



PARLIAMENT

OF THE REPUBLIC OF SOUTH AFRICA

Draft
Annual Performance Plan
2021/22 to 2023/24

26 May 2020

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Introduction

The strategic management requirements of Parliament are stipulated in Chapters 3 and 8 of the Financial Management of Parliament and Provincial Legislatures Act, Act 10 of 2009, as amended. Accordingly, the Executive Authority oversees the preparation of Parliament's strategic plan, annual performance plan, budget and adjustment budgets, and ensures the tabling of these instruments in Parliament.

The Accounting Officer is required to, after an election of the National Assembly, prepare and present a draft strategic plan to the Executive Authority. The Accounting Officer must also prepare a draft annual performance plan, specifying performance measures and indicators for assessing Parliament's performance in achieving the objectives and outcome detailed in the strategic plan. This planning process converges into a three-year Medium-Term Expenditure Framework, the budget for Parliament.

The Act requires that a draft Annual Performance Plan be submitted annually by the end of May, setting out performance information for the next financial year. Such Annual Performance Plan must be based on the approved Strategic Plan.

The Strategic Plan for the 6th democratic Parliament was tabled on 09 March 2020. The information submitted in this draft Annual Performance Plan is based on the stated outcome objective of the new strategic plan.

Executive Authority Statement

The Financial Management of Parliament and Provincial Legislatures Act, Act 10 of 2009, requires the Executive Authority to oversee the preparation of Parliament's strategic plan, annual performance plan, and budget. This draft 2021/22 Annual Performance Plan is tabled in accordance with the requirements of the Act. It specifies the planned performance and expenditure estimates of Parliament for the 2021/22 financial year.

On 16 March 2020, the President of the Republic of South Africa declared a national state of disaster in order to set in motion measures to deal with the effects and impacts of the Covid-19 pandemic. The Covid-19 pandemic has affected every corner of the globe, and all states are directing measures and resources to deal with this unprecedented threat to society, communities, families and individuals.

The declaration of the state of disaster was made in terms of powers granted to the Executive by the Disaster Management Act, Act 57 of 2002. The measures and resources directed by the government to deal with the pandemic are regulated by the applicable laws, as passed by Parliament. These laws grant certain powers and prescribe permitted actions for executive action, founded on the Constitution and the Bill of Rights.

Whereas the Disaster Management Act will prescribe procedures to deal with the disaster, the redirection and reallocation of resources will be done in accordance with the annual budget legislation. Parliament annually approves the budget in the form of the Division of Revenue Bill and the Appropriation Bill. In this regard the Minister of Finance has written to Parliament, indicating his intention to table an adjustments budget in order for Parliament to appropriate funds necessary for dealing with the pandemic and its economic and social impact. Members of Parliament, as the representatives of the public in government, will now scrutinise these adjustments in the committees of Parliament, and recommend the adoption of an adjustments appropriation by the Houses of Parliament.

The Constitution also provides Parliament with the obligation to oversee and scrutinise the executive's actions. In the normal course of events, parliamentary committees meet regularly to scrutinise government plans, budgets and reports indicating progress with regard to service delivery and accounting for the use of public funds. But the impact of the Covid-19 pandemic also affected the way in which Parliament functioned. Following the declaration of the national disaster, government institutions directed measures to deal with the outbreak of this disease. As part of the national measures, Parliament suspended its proceedings, and directed Members and staff to work from home. It was a sudden and inexplicable change from our normal work and family routine. Our lives were abruptly and strangely altered. We soon became aware of the manifold complications now facing us.

As an immediate response, committees of Parliament began conducting meetings using virtual platforms in order to ensure a functioning Parliament. At the start some challenges were experienced with this new way of doing things, but a more systematic process is now leading to Parliament ceasing the opportunity to incorporate

technology into its processes, increasing effectiveness and efficiency. By the end of May 2020, Parliament will have conducted more than 150 virtual committee meetings. In this way Parliament persisted with its constitutional duty of holding the Executive accountable.

In this regard, the 6th Parliament determined its main priority to strengthen oversight over the Executive so as to increase government's responsiveness and accountability. Implementing this policy priority will require the institution to ensure more time for committee oversight work, conducting deeper scrutiny of executive action, and enhancing public involvement in Parliament. It will also require that we implement technology enabled processes, ensure programmes to deliver the necessary skills and capacities, and improve research and information services provided to Members of Parliament.

The policy priorities and strategic plan for the 6th Parliament sets out this journey of change and transformation. It provides a roadmap to ensure the sustainability, effectiveness and efficiency of the institution, guaranteeing that Parliament continue to represent the people, and to ensure government by the people, under the Constitution.

Although we foresee the Covid-19 pandemic to impact many aspects of our lives and society, we also know that the democratic values and principles enshrined in our Constitution ensures the foundation for our democratic and open society, based on democratic values, social justice and fundamental human rights. It gives us direction and hopefulness in dealing with an uncertain future. But above all, it gives us courage and confidence, knowing that when we work in unity, solidarity and with compassion for each other, we, the people, will be triumphant.

*May God protect our people.
Nkosi Sikelel' iAfrika.
Morena boloka setjhaba sa heso.
God seën Suid-Afrika.
God bless South Africa.
Mudzimu fhatutshedza Afurika.
Hosi katekisa Afrika.*

**SPEAKER
NATIONAL ASSEMBLY**

**CHAIRPERSON
NATIONAL COUNCIL OF
PROVINCES**

Accounting Officer Statement

The parliamentary business comprises a set of legislated activities that are derived from the Constitution and other legislative frameworks. The Financial Management of Parliament and Provincial Legislatures Act, Act 10 of 2009 (as amended) being one of such legislative frameworks, guides and informs the institution's integrated budgeting, planning and strategic management processes. Accordingly, pursuant to the requirements of the FMPPLA, the institution developed the 2021-2022 Annual Performance Plan (APP) under the guidance of the Executive Authority (EA).

The 2021-2022 APP deals with the approved policy priorities as set out in the institution's Strategic Plan for the 6th Parliament. It further specifies performance targets related to each programme and sub-programme structure and outlines performance indicators used for assessing the institution's performance. Moreover, inputs and associated activities that are critical in achieving the objectives and long-term, intermediate and immediate institutional outcomes are also outlined. These institutional outcomes are as follows:

- Deepened democracy;
- Accountable government;
- Strengthened oversight and accountability;
- Enhanced public involvement;
- Deepened engagement in international fora;
- Strengthened co-operative government; and
- Strengthened legislative capacity.

From the vantage point of the institution's logical framework, once the interconnectedness and interdependence of the inputs, activities, outputs and outcomes of Parliament are harnessed, the long-term cumulative societal impact of improved quality of life will be realised. Thus, the 2021-2022 APP outlines and maps out different systematic and programmatic facets of the parliamentary business that indicate how re-alignments and enhanced coherence can contribute to the realisation not only of the institution's vision of being an activist and responsive people's Parliament, but also to its 2024 outcome goal of increasing government's responsiveness and accountability.

In addition to the above, the APP introduces changes in the parliamentary business, particularly on the programme structure and on institutional indicators. Now, restructured parliamentary services are comprised of reduced and consolidated programme structure - with three main programmes as opposed to five programmes during the 5th parliamentary term. The new programme structure that supports the outcomes and strategic intent as set out in the strategic plan, include the following:

- Programme 1: Administration
- Programme 2: Legislation and Oversight
- Programme 3: Associated services and transfer payments

The above programme structure is being implemented as part of strategy alignment. Nonetheless, the budgetary aspects of the new programme structure will be implemented during the 2021/22 reporting period. Moreover, in congruence with the new APP guidelines, the institution has included fewer institutional indicators and as such, operational performance information will be moved into Operational Plans. An equally important change has been the transition to measuring usefulness of Parliamentary Services, by using Members' service satisfaction ratings as proxy indicators.

While changes contained in this APP are geared towards attainment of the institution's long-term impact (Improve quality of life) and elevating the institution to new heights of resourcefulness - challenges and uncertainties abound. As instantiated by the revenue and expenditure projections contained in this APP, by the time the APP will be implemented, the institution will not only be grappling with the pervasive institutional risks and constraints (fiscal consolidation, reduced budget appropriation and unsustainable cost of the wage bill, to mention a few), but will also be forced to navigate through the uncharted territory of the Covid-19 pandemic.

Already, the institution is feeling the effects of Covid-19, an insidious calamity that threatens to disrupt the parliamentary business and put to the test the robustness of its systems and processes. Now the institution has to adapt to new ways of working as seen with the introduction of virtual committee meetings and plenaries. Consequently, as the institution is implementing the 2021-2022 APP and is busy adapting to the 'new normal' heralded by Covid-19, undoubtedly, its business processes and systems will remain anchored on the truism that, 'forging the future means embracing the unknown'.

PN TYAWA
ACTING SECRETARY TO PARLIAMENT

Definitions

| | |
|--------------------------------|---|
| <i>Strategic plan</i> | A clearly defined 5-year plan that focuses on issues that are strategically important to the institution. The strategic plan is reviewed annually or when required. It identifies the impact and outcomes against which the institution can be measured and evaluated. |
| <i>Annual performance plan</i> | A 3-year performance plan that focusses on the outputs, output indicators and targets that the institution will seek to achieve in the upcoming financial year, aligned to the outcomes reflected in the Strategic Plan. It includes forward projections (annual targets) for a further two years, consistent with the Medium-Term Expenditure Framework (MTEF) period, with annual and quarterly performance targets, where appropriate, for the financial year. |
| <i>Operational plans</i> | Plans for components focusing on activities and budgets for each of the outputs and output indicators reflected in the Annual Performance Plan. Annual operational plans include operational outputs, which are not reflected in the Annual Performance Plan. Operational plans can be developed for branches or programmes within the institution. |
| <i>Performance information</i> | Performance information includes planning, budgeting, implementation, monitoring, reporting and evaluation elements, which are key to effective management. Performance information indicates how well an institution performs towards the achievement of its results. This information is vital in enhancing transparency, accountability and oversight. |
| <i>Impact</i> | Impacts are changes in conditions. These are the results of achieving specific outcomes, such as reducing poverty and creating jobs. Impacts seeks to answer the question of "what do we aim to change". |
| <i>Outcome</i> | The medium term results which are the consequence of achieving specific outputs. Outcomes are "what we wish to achieve". |
| <i>Outputs</i> | The final tangible products, or goods and services delivered as a result of activities. Outputs may be defined as "what we produce or deliver". Outputs are also the building blocks towards the desired outcome. |
| <i>Activities</i> | These are processes or actions which use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe "what we do". |
| <i>Inputs</i> | These are the resources which contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings. |

| | |
|-----------------------------|--|
| <i>Assumptions</i> | Assumptions are factors that are accepted as true and certain to happen without proof. |
| <i>Risks</i> | A potential, unintended outcome that will affect the achievement of an institution's predetermined results. |
| <i>Indicator</i> | An indicator is a predetermined signal, at a specific point in a process, showing that the result was achieved. It should include a unit of measurement that specifies what is to be measured. Indicators can be qualitative or quantitative measures. |
| <i>Proxy indicators</i> | Proxy indicators are used when results cannot be measured directly. A proxy indicator aims to provide an indication of achieved performance in a specific area. |
| <i>Sector indicators</i> | Sector indicators refer to a core set of indicators that have been developed and agreed to by national and provincial institutions within a sector. The sector indicators are approved by provincial Accounting Officers, which are incorporated in the Annual Performance Plans of provincial institutions and form the basis for quarterly and annual performance reporting processes. |
| <i>Indicator descriptor</i> | The description of impact, outcome and output indicators and targets to outline data collection processes, gathering of portfolio of evidence, and an acceptable level of performance at the beginning of the planning cycle. |
| <i>Targets</i> | Targets are the level of performance the institution would like to achieve and must be specific, measurable, attainable, realistic and timely (SMART). |
| <i>Baseline</i> | The current level of performance that the institution aims to improve. |

PART I: MANDATE OF PARLIAMENT

1.1 Introduction

The *Financial Management of Parliament and Provincial Legislatures Act*, Act 10 of 2009 as amended, regulates the strategic management process of Parliament. Parliament uses the continuum of governance activities as set out in the *Green Paper on National Strategic Planning* (2009). These governance activities consist of:

- policy development;
- strategic and operational planning;
- resource allocation;
- implementation; and
- performance monitoring and evaluation.

