

# WESTERN CAPE PROVINCIAL PARLIAMENT



## STRATEGIC PLAN 2015/16 - 2019/20

Posbus 648, Kaapstad  
8000, Suid Afrika

PO Box 648, Cape Town  
8000, South Africa

PO Box 648, Ekapa  
8000, Mzantsi Africa

[www.wcpp.gov.za](http://www.wcpp.gov.za)  
+27 21 487 1600



To obtain additional copies of this document, please contact the Secretary, Ms Hamida Fakira.

**Physical Address:** Provincial Legislature Building, 7 Wale Street, Cape Town  
**Telephone Number/s:** 021 487 1701/021 487 1702  
**Fax Number:** 021 487 1674  
**Email Addresses:** [secretary@wcpp.gov.za](mailto:secretary@wcpp.gov.za)  
**Website Address:** [www.wcpp.gov.za](http://www.wcpp.gov.za)

**PR:** 187/2014  
**ISBN:** 978-0-621-42850-6

**Title of Publication:** Western Cape Provincial Parliament, Strategic Plan 2015/16 – 2019/20



## FOREWORD

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

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

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

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



SHARNA FERNANDEZ  
SPEAKER  
EXECUTIVE AUTHORITY OF THE WESTERN CAPE PROVINCIAL PARLIAMENT

## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of the Western Cape Provincial Parliament under the guidance of the Speaker, Hon Sharna Fernandez;
- takes into account all the relevant policies, legislation and other mandates for which the Western Cape Provincial Parliament is responsible; and
- accurately reflects the strategic goals and objectives the Western Cape Provincial Parliament will endeavour to achieve over the period 2015/16 to 2019/20.

Name	Rank	Signature
Genevieve Accom	Chief Treasury Officer	
Nicole Petersen	Chief Financial Officer	
Hamida Fakira	Accounting Officer	

Approved by:



SHARNA FERNANDEZ  
SPEAKER  
EXECUTIVE AUTHORITY OF THE WESTERN CAPE PROVINCIAL PARLIAMENT



<b>CONTENTS</b>		<b>PAGE</b>
<b>PART A: STRATEGIC OVERVIEW</b>		
1.	Vision	6
2.	Mission	6
3.	Core Values	6
4.	Legislative and other Mandates	6
4.1	Constitutional Mandates	6
4.2	Legislative Mandates	8
4.3	Policy Mandates	10
4.4	Relevant Court Judgements	10
4.5	Planned Policy Initiatives	11
5.	Situational Analysis	11
5.1	Performance Environment	11
5.1.1	The Purpose and Role of the Provincial Parliament	11
5.1.2	Service Delivery Environment	13
5.1.3	Stakeholders	15
5.1.4	Performance Management	16
5.2	Organisational Environment	16
5.2.1	Organisational Structure	18
5.3	Description of the Strategic Planning Process	19
6.	Strategic Outcome-Oriented Goals of the Western Cape Provincial Parliament	19
<b>PART B: STRATEGIC OBJECTIVES</b>		
7.	Programmes and Sub-programmes	22
7.1	Programme 1: Administration	22
7.1.1	Strategic Objectives	24
7.1.2	Resource consideration	27
7.1.3	Strategic Objectives Annual Targets over five year period	28
7.1.4	Risk Management	29
7.2	Programme 2: Facilities for Members and Political Parties	30
7.2.1	Strategic Objectives	30
7.2.2	Resource consideration	30
7.2.3	Strategic Objectives Annual Targets over five year period	31
7.2.4	Risk Management	31
7.3	Programme 3: Parliamentary Services	31
7.3.1	Strategic Objectives	32
7.3.2	Resource consideration	32
7.3.3	Strategic Objectives Annual Targets over five year period	33
7.3.4	Risk Management	35
8.	Overview of the 2015 Budget and MTEF Estimates	36
8.1	Expenditure Estimates	36
<b>Annexures: Technical Indicator Descriptions</b>		
Strategic Outcome-Oriented Goals		38
Strategic Objectives		40



# WESTERN CAPE PROVINCIAL PARLIAMENT



## PART A STRATEGIC OVERVIEW

## PART A: STRATEGIC OVERVIEW

### 1. Vision

A dynamic, effective and efficient parliament supporting constitutional democracy

### 2. Mission

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

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

### 3. Core Values

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

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

### 4. Legislative and other mandates

#### 4.1 Constitutional mandates

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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





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

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

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

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

## **4.2 Legislative mandates**

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### 4.3 Policy Mandates

None

#### 4.4 Relevant Court Judgments

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

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

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

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

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

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

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

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

- *Certification of the Constitution of the Western Cape 1997 [1997] ZACC 8, and Certification of the Amended Text of the Constitution of the Western Cape, 1997 [1997] ZACC 15* – these judgments culminated in certification of the Constitution of the Western Cape by the Constitutional Court.
- *The Premier of the Province of the Western Cape and Another v Electoral Commission and Another 1999 (11) BCLR 1209 CC* – in this judgment the Constitutional Court held that a province may determine the number of Members in its provincial legislature in a provincial Constitution. A provincial Constitution may permit a province to provide for different legislative structures and procedures in order that provinces may establish their own distinctive legislatures.
- *Mario Gaspare Oriani-Ambrosini, MP v Maxwell Vuyisile Sisulu, Speaker of the National Assembly* ZACC 27 [2012] – in this judgment the Constitutional Court held that a legislature cannot restrict the power of a (private) Member of that legislature to introduce legislation into that legislature.

