



PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

Strategic Plan

**Strategic Plan for Parliament
2009 to 2014**

May 2013

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INTRODUCTION

The 4th democratic Parliament was established shortly after the April 2009 elections and builds on the foundation of the preceding three Parliaments. It is elected to represent the people, ensure government by the people under the Constitution, and represent the provinces in the national sphere of government.

The 4th Parliament seeks to build an effective people's Parliament that is responsive to the needs of the people and that is driven by the ideal of realising a better quality of life for all the people of South Africa. In this, the 4th Parliament will utilise its oversight mechanisms to ensure, effect and advance the pace of service delivery to all the people of South Africa

After the establishment of the 4th Parliament a process commenced to develop and craft a strategic plan for the institution. This process was undertaken in accordance with the provisions of the Financial Management of Parliament Act, 10 of 2009, under the direction of the Executive Authority, and included the active participation of Presiding Officers, Office Bearers, Leaders of Political Parties and Members of Parliament. The process incorporated elements such as vision sharing, envisioning encounters, the drafting of a policy framework and the translating of the political direction into a strategic plan.

The Strategic Plan creates a common vision for all at Parliament, establishing a high level of synergy and understanding regarding the direction in which the organisation is moving, whilst also directing the operational components in their daily activities. In this, our strategic planning is aimed at positioning the organisation "many years from now", whilst our business planning is directed at implementing this within "the next few years", thereby directing the Medium Term Expenditure Framework cycle.

This Strategic Plan outlines the long-term impact of Parliament, its medium-term outcomes, and supportive programme outputs with measurable objectives and indicators.

FOREWORD BY PRESIDING OFFICERS

The Strategic Plan of Parliament has emerged from a comprehensive process of deliberation and consultation within the political and administrative arms of Parliament. This Strategic Plan is underpinned by our core values of accountability, transparency and representative democracy.

Parliament is recognised as the central institution of democracy through which the will of the people is expressed, laws are passed and government is held to account. The Strategic Plan therefore sets out our strategic priorities and programmes to give effect to an activist people's Parliament which is anchored in a developmental paradigm.

The Strategic Plan requires us to be innovative, effective and dynamic in our efforts to successfully carry out our work. As such, all stakeholders, members and staff should take ownership of the Strategic Plan. It is our guide to action for the Fourth Parliament.

We welcome this first electronic publication of Parliament's Strategic Plan in keeping with Parliament's commitment and strive for greater efficiency and effectiveness.



MV Sisulu
Speaker
National Assembly



MJ Mahlangu
Chairperson
National Council of Provinces

FOREWORD BY ACCOUNTING OFFICER

As the 4th Parliament enter its last session for the term of 2009 to 2014, the strategic direction set in 2009 is being pursued through the implementation of several initiatives and projects.

Each year of Parliament's term sets out certain objectives and targets to be attained through milestones set in the annual performance plan. This year sees the continuation and execution of more than 17 large institutional projects, thereby further implementing the vision set out in the Strategic Plan at the beginning of the term. Indeed, our Parliament is set on its course to strengthen oversight and accountability, and to increase the involvement in people in its processes, thereby improving accountability, transparency and representative democracy.

In turn, several projects are aimed at increasing Parliament's effectiveness and efficiency. The launch of a new tablet application ensures availability of information to Members and stakeholders, thereby increasing the effectiveness of Parliament.

The use of electronic mediums for the publication of parliamentary information is in line with Parliament's commitment to reduce costs, consider the environment, and through innovation become more efficient in its use of resources. The use of this new technology signals another small step in the journey to building an effective and efficient Parliament.



MB COETZEE
SECRETARY TO PARLIAMENT

I. PART A: STRATEGIC OVERVIEW

1.1 Vision

The 4th democratic Parliament adopted its vision in November 2009 to:

build an effective people's Parliament that is responsive to the needs of the people and that is driven by the ideal of realising a better quality of life for all the people of South Africa.