Accordingly, the Executive Authority of Parliament oversees the preparation of Parliament's strategic plan, annual performance plan, and budget and adjustments budgets. With regard to the governance processes, the Act makes provision for the submission of a draft strategic plan, draft annual performance plan, draft budget, written performance agreement, monthly financial statements, quarterly performance reports, a mid-year budget and performance assessment, and an annual report.

The draft annual performance plan must -

- a) cover the following financial year and the two financial years thereafter, or other periods determined by Parliament;
- b) indicate any changes to Parliament's priorities as set out in the strategic plan prepared in terms of section 14;
- c) update the projections of revenue and expenditure presented in the strategic plan;
- d) specify performance targets related to each of the performance measures and indicators for assessing Parliament's performance in achieving the objectives and outcomes detailed in the strategic plan; and
- e) provide details of Parliament's donor funded projects.

The Policy Priorities and Strategic Plan for the sixth Parliament, 2019-2024, were tabled on 09 March 2020. Institutional planning processes developed a results framework for the strategic plan and annual performance plan, including the following:

- institutional outcome and indicators aligned to the policy priorities;
- change in the budget programme structure to align with the outcomes of Parliament;
- programme indicators and targets to measure progress;
- operational plans to implement the annual performance plan; and
- identifying resource and budget requirements for the implementation of plans.

The strategic management process is an integrated approach to planning, budgeting, monitoring and evaluation. It integrates these elements into a single process,

enhancing alignment and coherence. The long-term outcomes and indicators, revised budget programme structure, performance targets and expenditure estimates developed during the strategic management process form the basis of the draft Annual Performance Plan for Parliament.

1.2 Mandate of Parliament

1.2.1 Legislative mandate

The mandate of Parliament derives from the Constitution of the Republic of South Africa, 1996, establishing Parliament and setting out the functions it performs. Parliament's role and outcomes are to represent the people and ensure government by the people under the Constitution, as well as to represent the provinces and local government in the national sphere of government. The mandate and functions of Parliament are based on the following legislation:

- Constitution of the Republic of South Africa, 1996;
- Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, Act 4 of 2004;
- Money Bills Amendment Procedure and Related Matters Act, Act 9 of 2009;
- Financial Management of Parliament and Provincial Legislatures Act, Act 10 of 2009;
- National Council of Provinces (Permanent Delegates Vacancies) Act, Act 17 of 1997;
- Determination of Delegates (National Council of Provinces) Act, Act 69 of 1998;
- Mandating Procedures of Provinces Act, Act 52 of 2008; and
- Remuneration of Public Office Bearers Act, Act 20 of 1998.

1.2.2 Business of Parliament

The strategic outcome, budget programme structure and the organisational structure of Parliament are predicated on the business of Parliament, as set out in the Constitution. The Constitution is the supreme law of the Republic and lays the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law. It stipulates the values and mechanisms for governance of a uniquely people-centred democracy.

The Constitution sets a single, sovereign democratic state where government is constituted as national, provincial and local spheres of government which are distinctive, interdependent and interrelated. On the national sphere, government is effected through Parliament, the Executive and the Judiciary. In the Republic, the legislative authority of the national sphere of government is vested in Parliament, the executive authority is vested in the President, and the judicial authority is vested in the Courts.

Parliament represents the people and provincial interests in order to ensure government by the people, under the Constitution. Such representation takes place in the activities of passing legislation, overseeing and scrutinising executive action, and the facilitation of public involvement, co-operative government and international

participation. Although these processes are somewhat distinct in their nature and operation, they are also interconnected and interrelated.



Figure 1: The interrelatedness of Parliament's functions

Since the establishment of the 1st democratic Parliament in 1994, each term of the legislature was characterised by a unique emphasis and focus. The focus of each term was dictated by the national agenda and the subsequent role required of Parliament. The 1st and 2nd terms focussed on legislation, directing their efforts at repealing apartheid legislation and introducing transformational laws to create an environment that is conducive to the entrenchment of democracy. Adopting mechanisms to strengthen oversight and accountability became the leading priority of the 3rd. This resulted in the development of the Oversight and Accountability Model, and the adoption of the Money Bills Amendment Procedure and Related Matters Act. The result of these new processes and capacity is now evident in Parliament's budget recommendations to the Executive, thereby increasing the responsiveness and accountability of government. The 4th Parliament adopted an activist orientation to its work. In this term the legislative sector developed a Public Participation Framework for Parliament and Provincial Legislatures. This framework guides Parliament's response to the expectations of the public, and demands greater participatory democracy. Both the 4th and 5th Parliaments built on the work of previous terms, and concretised instruments to strengthen oversight and accountability. This included the development of processes and capacities to implement the Money Bills Amendment Procedure and Related Matters Act, and the Financial Management of Parliament and Provincial Legislatures Act.

Since 1994, each Parliament performed its required functions, whilst also focussing on a particular priority in order to build capacity and facilitate transformation and change in society. It affirms that the functions of Parliament are interrelated, and operate collectively to establish the desired outcome.

To understand the relationship between resources, functions and deliverables better, the institution uses the logical framework approach to identify links between inputs, activities, outputs, outcomes and impacts. Accordingly, inputs relate to Members'

capacity, advisory and information services, and facilities and support services used in activities. Activities include the passing of legislation, overseeing and scrutinising executive action, the facilitation of public involvement, functions around co-operative government and international participation. These activities are mainly constituted as plenaries, committee meetings and the work performed in constituencies and on international platforms. The ensuing outputs to these processes will include Bills, budget recommendations, appointment recommendations, approved international agreements, government interventions and other resolutions of Parliament. The outcome of Parliament is orientated to ensure open, responsive and accountable government.

| Parliament | Result |
|------------|---|
| Impact | <i>Improve quality of life:</i> Eliminate income poverty Reduce unemployment Reduce inequality |
| Outcome | <i>Long-term:</i> Deepened democracy <i>Intermediate:</i> Accountable government <i>Immediate:</i> Strengthened oversight and accountability Enhanced public involvement Deepened engagement in international fora Strengthened co-operative government Strengthened legislative capacity |
| Outputs | <i>House resolutions:</i> Bills, approved international agreements appointment recommendations, approved interventions, resolutions |
| Activities | <i>Houses:</i> Plenaries <i>Committees:</i> Committee meetings <i>Constituencies:</i> Constituency office representation |
| Inputs | <i>House:</i> Advisory and information services, Members' support services. <i>Committees:</i> Procedural and legal advice, analytical and content advice, research, records, public education, communication, media, meeting room preparation, catering, security. <i>Constituencies:</i> Transfer payments for constituency work. |

Figure 2. Framework linking inputs, activities, outputs, outcomes and impacts

PART II: STRATEGIC FOCUS OF THE 6TH PARLIAMENT

2.1 Vision

An activist and responsive people's Parliament that improves the quality of life of South Africans and ensures enduring equality in our society.

2.2 Mission

To represent the people, and to ensure government by the people in fulfilling our constitutional functions of passing laws and overseeing executive action.

2.3 Values

Openness
Responsiveness
Accountability
Teamwork
Professionalism
Integrity

2.4 Update on situational analysis relevant to Parliament



2.4.1 The external environment

The work of Parliament is influenced by several developing trends within the global, continental and national contexts, including the effects of evolving democracies, emerging contestations, geo-political tensions, uneven global economic growth, increased expectations and demands, changing forces in global governance, and societal risks such as pandemics.

Global economic activity has slowed down from 2018, and economic growth for 2019 and 2020 has been revised downwards. Global risks are increasingly impacting on growth. The spread of the Covid-19 virus has the potential to disrupt supply lines, cause lower and negative economic growth, increase unemployment, and impact on healthcare systems. Further risks to economic growth include trade wars between

the USA and China, the impact of *Brexit* in Europe, prevailing financial market sentiment, slower economic growth in China, Europe and Japan, and geopolitical tension between the United States and Iran.

The medium-term economic outlook for South Africa has been revised down, with GDP growth turning negative in 2020. Although the Budget Review of February 2020 estimated GDP to grow at a slow pace, the COVID-19 pandemic is inflicting high and rising human costs worldwide, and the necessary protection measures taken by governments are severely impacting economic activity. As a result of the pandemic, the global economy is projected to contract sharply by 3 percent in 2020 (World Economic Outlook, IMF, Apr 2020). Should the pandemic fade in the second half of 2020, with containment efforts gradually unwound, the global economy is projected to grow by 5.8 percent in 2021. The IMF is projecting economic growth in South Africa for 2020 at -5.8 percent.

Several of South Africa's challenges can only be addressed through regional co-operation. While South Africa is a water-scarce country, several neighbouring countries have abundant supply. There are other areas in which complementary national endowments offer opportunities for mutually beneficial co-operation. South Africa, a major economic player on the continent, remains faced with the challenges of unemployment, poor outcomes of education, inadequate infrastructure, spatial divides, a resource-intensive economy, a public health system not meeting demand and quality requirements, uneven and poor quality public services, high levels of corruption, and a divided society (NDP, 2012).

Despite a number of progressive initiatives, the main challenges of poverty, inequality and unemployment persist, and the impact of the Covid-19 pandemic may erase the gains made in the last two decades. In 2019 unemployment in South Africa shot up to a high of 29%, with youth unemployment at 55% (StatsSA, 2019). And for the first time since 2006, poverty levels started to rise again (StatsSA, 2017). Although the human development in South Africa has seen a slight increase, from 0.638 in 2010, to 0.666 in 2015 (UNDP, 2016), the Gini coefficient remained high at 0.68 (2015), indicating the extreme levels of inequality in society. With GDP growth now poised to turn negative, the economic fallout of the Covid-19 pandemic may erase the gains made in the last twenty years.

Socially, South Africa has seen a rapid increase in the rate of urbanisation, with more than 65% of its population being classified as urban by 2016. Rapid urbanisation, a global phenomenon, is aided by increased migration due to certain pull and push factors. The last two decades saw a great increase in mobility, technology, transport and other infrastructure supporting the current international wave of migration.

The social trends in South Africa are also influenced by technology today, especially social media. In recent years the use of internet and social media saw strong growth, with 28 million people (out of a population of 55 million people) accessing and utilising the internet (Qwertydigital, 2017). The annual increase in internet usage for 2016 was 7%. Some 15 million people make use of social media platforms, and 13 million users do so purely from mobile phones. This demonstrates the rapid

evolution seen in technology and access to information. Today, communication and social media are becoming platforms for public discourse.

On a political level, contestation has seen a marked increase since 1994, with both inter and intra party competition playing itself out on the national stage. Political parties contesting the national elections in South Africa increased from 19 in 1994, to 48 in 2019. Globally, the political landscape for many states has seen dramatic changes in the last few years, sometimes with sudden and unexpected changes. The recent emergence of political populism, anti-establishment sentiments, heightened nationalism, and increased protectionism may intensify risks and work against global economic co-operation and multilateralism.