- *Stephen Segopotso Tongoane and Others v Minister for Agriculture and Land Affairs and Others CCT 100/09 [2010] ZACC 10* – the judgment confirms that any Bill that substantially affects the interests of the provinces must be enacted in accordance with the procedure stipulated in section 76 of the Constitution, which allows for provincial input in the legislative process as it relates to that Bill.
- *Mosiua Lekota and Another v The Speaker, National Assembly and Another (Western Cape High Court) case no: 14641/12* – the judgment was concerned, in the first instance, with restrictions placed on Members' freedom of speech by the rules of a legislature and, in the second instance, with the limits of judicial oversight over legislatures.
- *Lindiwe Mazibuko, MP, Leader of the Opposition in the National Assembly v Max Vuyisile Sisulu, MP, Speaker of the National Assembly and Another [2013] ZACC 28* – in this case the Constitutional Court held that the rules of a legislature must give effect to the rights and obligations imposed by the Constitution, and must provide for vindication of Members' constitutional rights in a legislature. The rules of a legislature may not thwart or frustrate Members' constitutional entitlements.
- *The Speaker of the National Assembly v Patricia de Lille, MP and Another (Case No: 297/98)* – the court held that freedom of speech in a legislature may be limited by the rules and orders of a legislature; provided that the limitation has due regard to representative and participatory democracy, accountability and public involvement.

#### 4.5 Planned Policy Initiatives

None

### 5. Situational Analysis

#### 5.1 Performance Environment

##### 5.1.1 The Purpose and Role of the Provincial Parliament

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

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

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

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



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

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

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

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

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

The Provincial Parliament has the authority to:

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

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

The Provincial Parliament is committed to:

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

Members of the Provincial Parliament must:

- **Participate in proceedings of the Provincial Parliament, which include:**

- the election of the Premier, Speaker and Deputy Speaker;
- plenary sessions on legislation and matters of policy;
- participating in committees;
- putting questions to Ministers during question time;
- raising matters of concern by way of motions, Members statements, matters of public and urgent public importance; and
- taking decisions on matters within the jurisdiction of the Provincial Parliament.

- **Represent interests of constituents:**

- Members provide a link between the people they represent and provincial government;
- Members assist constituents with problems they may encounter especially with issues of service delivery; and
- Members keep constituents informed of developments in the public sphere and provide regular feedback.

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

### **5.1.2 Service Delivery Environment**

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

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

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

#### **Programme 1: Administration**

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

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

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

- The Public Finance Management Act, 1999 (Act 1 of 1999 as amended) will no longer be applicable to the Provincial Parliament;
- The Speaker of the Provincial Parliament will be vested with all the rights and obligations of the Executive Authority as described in the Act;



- The Speaker of the National Assembly and the Chairperson of the National Council of Provinces (acting jointly) will be empowered to prescribe regulations and policy and to issue instructions concerning the financial management of the Provincial Parliament;
- The Provincial Parliament will have to provide for an oversight mechanism (committee) in its Standing Rules in terms of section 4 of the Act;
- The Provincial Parliament will have to prepare its financial statements in accordance with the Standards of Generally Recognised Accounting Practice (GRAP);
- The Provincial Parliament will have to establish an Internal Audit Unit in terms of the Act; and
- The Provincial Parliament's supply chain management policy will have to cover the matters referred to in Schedule 3 of the Act.

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

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

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

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

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

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

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

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

Information technology is an integral tool to assist the administration in the achievement of its strategic goals. The Provincial Parliament will concentrate on creating and maintaining a stable and reliable network infrastructure. Information and communications technology infrastructure pre-requisites for the Electronic Resource Planning (ERP) system will be given the highest priority. Further, an ICT strategy will be developed to cater for modernising



the work processes within the administration. To give effect to the new financial legislation, the Provincial Parliament has already conducted a feasibility study for the implementation of the ERP that will integrate human resources (payroll and leave), finance, supply chain management and asset management.

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

### **Programme 2: Facilities and Benefits to Members and Political Parties**

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

### **Programme 3: Parliamentary Services**

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

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

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

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

#### **5.1.3 Stakeholders**

The Provincial Parliament's stakeholders are as follows:

- Members;
- Staff;
- Speaker and the Office of the Speaker;
- Office of the Premier (Enterprise Risk Management; Internal Audit; Legal Services);
- Government departments;
- People of the Western Cape;
- Vendors;



- Parliament and other legislatures;
- South African Police Service;
- Political parties; and
- Auditor-General.

