



PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

**STRATEGIC PLAN FOR THE
5TH DEMOCRATIC PARLIAMENT
2014-2019**

27 February 2015





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STRATEGIC PLAN FOR THE
FIFTH DEMOCRATIC PARLIAMENT
2014-2019

27 February 2015
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FOREWORD BY PRESIDING OFFICERS

Parliament exists to represent the people and to ensure their involvement in government processes. It also provides space for the representation of the interests and voices of sub-national spheres of government.

Twenty years into democracy, the Fifth Parliament is emboldened to continue with the transformation agenda in order to build an equal society that reflects the national aspirations set out in the Constitution. These are:

- to heal the divisions of the past;
- to establish a society based on democratic values, social justice and fundamental human rights;
- to create an open society in which government is based on the will of the people;
- to improve the quality of life of all citizens; and
- to build a united and democratic South Africa that is able to take its rightful place in the family of nations.

At this point in our democracy, these serve as an instruction to ensure enhanced pace of service delivery, better co-operation among the different spheres of government and entities, better quality of life for all citizens and greater involvement by the people. Overseeing the implementation of the National Development Plan will be the central theme of the Fifth Parliament.

Internationally modern democracies are characterised by the phenomenon of disengagement between the governors and the governed. In 2009 the Inter-Parliamentary Union noted that parliaments and parliamentarians must be concerned about the gulf that separates public aspirations for democratic governance and vigorous public debate, and the widely held perception of political life as a closed space where there is little room for dissent and real consideration of alternative policy options. It is thus important and critical to facilitate a vibrant relationship between Parliament and the people. It is for this purpose that we call this a people's Parliament. The Freedom Charter stated emphatically that the people shall govern.

This strategy document of Parliament for the fifth electoral mandate period identifies the outcomes and goals to be achieved as well as sets out the strategic path towards their attainment. It must assist Parliament in ensuring that it has the necessary capacity to discharge its duties. We are aware of the huge sacrifices needed to achieve these with both public representatives and the administration working together in pursuit of our developmental goals. It is our collective responsibility to serve the people and to ensure government by the people.

The establishment of the Fifth Parliament was not merely an administrative function. It was a critical milestone in deepening and entrenching democracy through the acceptance and implementation of post-election results. As such we remain accountable to the people and respect what they would like to achieve as a nation.



HON B MBETE
SPEAKER
NATIONAL ASSEMBLY



HON TR MODISE
CHAIRPERSON
NATIONAL COUNCIL OF PROVINCES

EXECUTIVE SUMMARY BY ACCOUNTING OFFICER

The Republic of South Africa is founded on the democratic values of human dignity, equality, and freedom. It seeks to advance human rights and freedoms and the achievement of equality. It is based on the supremacy of the Constitution, the rule of law, and regular elections with a multiparty system of democratic government to ensure accountability, responsiveness and openness.

As Parliament begins its fifth term we recall and celebrate 20 years of democracy in which Parliament was elected to represent the hopes and aspirations of all South Africans to ensure government by the people. We also celebrate the achievements attained in improving the lives of people and in deepening and entrenching democracy.

Over the past 20 years our Parliament implemented various programmes of development, strengthening its processes and capacity to deepen the culture of democracy. In this the third and fourth parliamentary terms contributed greatly to improved processes and capacities related to oversight, whilst also laying the basis for increased public involvement and international co-operation.

During the term the Fifth Parliament will focus on the priorities of strengthening oversight and accountability, enhancing public involvement, deepening engagement in international fora, and strengthening co-operative government and legislative capacity.

Significant change is now required in the internal organisation of Parliament to ensure a capable institution. These include the realignment of resources, greater process efficiency and effectiveness, and creating capacity to address service demands in areas of oversight, public involvement, international engagement and institutional governance.