In spite of the increased contestation, there appears to be broad consensus on the main challenges facing South Africa – poverty, unemployment and inequality. The National Development Plan (NDP, 2012) outlines these challenges in more detail. It also sets out measures and objectives to increase employment and income, ensure skills development and broaden ownership to include historically disadvantaged groups. It intends to increase the quality of education, provide access to affordable, quality health care, and provide safe and affordable public transport. It further seeks to give security of household food, nutrition and housing, and to provide social protection for the poor and other groups in need, such as children and persons with disabilities. The plan also outlines steps for the realisation of a developmental, capable and ethical state that treats citizens with dignity. In terms of the principles of a developmental state, public administration must be governed by the democratic values and principles enshrined in the Constitution.

To achieve these impacts, the NDP requires that South Africa must build a capable developmental state able to respond to the needs of the people. To achieve the aspirations of a capable developmental state, the country needs a transformative Parliament that acts as an agent of change which ensures acceleration of delivery. It must enhance oversight and accountability, stabilise the political administrative interface, professionalise the public service, upgrade skills and improve co-ordination. It also needs a more pragmatic and proactive approach to managing the intergovernmental system to ensure a better fit between responsibility and capacity.

Nationally, several weaknesses remain in the accountability chain, with a general culture of blame-shifting. The accountability chain has to be strengthened from top to bottom, with a strong focus on strengthening oversight and accountability. Parliament needs to provide a forum for rigorous debate and champion the concerns of citizens. It needs to scrutinise legislation, paying particular attention to how legislation will impact on society, and seek to increase the quality of life. It needs adequate support in the form of generation, collation and analysis of data sets, specialist policy and research staff that are able to conduct both issue- or action-orientated research, and in-depth research to support parliamentary committees and brief parliamentarians. (NDP, 2012).

Recent information indicates that accountability in South Africa is diminishing (Ibrahim Index of African Governance, 2018). This should be of concern, as the main purpose of Parliament and other organs of state are to ensure open, responsive and

accountable government. The imperative to strengthen oversight and accountability, in the state as a whole, will require more openness, transparency, collaboration, and more rigorous scrutiny and investigation. Greater accountability will require more ethical leadership, openness and transparency, and a sense of responsibility beyond control. Recent governance failures, in both the private and public spheres in South Africa, demonstrated how accountability and governance can be eroded causing knock-on effects in service delivery, diminishing returns and a collapse in equity value.

Technologically speaking, we find ourselves in the midst of the greatest information and communications revolution in human history. This trend is driven by the exponential growth and development in digital technologies – also known as the 4th industrial revolution. Globally, more than 40 percent of the world's population has access to the internet, with new users coming online every day. Among the poorest 20 percent of households, nearly 7 out of 10 have a mobile phone. The poorest households are more likely to have access to mobile phones, than to toilets or clean water. (World Bank, 2016).

Although businesses and people are adopting digital technology fairly swiftly, governments are not. This is also the case for parliaments. The 2018 World e-Parliament Report (IPU) indicates that parliaments do not tend to be early adopters of new technologies. In fact, they are lagging behind in adopting digital tools, social tools and open data. Yet society has changed, and with it, societal expectations. The public today expects ready access to Parliament, just as it has to commercial brands. It wants to receive information, have access to transact, and make real contributions that can influence the outcome of legislation. Parliaments will need to innovate or be left behind.

2.4.2 Intermediate environment

Globally, parliaments are facing three dominant pressures today (IPU, 2012). Each of these are playing out in different ways, at different speeds, and in specific countries and regions. The three common themes relate to the public's desire for:

- a. more information and influence in parliamentary work,
- b. more accountability and responsiveness to public concerns, and
- c. faster service and delivery to meet citizens' needs.

Public pressure on parliaments is greater than ever before. In many parts of the world there are fundamental questions about the effectiveness of parliaments in holding government to account. Until recently it was accepted that parliaments do not have competitors, as it remained the only platform for debate and participation in government decision-making. However, the access to technology, internet, and social media has created a situation where the public discourse is playing itself out on social and other media. In this regard parliaments are globally seen as sluggish to adopt modern technology and hence to act on public interests. Without parliament adding a value in the democratic chain, people might soon opt for a form of direct government where the executive accounts directly to the citizens. In such instances the risk of disintermediation arises.

The outcomes required around oversight and accountability can only be achieved through more meaningful co-operation by legislatures. In South Africa, the legislative sector brings together representation of legislatures on the national, provincial and local level. It seeks to better co-ordinate work around mutual goals, and to harness scarce resources in a more efficient way. Sector co-operation around oversight and public involvement can ensure more responsive and accountable government at all levels, including better co-operation in the delivery of services.

Several service providers form part of the value chain in Parliament – disruptions in these services may influence its operations. Although the parliamentary administration is a service-based organisation that delivers primarily through human capital, certain service providers are key to institutional performance and operations.

2.4.3 Internal environment

In the external analysis the poor economic performance and the subsequent negative growth forecast for South Africa were highlighted. Such a forecast could impact Parliament directly as a result of continued fiscal consolidation that limits nominal budget increases. *Parliament may find that it can buy less with its allocations. It may have fewer resources to support the work of the legislature and its committees.* In recent years the budget allocation to Parliament, via the national appropriation, indicated a decreasing trend. Although this situation is applicable to the state as a whole, it has affected the work of Parliament in some areas.

As a consequence, Parliament implemented cost containment measures and efficiency initiatives. The measures reduced operational costs and ensured mission critical activities in the value chain of Parliament. The 2017/18 to 2019/20 financial years saw further reductions in budget for operational expenditure, with budget pressures in almost all areas of work where remuneration and operating costs are increasing at a rate above the inflationary adjustment. The additional budget pressure brought about by the impact of the Covid-19 pandemic will necessitate further mitigation to ensure financial viability and sustainability.

2.4.4 Key constraints and assumptions

Certain constraints will impact on the 6th Parliament's ability to implement its selected strategy, including the following:

- a. *The impact of Covid-19:* The full impact of the Covid-19 virus remains unknown. But it will certainly have a negative effect on economic growth, unemployment and government revenue. Closer to Parliament the effects may disrupt the work of Parliament, bring about health and security threats, and create process and resource constraints.
- b. *Budget constraints:* Economic growth is now expected to be extremely low over the medium-term, with a slump into negative territory in the short-term. The institution was already compelled to introduce a number of cost-

containment measures for the last few years, with budget pressures now noticeable in almost all areas of work.

- c. *Unsustainable cost of the wage bill*: The reductions in budget necessitated a freeze in respect of some positions in the organisational structure. However, this did not resolve the problem as the high cost of compensation continued to put pressure on the institutional budget.
- d. *Lack of, and aging physical facilities*: Parliament is dependent on the Department of Public Works for the provision of physical facilities. While there is a visible need for more space, this cannot be easily attained due to this dependency. Consequently, the parliamentary precinct is under serious strain, and facilities require renovation and modernisation.
- e. *Aging technological infrastructure*: The fourth industrial revolution requires institutions to rethink their information technology strategies. However, due to the budget constraint, Parliament finds it difficult to invest in modern technology. Even in instances where such investments have been made, there is a slow adoption of technology and of new working ways.
- f. *Ability to execute change initiatives*: Organisational climate surveys pointed out that the institution's ability to execute strategy is impaired.
- g. *Failure of 3rd party service providers*: The value chain in Parliament is supported by various service providers. A disruption in these services may adversely affect the work of Parliament.

2.5 Policy priorities for the 6th Parliament

The strategic analysis enabled management to develop a strategy map for the 6th Parliament. The strategy map details the key elements of the 6th Parliament strategy, focusing on the required inputs, activities and outputs needed to ensure the desired outcome and impact.

2.5.1 Impact

The strategy map firstly sets out the desired long-term impact. Improving quality of life is set as the ultimate goal and impact. In pursuing this societal impact, government developed the National Development Plan, setting out how quality of life will be improved by 2030. The plan reflects measures and objectives to increase employment, eradicate poverty and reduce inequality. The challenge for Parliament is to ensure that Government delivers on this plan.

Despite progressive initiatives and outcomes since 1994, the main challenges of poverty, inequality and unemployment persist. The current and developing impact of the Covid-19 pandemic is expected to worsen the levels of poverty, unemployment and inequality.

The Medium-Term Strategic Framework (MTSF) is Government's strategic plan for the 2019-2024 electoral term. It stipulates the outcomes to be achieved, which includes high-level development indicators for each outcome. These development indicators enable Parliament, Provincial Legislatures and the public to monitor the overall impact on society. Parliament's constitutional role of holding the Executive to account must be pronounced by the manner in which those development indicators are scrutinised and the Executive is required to account.

2.5.2 Outcome

The Constitution, requires that Parliament maintain oversight over the Executive to ensure government that is open, responsive and accountable. The outcome of Parliament is therefore orientated towards ensuring responsive and accountable government. Recent information indicates that accountability in South Africa is diminishing. This should be of concern, as the main purpose of Parliament and other organs of state are to ensure open, responsive and accountable government. The imperative to strengthen oversight and accountability, in the state as a whole, will require more openness, transparency, collaboration, and more rigorous scrutiny and investigation. Against this backdrop, Parliament determined its 2024 outcome goal: *to increase government's responsiveness and accountability.*

2.5.3 Outputs

The outputs of Parliament include Bills, budget recommendations, appointment recommendations, approved interventions and agreements, and other resolutions. In the context of the 6th Parliament, the main output surrounds the scrutiny and approval of the annual budget, as presented in the form of budget legislation (Division of Revenue Bill and Appropriation Bill). The process by which Parliament oversees, scrutinises and approves the annual budget is set out in the Money Bills Amendment Procedure and Related Matters Act, Act 9 of 2009. The key focus here is how Parliament can scrutinise and influence the budget through its oversight and budget recommendations.

2.5.4 Activities

Activities in Parliament include the passing of legislation, the overseeing and scrutinising of executive action, the facilitation of public involvement, functions around co-operative government and international participation. These activities are mainly constituted as plenary and committee meetings, and the work performed by Members in constituencies and internationally.

The strategic priority of strengthening oversight and accountability will require improvement in two key activity areas:

- improving committee scrutiny and oversight work, and
- improving the effectiveness of public involvement.

Committee oversight activities will need to yield deeper scrutiny of executive action, ensure more effective public engagement, and deliver more effective

recommendations. In addition to strengthening oversight activities in committees, the oversight work performed in constituencies and plenaries must also be improved.

2.5.5 Inputs

Inputs relate to Members' capacity, advisory and information services, and related facilities and support services used in the activities of Parliament. Improvements in key inputs will be required for the successful implementation of the strategy. These include:

- more time for committee oversight work,
- greater Member capacity-building and empowerment,
- improvement of research and analysis to provide deeper insights, and
- ensuring effective public involvement, petitions and submissions.

Transforming the inputs and activities will require that Parliament utilise its available opportunities including adopting technology faster into its processes, building stronger partnerships, utilising existing skills and expertise, drawing on the collective strengths of the sector, and ensuring greater efficiency to reduce costs and ensure long-term sustainability.