Throughout the duration of the 4th Parliament, a continuous focus is that of building a people's Parliament:

- A people's Parliament to transform an entire society based on democratic values, social justice and fundamental human rights.
- A people's Parliament of freely elected representatives building on the foundation of a democratic and open society based on the will of the people, their participation and access to Parliament.
- A people's Parliament providing a national forum for public consideration of issues, which includes educating, informing and involving the people of South Africa in its processes and acting as a voice of the people.
- A people's Parliament co-operating with other spheres of government as it deepens and entrenches our democratic values.
- A people's Parliament working with continental and international bodies to create a new democratic and participatory world order.
- A people's Parliament passing good laws, and scrutinising and overseeing executive action, as it moves to improve the quality of life of the people of South Africa, building a united and democratic South Africa.

1.2 Mission

As the freely elected representatives of the people of South Africa, our mission is to represent, and act as a voice of the people, in fulfilling our constitutional functions of passing laws and overseeing executive action.

1.3 Values

Constitutionality

We subscribe to social justice, fundamental human rights and the democratic values of human dignity, equality and freedom as listed in the Bill of Rights, a cornerstone of democracy in South Africa.

People-centredness

We respect all our people, honour our integrity and are committed to service delivery.

Co-operative government

We co-operate with other spheres of government.

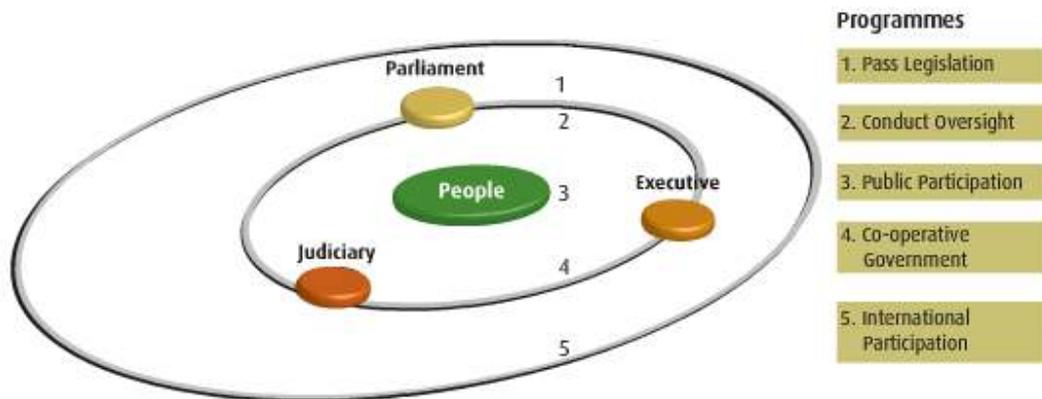
Professionalism and good institutional governance

We are accountable and transparent, provide value for money, are customer-focused and strive for the highest service quality.

1.4 Legislative mandate

The mandate of Parliament is based on the provisions of the Constitution of the Republic of South Africa, 1996, establishing Parliament and setting out the functions it performs.

Parliament’s role and ultimate outcome is to represent the people and ensure government by the people under the Constitution, as well as represent the provinces in the national sphere of government. Parliament does this through passing legislation, overseeing executive action, and the facilitation of public involvement, co-operative government and international participation.



After the establishment of the 4th Parliament a process commenced to develop and craft a strategic plan for the institution. This process was undertaken in accordance with the provisions of the Financial Management of Parliament Act, 10 of 2009, under the direction of the Executive Authority, and included the active participation of Presiding Officers, Office Bearers, Leaders of Political Parties and Members of Parliament. The process incorporated elements such as vision sharing, envisioning encounters, the drafting of a policy framework and the translating of the political direction into a strategic plan.

The Strategic Plan is based on the *Policy Imperatives*, adopted in November 2009, focusing on strengthening oversight and accountability, increasing public involvement and participation, strengthening co-operative government, and widening the role of Parliament in international participation.

