

WESTERN CAPE PROVINCIAL PARLIAMENT



STRATEGIC PLAN 2020/21–2024/25

**WESTERN CAPE
PROVINCIAL PARLIAMENT**

**STRATEGIC PLAN
2020/21–2024/25**

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FOREWORD

The Western Cape Provincial Parliament (WCPP) is committed to fulfilling its constitutional mandate effectively and efficiently. The WCPP strives to be one of the most innovative regional parliaments in Africa and has put a strategy together to enable its business to become more modern, relevant, forward-looking, embracing diversity and putting the people at the centre of all its processes and work.

I hereby submit the Strategic Plan (2020/21–2024/25) of the WCPP as required in terms of section 17(2)(a) of the Financial Management of Parliament and Provincial Legislatures Act, 2009.

I hereby wish to thank the staff of the WCPP for capturing our vision for the upcoming strategic period and for their continued commitment to and support for attaining this vision.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the end.


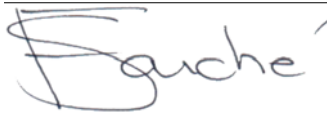



Masizole Mnqasela
SPEAKER

EXECUTIVE AUTHORITY OF THE WESTERN CAPE PROVINCIAL PARLIAMENT

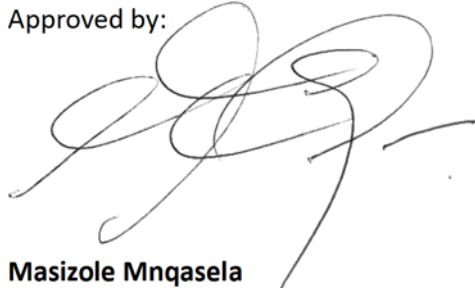
OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of the Western Cape Provincial Parliament (WCPP) under the guidance of the Speaker, Hon Masizole Mnqasela;
- takes into account all the relevant policies, legislation and other mandates for which the WCPP is responsible; and
- accurately reflects the strategic goals and objectives that the WCPP will endeavour to achieve over the period 2020/21–2024/25.

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Masizole Mnqasela
EXECUTIVE AUTHORITY

ACRONYMS

AO	Accounting Officer
APP	Annual Performance Plan
BCP	Business Continuity Plan
CGE	Commission for Gender Equality
CHE	Council on Higher Education
COBIT	Core Objectives for Information Technology
DR	Disaster Recovery
DTPW	Department of Transport and Public Works
ERM	Enterprise Risk Management
ERMCO	Enterprise Risk Management Committee
ERP	Enterprise Resource Planning
FM	Financial Management
FMIP	Financial Management Improvement Plan
FMPPLA	Financial Management of Parliament and Provincial Legislatures Act, 2009
G&A	Governance and Administration
GRAP	Generally Recognised Accounting Practice
HR	Human Resources
IAC	Internal Arrangements Committee
ICT	Information and Communications Technology
IE	Institutional Enablement
IEC	Independent Electoral Commission
IT	Information Technology
IYM	In-Year Monitoring
JPC	Joint Planning Committee
MTEF	Medium-Term Expenditure Framework
NKP	National Key Point
OHS	Occupational Health and Safety
PE	Public Engagement
PERSAL	Personnel Salary System
PID	Project Initiation Document
PI	Performance Indicator
POC	Parliamentary Oversight Committee
SAPS	South African Police Service
SCM	Supply Chain Management
SOP	Standard Operating Procedure
PSS	Parliamentary Support Services
SLA	Service Level Agreement
SSA	State Security Agency
VMS	Visitor Management System
WCED	Western Cape Education Department
WCPP	Western Cape Provincial Parliament

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WESTERN CAPE PROVINCIAL PARLIAMENT



PART A STRATEGIC OVERVIEW



PART A: STRATEGIC OVERVIEW

1. VISION

To be the leading regional parliament, rooted in Africa – innovative, relevant, forward-looking and in touch with all its people.

2. MISSION

In pursuance of the vision, the administration of WCPP commits to serve, support and strengthen the WCPP by:

- Being professional and innovative in our processes and work while fostering ethical and good governance;
- Empowering our Members and staff to function optimally;
- Facilitating the constitutional mandate of law-making, public participation and oversight in the interests of the people of Western Cape; and
- Promoting the WCPP provincially, nationally and internationally.

3. CORE VALUES

Recognising, valuing and embracing diversity as a strength in performing our functions, we, as the administration of the WCPP, subscribe to the following values:

Respect: The WCPP recognises the dignity of others and acts with kindness, tolerance and appreciation of diversity.

Transparency: The WCPP represents the interests of the people of the Western Cape and is transparent in its operations and records. The WCPP communicates in an open and inclusive way.

Honesty: The WCPP strives to be truthful and honest in all its business and interaction with internal and external stakeholders.

Integrity: The WCPP demonstrates high ethical standards in its processes, systems, conduct and dealings with all stakeholders, both internal and external.

Professionalism: The WCPP strives towards efficiency of operations, informed decision-making and a general professional attitude by providing advice and services of a high quality. The WCPP strives to act on the basis of sound and established rules of procedure, facts, insight and experience.

Impartiality: The WCPP seeks to retain an impartial approach to conducting business by being non-partisan.

Efficiency: The WCPP 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) 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").

- (a) Section 114(1) of the Constitution confers the power to make laws on provincial legislatures.
- (b) Section 114(2) of the Constitution provides 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 person or institution.
- (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, give expression to the powers conferred by section 116(1) of the Constitution.

- (e) Section 117 of the Constitution concerns, among other things, the privileges of Members of provincial legislatures, notably the privilege of freedom of speech to be enjoyed subject to the rules and orders of the legislatures.
- (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) 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 Provincial Constitution provides for certain distinct legislative and executive structures that differ from certain structures 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, as well as oversight of the financial management of Parliament and the provincial legislatures.

(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.

(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) 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 Provincial Parliament. The Code of Conduct for Members of the Western Cape Provincial Parliament is premised on this Act.

(ix) Western Cape Provincial Languages Act, 1998

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

(x) Remuneration of Public Office Bearers Act, 1998

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

(xi) 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.

(xii) Electoral Act, 1998

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

(xiii) 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.

(xiv) 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.

(xv) National Key Points Act, 1980

This Act provides for the identification of national key points and for the safeguarding of national key points. The Western Cape Provincial Parliament, situated at 7 Wale Street, Cape Town, was declared a national key point by the Minister of Police.

4.3 Case law

The following judgments inform the interpretation of the constitutional and statutory mandates 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 the certification of the Provincial Constitution by the Constitutional Court.

(ii) Doctors for Life International v The Speaker of the National Assembly and Others (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.

(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.

(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 the vindication of Members' constitutional rights in a legislature.

(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 in 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 section 104 of the Constitution in the context of the provincial legislatures' capacity to legislate on the management of their own financial affairs.

(viii) Stephen Segopotso Tongoane and Others v Minister for Agriculture and Land Affairs and Others CCT 100/09 [2010] ZACC 10

The judgment confirmed 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.

(ix) 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.

(x) The Speaker of the National Assembly v Patricia de Lille, MP and Another (Supreme Court of Appeal) 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.

(xi) Economic Freedom Fighters v Speaker of the National Assembly and Others CCT 143/15

In this case the Constitutional Court found that the structures or measures employed by a legislature to have oversight of executive organs of state are to be determined by the legislature itself but that such measures must in substance and reality amount to oversight.

(xii) Democratic Alliance v Speaker of the National Assembly and Others CCT 86/15

In this case the Constitutional Court found that section 11 of the Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004, that authorised the arrest of Members who created or took part in a disturbance in the House, is unconstitutional.

(xiii) Andries Molapi Tlouamma and Others v Speaker of the National Assembly and Others (Western Cape High Court) case no: 3236/15

In this case the court considered the constitutional and legislative framework in which the legislatures in South Africa operate; interrogated the concept of separation of powers; considered the powers of the judiciary in relation to the principle of non-interference by other organs of state in parliamentary proceedings; and analysed the role of the Office of the Speaker in South African law.