#### 5.1.4 Performance Management

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

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

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

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

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

## 5.2 Organisational Environment

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

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

#### Corporate Services:

##### **Programme 1: Administration** consisting of:

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

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

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

### Procedural Services:

## Programme 3: Parliamentary Services

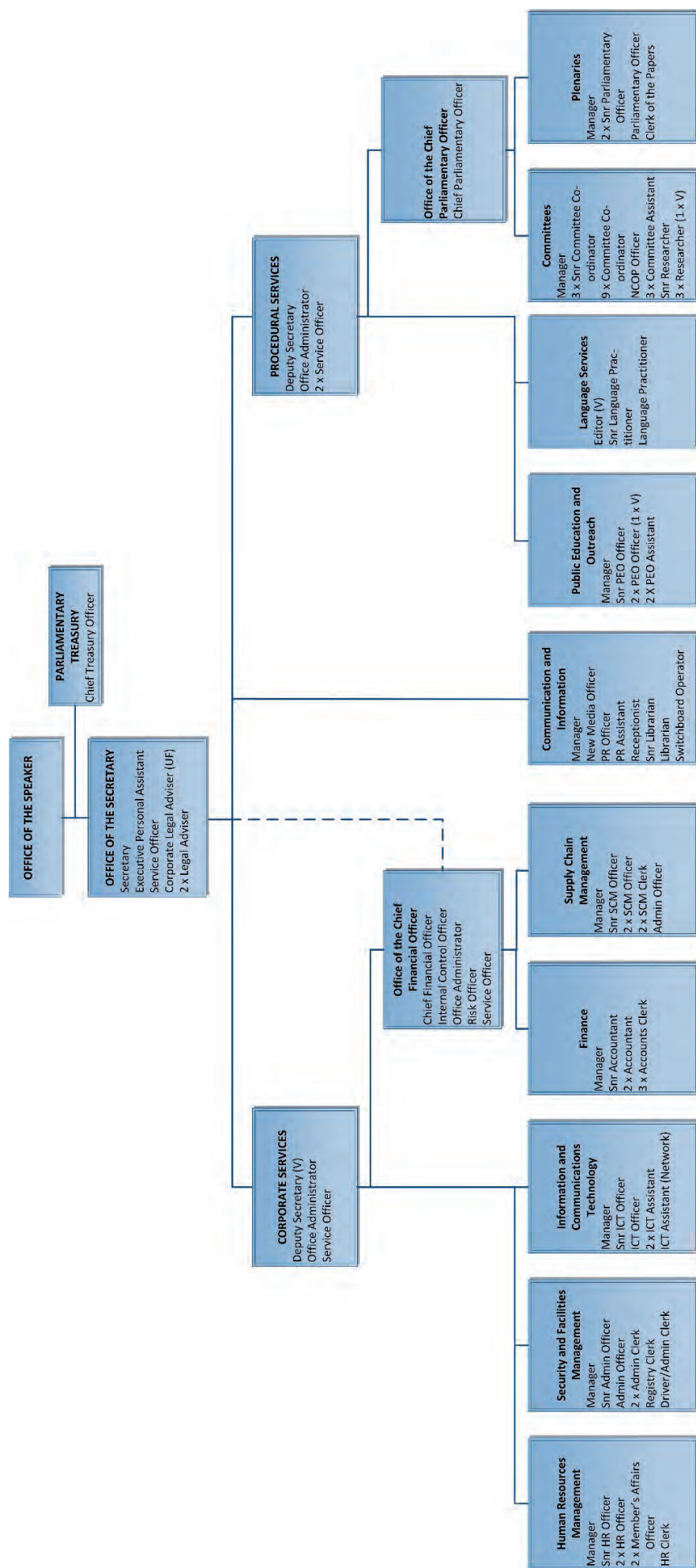
- 3.1 Plenary Support
- 3.2 Committee Support
- 3.3 Public Education and Outreach
- 3.4 Hansard and Language Services

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

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

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

## 5.2.1 Organisational Structure



### 5.3 Description of the Strategic Planning Process

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

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

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

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

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

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

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

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

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

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

<b>Strategic Outcome-Oriented Goal: 1</b>	To provide effective procedural and related support to Members, Committees and the House to make laws, conduct oversight and facilitate public involvement
<b>Goal Statement</b>	Effective procedural and related support
<b>Constitutional Mandate</b>	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.



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

# WESTERN CAPE PROVINCIAL PARLIAMENT



## PART B STRATEGIC OBJECTIVES

## PART B: STRATEGIC OBJECTIVES

### 7. Programmes and Sub-programmes

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

Strategic Outcome Oriented Goals	Sub-programme	Strategic Objectives
To promote sound governance and improve strategic and corporate support	<b>1 Administration</b>	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)	To improve services to stakeholders by providing strategic support and by implementing seamless and synergistic corporate and parliamentary processes and systems
	1.2 Office of the Secretary (incl. Communication and Information and Library)	
	1.3 Finance	
	1.4 Supply Chain Management	
	1.5 Internal Control	
	1.6 Human Resources	
	1.7 Information Technology	
	1.8 Security and Facilities Management	
	<b>2 Facilities and Benefits to Members</b>	
	2.1 Facilities and Benefits to Members (incl. Allowances and Contributions)	
To provide effective procedural and related support to Members, Committees and the House to make laws, conduct oversight and facilitate public involvement	2.2 Political Party Support Service (incl. Secretarial and Constituency allowances)	To enhance effective and timely procedural and related support
	<b>3 Parliamentary Services</b>	
	3.1 Plenary support	
	3.2 Committee Support (incl. Standing Committees)	
	3.3 Public Education and Outreach	
	3.4 Hansard and Language Services	

#### 7.1 Programme 1: Administration

The purpose of this programme is the strategic management of the Provincial Parliament and to provide quality corporate support services to the Provincial Parliament and entails the following:

- to formulate and execute policy in respect of the administration and management of the Provincial Parliament;
- to perform functions in terms of statutory provisions;
- to perform functions in terms of statutory provisions;

- to render secretarial and office support services to presiding officers;
- 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 Provincial Parliament;
- to provide communication and information services;
- to render financial management services;
- to render supply chain management services;
- to identify systematic weaknesses and recommend corrective measures to combat irregularities and to facilitate risk management services;
- to render human resource development and management services;
- to render Members' facilities management services;
- to render administrative and user support services and enhance and maintain information technology infrastructure; and
- to provide household, security and logistical services, including the facilitation of occupational health and safety.