1.5 Situational analysis

The 1994 elections ushered in a democratic order in South Africa. The extraordinary participation by South Africans showed the desire to heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights. The process of negotiations, which preceded the 1994 elections, resulted in the drafting of a new Constitution, as adopted on 8 May 1996 by the Constitutional Assembly. The Constitution was adopted as 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.

In representing the people and ensuring government by the people, under the Constitution, Parliament has since 1994 focused on strengthening the legislature with due regard for representative and participatory democracy.

After the 2009 elections the 4th Parliament adopted the *Policy Imperatives* in November 2009. The *Policy Imperatives* were translated into the Strategic Plan, which was tabled in Parliament in August 2010. The key issues facing Parliament, as described in the Policy Imperatives, include:

a) The need to strengthen the oversight function and establish a strong culture of overseeing executive action

The South African Parliament plays a pivotal role in ensuring that the objectives and values as set out in the Constitution come to fruition. To this end the design of its mechanisms for exercising its constitutional mandate of scrutinizing and overseeing government's action is of paramount importance. Parliament adopted an Oversight Model in 2009. The implementation of this model is driven through the development of new Rules, the implementation of the Money Bills Amendment Procedure, including the establishment of a Budget Office, and the development of monitoring and evaluation systems.

b) The need to further deepen and entrench democracy through increased public involvement and participation

Parliament is elected to represent the people and ensure government by the people under the Constitution, as well as represent the provinces in the national sphere of government. In this Parliament has a responsibility to ensure that the public forms part of the democratic processes by understanding the role of Parliament and their involvement in its processes. This places an obligation on Parliament to ensure that democratic processes are well-known and reach all citizens of the country.

Parliament aims to improve public participation in its legislative and other processes as set out in the Constitution. A public participation model was therefore needed to derive proper processes, systems and capacity to realise the value of public involvement. In addition, Parliament is set to improve its public education, provision of information and access to its processes in striving to increase the involvement of people.

c) The need to improve and widen the role of Parliament in international relations, co-operation and participation

Parliament has an important role to provide leadership on international co-operation and peace in Africa. As an institution representing the people of South Africa, and ensuring government by the people, Parliament finds itself in a fast-changing global domain. Political and economic relations and co-operation is furthered on global, continental, and regional

platforms. Such platforms, being of a bilateral or multilateral nature, and as formed by association or international agreement, in some instances have authority and take decisions which require representation. Therefore Parliament, as guided by South Africa's foreign policy, should actively participate in various regional, continental and international forums to promote the African agenda and the role South Africa plays in this regard.

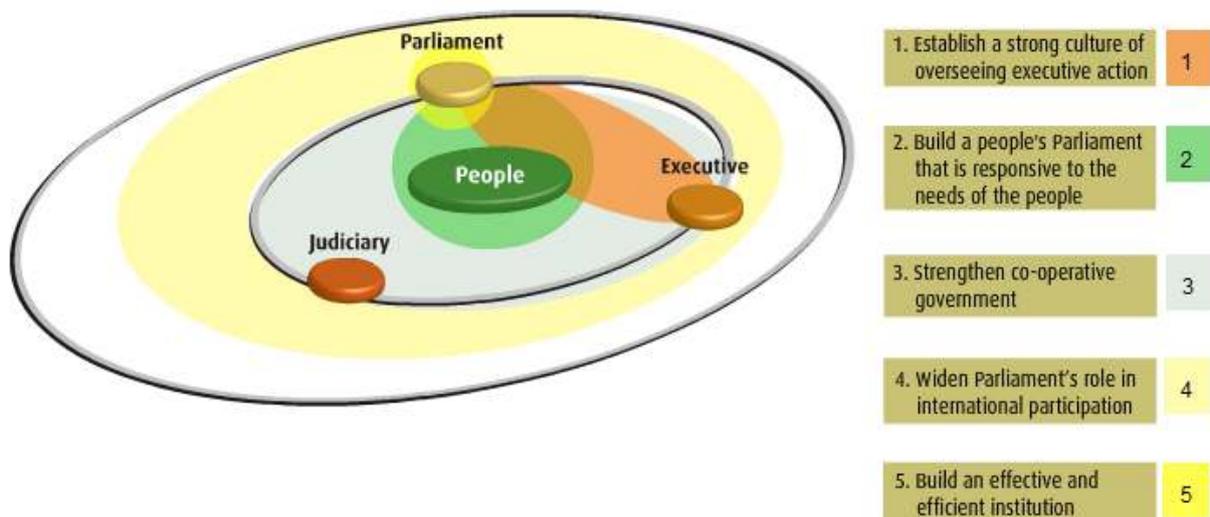
d) The need to further build a united and democratic South Africa through strengthening co-operative government and to foster improved co-operation and relations