(xiv) UDM v Speaker of the National Assembly and Others (Constitutional Court) case no: CCT 89/17

In this case the court considered the use of open or secret ballots to record a vote in Parliament.

(xv) Primedia Broadcasting (Pty) Ltd and Others v Speaker of the National Assembly and Others (Supreme Court of Appeal) case no: 784/2015

In this case the court considered the principles and values underpinning the public's right to an open Parliament.

(xvi) Land Access Movement of South Africa and Others v Chairperson of the National Council of Provinces and Others (Constitutional Court) case no: CCT 40/15

In this case the court considered the lawfulness of truncated timelines for public involvement.

(xvii) Marius Llewellyn Fransman v Speaker of the Western Cape Provincial Parliament and Another (Western Cape High Court) case no: 13097/2014

In this case the court found that it is not for the judiciary to determine the internal arrangements, proceedings and procedures of legislatures but that these matters are reserved by the Constitution for determination by the legislatures themselves. The court also found that the proceedings of a parliamentary committee is not administrative action reviewable under the Promotion of Administrative Justice Act, 2000.

4.4 Planned policy initiatives

- Legislative Sector Bill
- Amendments to the Electoral Act

5. SITUATIONAL ANALYSIS

5.1 Performance environment

The WCPP is one of nine legislatures that was established in terms of Chapter 6 of the Constitution.

5.1.1 The purpose and role of the Western Cape Provincial Parliament

The legislative authority of the Western Cape is vested in the Western Cape Provincial Parliament (WCPP), which is established in terms of Chapter 6 of the Constitution of the Republic of South Africa, 1996, read together with Chapter 3 of the Constitution of the Western Cape.

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

The sixth Provincial Parliament was elected on 8 May 2019 in South Africa's sixth democratic elections and the political representation in the Western Cape Provincial Parliament is as follows:

Political party	Seats in WCPP
Democratic Alliance	24
African National Congress	12
Economic Freedom Fighters	2
African Christian Democratic Party	1
Freedom Front Plus	1
Al Jama-ah	1
Good	1
Total	42

The legislative authority of the WCPP, in terms of 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. Power is shared with National Parliament on some of these functional competences. The functional area of legislative competences on which the WCPP may legislate include health care, primary and secondary education, agriculture, transport and land use planning.

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

The WCPP 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 WCPP 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 WCPP 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 the 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 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.

5.1.2 Service-delivery environment

In accordance with the mission statement, the administration of the WCPP is committed to serve, support and strengthen the WCPP by:

- being professional and innovative in our process and work
- fostering ethical and good governance;
- empowering our Members and staff to function optimally;
- facilitating the constitutional mandate of law-making, public participation and oversight in the interest of the people of WCPP; and
- promoting the WCPP locally, nationally and internationally.

The strategic outcome-oriented goals, strategic objectives and programme performance indicators are therefore based on the mission statement above.

To achieve this, the administration is structured into four programmes to give the necessary support:

Programme 1: Governance, Leadership and Administration

Programme 2: Parliamentary Support Services

Programme 3: Public Engagement

Programme 4: Members' Support

5.1.3 Stakeholders

The WCPP'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 of South Africa.

5.1.4 Key priorities for the next five years

Despite successes made in the last five years, there is still more that needs to be done to improve the services that the WCPP renders to its stakeholders.

The following are the key priorities:

Law-making and oversight

The mandated functions of law-making, oversight and public involvement will continue to be a key area of delivery for the WCPP. The administration will continually improve on its administrative and procedural efficiency so as to provide greater support to the Members of the WCPP. This enhanced professional and timely procedural and related support will include:

- Improving and implementing the WCPP's oversight and accountability policy;
- Implementing the standard operating procedures (of both Plenary Support and Committee Support);

- Improving timelines and the quality of procedural and related support;
- Reducing the use of paper for House and committee documents and moving towards a paperless environment;
- Develop a law-making model to include:
 - Scrutiny of subordinate or delegated legislation;
 - Procedures for amending money Bills; and
 - Review of standing rules.

Public involvement

The WCPP must aim to have meaningful public involvement in law-making and to enhance processes as mandated by the Constitution. The WCPP will seek to achieve this with targeted stakeholder engagement and pro-active preparation for the processing of legislation. The establishment of improved and formalised processes for dealing with submissions from the public is crucial and the building of strategic partnerships will help enhance the organisation's effectiveness.

In pursuance of this strategic objective, the WCPP will focus on establishing a stakeholder database to guide the WCPP when engaging with targeted stakeholders with vested interest in matters before the WCPP. This will also assist the WCPP to engage pro-actively with the public in order to ensure that engagements that precede the processing of legislation are not reactive events that are triggered by the legislation but rather part of an ongoing conversation.

For the WCPP truly to represent the public of the Western Cape, a dialogue must be established to ensure that the public representatives understand fully the needs and requirements of the public they represent. This cannot be achieved by one-sided or infrequent communication.

Due to the extent of the province and the limited resources available to the WCPP, it is seen to be crucial in the sixth parliament to establish strategic partnerships to achieve the goal of meaningful engagement with the public of the Western Cape.

Institutional governance

The WCPP acknowledges that good governance is essential for the successful achievement of its strategic objectives and the WCPP is committed to implementing and maintaining sound governance practices as set out in the FMPPLA and all other legislative frameworks with which it is required to comply. Good governance in its practices, policies and procedures provides the infrastructure with an opportunity to improve the quality of decision-making. The WCPP – together with its assurance providers, the Auditor-General of South Africa and Audit Committee – will maintain and, where necessary, enhance the sound governance practices currently prevalent in the institution.

During the five-year period the WCPP will:

- review and implement the WCPP's Governance Framework;
- review and implement the Enterprise Risk Management (ERM) Framework;
- review and implement the Business Continuity Plan (BCP);
- enhance the internal control function; and
- facilitate internal audit.

The WCPP will increase its resilience against disasters and major disruptions, while also maintaining its clean audit status, by continually improving its governance processes and practices.

Inter/Intra-parliamentary and stakeholder relations

The WCPP strives to enable the administration to conduct oversight over executive international relations, to establish meaningful and formal relationships, to enhance processes and to position the WCPP as a global participant and influencer in the sector.

While stating boldly that the WCPP strives to be the best regional parliament in Africa and indeed in the world, the WCPP has constantly to interact with, to learn from and to grow with the inter/intra-parliamentary sector across the globe. The focus for this strategic planning period is to make inter/intra-parliamentary relations mutually beneficial and impactful on the efficiency of the WCPP.

By establishing effective communications platforms and branding, the WCPP can influence stakeholder attitudes, decisions and actions for mutual benefits. A digital platform, formalised stakeholder structures, a stakeholder database and establishing a link between Members and the citizens are priorities.

The legislative sector can no longer remain oblivious to the technology revolution and the fundamental way in which it has changed the manner in which the public conducts its business. Such business includes interacting with their public representatives. The WCPP aims to harness the accessibility and penetration afforded by smart technology to accelerate and extend its range of engagement.

Capacity building

In this regard the Members' Affairs Section will continue to streamline its process efficiency for Members' claims and advisory services and to coordinate training and development initiatives that support the effectiveness of Members in their oversight and law-making role. The use of technological platforms and the ongoing assessment of Members' needs within an ever-changing parliamentary context are key enablers for optimising support and effectiveness in this space.

The key focus areas hinge on the refinement of the Members' Guide to include standards for Members' tools of trade, a Service Commitment Plan outlining the service offerings, service standards and service obligations, a Strategic Capacity Building Plan in collaboration with the applicable committee responsible for Members' development, the enhancement of self-help portals, and the ERP to improve functionality, access and efficiency.

Providing credible, relevant and accurate information in an easily accessible and understandable format to Members and committees contributes to deepening and enriching the debates in Parliament and the effective functioning of parliamentary committees. The establishment of the Knowledge Management Section will serve as an opportunity to create and develop synergies between Research Services and Library and Digital Information Services to ensure critical knowledge and essential information are delivered to Members and committees in an optimal and efficient manner. The development and implementation of a Knowledge Management Strategy will provide the fundamentals for how this system would support Members and the WCPP as a whole.