#### Employment and Vacancies by Salary Bands

Salary Band	Number of approved post on the establishment	Number of posts on the establishment filled	Vacancy Rate	Unfunded Positions
Semi-Skilled (Band A1 to B1)	5	5	-	-
Skilled Technical (Band B2 to C3)	37	36	2.70%	-
Professionally qualified (Band C4 to C5)	8	7	12.50%	-
Senior Management (Band D1 to D3)	11	10	9.09%	1
Top Management (Band D4 to E2)	5	5	-	-
<b>Total</b>	<b>66</b>	<b>63</b>	<b>4.55%</b>	<b>1</b>



### 7.1.1 Strategic Objectives

<b>Strategic Objective Title</b>	Enhance sound governance		
<b>Strategic Objective</b>	To enhance sound governance by establishing structures, processes and procedures as per legislation and relevant guidelines		
<b>Baseline</b>	No mechanisms in place on how the performance of the Provincial Parliament in terms of mandated oversight and monitoring; law-making and public participation functions can be measured and reported on.		
	Financial Management of Parliament and Provincial Legislature Act, 2009 passed. Transitional arrangements to be finalised.		
	<ul style="list-style-type: none"> <li>• 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;</li> <li>• No significant deficiencies in internal control;</li> <li>• 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.</li> </ul>		
	ERP systems does not meet the reporting requirements of the Financial Management of Parliament and Provincial Legislature Act, 2009.		
<b>Justification</b>	This objective will ensure sound governance through establishing structures and processes to ensure the Provincial Parliament complies with relevant legislation and guidelines.		
<b>Links</b>	By ensuring that these structures, processes and procedures are in place and complied with will lead to sound governance.		
<b>Strategic Objective Performance indicators</b>	<b>Annual Targets</b>	<b>Baseline</b>	<b>2020</b>
	Establishing mechanisms year-on-year to monitor mandated functions	Financial Management of Parliament and Legislature Act, 2009 (Act 10 of 2009) applies to the WCPP with effect from 1 April 2015.	Full implementation and no findings on governance issues relating to the implementation of the Act.
	Maintain clean audit outcome on governance	Clean audit outcome on governance issues.	Clean audit outcome on governance issues.

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



Strategic Objective Performance indicators	Annual Targets	Baseline	2020
	Year-on-year improvement in organisational effectiveness and efficiency	70% of clients/stakeholders rate the support services received from the WCPP as good – as per annual survey.	90% of clients/stakeholders rate the support services received from the WCPP as good – as per annual survey.
	Clean audit outcome	Clean audit outcome.	Maintain clean audit outcome.
	Modernisation and integration of Human Resources Management	2 Value adding services currently rendered	11 Value adding services in place
		3 Human Resources processes digitised	10 Human Resources processes digitised
		0% formal training conducted focussed on identified skills gaps and structure.	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 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.	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.





### 7.1.2 Resource Consideration

- **Accrual Based Accounting System:** the Provincial Parliament intends to change its financial reporting practice to accrual based accounting and as a result the ERP (Enterprise Resource Planning) accounting system needs to be purchased and implemented in preparation for the conversion. This will be in line with the requirements of section 56 of the Financial Management of Parliament Act (Act No 10 of 2009) and once enacted, the Provincial Parliament is required to prepare its financial statements in accordance with standards of generally recognised accounting practice. Furthermore, there will be other considerations of the Act which would impact on resource requirements for example establishing an Internal Audit unit and an independent audit committee.
- **Funding of new permanent posts on the Provincial Parliament's establishment:** The organisational structure of the Provincial Parliament was developed with careful consideration of the strategic and operational requirements, however upon the consideration of the critical operational areas, it was ascertained that certain key areas needed reinforcing to ensure effective and efficient operations. Additional posts were identified which would be added to the establishment to address current challenges and improve overall performance of the Provincial Parliament.

### 7.1.1.3 Strategic Objectives Annual Targets over five year period

Strategic objectives	Strategic objective Performance indicator	Audited/Actual performance				Medium-term targets				
		2011/12	2012/13	2013/14	Estimated performance 2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
1	To enhance sound governance by establishing structures, processes and procedures as per legislation and relevant guidelines	New PI	New PI	New PI	New PI	Establishing mechanisms year-on-year to monitor mandated functions	Establishing mechanisms year-on-year to monitor mandated functions	Establishing mechanisms year-on-year to monitor mandated functions	Establishing mechanisms year-on-year to monitor mandated functions	Establishing mechanisms year-on-year to monitor mandated functions
		New PI	New PI	Maintain 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	Maintain clean audit outcome on governance	Maintain clean audit outcome on governance
2	Number of support service improvement plans implemented that address gaps in service delivery	New PI	New PI	New PI	New PI	Year-on-year improvement in organisational effectiveness and efficiency	Year-on-year improvement in organisational effectiveness and efficiency	Year-on-year improvement in organisational effectiveness and efficiency	Year-on-year improvement in organisational effectiveness and efficiency	Year-on-year improvement in organisational effectiveness and efficiency
		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	Clean audit outcome
		New PI	New PI	New PI	New PI	Modernisation and Integration of Human Resources Management	Modernisation and Integration of Human Resources	Modernisation and Integration of Human Resources	Modernisation and Integration of Human Resources	Modernisation and Integration of Human Resources
		New PI	New PI	New PI	1 – Initial/ad hoc	2 – Repeatable but intuitive	2,5 – Some defined processes in place	3 – Defined processes	3 – Defined processes	3 – Defined processes