Due to the young nature of the democracy many of the aspects of the Constitution relating to the co-operative government role of Parliament require development of processes and practice. Many areas have seen advancements, including the greater role of the NCOP in interventions relating to local municipalities, the role of Institutions Supporting Democracy (ISD), the appointment of public office bearers, and the discharge of certain statutory functions as prescribed in legislation. However, there remains a need for the development and improvement in processes of co-operative government.

e) The need to build an effective and efficient institution

In order for Parliament to fulfil its constitutional mandate, the overall institution requires to increase its effectiveness and efficiency. Parliament should strive to increase its outcome effectiveness and its efficient utilization of limited resources.

In the interest of improved governance, and the increased effectiveness and efficiency of Parliament, a need exists to review the role and functions of Parliament, its processes, structures and capacity. Key drivers, including policy, the use of systems and technologies, the available skill level, and the use of facilities require significant change in order to effect greater efficiencies. In addition the continued development of members and the preservation of knowledge are of critical importance. Such development should be aimed at empowering members for oversight-related work in plenary and committee processes, and constituency work.



1.6 Outcomes of Parliament

Outcomes are defined as the *medium-term* (5-7 years) results of the institution that are the consequence of achieving specific outputs. Outcomes relate to the institution's strategic goals and objectives, as set out in its Strategic Plan. Outcomes are '*what we wish to achieve*', and should be measured against a set of predetermined indicators - outcome indicators.

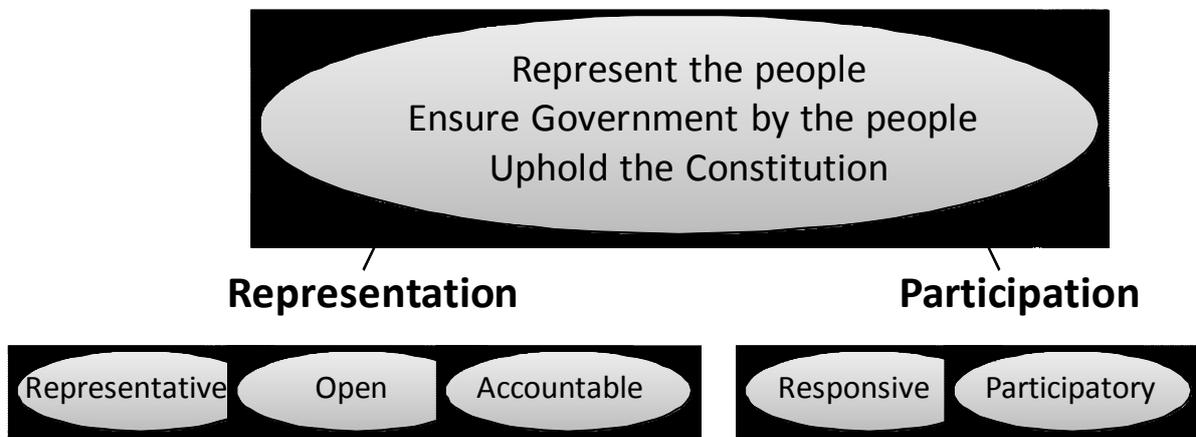
The Strategic Plan sets the following *outcomes* for Parliament, as outlined in the Constitution:

- Represent the people
- Ensure government by the people
- Uphold the Constitution
- Represent the provinces

The following constitutional criteria are used as *outcome indicators*:

<i>Accountable</i>	(Constitution, Sections 1(d) and 41(1)(c))
<i>Responsive</i>	(Constitution, Sections 1(d) and 41(1)(c))
<i>Open</i>	(Constitution, Sections 1(d) and 41(1)(c) and 59(1)(b) and 72(1)(b))
<i>Representative</i>	(Constitution, Sections 57(1)(b) and 70(1)(b))
<i>Participatory</i>	(Constitution, Sections 57(1)(b) and 70(1)(b))
<i>Effective</i>	(Constitution, Sections 41(1)(c) and 195(1)(b))

The outcome indicators are linked with their related outcome taking into consideration the nature of *representative* and *participatory* democracy.



Each indicator in the Annual Performance Plan (APP), be it an activity or output of Parliament, is assigned to an outcome indicator, with due regard to representative and participatory democracy. In this way a positive increase in an activity or output indicator would likely mean a positive increase in the outcome indicator, pointing to the likely positive change in the desired outcome.

1.7 Strategic outcome orientated goals

The strategic outcome orientated *goals* relate to the outcomes of Parliament. These are:

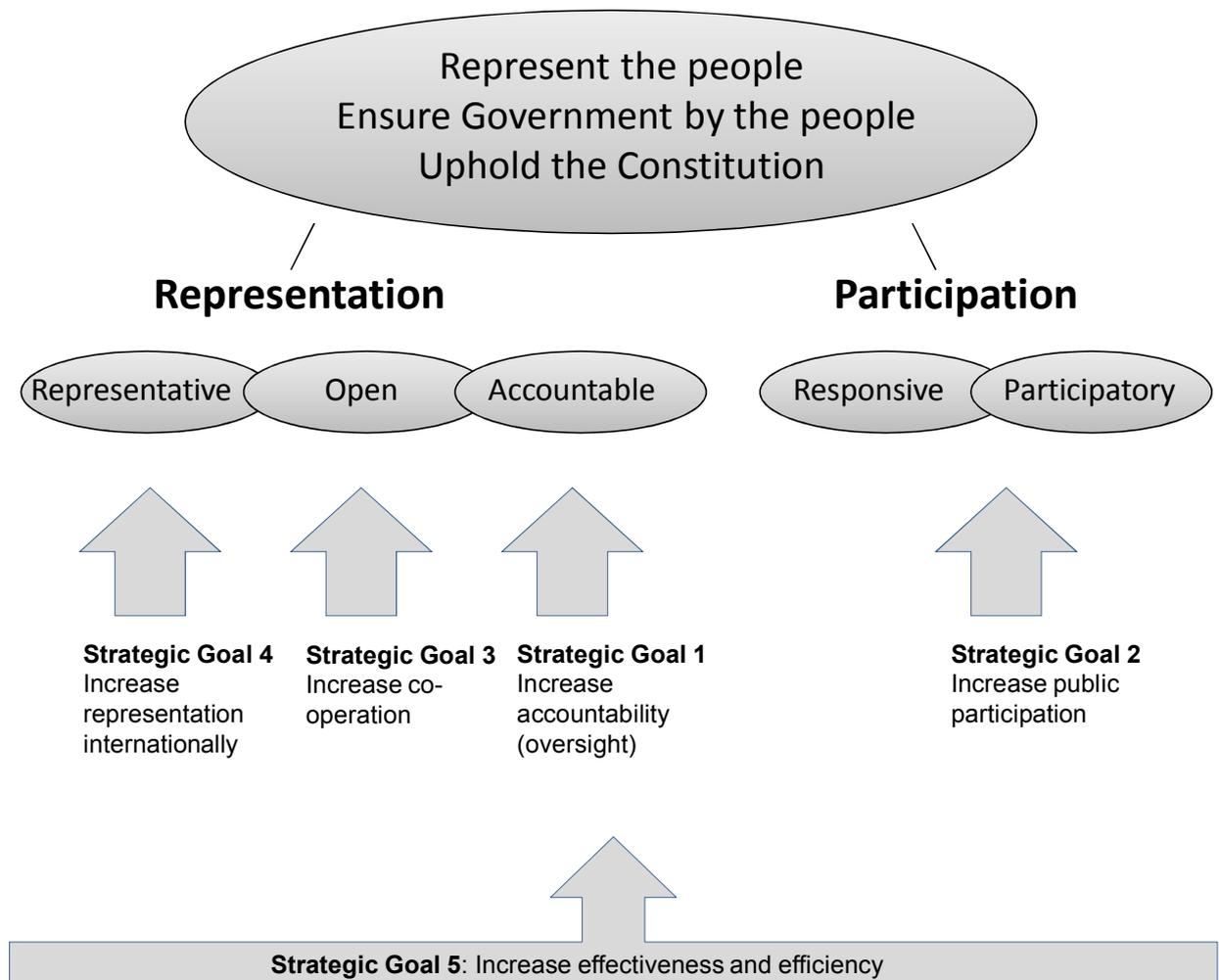
Goal 1: To increase representation, openness and accountability in ensuring government by *strengthening the oversight function* and passing of legislation