The aim is to structure the flow of critical knowledge systematically into, within and out of the WCPP by embedding and institutionalising sound knowledge management practices. A key outcome would be that relevant and critical WCPP information and records would be classified, captured and stored in a knowledge management hub that is functional, accessible and secure to enable reuse. This will optimise operational processes and business functions. These business optimisation benefits will extend to Language Services to ensure that a good standard and quality of both translation and interpreting service are maintained and provided in a cost-effective manner. This will furthermore provide Members with effective support during House sittings, as well as when they are performing

committee work. Synergies will also be created and developed across the Directorate Institutional Enablement with the focus on people (capacity building), processes (efficiencies and optimal functioning) and technology (enabling platforms).

The Information Technology and Digital Services Section is a key role player in unlocking Members' capacity and their technical capability. This section is responsible for the provision of Members' technical tools of trade, digital platform development and user training. Apart from the provisioning role that this section plays, it is also pivotal in driving technological change in collaboration with other WCPP functional specialists. The aim is to support Members through platforms that improve efficiency, integration and information transportability. In this regard the optimisation of the ERP and the integration of back-end systems to support user-effectiveness is key. Information security is a key control in ensuring the confidentiality, integrity and availability of these systems. Ongoing awareness campaigns about cyber security will include Members.

Innovation, modernisation and use of technology

The dynamics, characteristics and features of a modern parliament are varied and comprise both tangible and intangible elements. The practical expression of the WCPP's modernising project finds expression in how the WCPP as a whole reflects this as the preferred approach in its respective programmes and subprogrammes. The overall approach will guide the continual improvement in institutional procedures and processes to support the functions of parliament effectively and efficiently. In essence, modernisation and innovation will find traction in the review of the service offerings throughout the WCPP. This would entail a relook at current gaps and future requirements to address future readiness from a human-capital and business-practice perspective. A Modernisation Policy Framework would position the strategic intent and the scope for delivery over the MTEF.

The role of the Directorate Institutional Enablement as value-unlockers of the modernisation process is important. In this regard the Human Resources Section provides the WCPP with the opportunity to create critical people-centred building blocks that will enable effective people-support from a functional and from a client-centred delivery perspective. A key initiative is the development and the implementation of a new Human Resource Strategy that will provide a clear understanding of the required talent, policies and development initiatives of a modern parliament. Some of the important facets that the HR Strategy will deal with are the skills requirements of a future-fit workplace, the appropriate values that underpin such a future state and the technological enhancements that will drive HR-process and -system efficiencies. The optimisation of the ERP projects will allow for seamless delivery and improved workflow and it will essentially contribute to overall improvement in governance.

The establishment of the Knowledge Management and Information Services Section provides an opportunity to deepen the debate in Parliament through research that is relevant, accessible, structured and based on sound methodologies. The development and the implementation of the Knowledge Management Strategy will provide the fundamentals for how this system would support the WCPP as a whole. In this regard the Section will implement appropriate digital platforms for research, will develop an Electronic Content Management Plan and will provide direction for how knowledge will be embedded in the WCPP.

The refinement of the WCPP Information Technology Strategy is an important catalyst for the achievement of a modernised parliament. Digitalisation projects over the next five years are essentially aimed at establishing full business-system integration, improved platform accessibility for Members and staff, and the development of engagement platforms that are aimed at public participation in parliamentary processes. In this regard the repositioning of the Business Improvement Plan to include the strategic technical requirements of a modern parliament is critical.

The value of the digitalisation journey does not only lie in improved accessibility but it also provides the WCPP with opportunities for business-process optimisation. This, by implication, would result in the achievement of greater functional efficiencies, seamlessness and overall value.

Conducive facilities and enabling facilities

The WCPP will strive to provide a safe and secure working environment for its Members and staff. The WCPP is currently exploring the option of acquiring an alternative building to address the challenges experienced with a multi-tenanted building. This project is undertaken with senior officials of the Department of Transport and Public Works and it is one of the main targets of the sixth parliament.

Expanding security services and building strategic partnerships are envisaged to go hand in hand during the sixth parliament to render an improved service to the Members and staff of the WCPP.

5.2 Organisational environment

The Secretary to the Provincial Parliament is the Chief Executive Officer and the Accounting Officer of the WCPP. The new Secretary, Mr Romeo Adams, was appointed on 1 April 2019. Mr Adams is supported by a Deputy Secretary, a Director Parliamentary Support, a Director Institutional Enablement, a Director Public Engagement and a Chief Financial Officer.

The WCPP's budget structure provides for four programmes, as follows:

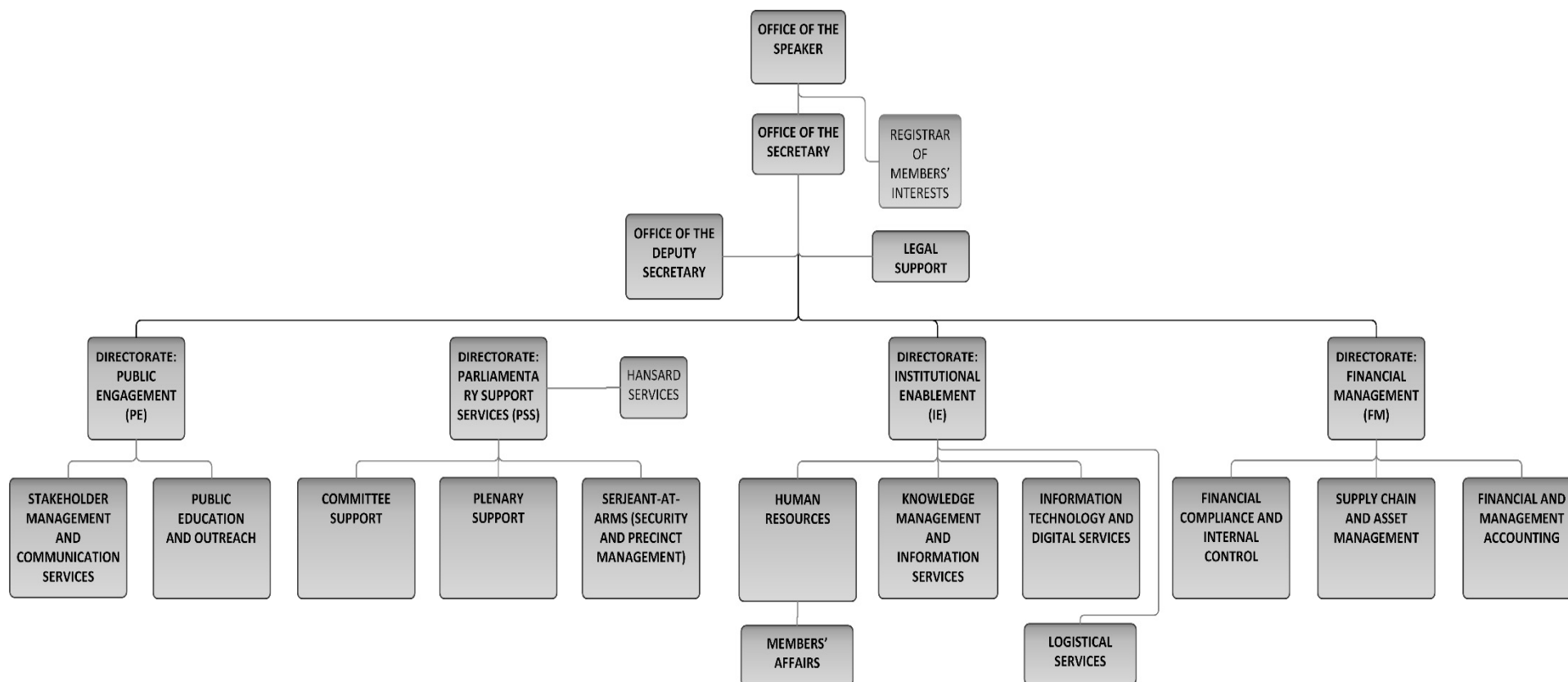
Programme	Main functional areas
Programme 1: Governance, Leadership and Administration	<ul style="list-style-type: none"> • Exercise strategic and institutional oversight; • Develop and coordinate parliamentary procedures and systems; • Ensure effective public engagement; • Ensure effective institutional support; • Provide effective and compliant financial management services; • Provide legal support; • Maintain effective institutional governance; • Perform functions in terms of relevant statutory provisions; • Render secretarial and office support services to presiding officers; • Formulate and execute policy and operational policies; and • Establish norms and standards in compliance with relevant legislation and practices.
Programme 2: Parliamentary Support Services	<ul style="list-style-type: none"> • Provide committee support; • Provide plenary support; • Provide security and precinct-management services; and • Manage Hansard services.
Programme 3: Public Engagement	<ul style="list-style-type: none"> • Provide stakeholder management and communication services; • Facilitate and enhance public involvement in the law-making process; and • Facilitate public education and outreach programmes and initiatives.
Programme 4: Members Support	<ul style="list-style-type: none"> • Manage enabling allowance; and • Manage constituency and secretarial allowances.