### 7.1.4 Risk management

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

Risks		Action plan
1	Lack of a formally documented communication strategy to regulate the access and flow of information to the public/stakeholders that result in misinformation and information gaps to stakeholders.	Develop SOP's to support the Communication Strategy in respect of the various communication media forms
2	Unreliable, inaccurate and incomplete performance information reported in the Annual Report due to inadequate/poorly developed key performance indicators (KPI's) resulting in a negative audit outcome.	Draft Monitoring and Evaluation Framework will be presented and discussed before approval by the Accounting Officer.
3	Inadequate operational readiness to ensure the migration from modified cash basis of accounting to GRAP that can result in the non-compliance to the amended FMPA and a negative audit outcome.	WCPP will implement the operational transitional arrangements in terms of amended FMPA, 34 of 2014 to be approved by the President with the envisaged implementation starting date of 1/4/2015. Implementation of the Project Initiation Document (PID) for the WCPP ERP System 2. Implementation of the PID for the WCPP ERP system implementation over the remaining period of the 2014/15 financial year and toward the envisaged end date of the 2016/17 financial year. Office of the CFO (Finance, SCM and Internal Control) and HR have established a task team to develop the required business processes in respect of the requirements to be operationally able to implement and report as per GRAP requirements by the 31/3/2015
4	Business operations being disrupted due to performance degradation of ageing ICT infrastructure and applications.	Conduct and finalise the feasibility study to refresh the ICT Infrastructure
5	Disruption of business systems resulting in the non-availability and loss of information.	Conduct and finalise a feasibility study and proposal on the establishment of an off-site recovery site by the quarterly audits on back-up procedures performed by the Internal Control unit.
6	Inability to ensure that IT sustains and extends the organisational strategic objectives via effective leadership, structures, and processes.	Review the ICT Governance Framework based on the South African Legislative Sector (SALS) ICT Governance Framework which was developed for legislative sector (SALS) ICT forum meeting. Establish ICT Governance Oversight Committee.
7	Loss of life or injury to Members of Parliament due to inadequate security services provided during external public hearings or visits by the oversight committees..	Controls as per risk register.
8	Security breaches resulting in safety concerns, theft and loss of assets at the legislature building.	Increase awareness via training initiatives (security and occupational health and safety).

## 7.2 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 through the management of payments 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 official travel, accommodation and telecommunication;
- Constituency allowance 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;

### 7.2.1 Strategic Objectives

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

### 7.2.2 Resource Consideration

Provision made for inflationary increase on Members facilities and transfer payments to Political Parties.

### 7.2.3 Strategic Objectives Annual Targets over five year period

Strategic objectives		Strategic objective Performance indicator	Audited/Actual performance			Estimated performance 2014/15	Five year targets				
			2011/12	2012/13	2013/14		2015/16	2016/17	2017/18	2018/19	2019/20
1.	To improve services to stakeholders by providing strategic support and by implementing seamless and synergistic corporate and parliamentary processes and systems	Digitising and modernising Members' Affairs services	New PI	New PI	New PI	New PI	Digitising and modernising Members' Affairs services	Digitising and modernising Members' Affairs services	Digitising and modernising Members' Affairs services	Digitising and modernising Members' Affairs services	Digitising and modernising Members' Affairs services

### 7.2.4 Risk management

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

Key Risks		Mitigating actions
1	Poorly skilled and trained Members of Parliament compromises effective law-making and oversight.	<p>Establish an Internal Arrangement Committee within the Rules Committee to determine the training schedule for Members.</p> <p>Legislative Sector Support (LSS) is in the process of developing orientation programme (qualification) that must be SAQA approved within 2014. (Part of the WCPP orientation and long term training programme over the 5 year term)</p>

### 7.3 Programme 3: Parliamentary Services

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

- Providing procedural advice and administrative support for the sittings of the House;
- Providing procedural advice and administrative support to the committees and relevant parliamentary research support to Members, committees and senior management and presiding officers ;
- Providing support to committees in the law-making and oversight processes, facilitating public education programmes, facilitating public outreach and developing legislative education programmes and materials for stakeholders; and
- Manage the provision of verbatim reports of the House proceedings and to provide interpreting and translation services;



### 7.3.1 Strategic Objectives

<b>Strategic Objective Title</b>	Enhanced procedural and related support
<b>Strategic Objective</b>	To enhance effective and timely procedural and related support
<b>Baseline</b>	Services to be provided in accordance with approved parliamentary programme
	Committee Support : Standard Operating Procedure in place
	Plenary: Standard Operating Procedure in place
	Hansard: Support Standards agreed to and set out in Service Level Agreement with external service provider
	Language Services: Standards set out in Western Cape Language Act, Act 13 of 1998. Draft WCPP Language Policy not adopted yet.
<b>Justification</b>	<p>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.</p> <p>Enhancing and effectiveness as determined by the Standard Operating Procedure</p>
<b>Links</b>	By implementing these processes and systems organisational efficiency will be maximised and strategic and corporate support to stakeholders will be improved.
<b>Baseline</b>	90% Compliance to all standard operating procedures
<b>2020</b>	99% Compliance to all standard operating procedures

Salary Band	Number of approved post on the establishment	Number of posts on the establishment filled	Vacancy Rate
Skilled Technical (Band B2 to C3)	23	21	8.70%
Professionally qualified (Band C4 to C5)	8	8	-
Senior Management (Band D1 to D3)	4	3	25.00%
<b>Total</b>	<b>35</b>	<b>32</b>	<b>8.57%</b>

### 7.3.2 Resource Consideration

- Public participation campaigns: In order to optimise and increase public awareness and participation in parliamentary processes, new educational material needs to be developed and media campaigns will have to be increased
- Hansard translations: Once-off funding is required to fund the shortfall in translations and transcription services in terms of the Hansard contract.