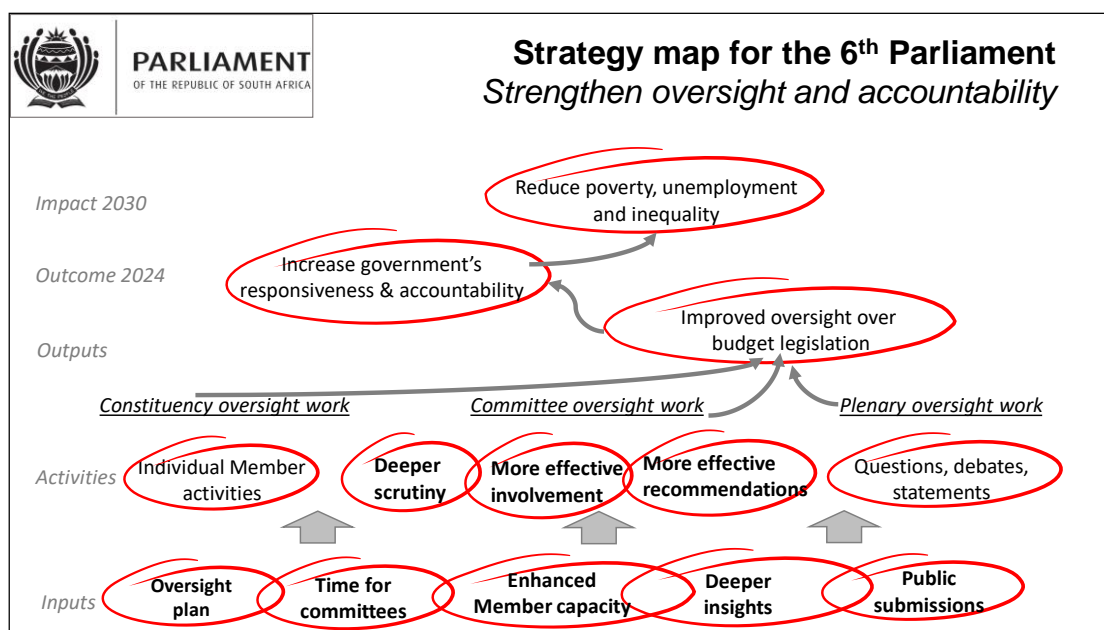


Figure 3: The strategy map for the 6th Parliament.

Using the above elements of impact, outcomes, outputs, activities and inputs, the following logic of the strategy map can be constructed:

- Improving quality of life requires faster transformation and service delivery, increasing employment, eradicating poverty and reducing inequality;
- Increasing the pace of service delivery will require a more responsive and accountable government;

- Greater responsiveness and accountability by the executive will require Parliament to strengthen oversight and involvement;
- Stronger oversight will require deeper scrutiny by committees, more effective public involvement and hearings, and more effective recommendations and resolutions by the Houses;
- In turn, deeper scrutiny by committees will require more time allocated for oversight activities, enhanced Member capacity to ensure effectiveness, deeper insights into issues at hand, and active involvement by the public in the form of various types of submissions;
- Changing these inputs will require an adjustment in the programme of Parliament; providing more effective programmes aimed at capacity-building; delivering more insightful research and analysis; providing the public with better information and access to participate; and improving the tracking and monitoring of Parliamentary business and Executive implementation.

PART III: PROGRAMME PERFORMANCE AND MEASURES

3.1 Entities reporting to the Executive Authority

Building Parliament’s capacity to implement its constitutional mandate has been an overriding and central theme since 1994. The 1st and 2nd Parliaments established its legislative capacity, with the 3rd and 4th Parliaments focusing on strengthening oversight, public involvement and international engagement. The 4th and 5th Parliaments also focused on strengthening co-operative government, and assisted the Institutions Supporting Democracy to ensure greater effectiveness¹.

During each of these parliamentary terms, additional capacity was developed to bring expertise and capacity in line with constitutional functions and expectations. The result of the growth in capacity also led to several realignment and restructuring processes since the 3rd term. Whereas the Parliamentary Service, through the Secretary to Parliament, was the only entity reporting to the Executive Authority in the 1st term, a number of entities now report to the Executive Authority. These entities are created by legislation, resolution, and sector or donor agreements.

The governance role played by the Executive Authority now requires overseeing these entities, ensuring they account for their performance and use of public funds.

The following entities report to the Executive Authority:

- | | |
|--|--------------------------|
| a) Parliamentary Service: | Secretary to Parliament, |
| b) Parliamentary Budget Office: | Director of the PBO, |
| c) Legislative Sector Support component: | Executive Director LSS, |
| d) Office supporting ISDs: | Executive Director OISD, |
| e) Treasury Advice Office: | Manager Treasury Advice. |

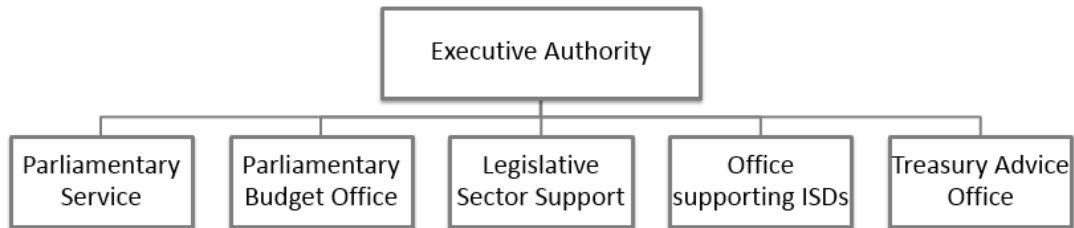


Figure 4: Entities reporting to the Executive Authority.

¹ Section 181(3) of the Constitution

3.2 Budget programmes and estimates

3.2.1 Budget programmes

The programme structure supports the outcomes and strategic intent as set out in the strategic plan. The budget programme and organisational structures are regularly reviewed to ensure improved strategy implementation. A review of these structures is being implemented as part of strategy alignment. The new budget structure will be implemented in the 2021/22 financial year, and consists of the following programmes:

- *Programme 1: Administration* - Provides strategic leadership, management and corporate services to Parliament. New sub-programmes include:
 - Executive Authority
 - Office of the Secretary
 - Corporate and support services
- *Programme 2: Legislation and Oversight* - Provides procedural, content and administrative support to the House and its committees. New sub-programmes include:
 - National Assembly
 - House
 - Committees
 - National Council of Provinces
 - House
 - Committees
 - Public participation and external relations
 - Shared services
 - Sectoral Parliaments and joint business
- *Programme 3: Associated services and transfer payments* - Provides facilities and financial support for political parties including leadership, administrative and constituency support. New sub-programmes include:
 - Members' Facilities
 - Transfer: Political Party Allowances
 - Transfer: Parliamentary Budget Office
 - Legislative Sector Support
 - Office supporting ISDs

3.2.2 Vote 2: Parliament – Appropriated funds

| | Medium-term revenue estimate | | |
|-------------------------------------|------------------------------|------------------|------------------|
| R thousands | 2021/22 | 2022/23 | 2023/24 |
| Economic classification | | | |
| Total Institutional Receipts | 2,872,573 | 2,990,596 | 3,170,032 |
| Appropriated Funds | 2,331,525 | 2,429,404 | 2,575,168 |
| Direct Charges | 541,048 | 561,192 | 594,864 |
| Donor Funds | 35,269 | 33,344 | |
| Sales by market establishments | | | |
| Interest Received | 9,000 | 8,000 | 7,000 |
| Other Revenue | | | |
| Total Receipts | 2,916,842 | 3,031,940 | 3,177,032 |

3.2.3 Vote 2: Parliament - Proposed expenditure

| Programme | Medium-term expenditure estimate | | |
|--|----------------------------------|------------------|------------------|
| R thousands | 2021/22 | 2022/23 | 2023/24 |
| Programme 1: Administration | 675,861 | 719,664 | 765,634 |
| Programme 2: Legislation and Oversight | 880,919 | 940,851 | 1,015,665 |
| Programme 3: Associated services | 903,455 | 940,087 | 997,612 |
| Subtotal | 2,460,235 | 2,600,602 | 2,778,911 |
| Direct charge against the National Revenue Fund | 541,048 | 561,192 | 594,864 |
| Total | 3,001,283 | 3,161,794 | 3,373,775 |
| Economic classification | | | |
| Current payments | 2,472,708 | 2,612,866 | 2,791,432 |
| Compensation of employees | 1,821,121 | 1,940,605 | 2,084,077 |
| Goods and services | 651,587 | 672,261 | 707,355 |
| Transfers and subsidies | 528,575 | 548,928 | 582,343 |
| Payments for capital assets | | | |
| Payments for financial assets | | | |
| Total | 3,001,283 | 3,161,794 | 3,373,775 |

3.3 Organisational structure

3.3.1 Re-alignment of the structure to the new strategy

Following the tabling of the Policy Priorities and the Strategic Plan, the organisational structure must now be aligned to the new strategy. Three key areas require realignment including Parliament's overall business model, the support services business model, and the re-engineering of business processes due to technology.

The realignment process seeks to develop a new business model, align the structure to the strategy, and review the micro structure alignment. Based on the work performed by this initiative, the Accounting Officer submitted a proposed operating model for the Parliamentary Service, in order to inform the development of an appropriate organisational structure. The Executive Authority recently approved the proposal, which will now follow a process of further design and implementation.

3.3.2 Parliamentary Service

The Parliamentary Service provides the support services required by Parliament and its Members to effectively fulfil their constitutional functions. The service presently consists of two main branches; Core Business and Support Services, as well as governance and management functions.

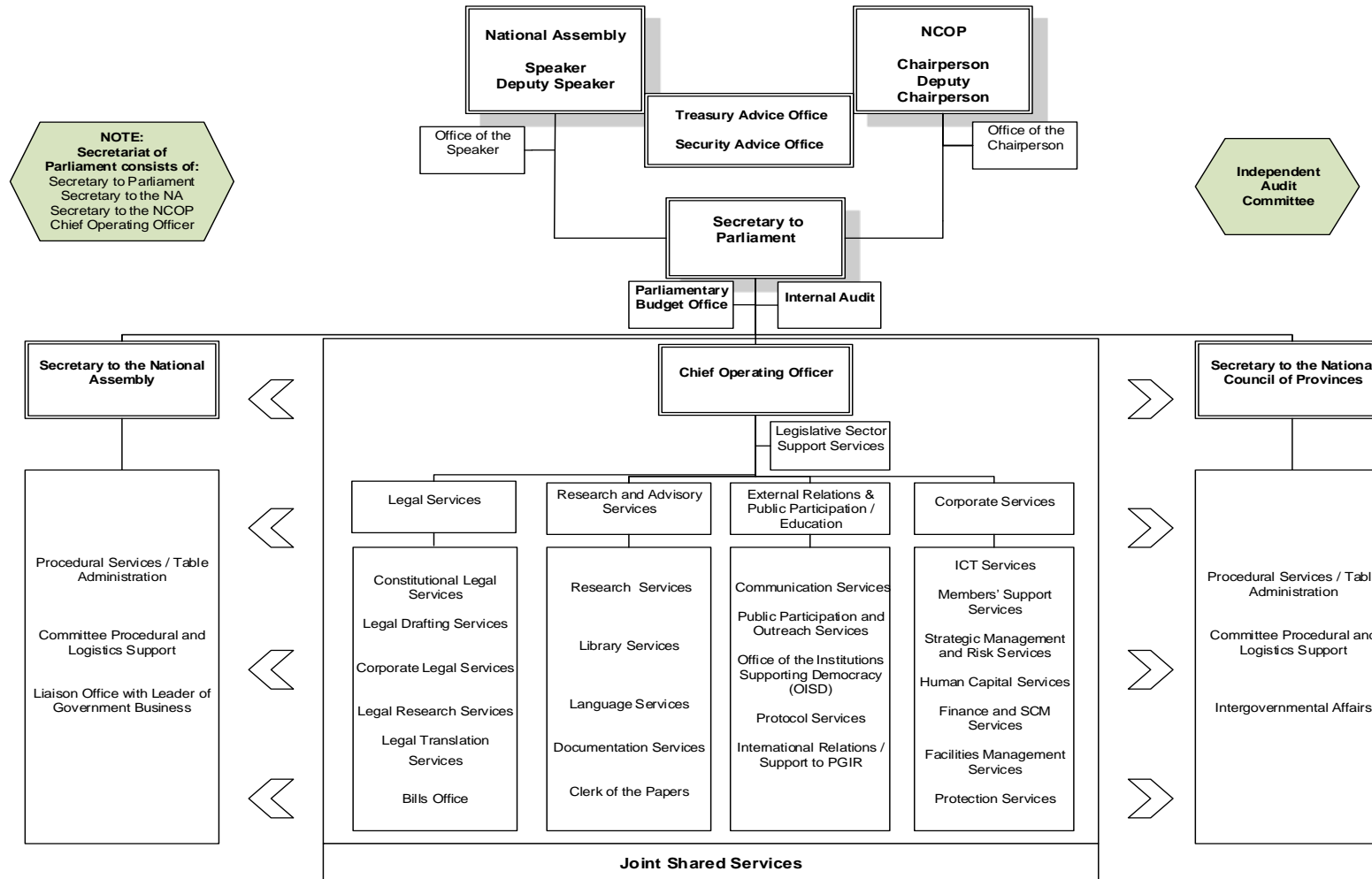
The Core Business Branch provides advisory and information services for the proceedings of the National Assembly, the National Council of Provinces and their respective committees and joint committees. These services include procedural and legal advice; analysis, information and research services; language; content; secretarial; and legislative drafting services. It further provides public education, information and access to support public participation, and analysis, advice and content support for parliamentary international engagement. The Branch consists of the following divisions: National Assembly Table, National Council of Provinces Table, Core Business Support, Knowledge and Information, and International Relations and Protocol.