The organisational and programme structures were based on a functional enhancement study that was implemented at the beginning of the 2019/20 financial year. The study was based on the following five design principles:

- Strategy drives functional planning and addresses business continuity;
- Customer-centric efficient and well-governed processes;
- Delivery of constitutional and other statutory mandates;
- Cross-functional collaboration and resource sharing, clear and appropriate decision-making delegations; and
- Future-ready parliament, digitally enabled and innovative in service delivery.

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

5.2.1 Organisational structure



5.3 Description of the strategic planning process

The 2020/21 planning commenced with a strategic workshop on 2 and 3 July 2019 with the Office of the Speaker and the management team of the WCPP. The vision, mission, strategic outcome-oriented goals and strategic objectives were developed during the workshop.

In addition to the matters mentioned above, the following aspects were taken into account in developing this plan:

- The constitutional mandate of legislatures;
- The relevant guidelines from the National Treasury and Provincial Treasury;
- Risks according to the Risk Management Plan; and
- Input received from the Auditor-General and the Provincial Treasury.

During this workshop the Speaker highlighted the following key areas that the WCPP should include in strategic plans and annual performance plans:

- Governance framework for the institution – political and administrative;
- Effective law-making and procedurally sound processes;
- Effective oversight and accountability strategy;
- Effective public involvement and education as key elements of oversight;
- Capacity building – Members and staff;
- Inter/intra-parliamentary and stakeholder relations;
- Suitable infrastructure to discharge its mandate effectively and efficiently; and
- Use of technology, innovation and modernisation.

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

The WCPP's strategic outcome-oriented goals are as follows:

Strategic goal 1

Strategic outcome-oriented goal 1	To provide effective procedural and related support to the House, its Members and its committees 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 goal 2

Strategic outcome-oriented goal 2	To support the promotion of meaningful stakeholder and inter/intra-parliamentary relations
Goal statement	Meaningful stakeholder and inter/intra-parliamentary relations
Constitutional mandate	Chapter 6 of the Constitution of the Republic of South Africa, 1996, with specific reference to S117(3).

Strategic goal 3

Strategic outcome-oriented goal 3	To provide strategic, governance and institutional support services
Goal statement	Improved strategic, governance and institutional support services
Constitutional mandate	Chapter 6 of the Constitution of the Republic of South Africa, 1996, with specific reference to S117(3).

WESTERN CAPE PROVINCIAL PARLIAMENT



PART B STRATEGIC OBJECTIVES



PART B: STRATEGIC OBJECTIVES

7. PROGRAMMES AND SUBPROGRAMMES

The WCPP has developed seven strategic objectives, which are found across four programmes. The following table outlines the programmes and subprogrammes of the WCPP:

Programme, subprogramme and sub-subprogramme		Strategic objectives
1. 1.2 1.3 1.3.1 1.3.2 1.3.3 1.3.4	Programme 1: Governance, Leadership and Administration Office of the Speaker Office of the Secretary <ul style="list-style-type: none">• Programme Management• Legal Services• Risk Management• Strategy and Organisational Performance	Demonstrable good governance by continuously improving governance processes and practices.
1.4 1.4.1 1.4.2 1.4.3 1.5 1.5.1 1.5.2 1.5.3 1.5.4	Financial Management <ul style="list-style-type: none">• Financial and Management Accounting• Supply Chain and Asset Management• Financial Compliance and Internal Control Institutional Enablement <ul style="list-style-type: none">• Human Resources• Information Technology and Digital Services• Knowledge Management and Information Services• Logistical Services	Modernised and continuously improved institutional procedures and processes towards supporting the functions of parliament.
2. 2.1 2.2 2.3 2.3.1 2.3.2	Programme 2: Parliamentary Support Services (PSS) Programme Management (PSS) Plenary Support Committee Support <ul style="list-style-type: none">• Standing Committee Administration• Standing Committees	Enhanced professional and timely procedural and related support.
2.4	Hansard Services	Enhanced professional and timely procedural and related support.
2.5	Serjeant-at-Arms	To provide for and maintain conducive facilities and to ensure a safe working environment for members and staff.
3. 3.1 3.2 3.3	Programme 3: Public Engagement (PE) Programme Management Stakeholder Management and Communication Services Public Education and Outreach	Improved relationship building with stakeholders using various platforms, including technology Increased engagements with international role players. Enhanced processes to facilitate meaningful public involvement in the legislative process.

Programme, subprogramme and sub-subprogramme		Strategic objectives
4.	Programme 4: Members' Support	Enhanced professional and timely procedural and related support.
4.1	Members administration	
4.2	Enabling allowances	
4.2.1	• Allowances	
4.2.2	• Contributions	
4.3	Political Party Funding	
4.3.1	• Secretarial Allowances	
4.3.2	• Constituency Allowances	

7.1 PROGRAMME 1: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

The purpose of this programme is to provide overall strategic leadership and direction for the WCPP.

Subprogrammes:

This programme has four subprogrammes.

Subprogramme: Office of the Speaker

The purpose of this subprogramme is as follows:

- to render support to the presiding officers in the formulation of the strategic direction of the WCPP's administration;
- to render support to the presiding officers in the fulfilment of their functions in terms of the relevant statutory provisions and parliamentary rules;
- to render support to the presiding officers in representing the WCPP and participating in legislative activities both locally and internationally; and
- to render secretarial and office support services to presiding officers.

Subprogramme: Office of the Secretary

The purpose of this subprogramme is as follows:

- to formulate operational policies and establish norms and standards in compliance with relevant legislation and practices;
- to perform strategic and institutional oversight;
- to manage public engagement, parliamentary support services, institutional enablement and financial management services;
- to provide legal support services to the administration and committees; and
- to facilitate risk management services.

Subprogramme: Financial Management

The purpose of this subprogramme is as follows:

- to render financial and management accounting services;
- to render supply chain and asset management services; and
- to identify systematic weaknesses and recommend corrective measures to combat irregularities.

Subprogramme: Institutional Enablement

The purpose of this subprogramme is as follows:

- to render human resource management services;

- to render administrative and user support services and enhance and maintain information technology infrastructure and digital services;
- to provide knowledge management and information services; and
- to provide logistical services including catering, telephony, travelling and transport, cleaning, venue management and parking management services.