### 7.3.3 Strategic Objectives Annual targets over five year period

Strategic objectives	Strategic objective Performance indicator	Audited/Actual performance			Estimated performance 2014/15	Medium-term targets				
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18	2018/19	2019/20
1 To enhance effective and timely procedural and related support	<p>Year-on-year percentage compliance to SOPs for Plenary and Committee procedural and related support for all programmed Sittings and Committee meetings</p> <p><b>Demand driven:</b></p> <p><b>Plenary Support: Demand driven Baseline:</b></p> <p>Numerator: 4 types of Official House Papers translated into all official languages (Minutes; Order paper; Question Paper and Hansard books)</p> <p>Denominator: Total of 5 types of Official House Papers (Minutes; Order papers; Question papers; ATCs and Hansard books)</p> <p>Interpreting services rendered to all House Sittings and all committee meetings where requested</p> <p><b>Committee Support</b></p> <p><b>Baseline:</b> Numerator: 107 New baseline for implementation of SOP from April 2014 – Dec 2014 (2014/15 (Number of committee meetings where support was provided in accordance with SOP)</p> <p>Denominator: 140 (Number of committee meetings as per approved parliamentary programme)</p> <p><b>Baseline:</b> Numerator: 44 New baseline for implementation of SOP from April 2014 – Dec 2014 (Number of research services provided in accordance with SOP</p> <p>Denominator: 48 (Number of research requests received)</p>	New PI	New PI	New PI	90%	95%	96%	97%	98%	100%

Strategic objectives	Strategic objective Performance indicator	Audited/Actual performance			Estimated performance 2014/15	Medium-term targets			2019/20
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18	
To enhance effective and timely procedural and related support - continued	Hansard and Language services Baseline for interpreting services for House Sitings Numerator: 23 Denominator: 23								
	Baseline for interpreting services requested for Committee meetings Numerator: 161 (Number of interpreting services provided) Denominator: 161 (Number of interpreting services requested)								
	Percentage increase in the planned education initiatives to improve public participation in the legislative and other processes of the legislature <b>Baseline:</b> Average of 48 education initiatives 2014/15: 48 2015/16: 54	New PI	New PI	New PI	10%	10%	10%	10%	10%
	<b>Demand driven Baseline 2013/14:</b> Numerator: 2 petitions processed Denominator: 2 petitions received								

### 7.3.4 Risk management

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

Risks		Action plan
1	Inadequate public participation in the law making process resulting in possible unconstitutional laws and ineffective legislative oversight	<p>Review Public Participation Strategy 2009 and implement a public participation strategy over the 5 year Strategic Plan period 2015/16-2019/20 (including special emphasis on co-ordination among all sections involved);</p> <p>Increase opportunities for stakeholders to visit; Facilitate public access to information (internet, publications, etc.); Identify special projects (regional sittings, schools, etc.) and curriculum development;</p> <p>Review of the organogram to meet the requirements of the section to address language requirements of participants and ensure business continuity; and</p> <p>Develop a clear marketing strategy in collaboration with Communication and Information section for Petitions for the 2015/16 Financial Year</p>
2	Ineffective application of the Western Cape Petitions Act, 2006 by the public to hold the Executive accountable through the legislature.	<p>Review and implement a public participation strategy over the 5 year Strategic Plan period (including special emphasis on co-ordination among all sections involved); Increase opportunities for stakeholders to visit;</p> <p>Facilitate public access to information (internet, publications, etc.);</p> <p>Identify special projects (regional sittings, schools, etc.) and curriculum development;</p> <p>Review of the organogram to meet the requirements of the section to address language requirements of participants and ensure business continuity; and</p> <p>Develop a clear marketing strategy in collaboration with Communication and Information section for Petitions for the 2015/16 Financial Year.</p>
3	Inadequate procedural advice provided to the Committees resulting in law making and oversight process that are unconstitutional	Controls as per risk register.
4	Non-compliance with Standing Rules and accepted parliamentary procedures can result in the possible passing of unconstitutional laws, ineffective oversight and decision making.	<p>Develop a Procedural Manual (SOP) for plenary services;</p> <p>Expose staff to interlegislature exchanges both locally and internationally where possible, to ensure that procedural staff are skilled and keep abreast of procedural developments; and</p> <p>Review of the WCPP Standing Rules of Parliament over the 5 year parliamentary term.</p>
5	Research that does not provide for the technical and content knowledge requirements of Members and committees disables decision making and compromises legislative oversight	<p>The Sector Oversight Model was customised into an Oversight and Accountability Strategy and a Standard Operating Procedure for Oversight and Accountability for the WCPP. These documents have been submitted to Exco and are awaiting political adoption in order to operationalise the strategy over the 5 year Strategic Plan period.</p> <p>A new organogram proposal is to be submitted to the Speaker that will cater for a fully-fledged research section for Members, committees and the WCPP to be include as a policy proposal/option over the MTEF period 2014/15-17/18.</p>