Goal 2: To *increase public involvement and participation* by increasing public education programmes, the provision of information, and access to participate

Goal 3: To *increase co-operative government* through improved oversight

Goal 4: To increase representation in the international sphere by *improving and widening the role of Parliament*

Goal 5: To increase the *effectiveness and efficiency of Parliament*.



II. PART B: STRATEGIC OBJECTIVES

2. Programmes

2.1 Outcome: Represent the People

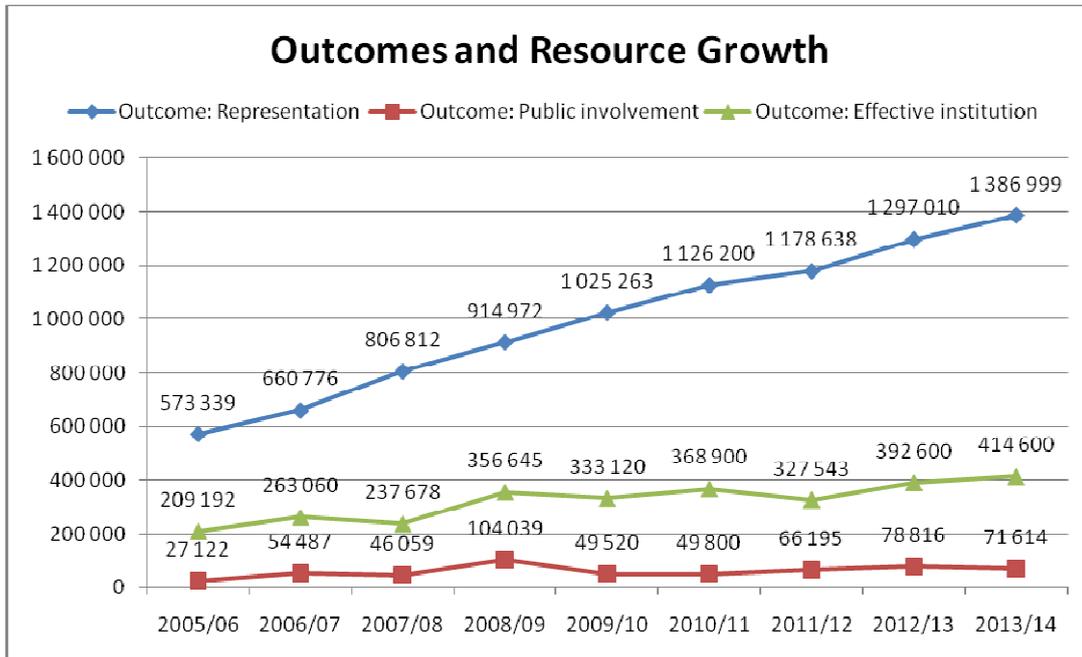
Strategic Objectives

Strategic Outcome Goal 1, 3, 4	Increase representation, openness and accountability
Strategic Objective 1	Increase representation in oversight and passing bills by increasing the percentage of plenary and committee meetings that form a quorum Increase representation and openness by holding meetings in the open
Strategic Objective 3	Improve the average time period between interventions implemented and approved Scrutinise plans and debate votes relating to areas of concurrent competence
Strategic Objective 4	Increase percentage of international agreements subjected to public debate Increase number of forums participated in

Resource considerations

- Programme 2: Legislation and Oversight
- Programme 3.2 International Participation
- Programme 4: Members' Facilities
- Programme 5: Associated Services
- Programme 6: Direct Charge

The direct costs associated with the outcome of *representing the people* include Members' remuneration (Programme 6), travel and other facilities for Members to attend parliamentary sittings and meetings (Programme 4), financial support to political parties represented in Parliament for political party support, leadership support and constituency support (Programme 5), and procedural, content and administrative support during proceedings of Parliament (Programme 2 and 3.2).



2.2 Outcome: Public participation

Strategic Objective

Strategic Outcome Goal 2	Increase public involvement and participation
Strategic Objective 2	<p>Increase access by increasing the number of platforms for the public to participate in parliamentary processes through sectoral parliaments</p> <p>Increase average number of languages used in calls for submissions and notices for public hearings</p>

Resource considerations

Programme 3.1: Parliamentary Communication Services

The direct costs associated with the outcome of *public involvement* include public education programmes, the publication of information, radio and television broadcasting, and institutional events and programmes providing the public with platforms to participate in the processes of Parliament (Programme 3.1 Parliamentary Communication Services).