Employment and vacancies by salary bands (as at 31 December 2019)

Salary Band	Number of approved post on the establishment	Number of posts on the establishment filled	Vacancy Rate %	Additional positions
Semi-Skilled (Band A1 to B1)	1	1	0%	0
Skilled Technical (Band B2 to C3)	38	34	10,53%	0
Professionally qualified (Band C4 to C5)	15	8	46,67%	0
Senior Management (Band D1 to D3)	13	11	15,38%	1
Top Management (Band D4 to E2)	4	4	0%	0
Total	71	58	18,31%	1

7.1.1 Strategic objectives

Strategic objective title	Good governance
Strategic objective	Demonstrable good governance by continuously improving governance processes and practices.
Baseline	Corporate Governance Framework adopted in 2018/19 Clean audit in 2018/19 Rules reviewed in 2018/19
Justification	The WCPP is a constitutional entity with mandated functions that require strategic leadership and administrative support in a sound governance environment.
Links	Chapter 6 of the Constitution of the Republic of South Africa

Strategic objective title	Modern and improved procedures and processes
Strategic objective	Modernised and continuously improved institutional procedures and processes towards supporting the functions of parliament.
Baseline	ERP system implemented in 2018/19 Functional enhancement study concluded in 2018/19
Justification	In support of the mandated functions as set out in Chapter 6 of the Constitution of the Republic of South Africa, an administrative service to support members of the Western Cape Provincial Parliament to discharge their mandated responsibilities is necessary.
Links	Chapter 6 of the Constitution of the Republic of South Africa

Strategic objective performance indicator	Baseline 2018/19 (Audited)	2024/25
Improvement in administrative efficiency regarding the Western Cape Provincial Parliament's constitutionally mandated functions	New term: Baseline to be determined in the 2020/21 financial year (first survey)	80% satisfaction rating obtained from survey to Members
Establish mechanisms year-on-year to continuously improve governance processes and practices	Establish mechanisms year-on-year to continuously improve governance processes and practices	Establish mechanisms year-on-year to continuously improve governance processes and practices
Percentage of resource efficiency measures implemented	New performance indicator	67% of resources efficiency measures implemented

7.1.2 Resource consideration

- Building organisational capability (competence, capacity, culture, structure, integrated systems and optimised business processes) is an essential element in ensuring that sound governance practices are consistently implemented.
- Employee training and development are critical in ensuring current and future skills requirements, which support good governance in a modernised and diverse WCPP.
- Appropriate budget in the MTEF for the optimisation of the Enterprise Resource Planning (ERP) System and digitisation journey is a critical element of the vision.
- The implementation of the Functional Enhancement structure and the further refinement of job profiles to align the WCPP with modernisation requirements are key.

7.1.3 Strategic objectives: Annual targets over five-year period

Strategic objective		Strategic objective performance indicator	Audited actual performance			Estimated performance 2019/20	Five-year targets				
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23	2023/24	2024/25
1	Demonstrable good governance by continuously improving governance processes and practices	Establish mechanisms year-on-year to continuously improve governance processes and practices	New PI	New PI	New PI	New PI	Establish mechanisms year-on-year to continuously improve governance processes and practices	Establish mechanisms year-on-year to continuously improve governance processes and practices	Establish mechanisms year-on-year to continuously improve governance processes and practices	Establish mechanisms year-on-year to continuously improve governance processes and practices	Establish mechanisms year-on-year to continuously improve governance processes and practices
		Improvement in administrative efficiency regarding the Provincial Parliaments constitutionally mandated functions	Year-on-year improvement in administrative efficiency	Year-on-year improvement in administrative efficiency	Year-on-year improvement in administrative efficiency	Year-on-year improvement in administrative efficiency	Year-on-year improvement in administrative efficiency	Year-on-year improvement in administrative efficiency	Year-on-year improvement in administrative efficiency	Year-on-year improvement in administrative efficiency	Year-on-year improvement in administrative efficiency
2	Modernised and continuously improved institutional procedures and processes towards supporting the functions of parliament.	Percentage of resource efficiency measures implemented	New PI	New PI	New PI	New PI	Digitalisation Strategic Improvement Plan	20% implemented	30% implemented	48% Implemented	67% implemented
							Human Resources Strategy	30% implemented	40% implemented	53% implemented	67% implemented
							Knowledge Management Strategic Framework	20% implemented	30% implemented	48% implemented	67% implemented

7.1.4 Risk management

The following key risks have been identified for the five year period:

Risks		Action plan
1	Regression in the audit outcomes	Continually improving the financial management and the performance management control environment through: <ul style="list-style-type: none"> • Adherence and implementation of applicable legislation and financial management procedures; • Monitoring and reporting of financial management; and • Performance information to the oversight bodies internally and externally to the institution.
2	Uncertainty in respect of the budget envelope that may result in institutional performance stagnation	Prioritisation of the budget to align with key deliverables and the implementation of cost-containment measures.
3	Inappropriate skills set to adjust to the requirements of a modernised parliament	Implementing and continually monitoring of the FE process in relation to: <ul style="list-style-type: none"> • Refining of job descriptions to align with future fit requirements; • Reskilling of existing staff to meet future fit requirements; • Recruiting in balanced manner (internal promotion versus external recruitment) to ensure appropriate skills are attracted; and • Retention of highly skilled staff who have mobility capability.

7.2 PROGRAMME 2: PARLIAMENTARY SUPPORT 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.

Subprogrammes:

This programme has five subprogrammes.

Subprogramme: Programme Management

The purpose of this subprogramme is to provide management and administrative support to programme 2: Parliamentary Support Services.

Subprogramme: Plenary Support

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

Subprogramme: Committee Support

The purpose of this subprogramme is:

- to provide procedural advice and administrative support to committees; and
- to provide financial support to the standing committees.

Subprogramme: Hansard Services

The purpose of this subprogramme is to manage the provision of verbatim reports of the proceedings of the House.

Subprogramme: Serjeant-at-Arms

The purpose of this subprogramme is to provide security and precinct management, including the facilitation of occupational health and safety.

7.2.1 Strategic objectives

Strategic objective title	Enhanced professional and timely procedural and related support
Strategic objective	To provide enhanced professional and timely procedural and related support
Baseline	Services provided in accordance with the approved parliamentary programme Committee Support: Standard operating procedures in place Plenary: Standard operating procedures in place Hansard: Support standards agreed to and set out in the service level agreement with external service provider Oversight and Accountability Policy approved Reviewed Standing Rules approved
Justification	This objective will contribute to the improvement of service delivery provided to the House, committees and Members
Links	Chapter 6 of the Constitution of the Republic of South Africa

Strategic objective title	Conducive facilities and safe working environment
Strategic objective	Provide for and maintain conducive facilities and to ensure a safe working environment for Members and staff
Baseline	Security coverage of 96% of external public hearings (2019/20) Four Operational Joint Planning (JPC) meetings per annum
Justification	The WCPP is a National Key Point and as such compliance with the National Key Points Act, 1980 (Act 102 of 1980), is obligatory.
Links	National Key Points Act, 1980 (Act 102 of 1980), and Chapter 6 of the Constitution of the Republic of South Africa

Strategic objective performance indicator	Baseline 2018/19 (audited)	2024/25
Improvement in administrative efficiency regarding the Western Cape Provincial Parliament's constitutionally mandated functions	Compliance to current SOPs	Developed and improved mechanisms, systems and processes relating to law-making, oversight and accountability and public involvement
Appropriate, well-maintained conducive facilities and safe working environment to support the functions of the Provincial Parliament.	U-Amp submitted. 96% compliance with NKP 89% security support at external public hearings	Alternative premises occupied 100% compliance with NKP 100% security support at external public hearings

Employment and vacancies by salary bands (as at 31 December 2019)

Salary Band	Number of approved post on the establishment	Number of posts on the establishment filled	Vacancy Rate %	Posts Additional to the establishment
Semi-Skilled (Band A1 to B1)	1	1	0.00%	0
Skilled Technical (Band B2 to C3)	17	17	0.00%	0
Professionally qualified (Band C4 to C5)	5	5	0.00%	0
Senior Management (Band D1 to D3)	3	2	33,33%	0
Top Management (Band D4 to E2)	1	0	100%	0
Total	27	25	7,41%	0

7.2.2 Resource consideration

The acquisition of a new building is the responsibility of the Department of Transport and Public Works. The success of this project is dependent on an approved funding model that is outside of the ambit of the WCPP.

The office of the Serjeant-at-Arms is a recently established unit. The unit is not highly resourced and it is planned that, during the five-year period, the unit should develop a clear understanding of the role and scope of the unit and build strategic partnerships to realise its purpose in the resource allocation.

