Calculation type	Percentage comparison
Reporting cycle	Annual
New indicator	Yes
Desired performance	From the current baseline of 1, the WCPP would like an increase of 70% year on year to next year.
Indicator responsibility	Manager: Human Resources
Key risk	Lack of Funding

Programme performance indicator: 2	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	Annual
New indicator	Yes
Desired performance	80% 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.

Programme performance indicator: 3	Percentage availability of employees to operate effectively as a result of improved skills following the formal training programme
Short definition	Improved performance due to training
Purpose/importance	If the training succeeded in improving the skills of employees to perform their functions better, the overall performance of WCPP will improve.
Source/collection of data	Quality Assurance Process
Method of calculation	Percentage of results positive
Data limitations	None
Type of indicator	Simple
Calculation type	Percentage
Reporting cycle	Bi-annual
New indicator	Yes
Desired performance	At least 70% of results positive
Indicator responsibility	Manager: Human Resources
Key risk	Delay in the completion of Quality Assurance documentation

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	Annual
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 & Phase 3: Implementation of ERP
Indicator responsibility	Manager: Information & Communications Technology
Key risk	Buy-in from all stakeholders to the Project and the Project design and approach. Funds not being made available by the Provincial Treasury for the procurement of an ERP system and implementation

Programme performance indicator: 2	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	5% improvement of service support delivered against service level agreement. Total 65% for the year. Conform to established Project Management gates and establish Baseline.
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.

Programme performance indicator: 2	Percentage improvement on 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	Improve with 20% compliance to Project Management Best Practices. Total 70% for the year. Conformance to targets set
Indicator responsibility	Manager: Information & Communications Technology
Key risk	Availability of skill staff, resources and buy-in from stakeholders.

Programme performance indicator: 3	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 (95% uptime as per the SLA with service provider)
Indicator responsibility	Manager: Information & Communications Technology
Key risk	Dependency on skills and resources to ensure availability of ICT Infrastructure

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 The importance of this indicator is to show that there is an increase in Member's satisfaction rating
Source/collection of data	Results of generic survey
Method of calculation	Results of survey
Data limitations	A majority response from stakeholders would be required in order to obtain a fair and complete reflection of the support services rendered
Type of indicator	Outputs
Calculation type	Non-cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Feedback from the majority of stakeholders and that the results indicates a score of above 70% per sub-programme
Indicator responsibility	Manager: Security and Facilities Management
Key risk	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 - planned fire drill as per security plan and security awareness programme)
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 assessment report / contingency plan
Method of calculation	Number of drills completed successfully and number of awareness programmes
Data limitations	Confidential/top secret nature of certain documentation r
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:3	Number of projects completed as per Facilities Management Programme
Short definition	To manage and oversee the projects registered on the U-AMP with DTPW (Fire Rationale Project / upgrade of the roof)
Purpose/importance	To ensure projects are completed on time and properly administered and that any problems are escalated to DTPW
Source/collection of data	SDA / u-amps /
Method of calculation	2 projects
Data limitations	Updated project plans
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Bi-annual
New indicator	Yes
Desired performance	To improve arrangements with stakeholders in and around parliamentary precinct
Indicator responsibility	Manager S&FM
Key risk	Non-compliance to OHS and Building regulations

Programme performance indicator: 4	Number of Joint Planning Committee Meetings in line with the 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	No
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	4 Health and Safety inspections to identify risk and monitor the implementation of remedial measures Leads to a conducive work environment
Indicator responsibility	OHS Committee / AO
Key risk	Unpleasant and unsafe work environment

PROGRAMME 2: FACILITIES AND BENEFITS TO MEMBERS AND POLITICAL PARTIES

Strategic Objective	Digitising and modernising Members' Affairs services
Performance Indicator	
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	Annual
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 per year for Members
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	Annual
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	Annual
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

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	Year-on-year percentage compliance to SOPs for Plenary and Committee procedural and related support for all programmed sittings and Committee meetings
Performance Indicator	Compliance with the SOPs.
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 Services and Chief Parliamentary Officer briefs for chairpersons; Procedural Guides for POs; Committee documents and House Papers.
Method of calculation	Only the targets relating to the SOP will be taken into consideration for calculating actual performance.
Data limitations	None
Type of indicator	Output indicator
Calculation type	Cumulative
Reporting cycle	Quarterly report prepared by the 7 th working 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 or provided for in the SOP.
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"> Quarterly reports on procedural support services provided to Plenaries; Preparation, production and distribution of parliamentary papers, namely Order Papers, Question Papers, Minutes of Proceedings, ATCs and Bills for assent; Preparation of Guides for Officers; and 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 working day of the month following the end of the quarter.
New indicator	No (constitutional mandate)
Desired performance	Actual performance (100%) Degree of variance for unusual circumstances not covered for in SOPs as indicated under each indicator or provided for in the SOP.
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	<ol style="list-style-type: none"> 1. Quarterly reports on procedural advice provided to Plenaries, Presiding Officers and Members on request, and as and when required; 2. Considered rulings prepared for Presiding Officers; 3. Register of advice provided routinely to Presiding Officers and Members on procedural matters; and 4. Record of Procedural advice and guidance provided in the House to Presiding Officers during sittings via the Lync system.
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 working 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 working 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 or placed on the parliamentary website where no contact details are provided.
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 relating to Draft committee Reports produced and submitted to chairpersons. 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 reports in compliance with sop / by total number of reports per quarter).
Reporting cycle	Quarterly report to be to the Chief Parliamentary Officer for approval (by the 7 th working 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. (Requested research includes all requested research, including other types of research, if it was requested.
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 working 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 Education and Outreach