The Support Services Branch provides facilities and support services to Parliament including institutional communication services, human resource management, information communication technology services, institutional support services, and Members' facilities. The Branch consists of the following divisions: Parliamentary Communication Services, Human Resources, Information Communication Technology, Members' Support Services and Institutional Support Services.

A number of management and administration functions are co-located with the purpose of providing strategic leadership support, institutional policy, governance, development programmes for Members, sector co-ordination, overall management and administration, internal audit, financial management, and the Registrar of Members' Interests. The group consists of the Office of the Secretary to Parliament, Legislative Sector Support, Strategic Management and Governance, Finance Management Office, Internal Audit, and the Registrar of Members' Interests.

The new operating model for the Parliamentary Service is shown below.

Figure 5: The operating model for the Parliamentary Service



3.4 Measuring client satisfaction – a new way to improve services rendered to Members of Parliament

Following the government-wide introduction of results based management in 2007, the 4th and 5th Parliament's commenced processes to develop measurable objectives and indicators to measure its work. The 5th Parliament proposed the development of two outcome indicators to measure the outcome level, aligned to the Sustainable Development Goal indicators related to accountability and public involvement. It also introduced the concepts of stakeholder management and client satisfaction ratings.

These concepts started a new approach to the management of parliamentary services. A central feature of this approach includes regular client satisfaction feedback. The client satisfaction information allows the institution to measure its services more holistically, and indicates the usefulness of services from a client perspective. As the Parliamentary Service is a service based organisation, such measurements will allow managers to implement more appropriate actions and changes aimed at improving services.

Service orientated organisations evolved their measurements in recent years to focus on the full client experience. The most frequently used measurements include the net promoter score, customer satisfaction rates, churn rates, retention rates, customer lifetime value, own developed indicators, and customer effort scores.

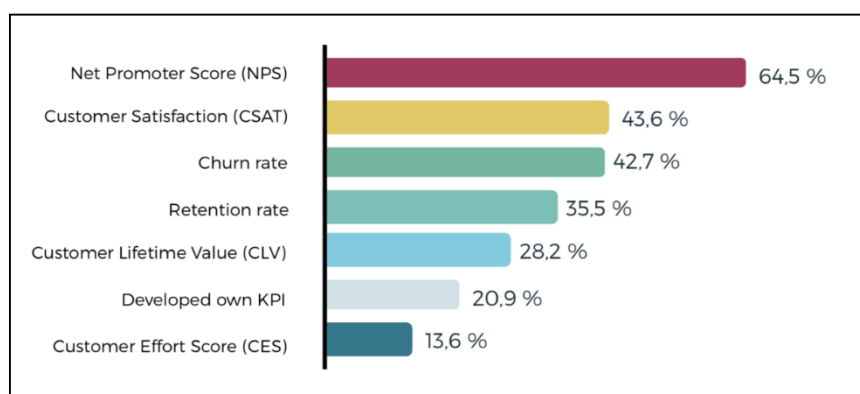


Figure 6: Common measurements used by service industries.

<https://lumoa.me/blog/customer-experience-metrics-and-kpis>

When using customer satisfaction rates, clients are requested to participate in feedback processes, by indicating their level of satisfaction with services. The Parliamentary Service will therefor move to measure the usefulness of services as rated by Members in satisfaction data.

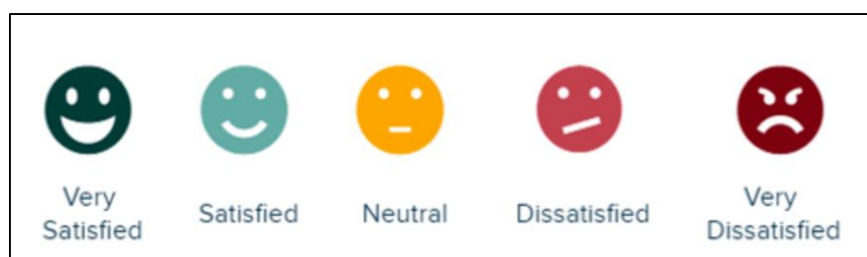


Figure 7: A typical service industry client satisfaction rating scale.

3.5 Programme 1: Administration

3.5.1 Purpose

Provide strategic leadership, governance, management, corporate and support services to Parliament.

3.5.2 Sub-programmes

- Executive Authority
- Office of the Secretary
- Corporate and support services

Programme 1: Administration is a consolidation of three previous programmes including Leadership and Governance, Administration and Support Services. The aim of the programme is to provide leadership, management and support services for the operations of Parliament. As this programme mostly reflects inputs for operations, the related performance information will be accommodated in operational plans.

3.5.3 Annual performance targets for the Parliamentary Service

Ensuring an effective and efficient institution, the Parliamentary Service must address the prevailing and future way of work. This will include significant transformation and change in the management approach, enabling policy, business processes, related skills, and re-thinking facilities. Over time a new institutional culture must be fashioned, driven by professionalism, service excellence and technology enabled processes.

In the next 5 years the institution must adopt and implement modern technologies in order to work smarter, invest in skills development to ensure greater institutional capacity, and improve the working climate to ensure motivated and engaged employees. In order to do so, it must develop management capacity to build institutional agility, enhance institutional responsiveness, and invest in a significant programme of ICT infrastructure and skills development to shield the institution from possible external shocks.

The programme to invest in ICT infrastructure, systems and skills must allow the institution to move away from its traditional and current capabilities to a future state that includes converging content, interaction, networks, application, devices and channels. The future state must provide a seamless and valuable experience for Members of Parliament, as the primary clients of the Parliamentary Service.

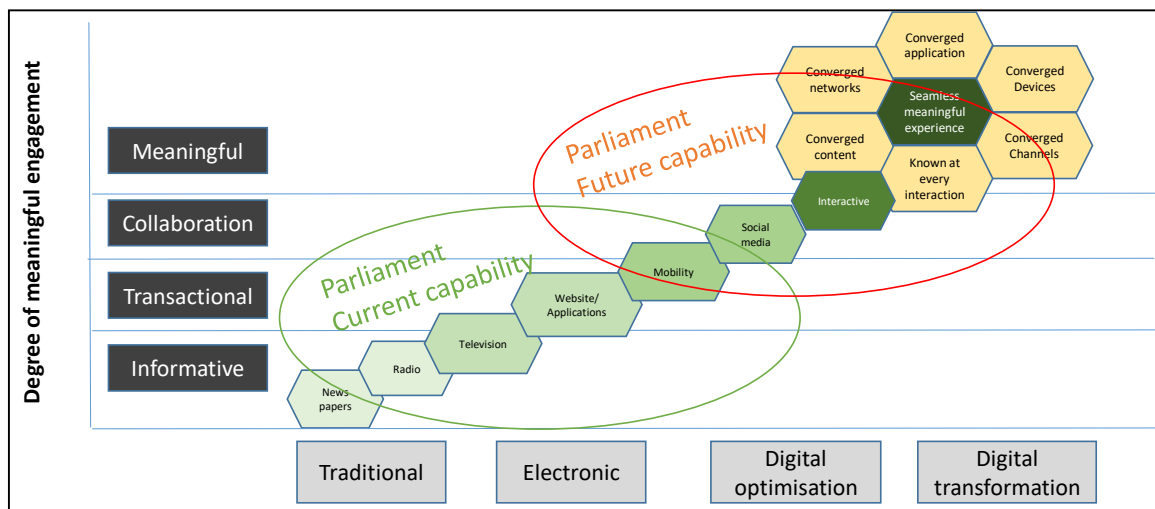


Figure 8: The present and future state of Parliament's ICT capability

In order to ensure greater effectiveness and efficiency, the Parliamentary Service will need to implement the following:

- a) Develop a new business model for Parliament and the Parliamentary Service to address the future way of work for Parliament and build in the principles of e-Parliaments;
- b) Redesign and optimise core and support business processes through technology, including:
 - i. Legislative drafting system,
 - ii. Oversight monitoring and tracking system,
 - iii. Public involvement and engagement system, including petitions, submissions and representations,
 - iv. ERP processes for decision-making,
 - v. Supporting infrastructure, networking and end-user tools and support.
- c) Upskilling and re-skilling programmes to ensure the effective use of modern systems and technology,
- d) Development of specialised skills programmes to ensure expertise and specialisation, and integrating of existing functions using a multi-skilling approach;
- e) Implement a programme to ensure continuous innovation and improvements of processes and skills, allowing for co-creation and value adding;
- f) Integrate service offerings through a collaborative approach where service recipients are offered a holistic response;
- g) Provide policy, tools and facilities for remote employment conditions;
- h) Implement virtual meetings and collaboration platforms;

The programme must ensure that employees work smarter, improve skills and capacity, and improve the working climate so as to ensure an engaged workforce.

3.5.3.1 Annual performance targets for Programme 1:

| Parliamentary Service | Output indicator | Annual performance targets | | | | | | |
|--------------------------------|--------------------------------------|----------------------------|---------|---------|-----------|------------|---------|---------|
| | | Estimate | | | Estimated | MTEF | | |
| | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| ICT services | % of clients satisfied with services | - | - | - | 72% | 73% | 73% | 74% |
| Institutional support services | % of clients satisfied with services | - | - | 67% | 69% | 69% | 70% | 70% |
| Engagement levels | % engaged staff | - | - | 73% | 74% | 75% | 75% | 75% |

3.5.4 Programme 1 expenditure estimates

| Sub-programme | Medium-term expenditure estimate | | |
|--------------------------------|----------------------------------|----------------|----------------|
| R thousands | 2021/22 | 2022/23 | 2023/24 |
| Executive Authority | 113,657 | 121,314 | 129,551 |
| Office of the Secretary | 85,525 | 90,910 | 96,742 |
| Corporate and Support Services | 476,679 | 507,440 | 539,341 |
| Total | 675,861 | 719,664 | 765,634 |

| Economic classification | | | |
|--------------------------------------|----------------|----------------|----------------|
| Current payments | 675,861 | 719,664 | 765,634 |
| Compensation of employees | 527,469 | 550,210 | 594,209 |
| Goods and services | 148,392 | 169,454 | 171,425 |
| Transfers and subsidies | | | |
| Payments for capital assets | | | |
| Payments for financial assets | | | |
| Total | 675,861 | 719,664 | 765,634 |

3.5.5 Programme risk management

During the planning process, management identified the following main risks associated with the implementation of the strategy:

- The impact of Covid-19 on parliamentary operations,
- Budget constraints and reductions,
- Unsustainable cost of the wage bill,
- Lack of, and aging physical facilities,
- Aging technological infrastructure,
- Ability to execute change initiatives,
- Failure of 3rd party service providers.