The strategic objectives put forward in this strategic plan will seek to:

- Substantially improve programmes for capacity-building and development;
- Considerably improve timeliness, quality and overall value of information;
- Significantly improve the usage and management of limited space and facilities;
- Meaningfully contribute to providing greater efficiency in both the processes and resources of Parliament;
- Substantially improve the overall outcomes of the legislative sector.

Parliament shares in the long-term vision and impact result for South Africa, as put forward in the Constitution and the National Development Plan. It therefore seeks to deepen democracy, improve the quality of life of all citizens, and build a united and democratic South Africa.



G MGIDLANA
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.
<i>Outcome-orientated goal</i>	A statement indicating the desired goal that an institution would like to achieve. They identify areas of institutional performance that are critical to the achievement of the mission and should focus on impacts and outcomes.
<i>Strategic objective</i>	Defines what the institution intends doing (or producing) to achieve its outcome-orientated goals. The objective should be stated in the form of an output statement.
<i>Baseline</i>	The level of performance recorded in the year prior to the planning period. The current performance levels that an institution aims to improve when setting performance targets.
<i>Target</i>	The level of desired performance of the indicator that is intended to be achieved in a specified period.
<i>Performance indicators</i>	Identify specific numerical measurements that track progress towards achieving strategic objectives.
<i>Impact indicator</i>	An indicator measuring the developmental results of achieving specific outcomes.
<i>Outcome indicator</i>	An indicator measuring the medium-term results for specific beneficiaries, being the consequence of achieving specific outputs.
<i>Output indicator</i>	An indicator measuring the final products or goods and services produced for delivery.
<i>Activity indicator</i>	An indicator measuring the processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes.
<i>Input indicator</i>	An indicator measuring the resources that 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>Benchmarking</i>	A process whereby an institution of a similar nature uses another institution’s performance as a collective standard against which to measure its own performance.
<i>Performance Reports</i>	Quarterly reports and the annual report reflect information on the performance of the institution.

I. PART A: STRATEGIC OVERVIEW

1.1 INTRODUCTION

Introducing strategic planning in Parliament

The first democratically elected Parliament identified the need for a strategic planning process to enable the institution to plan for the future in a systematic and coherent manner, and to monitor and evaluate implementation and progress. An initial set of processes were activated in 1997 with the aim of implementing strategic planning.

With the promulgation of the *Public Finance Management Act* in 1999, Parliament adopted the management principles set out in the Act. Instruments such as the strategic plan, budget vote, quarterly reports and the annual report were introduced as from 2002. With regard to the extent that any provision of the Act applied to Parliament, section 3 vested any controlling and supervisory functions of the National Treasury in the Speaker of the National Assembly and the Chairperson of the National Council of Provinces, acting jointly.

In January 2003, processes were initiated for the National Assembly and the National Council of Provinces to facilitate discussions on the vision of Parliament. As a result of these processes, both the National Assembly and the National Council of Provinces produced working documents, recording the inputs and discussions of Members during these sessions. A new vision for Parliament was adopted by both Houses of Parliament in 2005. Parliament tabled its first strategic plan in 2005.

Finance Management of Parliament Act

With the promulgation of the *Financial Management of Parliament Act*, No 10 of 2009, as amended, the planning process and the strategic plan became regulated by law. As of 2009, Parliament adopted the continuum of governance activities as set out in the *Green Paper on National Strategic Planning (2009)*, that consists 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. In this regard the Accounting Officer must prepare a draft strategic plan for Parliament, and present this to the Executive Authority within 6 months after the election of the National Assembly or such other date as determined by Parliament. 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 strategic plan must -

- a) cover the next five years or another period determined by Parliament;
- b) specify the priorities of Parliament's administration for the period of the plan;
- c) include objectives and outcomes for each programme of Parliament;
- d) include multi-year projections of all revenue and expenditure; and
- e) include performance measures and indicators for assessing the administration's performance in implementing the strategic plan.

The strategic plan outlines the long-term impact of Parliament, its medium-term outcomes, and supportive programme outputs with measurable objectives and indicators.