## 8. Overview of the 2015 Budget and MTEF Estimates

### 8.1 Expenditure Estimates

#### Summary of payments and estimates:

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

#### Summary of payments and estimates by economic classification:

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

# WESTERN CAPE PROVINCIAL PARLIAMENT



## ANNEXURES TECHNICAL INDICATOR DESCRIPTIONS

## ANNEXURES: TECHNICAL INDICATOR DESCRIPTIONS

### Strategic Outcome - Oriented Goals

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
Short definition	Effective support for law-making, oversight and public involvement
Purpose/importance	Constitutional obligation, core business of legislatures and parliaments as public representative bodies
Source/collection of data	Annual Surveys, Quarterly vetting reports (where applicable), Monitoring and evaluation assessment reports
Method of calculation	Effective support is defined in the Standard Operating Procedures 100% compliance to Agreed service standards Law-making and oversight: Committees: SOP and Committee vetting document Plenary: Vetting of all procedural support for plenaries Public involvement: Workshops: pre-assessment and post assessment at workshops, Petitions: processed in accordance with processes and timeframes set out in Petitions Act and Regulations Committee support: Agreed standards with committees based on a committee mandate Related support (Legal, Research, Language, Hansard): Agreed service standards
Data limitations	Members and the public not completing surveys or not understanding the rating matrix
Type of indicator	Outcome
Calculation type	Cumulative (over five years)
Reporting cycle	Annual
New indicator	No (combination of 2 previous indicators)
Desired performance	99% compliance to Agreed service standards (and SOPs where applicable)
Indicator responsibility	Deputy Secretary Parliamentary Services, Chief Parliamentary Officer, Management
Key risk	Committees : Potential loss of expertise, resource constraints Plenary : Limited or no procedural training opportunities to enhance expertise Hansard : Non-availability of a fully-fledged Hansard service Language services: Limited capacity to give effect to WC Language Act Public education: Limited human resources to give effect to constitutional mandate, the absence of a clearly defined Public participation strategy
	<b>Related services</b> Legal: Limited resources to address the increased demand for legal advice Research: Limited capacity in terms of human resources, clearly defined Research Section to support committee and organisational research
Baseline	All standard operating procedures finalised. 90% Compliance to standard operating procedures
2020 Target	99% Compliance to standard operating procedures – leading to effective procedural and related support

<b>Strategic Outcome Oriented Goal 2</b>	<b>To promote sound governance and improved strategic and corporate support</b>
<b>Short definition</b>	Improved strategic and corporate support
<b>Purpose/importance</b>	To ensure full compliance to prescriptive requirements (Financial Management of Parliament and Legislatures Act, 2009); Maximize organisational efficiency; and Ensure stakeholder satisfaction with support services received
<b>Source/collection of data</b>	Surveys, assessment reports, M&E reports, AG reports, Internal Audit, Annual Report
<b>Method of calculation</b>	Clean audit report (with no finding on financial, supply chain management and programme performance and governance issues); Aggregate institutional satisfaction level relative to baseline; Achieve 99% of targets as per Annual Performance Plan; 90% of service level standards achieved; Monitoring and Evaluation Institutionalised (processes for evaluation implemented); Full compliance to the Financial Management of Parliament and Legislatures Act, 2009 (including transitional arrangements) Increased public awareness of the WCPP
<b>Data limitations</b>	Survey: not an adequate no of respondents to survey
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative (over five years)
<b>Reporting cycle</b>	Annual
<b>New goal</b>	Revised from previous goals - collapsed
<b>Desired performance</b>	Clean audit report (with no finding on financial, supply chain management and programme performance); Aggregate institutional satisfaction level relative to baseline; 90% of service level standards achieved;
<b>Indicator responsibility</b>	Senior Management Team and Management
<b>Key risk</b>	Multi stakeholders not meeting required service standards.
<b>Baseline</b>	70% of clients/stakeholders rate the support services received from the WCPP as good – as per annual survey.
<b>2020 Target</b>	90% of clients/stakeholders rate the support services received from the WCPP as good – as per annual survey.



## Strategic Objectives

Strategic Objective	To provide effective procedural and related support to Members Committees and the House to make laws, conduct oversight and facilitate public involvement
Short definition	Enhanced procedural and related support for the law-making, oversight and public involvement processes
Purpose/importance	Constitutional mandate
Source/collection of data	Project reports Enhance effective and timely procedural and related support (publications, procedural knowledge management, training for staff and Members, SOP for Plenary, Committees and Language Services, Hansard in/outsource, Research (part of committees or Knowledge management Section) Review/Develop proposed and agreed mechanisms to improve oversight, law-making and public involvement within a project management framework (agreed time frames) (Rules review, SOM, Guideline for Delegated legislation, monitor implementation of legislation, Procedure to amendment of finance legislation, public participation strategy, public education curriculum)
Method of calculation	Enhancing effectiveness is defined in the Standard Operating Procedures: Annual cumulative Implementation and assessment of projects within a 5 year time frame
Data limitations	Political approval for some projects; Political championing of the projects
Type of indicator	Output (Final products or goods and services produced for delivery)
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Partially new (some elements existing)
Desired performance	Review/ Develop and/ or implement 75% of projects
Indicator responsibility	Deputy Secretary, Chief Parliamentary Officer, Management
Key risk	Delays to finalise strategies and mechanisms due to political processes; Lack of project management skills Absence of political champion for individual projects
Baseline	All standard operating procedures finalised. 90% Compliance to standard operating procedures
2020 Target	99% Compliance to standard operating procedures – leading to effective procedural and related support