7.2.3 Strategic objectives: Annual targets over five-year period

Strategic objective		Strategic objective performance indicator	Audited actual performance			Estimated performance 2019/20	Five-year targets				
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23	2023/24	2024/25
1	Enhanced professional and timely procedural and related support.	Improvement in administrative efficiency regarding the Western Cape Provincial Parliament's constitutionally mandated functions.	New PI	New PI	New PI	New PI	Improving timelines and quality of procedural and related support	Improving timelines and quality of procedural and related support	Improving timelines and quality of procedural and related support	Improving timelines and quality of procedural and related support	Improving timelines and quality of procedural and related support
2	Provide for and maintain conducive facilities and to ensure a safe working environment for Members and staff.	Appropriate, well-maintained conducive facilities and safe working environment to support the functions of the Provincial Parliament.	U-AMP submitted	U-AMP submitted	U-AMP submitted	Identify alternative premises with DTPW	U-AMP submitted based on alternative premises assessment	U-AMP submitted based on alternative premises assessment	U-AMP submitted based on alternative premises assessment	U-AMP submitted based on alternative premises assessment	Alternative premises occupied
			90% compliance with the requirement of the NKP Act, 1980	94% compliance with the requirement of the NKP Act, 1980	94% compliance with the requirement of the NKP Act, 1980	96% compliance with the requirement of the NKP Act, 1980	98% compliance with the requirement of the NKP Act, 1980	100% compliance with the requirement of the NKP Act, 1980	100% compliance with the requirement of the NKP Act, 1980	100% compliance with the requirement of the NKP Act, 1980	100% compliance with the requirement of the NKP Act, 1980

7.2.4 Risk management

The following key risks have been identified for the five year period:

Risks		Action plan
1.	Security breaches at the Provincial Legislature Building	<ul style="list-style-type: none"> • Develop, implement and oversee a SLA with the SAPS and the DTPW to ensure that the OHS and security environment is optimised. • Optimising the JPC as an oversight body to enhance accountability of service providers to the security and OHS environment. • Visible security by the SAPS, which is further augmented by support from the Department of Community Safety as ingress and egress points at the legislature building. • Increase in creating awareness regarding security of the WCPP with both Members of parliament and staff.
2.	Improper maintenance of the Provincial Legislature Building that may result in occupational health and safety incidents	<ul style="list-style-type: none"> • The DTPW to conduct a feasibility study to build a new building or search for an existing building that can be occupied by the WCPP in the sixth parliamentary term.
3.	Significant interruptions to the service delivery of parliament that may result in extended business discontinuity	<ul style="list-style-type: none"> • Regular review and testing of all contingency plans in order to update and improve the particular plan and the BCP. • Creating awareness and training of staff and Members of parliament in respect of their role should a significant disruption occur. • Develop Memorandums of Understanding with existing alternative sites and for contingency plans that are not covered or partially covered.
4.	Improper procedural advice provided in respect of Standing Rules and parliamentary procedures may result in passing of unconstitutional laws, ineffective oversight and decision-making (previous risk was non-compliance to standing rules)	<ul style="list-style-type: none"> • Application and adherence to the current Standing Rules and the SOP. • Training of Members in respect of the Standing Rules. • Scenario planning for plenary session with the presiding officer. • Review of the Standing Rules.
5.	Inadequate committee support	<ul style="list-style-type: none"> • Developing and implementing processes, systems and mechanisms to improve committee support to align with better practices to ensure effective oversight and accountability.

7.3 PROGRAMME 3: PUBLIC ENGAGEMENT

The purpose of this programme is to ensure effective public engagement and to facilitate public involvement in legislative and other processes.

Subprogrammes:

This programme has three subprogrammes.

Subprogrammes: Programme Management

The purpose of this subprogramme is to provide management and administrative support to Programme 3: Public Engagement (PE).

Subprogrammes: Stakeholder Management and Communication Services

The purpose of this subprogramme is to provide stakeholder management and communication services.

Subprogrammes: Public Education and Outreach

The purpose of this subprogramme is to facilitate public education and public participation.

7.3.1 Strategic objectives

Strategic objective title	Stakeholder relations
Strategic objective	Improved relationship-building with stakeholders using various platforms, including technology
Baseline	Communication Strategy; Website Policy and Social Media Policy, as well as Media Policy, approved and Social Media Plan implemented 2017/18 statistics: Website sessions: 53 040; Tweets: 1 029; and Facebook updates: 1 098 Services provided in accordance with approved parliamentary programme Public Participation Strategy and Oversight and Accountability Policy approved
Justification	This objective will influence stakeholder attitudes, decisions and actions for mutual benefit by establishing effective communication platforms and branding.
Links	Chapter 6 of the Constitution of South Africa

Strategic objective title	Inter/intra-parliamentary relations
Strategic objective	Increased engagements with international role players
Baseline	Participation in CPA activities – CPA Africa Conference and SocPaatt Conference 2018/19 Participation in NCSL conference 2018/19 Study visit to Western Australia, New South Wales and Queensland Study visit to Upper Austria
Justification	This objective will lead to parliamentary strengthening and capacity-building.
Links	Department of the Premier International Relations Parliamentary Support Services

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Strategic objective title	Public involvement
Strategic objective	Enhanced processes to facilitate meaningful public involvement in the legislative process
Baseline	Public hearings with low attendance
Justification	This objective will contribute to enhance public involvement facilitation during public hearings and oversight visits
Links	By implementing this objective, the standing committees will receive appropriate support during public hearings and oversight visits

Strategic objective performance indicator	Baseline 2018/19 (audited)	2024/25
Increased opportunities for the public to participate in legislative activities	72 education initiatives rolled out	Strategic partnerships established with CGE, CHE, WCED IEC and SANGT Updated stakeholder database
Improved presence in inter/intra-parliamentary sphere	New PI	IR Policy, Strategy and Implementation Plan
Improved relationship building with stakeholders aimed at meaningful engagement	57 526 website sessions 453 tweets and Facebook updates New PI	5% year-on-year increase Parliamentary App optimised

Employment and vacancies by salary bands (as at 31 December 2019)

Salary Band	Number of approved post on the establishment	Number of posts on the establishment filled	Vacancy Rate %	Posts Additional to the establishment
Semi-Skilled (Band A1 to B1)	1	1	0%	0
Skilled Technical (Band B2 to C3)	10	10	0%	0
Professionally qualified (Band C4 to C5)	2	2	0%	0
Senior Management (Band D1 to D3)	2	2	0%	0
Top Management (Band D4 to E2)	1	1	0%	0
Total	16	16	0%	0

7.3.2 Resource consideration

This Directorate covers a very wide area of responsibility. The various disciplines in the Directorate also require some very specific skills that restrict the ability of the human resources in the Directorate to expand the scope of their work. In order to achieve the strategic goals, particularly as it relates to modernisation and digitisation, the WCPP will have to consider expanding the human resources in this Directorate.

7.3.3 Strategic objectives: Annual targets over five-year period

Strategic objective		Strategic objective performance indicator	Audited actual performance			Estimated performance 2019/20	Five-year targets				
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23	2023/24	2024/25
1	Increased engagement with international role-players	Improved presence in inter/intra-parliamentary sphere.	New PI	New PI	New PI	Draft submission of IR Strategy and Policy	Approved strategy and policy and roll out of implementation plan	Continued roll-out of implementation plan	Continued roll-out of implementation plan and review	Continued roll-out of implementation plan	Continued roll-out of implementation plan and review
2	Improved relationship building with stakeholders using various platforms, including technology.	Improved relationship building with stakeholders aimed at meaningful engagement.	New PI	New PI	New PI	57 526 website sessions 453 tweets and Facebook updates	5% year-on-year increase (Website and Social Media)	5% year-on-year increase (Website and Social Media)	5% year-on-year increase (Website and Social Media)	5% year-on-year increase (Website and Social Media)	5% year-on-year increase (Website and Social Media)
			New PI	New PI	New PI	New PI	TOR for Digital App approved	App launch	App Optimisation	App Optimisation	App Optimised
3	Enhanced processes to facilitate meaningful public involvement in the legislative process.	Increased opportunities for the public to participate in legislative activities	New PI	New PI	New PI	New PI	Year-on-year expansion on partnerships, sectoral events and the stakeholder database	Year-on-year expansion on partnerships, sectoral events and the stakeholder database	Year-on-year expansion on partnerships, sectoral events and the stakeholder database	Year-on-year expansion on partnerships, sectoral events and the stakeholder database	Formalised stakeholder structures; Annual Members Programme; Stakeholder database

7.3.4 Risk management

The following key risks have been identified for the five year period:

Risks		Action plan
1	Inadequate public participation in the law-making process resulting in possible unconstitutional laws and ineffective legislative oversight.	Review the existing public participation strategy to focus on broader public engagement initiatives and using technology as a tool to leverage interfacing with the public to improve public participation.