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 WCPP 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 education 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	Involving the public in the legislative and other processes of the legislature and its committees is a constitutional imperative.
Source/collection of data	Quarterly PEO reports on the number of planned education initiatives against the Annual Education Programme and the Quarterly Implementation Plan.
Method of calculation	Planned vs. actual
Data limitations	Timeous availability of parliamentary programme.
Type of indicator	Output
Calculation type	Performance is non-cumulative
Reporting cycle	Quarterly report to be submitted to the Deputy Secretary: Procedural Services for approval (by the 7 th working 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.
Indicator responsibility	Manager: Public Education and Outreach
Key risk	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 20% of events not catered for is considered reasonable.

Programme performance indicator: 2	Review education curriculum on the law-making, oversight and public participation and petitions processes by 31 March 2017
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 2017)
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 3. The 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
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. 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 training initiatives rolled out as per Annual 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 working 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. (66) 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. 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.
Purpose/importance	Constitutional mandate Section 115 of the Constitution (Act 108 of 1996).
Source/collection of data	Members of the public submit petitions to the Legislature in accordance with applicable legislation.
Method of calculation	Number of petitions processed / number of petitions received
Data limitations	Subject to receipt of Petitions
Type of indicator	Output
Calculation type	Performance is non-cumulative
Reporting cycle	Quarterly report to be submitted to the Deputy-Secretary: Procedural Services for approval (by 7 th working 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. 100% of all petitions received in accordance with the relevant legislation to be processed.
Indicator responsibility	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 implement accepted recommendations arising from the assessment / vetting of interpreting services rendered to the meetings of the House and its committees so as to ensure and maintain the quality of interpreting that is in line with industry practices and facilitates the purpose as stated below. Implementation must be preceded by an assessment of the services first and an action plan must be in place 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 continuous monitoring and periodic assessment of the 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	Annual reports on the implementation of Accepted Recommendations on the Vetting of the quality of interpreting services rendered. External experts to assess the quality of interpreting services rendered and to submit a written report on the services. Action plan to implement accepted recommendations from the vetting.
Method of calculation	Planned versus actual
Data limitations	None
Type of indicator	The indicator measures output.
Calculation type	Performance is non-cumulative
Reporting cycle	Report on the outcome of the vetting conducted by the end of quarter one. Annual report submitted to Deputy Secretary by the 7 th working day after the end of the financial year. Operational reporting to the Deputy Secretary on progress by the 7 th working day of the month following the end of quarter 2-4.
New indicator	No
Desired performance	95% 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.

Note: The vetting/assessment and monitoring of the quality of interpreting services will alternate annually for IsiXhosa and Afrikaans

Programme performance indicator: 2	Percentage of recommendations implemented that have been accepted, arising from external vetting of translations services
Short definition	To implement accepted recommendations arising from the assessment / vetting of translation services rendered to WCPP so as to ensure and maintain the quality of translation that is in line with industry practices and that it facilitates the purpose as stated below. Implementation must be preceded by an assessment of the services first, and an action plan must be in place 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 of continuous monitoring and periodic assessment of the service using external language experts is to ensure that a good standard of translations is maintained.
Source/collection of data	Annual report on the implementation of accepted recommendations on the vetting of 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 to implement accepted recommendations from the vetting.
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	Report on the outcome of the vetting conducted at the end of quarter one. Annual report submitted to Deputy Secretary by the 7 th working day after the end of the financial year. Operational reporting to the Deputy-Secretary on progress by the 7 th day of the month.
New indicator	No
Desired performance	95% 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	Non-availability of 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. External vetting of the quality of translation is done once a year and improvement plans implemented.

Note: The vetting/assessment and monitoring of the quality of translation services will alternate annually for Afrikaans and isiXhosa.

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; 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); and Hansard – (translation of speeches from either Afrikaans or isiXhosa to English on publication of the transcript.
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 working day of the month following the end of the quarter and submitted to the 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 capacitate the organogram have been submitted. Use of freelance translators where possible. External vetting of the quality of translations is done once a year and improvement plans implemented.

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 required is confirmed.
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; Progress Reports on the implementation of recommendation from the Vetting of Interpreting services; and 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 working 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 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 is done once a year and improvement plans implemented.

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; and the 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 working 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.