Parliament maintains an effective system of risk management in order to ensure the achievement of institutional objectives. Risk management is a systematic process to identify, assess, manage and monitor risk.

3.6 Programme 2: Legislation and Oversight

3.6.1 Purpose

Provides support services for the effective functioning of the National Assembly and the National Council of Provinces including procedural, legal and content advice; information services and record keeping; and secretarial and support services for the Houses and its committees.

Programme 2: Legislation and Oversight covers the core business of Parliament and focusses on the outputs, activities and inputs related to the functions of legislation and oversight. As this programme reflects key institutional outputs in order to achieve the stated outcomes, it contains the most relevant performance information in support of the strategy of Parliament.

3.6.2 Sub-programmes

- National Assembly
 - House
 - Committees
- National Council of Provinces
 - House
 - Committees
- Public participation and external relations
- Shared services
- Sectoral Parliaments and joint business

3.6.3 Annual outputs of Parliament

The outputs of Parliament include Bills, budget recommendations, appointment recommendations, approved government interventions and international agreements, and other resolutions. In the context of the 6th Parliament strategy focussing on oversight, the most important output relates to the approval of the annual budget, as presented in the form of legislation - mainly the Division of Revenue Bill and the Appropriation Bill. Parliament is assigned with constitutional and legislative powers to approve the annual budget, and to oversee the implementation thereof in realising a better quality of life for all.

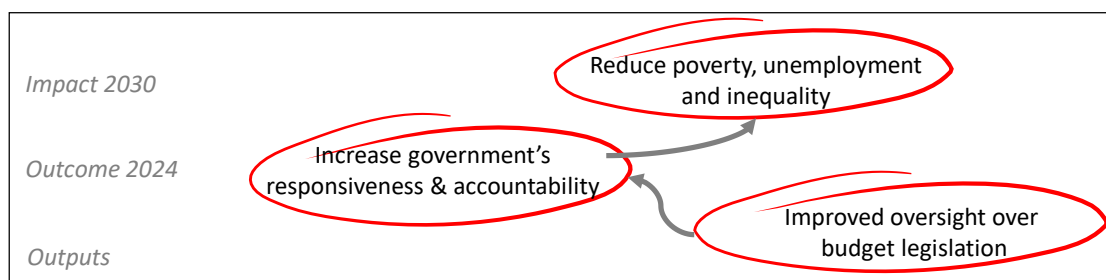


Figure 9: The annual outputs, medium-term outcome and long-term impact.

The national budget, annually tabled in Parliament in the form of legislation, is government's statement of financial and political intent. It sets out proposals on how government plans to raise and spend money. It focusses on spending priorities, and sets out detail on how government intend to meet the demands of the public. In conjunction with other legislation, the budget is the most powerful instrument by which government can implement its priorities and effect change in order to eliminate poverty and to reduce unemployment and inequality.

If Parliament then wants to effect more responsive and accountable government, it must improve the quality of its budget oversight and recommendations. The key focus here would be on how Parliament can improve the quality of its scrutiny of money bills and budgetary recommendations.

| Outcome | Outputs | Timeframe |
|--|-----------------------------------|---|
| Increased responsiveness and accountability of the executive | Approved Fiscal Framework | within 16 days after tabling of national budget |
| | Approved Division of Revenue Bill | within 35 days after adoption of Fiscal Framework |
| | Approved Appropriation Bill | within 4 months after the start of the financial year |

Table 1: Annual outputs of Parliament supporting the outcome.

3.6.4 Activities of Parliament

Activities in Parliament include the passing of legislation, overseeing and scrutinising executive action, the facilitation of public involvement, functions around co-operative government and international participation. These activities are mainly constituted as constituency work, committee work, and work performed in plenaries.

Improving scrutiny and oversight over budget legislation is seen as the key focus of the 6th Parliament. This will require improvements in the main activities, including the work performed in constituencies, committees and plenaries.

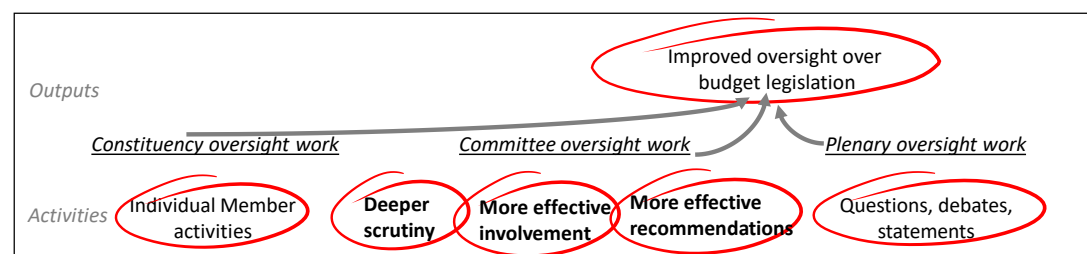


Figure 10: Key activities supporting the outputs of Parliament.

3.6.4.1 Work performed in constituencies

Oversight work performed in constituencies must respond to citizens' issues through information, participation and regular feedback. Ideally, Members should perform oversight activities in their constituency, and forward inputs to the committee system, thereby linking matters to the committee oversight process. Such matters could then be included in, or form part of, recommendations which are submitted for adoption in the Houses. Members can also put questions to the Executive on service delivery issues in their constituencies. The national budget is annually tabled in Parliament in the form of legislation, and this requires Members of Parliament to represent the interests of people and their various constituencies in the budget proposals. The budget proposals show how government plans to raise and spend money. By ensuring the participation and inclusion of people's needs, the budget becomes a powerful instrument to effect change, in order to eliminate poverty, and to reduce unemployment and inequality.

Pressure to respond to local concerns provides one impetus for many MPs to engage in oversight of government activity. For example, they may put forward parliamentary questions and ensure inquiries conducted by parliamentary committees are drawn up with particular relevance to their constituencies. This is particularly so when a local problem has wider national ramifications. As the first Global Parliamentary Report, on the changing nature of parliamentary representation, observed: "Oversight mechanisms are most appropriate for addressing issues that are systemic. Distinguishing between an individual problem that can be resolved and one that points to wider issues is important. These wider issues might include faulty delivery of a service or implementation of government policy or a law that is ineffective or wrong." MPs use formal and informal procedures to gather information from constituents on the efficiency and effectiveness of government policies and programmes, as part of their own assessment. 2017 Global Parliamentary Report, (IPU/UNDP).

The work by Members in constituencies are currently funded through transfer payments made to political parties. Political parties therefore direct and manage the work of their Members in the allocated constituency areas.

Key constituency activities include the following:

| Parliamentary output | Constituency activities | Timeframe |
|---|---|----------------------|
| Interests of the people represented in the approved annual budget | Information to constituencies on budget proposals | Constituency periods |
| | Participation of constituencies – solicit inputs, submissions, representations, petitions for inclusion in the budget process | |
| | Feedback and report to constituencies | |

Table 2: Constituency work in support of oversight.

3.6.4.2 Work performed by committees

The Constitution establishes the National Assembly and the National Council of Provinces, and confers powers to the Houses to pass legislation and maintain oversight over the exercise of executive authority.

These powers are implemented through a system of committees, as set out in the rules of each House of Parliament. The committee system is often referred to as the 'engine room' of Parliament. It is here where Bills are considered, plans and budgets are scrutinised, and public hearings are held to ensure involvement.

'In its modern form, the committee is probably the single most significant and agile instrument of parliamentary oversight. Often able to focus on a specific department of government (where resources permit), with a very broad remit to inquire into departmental policy, finance and administration, the well-run committee can be a highly effective means of holding the government to account. It meets regularly, typically has a mostly stable membership for the length of a parliament, engages with a wide range of government and outside bodies, civil society and the public, and is serviced by a permanent cadre of procedural and subject-specialist staff. All these features are essential to the committee's effectiveness.' 2017 Global Parliamentary Report, (IPU/UNDP).

Improving committee scrutiny and oversight is seen as the key activity for the 6th Parliament. In this regard, committee oversight activities will need to produce deeper scrutiny of executive action, ensure more effective involvement and public engagement, and deliver more effective recommendations.

The process by which Parliament oversees, scrutinises and approves the annual budget is set out in the Money Bills Amendment Procedure and Related Matters Act, Act 9 of 2009.

In terms of this process committees use various sets of information to assess performance of government, including alignment to the NDP, strategic plans, annual performance plans, budgets, in-year reports and annual reports with financial statements.

The key focus here is how Parliament can scrutinise and influence the budget through its oversight and budget recommendations.



Figure 11: Key elements of budget oversight

Key committee oversight activities related to the annual budget include the following:

| Parliamentary output | Committee activities | Timeframe |
|-----------------------------|---|--------------------------------|
| Processing of annual budget | Scrutiny of policy, plans and budgets | January – March (Quarter 4) |
| | Public hearings | April – June |
| | Consideration of Fiscal Framework | (Quarter 1) |
| | Consideration of Division of Revenue Bill | |
| | Consideration of Appropriation Bill | |
| | Oversight visits | July - September |
| | In-year monitoring | (Quarter 2) |
| | Scrutiny of Annual Reports | October – December |
| | Budget recommendations | (Quarter 3) |
| | Committee inquiry | - |

Table 3: Committee activities in support of oversight.

To enable deeper scrutiny, more effective involvement and ultimately more effective recommendations, committees will need to address the following main issues:

- Improve the structure and capability of committees,
- increase time allocated for committee oversight activities,
- improve involvement in committee processes, and
- more effective budget recommendations.

3.6.4.2.1 Structure and capability of Committees

Parliament needs to build more capability and adaptability to meet today's challenges. It must strengthen its oversight capabilities and cement its processes in public involvement. It must become far more agile and responsive to the issues and needs of people. Moving forward, Parliament must foster greater levels of Member capacity and specialisation. Parliament may also structure the work of committees differently, ensuring a better fit between the requirements of oversight and committee structures. Improved structures and approaches may develop greater and deeper skillsets, ensuring scrutiny and oversight over increasingly complex issues.

3.6.4.2.2 Increase time for committee oversight activities

The majority of Parliament's current workload centres around overseeing the executive programme of action, as presented in the annual budget process. This includes the annual State of the Nation Address, the tabling of the budget, the approval of the Appropriation and Division of Revenue Bills, and the related oversight

activities performed by committees in terms of the Money Bills Amendment Procedure and Related Matters Act, Act 9 of 2009. The annual programme is therefore informed by the requirements of this process. In order to ensure deeper scrutiny by committees, more time will need to be allocated for committee oversight activities. By changing the programme to include dedicated weeks for constituency, committee and plenary work, Parliament can optimise available time. As these weeks now focus on specific work, sitting times could also be adjusted. In this instance the time for committee activities can be significantly increased.

3.6.4.2.3 More effective public participation and involvement

In general, Parliament can improve its oversight work by forging partnerships with the public and other institutions. Public participation provides legitimacy and power to Parliament's oversight work, whilst co-operation with other institutions may provide better reach, additional resources, and information required for oversight work. In recent years, public awareness and access to participate in the processes of Parliament have improved. Despite this improvement, several issues must be addressed to further enhance public participation, including:

- a. The effective use of technology and social media to reach more citizens with public education and information, and to mobilise participation;
- b. The use of joint public hearings by the Committees where possible;
- c. Encouraging the public to make submissions, representations and petitions;
- d. Using constituency offices more effectively;
- e. Improving relations with, and partnering with stakeholders.