2.3 Outcome: Effective Institution

Strategic Objective

Strategic Outcome Goal 5	Increase the <i>effectiveness and efficiency of Parliament</i>
Strategic Objective 5	Increase the efficiency of services rendered to Members Reduce budget request over the next 3 years

Resource considerations

Programme 1: Administration

The direct costs associated with the outcome of *effective institution* include the provision of strategic leadership, institutional policy, overall management and administration, and corporate services to Parliament's executive authority, management and staff (Programme 1 Administration).

2.4 Technical descriptors

Strategic Outcome Goals

Strategic Outcome Goal 1 (Short title)	Strengthen oversight and accountability
Goal statement	To increase representation, openness and accountability in ensuring government by strengthening the oversight function and passing legislation

Strategic Outcome Goal 2 (Short title)	Increase public involvement and participation
Goal statement	To increase public involvement and participation by increasing public education programmes, the provision of information, and access to participate

Strategic Outcome Goal 3 (Short title)	Increase co-operative government
Goal statement	To increase co-operative government through improved oversight

Strategic Outcome Goal 4 (Short title)	Widen the role of Parliament in international relations, co-operation and participation
Goal statement	Increase representation in the international sphere

Strategic Outcome Goal 5 (Short title)	Build an effective and efficient institution
Goal statement	To increase the efficiency of services rendered to Members

Strategic Objectives

Strategic Objective 1 (Short title)	Increase representation and openness
Objective statement	<p>Increase representation in oversight and passing of bills by increasing the percentage of committee meetings that form a quorum from 75% to 90% over the next 5 years</p> <p>Increase representation and openness by holding 100% of plenary and committee meetings in the open except in circumstances prescribed in Sections 59 (2) and 72 (2) of the Constitution</p>
Baseline	<p>Plenaries 100%</p> <p>Committees 75%</p>
Justification	<p>Increased attendance of meetings for oversight and passing of legislation will increase the opportunities to represent the will of the people in government</p> <p>Meetings held in the open will increase openness and transparency</p>