7.4 PROGRAMME 4: MEMBERS SUPPORT

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

Subprogrammes:

This programme has three subprogrammes.

Subprogramme: Members Administration

The purpose of this subprogramme is to provide Members facilities services.

Subprogramme: Enabling Allowance

The purpose of this subprogramme 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 official travel, accommodation and telecommunication.

Subprogramme: Political Parties Support

The purpose of this subprogramme is to manage the payment of:

- Constituency allowances to enable political parties represented in the WCPP to establish and maintain infrastructure in constituencies to serve the interests of constituents;
- Secretarial allowances to enable political parties represented in the WCPP to establish and maintain their own administrative infrastructure in the precincts of the WCPP; and
- Allowances for special programmes to enable Members to arrange programmes in their constituencies in the interests of oversight, law-making and public participation by the WCPP.

7.4.1 Strategic objectives

Strategic objective title	Members Support
Strategic objective	Enhanced professional and timely procedural and related support
Baseline	Annual training and development initiatives
Justification	To provide training opportunities for Members to fulfil their mandate
Links	Implementation will lead to improved support to Members

Strategic objective performance indicator	Baseline 2020/21	2024/25
Enhancing capacity building and support to Members	New baseline to be established in terms of capacity building as Members are new	100% implementation of a Strategic Capacity Building Plan
	Five working days to process transfer payments in terms of the Members' Guide	Four working days to process transfer payments in terms of the Members' Guide

Employment and vacancies by salary bands (as at 31 December 2019)

Salary Band	Number of approved post on the establishment	Number of posts on the establishment filled	Vacancy Rate %	Posts Additional to the establishment
Semi-Skilled (Band A1 to B1)	0	0	0%	0
Skilled Technical (Band B2 to C3)	2	2	0%	0
Professionally qualified (Band C4 to C5)	1	0	100%	0
Senior Management (Band D1 to D3)	0	0	0%	0
Top Management (Band D4 to E2)	0	0	0%	0
Total	3	2	100%	0

7.4.2 Resource consideration

Provision to be made for inflationary increase for Members facilities and for transfer payments to political parties.

7.4.3 Strategic objectives: Annual targets over five-year period

Strategic objective		Strategic objective performance indicator	Audited actual performance			Estimated performance 2019/20	Five-year targets				
			2016/17	2017/18	2018/19		2020/21	2021/22	2022/23	2023/24	2024/25
1	Enhanced professional and timely procedural and related support	Enhanced capacity building and support for Members	New PI	New PI	New PI	New PI	4 capacity-building and support initiatives implemented	4 capacity-building and support initiatives implemented	4 capacity-building and support initiatives implemented	4 capacity-building and support initiatives implemented	4 capacity-building and support initiatives implemented

7.4.4 Risk management

The following key risks have been identified for the five year period:

Risks		Action plan
1	Poorly skilled and trained Members of parliament compromise effective law-making and oversight.	Development of training and development plan for the five years with an evaluation or impact assessment of the training.

8. OVERVIEW OF THE 2020 BUDGET AND MTEF ESTIMATES

8.1 Expenditure estimates

Summary of payments and estimates

Programme R'000	Outcome						Medium-term estimate			
	Audited	Audited	Audited	Main	Adjusted	Revised	% Change from Revised estimate			
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
1. Governance (Leadership) and Administration	51 806	55 559	61 249	70 423	68 230	68 230	71 518	4.82	75 915	80 584
2. Parliamentary Support Services	16 759	18 546	19 556	22 150	21 519	21 519	23 651	9.91	25 373	25 615
3. Public Engagement	8 101	9 000	8 893	13 206	13 206	13 206	13 534	2.48	13 230	13 928
4. Members Support	44 079	47 431	48 678	53 315	55 508	55 508	57 897	4.30	60 516	63 213
Total payments and estimates	120 745	130 536	138 376	159 094	158 463	158 463	166 600	5.13	175 034	183 340

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			
	2016/17	2017/18	2018/19	2019/20	2019/20	2019/20	2020/21	2019/20	2021/22	2022/23
Current payments	77 172	85 214	92 143	110 640	105 876	105 876	115 071	8.68	119 739	126 225
Compensation of employees	53 291	57 544	63 580	78 449	72 795	72 795	84 535	16.13	89 022	93 518
Goods and services	23 881	27 670	28 557	32 191	33 081	33 081	30 536	(7.69)	30 717	32 707
Interest and rent on land			6							
Transfers and subsidies to	38 630	42 057	42 699	44 930	47 123	47 123	49 225	4.46	51 582	54 010
Departmental agencies and accounts	21	22	22	30	30	30	32	6.67	35	37
Foreign governments and international organisations	429	312	395	299	299	299	295	(1.34)	312	330
Non-profit institutions	37 005	40 185	40 753	42 854	45 047	45 047	47 191	4.76	49 366	51 597
Households	1 175	1 538	1 529	1 747	1 747	1 747	1 707	(2.29)	1 869	2 046
Payments for capital assets	4 927	3 167	3 531	3 524	5 454	5 454	2 304	(57.76)	3 713	3 105
Machinery and equipment	3 574	3 095	2 680	3 524	4 605	4 589	1 884	(58.95)	2 967	2 320
Software and other intangible assets	1 353	72	851		849	865	420	(51.45)	746	785
Payments for financial assets	16	98	3		10	10		(100.00)		
Total economic classification	120 745	130 536	138 376	159 094	158 463	158 463	166 600	5.13	175 034	183 340

WESTERN CAPE PROVINCIAL PARLIAMENT



ANNEXURES TECHNICAL INDICATOR DESCRIPTIONS

Annexures: Technical indicator descriptions

Strategic outcome-oriented goals

Strategic outcome-oriented goal 1	To provide strategic, governance and institutional support services
Short definition	Improved strategic governance and institutional support
Purpose or importance	To ensure full compliance with prescriptive requirements (Financial Management of Parliament and Legislatures Act, 2009) Maximise organisational efficiency Ensure stakeholder satisfaction with support services received
Source or collection of data	Surveys, assessment reports, M&E reports, AG reports, Audit Committee reports, Internal Audit, Annual Report and Internal Control reports
Method of calculation	Clean audit report Percentage of targets achieved relative to baseline Aggregate institutional satisfaction level relative to baseline Percentage of service level standards relative to baseline Full compliance with the Financial Management to Parliament and Provincial Legislatures Act, 2009 (FMPPLA)
Data limitations	Adequacy of response to surveys
Type of indicator	Outcome
Calculation type	Cumulative (over five years)
Reporting cycle	Annual
New indicator	New goal based on previous goal
Desired performance	Clean audit report Percentage of targets achieved relative to baseline Aggregate institutional satisfaction level relative to baseline Percentage of service level standards relative to baseline Full compliance with the Financial Management to Parliament and Provincial Legislatures Act, 2009
Indicator responsibility	Senior management team (SMT)
Key risk	Uncertainty in respect of budget envelope that may result in institutional performance stagnation
Baseline	Corporate Governance Framework adopted in 2018/19 Clean audit in 2018/19 Rules reviewed in 2018/19
2025 target	Clean audit and full compliance with FMPPLA requirements