<b>Strategic Objective</b>	<b>To improve services to stakeholders by providing strategic support and implementing seamless and synergistic corporate and parliamentary processes and systems</b>
<b>Short definition</b>	To improve services to stakeholders
<b>Purpose/importance</b>	To ensure full compliance to prescriptive requirements : (GRAP, FMPPA) Maximize organisational efficiency: (Organisational Service Charter, ICT Strategy, HR Strategy- , SOPs for all Sections, Communication Strategy, Dedicated Project Management Function, KM, Members capacity building, Precinct Management) Ensure stakeholder satisfaction with support services
<b>Source/collection of data</b>	Surveys, assessments reports, M & E reports, Auditor-General reports, Internal Audit, Annual Report
<b>Method of calculation</b>	Baseline: Improved satisfaction level of stakeholders (results of surveys – improvement from baseline)
<b>Data limitations</b>	Members and the public not completing surveys or not understanding the rating matrix Lack of adequate response to survey
<b>Type of indicator</b>	Output (Final products or goods and services produced for delivery)
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Partially new (some elements existing)
<b>Desired performance</b>	Improve desired performance 70% of survey respondents scoring above 3 for support services rendered
<b>Indicator responsibility</b>	Deputy Secretary , Chief Financial Management and Management
<b>Key risk</b>	Lack of appropriate resources; Lack of project management skills; and Dependency on third party performance/ delivery (Poor cooperation)
<b>Baseline</b>	As per strategic objective table within the Strategic Plan
<b>2020 Target</b>	Clean audit report (with no finding on financial, supply chain management and programme performance and governance issues); Aggregate institutional satisfaction level relative to baseline; Achieve 90% of targets as per Annual Performance Plan; 90% of service level standards achieved; Monitoring and Evaluation Institutionalised (processes for evaluation implemented); 100% compliance to the Financial Management of Parliament and Legislatures Act, 2009 (including transitional arrangements) 58 000 website sessions; 485 Tweets; 491 Facebook updates; 11 Human Resources value adding services implemented; 10 Digitised human resource processes implemented; 100% of formal training focussed on identified skill gaps and structure. Upward change in the Capability Maturity Level (CobIT Maturity Model) to 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. Stakeholders are satisfied (scoring above 3 – survey) for security; precinct management; health and safety; full compliance to National Key Point Act requirements and WCPP File Plan and Records Policy fully implemented.

<b>Strategic Objective</b>	<b>Enhance sound governance by establishing structures, processes and procedures as per legislation and relevant guidelines</b>
<b>Short definition</b>	Enhance sound governance
<b>Purpose/importance</b>	To ensure full compliance to prescriptive requirements : (GRAP, FMPPLA) Maximize organisational efficiency: (Risk Management, Internal Control) Ensure stakeholder satisfaction with support services Political leadership and direction (Champion for core policy directives)
<b>Source/collection of data</b>	Surveys, assessments reports, Risk Management, M & E reports, AG reports, Internal Audit, Annual Report, Oversight committee reports,
<b>Method of calculation</b>	Baseline: Minimum negative oversight committee resolutions Positive survey results Oversight committee resolutions Clean audit report Classification of audit finding
<b>Data limitations</b>	Members and the public not completing surveys or not understanding the rating matrix Lack of adequate response to survey
<b>Type of indicator</b>	Output (Final products or goods and services produced for delivery)
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annual
<b>New indicator</b>	Partially
<b>Desired performance</b>	Clean audit outcome; improvement in sound governance, above average performance rating
<b>Indicator responsibility</b>	Speaker, Secretary, Management
<b>Key risk</b>	Financial Management of Parliament and Legislature Act, 2009 (Act 10 of 2009) applies to the WCPP with effect from 1 April 2015.
<b>Baseline</b>	Full implementation and no findings on governance issues relating to the implementation of the Act.
<b>2020 Target</b>	Full implementation and no findings on governance issues relating to the implementation of the Act.







**ISBN: 978-0-621-42850-6**





Wes-Kaapse Provinsiale Parlement  
Western Cape Provincial Parliament  
IPalamente yePhondo leNtshona Koloni

REFERENCE: 2/3/2 WESTERN CAPE PROVINCIAL PARLIAMENT  
ENQUIRIES: Ms G Accom

**ERRATA TO STRATEGIC PLAN 2015/16 -2019/20**

Kindly note the following errata to the Strategic Plan 2015/16 – 2019/20 of the Western Cape Provincial Parliament.

1. Page 28 under the heading: 7.1.3 Strategic Objectives Annual Targets over five year period:

To improve services to stakeholders by providing strategic support and by implementing seamless and synergistic corporate and parliamentary processes and systems instead of Number of support service improvement plans implemented that address gaps in service delivery.

2. Page 33 under the heading: 7.3.3 Strategic Objectives Annual targets over five year period:  
under column Medium-term targets: 2019/20:  
99% instead of 100%

These errors will be corrected in the PDF version of the document for publication on the Western Cape Provincial Parliament's website.

Kind regards

SECRETARY  
Ms H Fakira