3.6.4.2.4 More effective budget recommendations

The Money Bills Amendment Procedure and Related Matters Act provides for the process by which Parliament assesses government performance, makes recommendations on the budget, and where required, amends the budget. This process uses the committee mechanism as the activity driver. Committee reports convey key budget and other recommendations which are then debated and adopted in plenary. Once budget recommendations are adopted, these are communicated to the Executive. The Act also requires the Executive (and specifically the Minister of Finance) to respond to these budget review and recommendation reports. Section 7(4) of the Money Bills Amendment Procedure and Related Matters Act prescribes that the Minister of Finance must submit a report to Parliament at the time of the budget, explaining how the Division of Revenue Bill and the national budget give effect to the recommendations contained in reports. In this regard Parliament must actively track and monitor the implementation of recommendations.

3.6.4.3 Work performed in plenaries

As the Constitution confers powers on the National Assembly and the National Council of Provinces, decisions can only be taken in the form of plenary meetings. These decisions constitute resolutions of the National Assembly or the National Council of Provinces.

Oversight work performed in plenary remain a visible form of ensuring accountability. The main instruments of motions, debates, questions and statements provide a platform where the Executive can be publically held to account.

'The plenary is the public arena of political contest and debate. Not surprisingly, the discussions and exchanges within this forum can be heated and adversarial. From an oversight perspective, members have a number of tools they can use there to raise public awareness of the government's actions and policy outcomes, including motions and questions.'
2017 Global Parliamentary Report, (IPU/UNDP).

Key plenary activities include the following:

| Parliamentary output | Plenary activities | Timeframes |
|------------------------|---|-------------------------|
| Approved annual budget | Debate and adopt Budget Review and Recommendation Reports | Parliamentary Programme |
| | Debate and adopt the Fiscal Framework | |
| | Debate and adopt the Division of Revenue Bill | |
| | Debate individual Departmental Budgets (Votes) | |
| | Debate and adopt the Appropriation Bill | |
| | Questions and replies | |
| | Member statements | |

Table 4: Plenary activities in support of oversight.

The Constitution provides for specific oversight and accountability functions for the National Assembly and the National Council of Provinces, as well as for Parliament as a whole. The general principle underpinned by our Constitution is that these responsibilities must be exercised in an open, transparent and responsive manner.

The National Assembly

The National Assembly is elected to represent the people and to ensure democratic governance as required by the Constitution. It does this by electing the President, providing a national forum for public consideration of issues, passing legislation, and scrutinising and overseeing executive action.

A key function of the National Assembly is to conduct oversight and to hold the executive to account. It performs these functions in a number of ways: by holding public debates; by providing a platform for the Executive to answer Members' questions and concerns; and by passing resolutions pressing for, or compelling, action. Importantly, the National Assembly elects the President and ensures accountability of the President as head of the Executive.

The National Assembly oversees state finances and spending – most notably by way of the Annual Budget. The approval of the Budget is regulated by the Money Bills Amendment Procedure and Related Matters Act. The National Assembly firstly considers committee recommendations on economic projections and proposed allocations through Budgetary Review and Recommendation Reports. The Minister of Finance tables the Budget in February. Thereafter, the National Assembly debates the Fiscal Framework, revenue proposals and the Division of Revenue Bill. Following this the National Assembly will pass the Appropriation Bill. The National Assembly must also consider any adjustments to the Budget.

The National Council of Provinces

The National Council of Provinces (NCOP) represents the provinces to ensure that provincial interests are taken into account in the national sphere of government. It does this mainly by participating in the national legislative process, and by providing a national forum for public debate of important issues affecting the provinces.

The NCOP also plays a unique role in the promotion of the principles of Cooperative Government and Intergovernmental Relations. It ensures that the three spheres of government work together in performing their unique functions in terms of the Constitution and that, in doing so, they do not encroach on each other's area of competence. This ensures that synergy exists between the spheres on matters of concurrent competence. The NCOP gives voice to the perspectives of the nine provinces of South Africa and also provides a platform for local government to participate in legislative deliberations at a national level.

Oversight is a constitutionally mandated function of Parliament and Provincial Legislatures to scrutinise and oversee government actions. The NCOP exercises oversight over the national aspects of provincial and local government. The NCOP may require a Cabinet member, an official in the national government or a provincial government to attend a meeting of the Council or a committee of the Council. The NCOP delegates may ask Cabinet Ministers questions which must be answered in the NCOP. The NCOP or any of its committees may receive petitions, representations or submissions from any interested persons or institutions. The NCOP also conducts oversight visits to the communities in order to ensure that they get direct information on the needs and challenges of the people.

3.6.5 Annual performance targets for the Parliamentary Service

Stronger parliamentary oversight will require deeper scrutiny by committees, more effective public involvement and hearings, and more effective recommendations and resolutions by the Houses. In turn, deeper scrutiny by committees will require more time allocated for oversight activities, enhanced Member capacity to ensure effectiveness, deeper insights into issues at hand, and active involvement by the public in the form of submissions. Changing these inputs will require an adjustment in the programme of Parliament; providing more effective programmes aimed at capacity-building; delivering more insightful research and analysis; providing the public with better information and access to participate; and improving the tracking and monitoring of Parliamentary business and Executive implementation.

The Parliamentary Service provides the support services required by Parliament and its Members to effectively fulfil their constitutional functions. The Parliamentary Service must provide these key inputs in order for Parliament to become effective and efficient, and to achieve its stated outcome. Inputs relate to Members' capacity, advisory and information services, and related facilities and support used in the activities of Parliament. Improvements in key inputs will be required for the successful implementation of the strategy. These include:

- a) more time for committee oversight,
- b) greater Member capacity-building and empowerment,
- c) improvement of research and analysis to provide deeper insights, and
- d) ensuring effective public involvement, petitions and submissions.

Transforming the inputs and activities will require that Parliament utilises its available opportunities, including adopting technology faster into its processes, building stronger partnerships, utilising existing skills and expertise, drawing on the collective strengths of the legislative sector, and ensuring greater efficiency to reduce costs and ensure long-term sustainability.

3.6.5.1 Performance targets relating to the programme of Parliament

A key input towards the strengthening of committee oversight include adequate time for committees to conduct oversight. Committees will require more dedicated time in the form of committee weeks. For this change to occur, the Parliamentary Service must prepare a programming framework based on the statutory and strategic requirements, the direction provided by the Executive Authority, and that of the Programming Committees. The new programming framework will be implemented over time, with a gradual shift towards dedicated constituency, committee and plenary weeks. The new framework will also need to schedule joint committee and joint inter-sectoral work.

In addition, the Parliamentary Service must prepare a draft Oversight Plan, based on the inputs of Officer Bearers and key stakeholders, to direct the oversight work of Parliament.

3.6.5.2 Performance targets relating to Member capacity-building

During their tenure Members of Parliament are required to apply a diverse range of skills. If Parliament is to operate more efficiently and effectively, specific and needs-based capacity-building programmes are required to equip parliamentarians with the skills needed to perform their functions.

In order to provide more relevant and quality capacity development programmes the Parliamentary Service will need to address the following issues:

- a. Ensure that programme development is based on a continuous needs assessment, with input and feedback from stakeholders,
- b. Improve co-ordination and co-operation of role-players in the capacity-building area, with seamless and holistic services,
- c. Integrate individual capacity building programmes under a holistic curriculum, with separation into various programmes, courses, modules and subjects,
- d. Centralise resources and funding to improve overall programme impact,
- e. Initiate processes to measure the usefulness of programmes through regular satisfaction feedback.

3.6.5.2.1 Annual performance targets relating to capacity building for Programme 2:

| Parliamentary Service | Indicator | Annual performance targets | | | | | | |
|------------------------------|----------------------------------|----------------------------|---------|---------|--------------------|---------|---------|---------|
| | | Estimate | | | Estimated | MTEF | | |
| | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Capacity building programmes | Usefulness (client satisfaction) | - | - | - | Establish baseline | 65% | 70% | 70% |

3.6.5.3 Performance targets relating to synthesis and analysis of information for deeper insights

Members of Parliament represent the interest of people in government through the processes of legislation, oversight, appointments and international participation. As modern government has evolved to a high degree of complexity, such representation requires the provision of several different streams of information, involving vast quantities of information. More effective scrutiny and recommendations will require enhanced synthesis, analysis and research services. The information and analysis provided by the Parliamentary Service must provide deeper insights into issues, and empower Members to effect deeper scrutiny.

The matter of sufficient research capacity in Parliament remains a key issue. The 2017 Global Parliamentary Report indicates new trends in this regard. Accordingly, Parliaments are establishing capacity to specialise and provide the following:

- Information for Members,
- Research for committees,

- Procedural research,
- Budget analysis, and
- Gender analysis.

Research and information services in Parliament must access and review data sets and information. It must analyse, evaluate and synthesise evidence and information to address the information needs of Members. Parliament must also increase its ability to monitor, track and evaluate the implementation of recommendations and resolutions. Parliament can also benefit from tracking its own data, to build an evaluative culture, and to gain insights into legislative impact. The institution can further improve accountability by engaging and interacting with evaluations done by the Executive and other institutions, thereby providing a broader range of information and insight on the effectiveness of government programmes. Providing a real-time country dashboard may help in holding the Executive accountable and keeping citizens informed on service delivery progress.

In order to provide quality information services, the Parliamentary Service will need to address the following issues:

- Develop a 3-year Research Plan in support of the institutional Oversight Plan,
- Co-ordinate the various Parliamentary Service information providers into an integrated and seamless delivery model,
- Ensure equal access to information services,
- Forge improved collaboration with partners and 3rd party/external stakeholders,
- Augment the information dissemination process, ensuring improved packaging, information simplicity, and ease of use of information products,
- Introduce institutional standards and quality management processes to ensure quality and objectivity,
- Establish a Research Advisory Panel to guide and advise information services,
- Implement an institutional knowledge management strategy, ensuring institutional data and information management processes.

3.6.5.3.1 Annual performance targets for information services for Programme 2:

| Parliamentary Service | Indicator | Annual performance targets | | | | | | |
|-----------------------|---|----------------------------|---------|---------|-----------|------------|---------|---------|
| | | Estimate | | | Estimated | MTEF | | |
| | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Research | <i>Usefulness (Satisfaction survey)</i> | - | - | 71% | 70% | 70% | 70% | 70% |
| Information service | <i>Usefulness (Satisfaction survey)</i> | - | - | 72% | 70% | 70% | 70% | 70% |

| | | | | | | | | |
|-------------------|---|----|---|-----|-----|------------|-----|-----|
| Content advice | <i>Usefulness (Satisfaction survey)</i> | - | - | 66% | 70% | 70% | 70% | 70% |
| Procedural advice | <i>Usefulness (Satisfaction survey)</i> | -- | - | 72% | 70% | 70% | 70% | 70% |
| Legal advice | <i>Usefulness (Satisfaction survey)</i> | - | - | 64% | 65% | 65% | 70% | 70% |
| Committee support | <i>Usefulness (Satisfaction survey)</i> | - | - | 69% | 70% | 70% | 70% | 70% |

3.6.5.4 Performance targets relating to improving public involvement

Involvement and participation by the public are key to ensure participatory democracy and more responsive government. Increased public participation will require improved information dissemination and greater access for people to participate. In turn, this will require the use of more languages, broadcasting on radio, social media and mobile technology, and the use of external networks to reach communities and people. Greater access to participate in Parliament will require more joint public hearings, e-hearings, online submissions, and better use of constituency offices.

In order to ensure improved public involvement, the Parliamentary Service will need to address the following issues:

- Implement interventions focussing on the delivery of public education and information programmes, empowering people to participate in parliamentary processes, mobilising public stakeholders, and capitalising on the use of digital and preferred platforms,
- Implementing virtual public meetings, e-hearings, e-petitions,
- Broaden cooperation with partners and stakeholders including the legislative sector, government, community organisations and institutions,
- Improved co-ordination of programmes with that of constituency offices,
- Strengthening the petitions process,
- Consolidating current programmes, capacities and resources into a single service to support public participation activities.