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Strategic outcome-oriented goal 2	To provide an effective procedural and related support to the House, its Members and its committees to make laws, conduct oversight and facilitate public involvement
Short definition	Effective support for law-making, oversight and public involvement
Purpose or importance	Constitutional obligation, core business of legislatures and parliaments as public representative bodies
Source or collection of data	Annual surveys, quarterly vetting reports
Method of calculation	Percentage of service level standards as defined in standard operating procedures Hansard: Support standards maintained and set out in the service level agreement with external service provider Oversight and Accountability Policy approved Reviewed Standing Rules approved
Data limitations	Members and the public not completing surveys or not understanding the rating matrix
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annual
New goal	No
Desired performance	99% compliance with agreed service standards
Indicator responsibility	Director Parliamentary Support Services
Key risk	Improper procedural advice provided in respect of Standing Rules and parliamentary procedures may result in passing of unconstitutional laws, ineffective oversight and decision-making (previous risk was non-compliance with Standing Rules) and inadequate committee support
Baseline	New indicator
2025 target	Developed and improved mechanisms, systems and processes relating to law-making, oversight and accountability and public involvement

Strategic outcome-oriented goal 3	To support the promotion of meaningful stakeholder and inter/intra-parliamentary relations
Short definition	Meaningful stakeholder and inter/intra-parliamentary relations
Purpose or importance	Constitutional obligation, core business of legislatures and parliaments as public representative bodies
Source or collection of data	Data from internal records
Method of calculation	Data driven
Data limitations	None
Type of indicator	Outcome
Calculation type	Simple count, check verification and comparative
Reporting cycle	Annually
New goal	Yes
Desired performance	A WCPP that engages meaningfully with its stakeholders at all levels
Indicator responsibility	Director Public Engagement
Key risk	Lack of commitment from Members and financial constraints
Baseline	PEO workshops and international engagements
2025 target	Improved processes for relationship building with stakeholders and improved presence in international sphere

Strategic objectives

Strategic objective	Demonstrable good governance by continuously improving governance processes and practices
Short definition	Good governance
Purpose or importance	To ensure compliance with legislative prescripts and institutional norms and standards to meet the desired governance requirements
Source or collection of data	Annual reports, AG reports, Internal Audit reports, annual reports, assessment reports
Method of calculation	Clean audit report (with no findings on financial, supply chain management, programme performance and governance issues) Achieve 99% of targets in accordance with the Annual Performance Plan over the five-year period Annual Risk Maturity Assessment of the risk management based on the SALS Risk Maturity Tool Implementation of the Ethics Management Strategy and Implementation Plan and quarterly report to the GOVCOM Monitoring and evaluation being institutionalised (process of evaluation is implemented) Full compliance with the Financial Management of Parliament and Provincial Legislatures Act, 2009
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Revised from previous five-year plan (2015/16–2019/20)
Desired performance	Clean audit outcome (with no findings in respect of financial, supply chain management, programme performance or governance issues)
Indicator responsibility	Senior management team and managers
Key risk	Regression in the audit outcome
Baseline	Clean audit
2025 target	Clean audit outcome (with no findings on financial, supply chain management, programme performance and governance issues) Monitoring and evaluation being institutionalised (process of evaluation is implemented) Optimised risk level based on the SALS Risk Maturity Tool

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Strategic objective	Modernised and continuously improved institutional procedures and processes towards supporting the functions of parliament
Short definition	Modernised and continuously improved institutional procedures and processes towards supporting the functions of parliament
Purpose or importance	Improved systems resulting in organisational efficiency and effectiveness
Source or collection of data	To improve technological and functional systems, including practices, processes and procedures, to support the effectiveness of parliamentary functions
Method of calculation	Projects aimed at modernising institutional procedures and processes; approved or registered modernisation projects
Data limitations	(Number of modernisation projects approved or registered) minus (number of modernisation projects completed)
Type of indicator	None
Calculation type	Output
Reporting cycle	Non-cumulative
New indicator	Quarterly
Desired performance	Yes
Indicator responsibility	Planned performance should be in line with project delivery outcomes
Key risk	Project sponsor
Baseline	New indicator
2025 target	100% of Business Improvement Plan implemented

Strategic objective	Enhanced professional and timely procedural and related support
Short definition	Enhanced procedural and related support for law-making and oversight
Purpose or importance	Constitutional mandate
Source or collection of data	Project report Enhanced effective and timely procedural and related support Members' SOPs for plenary, committees and Hansard services
Method of calculation	Enhancing effectiveness is defined in the standard operating procedures (SOP) Annual cumulative implementation and assessment of projects within a five-year time frame
Data limitations	Political approval for some projects and political championing of the projects
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Partially new
Desired performance	Review or develop or implement 75% of projects
Indicator responsibility	Director Parliamentary Support Services
Key risk	Improper procedural advice provided in respect of Standing Rules and parliamentary procedures may result in passing of unconstitutional laws, ineffective oversight and decision-making (previous risk was non-compliance with Standing Rules) and inadequate committee support
Baseline	New performance indicator
2025 target	Developed and improved mechanisms, systems and processes relating to law-making, oversight and accountability and public involvement

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Strategic objective	Enhanced processes to facilitate meaningful public involvement in the legislative process
Short definition	Meaningful public involvement
Purpose or importance	The WCPP must aim to enhance the involvement of the public in the law-making processes as mandated by the Constitution to embody the concept “Parliament for the People”
Source or collection of data	Internal documents
Method of calculation	Accumulative
Data limitations	None
Type of indicator	Outcome
Calculation type	Simple count
Reporting cycle	Annually
New indicator	Yes
Desired performance	Improvement of the processes followed by the WCPP in seeking and processing public involvement in law-making
Indicator responsibility	Directorates Public Engagement and Parliamentary Support Services
Key risk	Lack of commitment
Baseline	Public hearing with low and irrelevant attendance
2025 target	Integrated, pro-active process

Strategic objective	Increased engagement with international role players
Short definition	Inter/intra-parliamentary relations
Purpose or importance	This will enable the WCPP to conduct oversight over executive IR, establish meaningful and formal relationships to enhance the WCPP’s processes, as well as to position the WCPP as a global participant and influencer in the sector
Source or collection of data	Documentation
Method of calculation	Accumulative
Data limitations	None
Type of indicator	Impact
Calculation type	Accumulative count
Reporting cycle	Annually
New indicator	Yes
Desired performance	The WCPP should be positioned in the Inter/intra-parliamentary sphere as a participant and influencer
Indicator responsibility	Directorate Public Engagement
Key risk	Financial constraints
Baseline	CPA NCSL Study visits
2025 target	IR Strategy and Policy implemented resulting in an Inter/intra-parliamentary twinning agreement, research-driven international engagement, improved use of information from Inter/intra-parliamentary engagements to enhance the WCPP’s performance

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Strategic objective	Improved relationship building with stakeholders using various platforms, including technology
Short definition	Stakeholder relations
Purpose or importance	This objective will influence stakeholder attitudes, decisions and actions for mutual benefit by establishing effective communication platforms and branding
Source or collection of data	Internal documentation
Method of calculation	Cumulative
Data limitations	None
Type of indicator	Year-on-year growth
Calculation type	Count
Reporting cycle	Annually
New indicator	No
Desired performance	Stakeholder database used for targeted stakeholder engagement and digitisation of some forms of engagement
Indicator responsibility	Director Public Engagement
Key risk	Financial constraints
Baseline	Current relationship is incidental
2025 target	1 digital platform, formalised stakeholder structures and annual Members' programme

Strategic objective	Provide for and maintain conducive facilities and provide safe working environment for Members and staff
Short definition	Safety and security
Purpose or importance	The WCPP is a national key point
Source or collection of data	Internal documentation and official reports
Method of calculation	Comparative
Data limitations	None
Type of indicator	Compliance
Calculation type	Comparative check verification
Reporting cycle	Annually
New indicator	No
Desired performance	Appropriate building for a parliament that is adequately secured
Indicator responsibility	Director Parliamentary Support Services
Key risk	Non-compliance resulting in incidents
Baseline	Reports Joint Planning Committee
2025 target	Designed-for-purpose parliamentary building that will allow for adequate security and public access