Strategic Objective 2 (Short title)	Increase public education programmes, the provision of information, and access to participate
Objective statement	<p>Increase access by increasing the number of platforms (sectoral parliaments) for the public to participate in parliamentary processes from 2 to 5 over the next 5 years</p> <p>Increase average number of languages used in calls for submissions and notices for public hearings from 2 to 6 over the next 5 years</p>
Baseline	<p>2 Platforms</p> <p>2 Languages</p>
Justification	<p>Increasing the platforms to participate will provide people with more opportunities to participate in the processes of Parliament</p> <p>More languages at public hearings will increase understanding and thus the representation during meetings</p>

Strategic Objective 3 (Short title)	Increase co-operative government between the spheres of government
Objective statement	<p>Improve the average time period between Section 100 and 139 interventions implementation and approval by the NCOP to 120 days over the next 5 years</p> <p>Improve oversight over co-operation between the spheres of government by scrutinising strategic plans and debating budget votes relating to areas of concurrent competence over the next 5 years</p>
Baseline	180 days
Justification	Increased average approval time for interventions will increase representation, openness and accountability

Strategic Objective 4 (Short title)	Increase participation in international forums
Objective statement	<p>Increase percentage of international agreements subjected to public participation through public debates from 23% to 80% over the next 5 years</p> <p>Increase number of international forums participated in from 5 to 7 over the next 5 years</p>
Baseline	55% and 6 forums
Justification	<p>More agreements subjected to public debate provide opportunities to represent the will of the people</p> <p>Attendance of more forums provide increased representation of the will of the people</p>

Strategic Objective 5 (Short title)	Increase the efficiency of services rendered to Members
Objective statement	Reduce the budget request (excluding new functions and inflationary increases) by 2% per year, for the next 3 years
Baseline	0%
Justification	Increased efficiency will make funds available for re-allocation to growth areas

2.5 Link between Outcome Goals, Strategic Objectives and Budget Programmes

Goal	Strategic Objective	Programme
1. To increase representation, openness and accountability in ensuring government by <i>strengthening the oversight function</i> and passing of legislation	Increase representation in oversight and passing bills by increasing the percentage of plenary and committee meetings that form a quorum	Programme 4: Members' Facilities Programme 5: Associated Services Programme 2: Legislation and Oversight <ul style="list-style-type: none"> • Subprogramme 2.1: National Assembly • Subprogramme 2.2: National Council of Provinces • Subprogramme 2.3: Legislation and Oversight
2. To <i>increase public involvement and participation</i> by increasing public education programmes, the provision of information, and access to participate	Increase access by increasing the number of platforms for the public to participate in parliamentary processes through sectoral parliaments Increase average number of languages used in calls for submissions and notices for public hearings	Subprogramme 3.1: Parliamentary Communication Services Subprogramme 2.1: National Assembly
3. To <i>increase co-operative government</i> through improved oversight	Improve the average time period between interventions implemented and approved	Subprogramme 2.3: Legislation and oversight Subprogramme 4.2: National Council of Provinces
4. To increase representation in the international sphere by <i>improving and widening the role of Parliament</i>	Increase percentage of international agreements subjected to public debate Increase number of forums participated in	Subprogramme 3.2: International Relations
5. To increase the <i>effectiveness and efficiency of Parliament</i>	Increase the efficiency of services rendered to Members	Programme 1: Administration

III. PART C: LINKS

- 3.1 [Link A Annual Performance Plan \(APP\)](#)
- 3.2 [Link B Estimates of Expenditure Vote 2 \(Budget\)](#)
- 3.3 [Link C Technical Descriptors](#)
- 3.4 [Link D Quarterly Performance Dashboard](#)
- 3.5 [Link E Quarterly Performance Summary](#)
- 3.6 [Link F Policy Imperatives](#)
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