Parliament initiated an annual external survey in 2014 to measure public awareness, access and participation in the processes of the institution. Since then the main indicators have shown increases in awareness, access and participation. To improve these, the 2019 survey report recommended the following:

- Increase familiarity of Parliament through easy to understand and user friendly communication strategies – which aim to educate rather than to overwhelm. Focus on providing bite-size pieces of information in a language suited to the target market;
- Television remains the main source of information to the majority of South Africans, but social media and the internet are the media of the future and

greater emphasis should be placed on using these methods of communication;

- c. Public participation should continue to be a key focus for Parliament, as there is a fair amount of interest in knowing more about Parliament, as well as participating in parliamentary processes, but the public does not know how to do so. Communicate how to engage with Parliament by using both traditional and modern forms of communication. An increase in public participation is likely to boost favourability levels of Parliament;
- d. There are clear demographic disparities when it comes to awareness and knowledge of Parliament, with South Africans with lower income levels and education appearing to be less informed about Parliament. This is also the case with younger age groups and there are also regional differences. The focus should be on targeting those demographic groups where a gap in knowledge exists and formulating strategies that align specifically with these groups.

3.6.5.4.1 Annual performance targets relating to public participation in Programme 2:

| Parliamentary Service | Indicator | Annual performance targets | | | | | | |
|------------------------------|----------------------------------|----------------------------|---------|---------|-----------|------------|---------|---------|
| | | Audited performance | | | Estimated | MTEF | | |
| | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Public participation service | Usefulness (Satisfaction survey) | - | - | - | Baseline | 60% | 65% | 70% |

3.6.5 Programme expenditure estimates

| Sub-programme | Medium-term expenditure estimate | | |
|---|----------------------------------|----------------|------------------|
| | 2021/22 | 2022/23 | 2023/24 |
| R thousands | | | |
| National Assembly | 319,004 | 339,445 | 362,254 |
| National Council of Provinces | 100,951 | 107,959 | 115,296 |
| Public participation and external relations | 144,666 | 157,463 | 175,515 |
| Shared services | 296,298 | 315,984 | 341,600 |
| Sectorial Parliaments | 20,000 | 20,000 | 21,000 |
| Total | 880,919 | 940,851 | 1,015,665 |

Economic classification

| | | | |
|--------------------------------------|----------------|----------------|------------------|
| Current payments | 880,919 | 940,851 | 1,015,665 |
| Compensation of employees | 652,604 | 723,203 | 782,004 |
| Goods and services | 228,315 | 217,648 | 233,661 |
| Transfers and subsidies | | | |
| Payments for capital assets | | | |
| Payments for financial assets | | | |
| Total | 880,919 | 940,851 | 1,015,665 |

3.6.6 Programme risk management

During the planning process management identified the following main risks associated with programme 2:

- A lack of sufficient public participation could lead to legislation be found unconstitutional;
- Ineffective or weak parliamentary oversight over the Executive as a result of insufficient time for committee oversight activities, inadequate information, and ineffective co-ordination of activities in committees, Houses, and the legislative sector;
- Loss of public confidence in Parliament due to poor image and unethical conduct;
- Ineffective and inadequate support to Members of Parliament to fulfil their constitutional functions due to misalignment of the institutional structure to strategy, budget and execution processes;
- Reduction in institutional performance due to a non-conducive working environment, poor communication and working relations, associated stress of working in the political environment, ineffective policy and a weak performance culture.

Parliament maintains an effective system of risk management in order to ensure the achievement of institutional objectives. Risk management is a systematic process to identify, assess, manage and monitor risk.

3.7 Programme 3: Associated services and transfers

3.7.1 Purpose

Provide facilities and financial support for political parties including leadership, administrative and constituency support. The programme also provide transfer payments to entities in Parliament. The programme contains no performance information.

3.7.2 Sub-programmes

- Member's Facilities
- Leaderships, Administrative and Constituency support to political parties
- Transfer to the PBO
- Legislative Sector Support
- Office supporting ISDs

3.7.3 Programme expenditure estimates

| Sub-programme | Medium-term expenditure estimate | | |
|---------------------------------------|----------------------------------|----------------|----------------|
| R thousands | 2021/22 | 2022/23 | 2023/24 |
| Members' Facilities | 374,880 | 391,159 | 415,269 |
| Transfer: Political Party Allowances | 510,165 | 529,142 | 560,891 |
| Transfer: Parliamentary Budget Office | 18,410 | 19,786 | 21,452 |
| Transfer: Chapter 9 Institutions | 0 | 0 | 0 |
| Total | 903,455 | 940,087 | 997,612 |

Economic classification

| | | | |
|--------------------------------------|----------------|----------------|----------------|
| Current payments | 374,880 | 391,159 | 415,269 |
| Compensation of employees | 100,000 | 106,000 | 113,000 |
| Goods and services | 274,880 | 285,159 | 302,269 |
| Transfers and subsidies | 528,575 | 548,928 | 582,343 |
| Payments for capital assets | | | |
| Payments for financial assets | | | |
| Total | 903,455 | 940,087 | 997,612 |

PART IV: ANNEXURE

4.1 Description of the strategic management framework

The strategic management process in Parliament is regulated by the Financial Management of Parliament and Provincial Legislatures Act, Act 10 of 2009 as amended, and consists of the sub-processes of:

- policy development,
- strategic planning,
- operational planning and resource allocation,
- implementation, and
- performance monitoring and evaluation.

The strategic management process is an integrated process that outlines the institution's approach to strategic and operational planning, budgeting and resourcing the strategy, implementing the strategy and reporting on progress made towards meeting goals and objectives stated in the strategic plan. In line with this the Financial Management of Parliament and Provincial Legislatures Act, Act 10 of 2009 as amended, requires that Parliament:

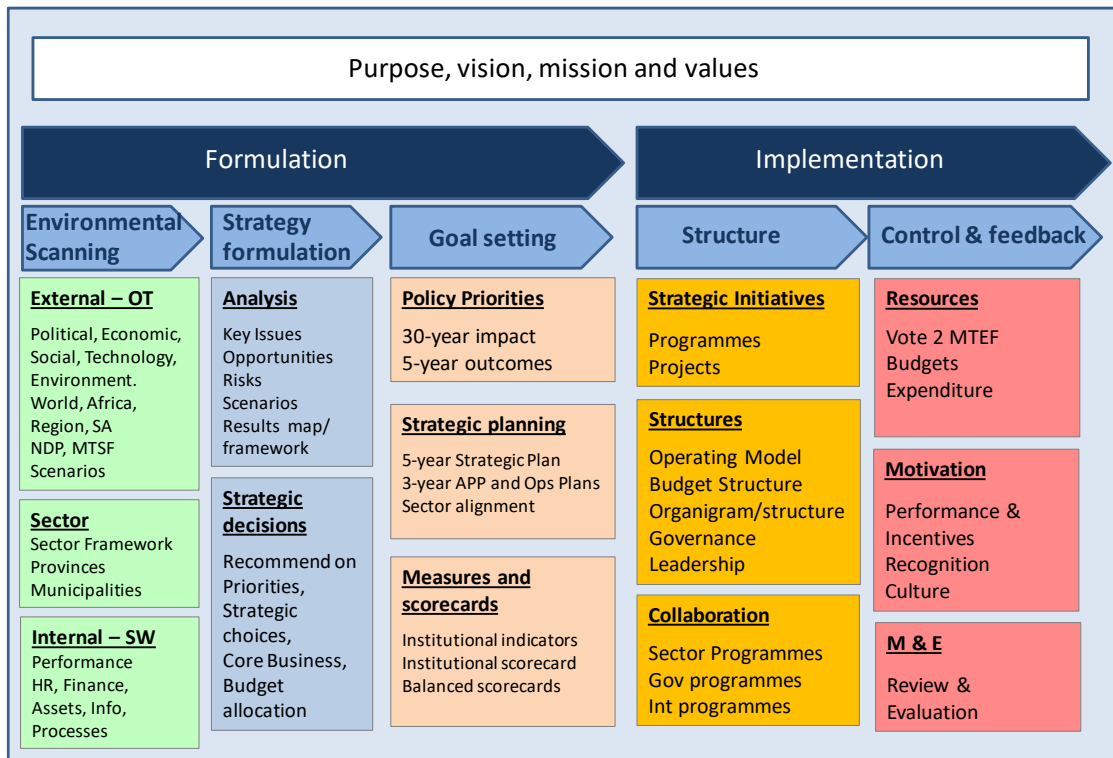
- a) submit a strategic plan (section 14);
- b) submit an annual performance plan (section 15);
- c) submit an annual budget (section 16);
- d) table the strategic plan, annual performance plan, and budget (section 17);
- e) appropriate and approve the use of money for each financial year (section 18);
- f) conclude performance agreements (section 8);
- g) submit monthly financial statements (section 51);
- h) submit quarterly performance reports (section 52);
- i) submit the mid-year budget and performance assessment (section 53);
- j) submit the annual report (section 55 to 59); and
- k) table the monthly, quarterly, mid-year and annual reports (sections 54, 59).

The composition of all related strategic management processes is known as the institution's *Strategic Management Framework*. The strategic management framework is a conceptual model that links all related processes and activities in a coherent arrangement. The strategic management framework is used by top management to develop and decide on strategy, and to drive the implementation thereof.

The strategic management framework is benchmarked against present best practices in strategic management and incorporates the essential building blocks required to formulate and implement strategy in any institution.

The strategic management framework for Parliament is depicted in the figure below.

Strategic Management Framework - Parliament



The strategic management framework comprises of the essential building blocks required for the formulation and implementation of strategy. The framework is based on the vision, mission and values of the institution.

The framework consists of two main elements, strategy formulation and strategy implementation. Strategy formulation consists of environmental scanning, strategy formulation and goal setting. Strategy implementation consist of structure and control and feedback.

4.2 Quarterly targets

4.2.1 Programme 1 quarterly performance targets

| Parliamentary Service | Indicator | Annual target | Q1 | Q2 | Q3 | Q4 |
|--|---|---------------|-----|-----|-----|-----|
| ICT services | % of clients satisfied with services (ICT) | 73% | 70% | 70% | 70% | 73% |
| Facilities/ Institutional support services | % of clients satisfied with services (Facilities) | 69% | 69% | 69% | 69% | 69% |
| Engagement levels | % engaged staff (HR) | 75% | 74% | 74% | 74% | 75% |

4.2.1 Programme 2 quarterly performance targets

| Parliamentary Service | Indicator | Annual target | Q1 | Q2 | Q3 | Q4 |
|------------------------------|----------------------------------|---------------|-----|-----|-----|-----|
| Capacity building programmes | Usefulness (client satisfaction) | 65% | 65% | 65% | 65% | 65% |
| Research | Usefulness (Satisfaction survey) | 70% | 70% | 70% | 70% | 70% |
| Information service | Usefulness (Satisfaction survey) | 70% | 70% | 70% | 70% | 70% |
| Content advice | Usefulness (Satisfaction survey) | 70% | 70% | 70% | 70% | 70% |
| Procedural advice | Usefulness (Satisfaction survey) | 70% | 70% | 70% | 70% | 70% |
| Legal advice | Usefulness (Satisfaction survey) | 65% | 65% | 65% | 65% | 65% |
| Committee support | Usefulness (Satisfaction survey) | 70% | 70% | 70% | 70% | 70% |
| Public participation service | Usefulness (Satisfaction survey) | 60% | 60% | 60% | 60% | 60% |

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