Alignment with the National Development Plan

The National Development Plan was published in August 2012. The plan sets out measures and objectives to increase employment and income, to ensure skills development and to broaden ownership to historically disadvantaged groups. It intends to increase the quality of education, provide access to affordable, quality health care, and to 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.

Subsequent to the publication and adoption of the National Development Plan (2012) all institutions were required to review and align their long-term outcomes and strategic plans.

Following the elections in May 2014, the Executive Authority of Parliament directed a process whereby Members of both Houses participated in the development of policy priorities for the Fifth Parliament. Planning sessions were conducted for the National Assembly and the National Council of Provinces, after which policy priorities were identified. The process ensured the active involvement by the Executive Authority, Office Bearers and Members of Parliament in the development of the policy priorities for the fifth democratic Parliament. The Accounting Officer in turn led the development of a draft strategic plan, based on this policy direction.

As part of the strategic development process, the sub-processes included a strategic analysis and the formulation of strategic goals and objectives. Much of the strategic analysis draws from the diagnostic overviews and the National Development Plan itself, especially where these directly and indirectly relate to the role and functions of Parliament. Where the National Development Plan sets objectives and steps to be taken by Parliament or the legislative sector, such objectives and steps form the basis of the strategic plan of Parliament.

During the formulation process, the existing strategic elements were reviewed to ensure alignment and appropriateness. Certain changes to the existing vision, mission and values of Parliament are recommended in order to provide better strategic direction with increased outcome and impact results. These changes seek to reflect the increased planning horizon, 30 years and beyond, and the institution-specific role fulfilled by Parliament.

1.2 VISION

The vision is an inspiring picture of a preferred future. It is not time-bound and serves as a foundation for all policy development and planning. It is specific to the institution, but linked to the overall vision of the legislative sector. In this regard, discussions during the review process centered round the vision set out by the National Development Plan. The vision aims to create an open, democratic, and equal society. The vision incorporates the additional element of an activist Parliament to broaden the intended impact on society so that equality can be achieved. This will reflect the evolving nature of Parliament and the need to enhance societal outcomes.

New vision:

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

1.3 MISSION

The mission statement gives the reason for an institution's existence based on its legislative mandate, functions and responsibilities. The mission should succinctly identify what the institution does, why and for whom. A key factor in the review process identified *representation* as the main function, whereby Members ensure that the people's interests are taken into account, and responded to, ensuring government by the people. The new mission aligns with Sections 42(3) and 42(4) of the Constitution.

New mission:

Parliament aims to provide a service to the people of South Africa by providing the following:

- *A vibrant people's assembly that intervenes and transforms society and addresses the development challenges of our people;*
- *Effective oversight over the Executive by strengthening its scrutiny of actions against the needs of South Africans;*
- *Participation of South Africans in the decision-making processes that affect their lives;*
- *A healthy relationship between the three arms of the State, that promotes efficient co-operative governance between the spheres of government, and ensures appropriate links with our region and the world; and*
- *An innovative, transformative, effective and efficient parliamentary service and administration that enables Members of Parliament to fulfill their constitutional responsibilities.*

1.4 VALUES

Values identify the principles for the conduct of the institution in carrying out its mission. Institutional values are derived in conjunction with the institution's mission. Values guide actions as to how a service is presented and must be experienced by citizens. In this regard the review process considered the context of Parliament, constitutionality and the function of *representation*, and the associated principles of *openness*, *responsiveness* and *accountability*. Organisational values direct and guide the nature of organisational leadership, decision-making, actions and the culture of the organisation.

New values:

Openness
Responsiveness
Accountability
Teamwork
Professionalism
Integrity

1.5 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 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.

Such representation is put into operation by means of public representatives who represent the will of the people in the processes of passing legislation, overseeing executive action, and the facilitation of public involvement, co-operative government and international engagement.

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, No 4 of 2004;*
- *Money Bills Amendment Procedure and Related Matters Act, No 9 of 2009;*
- *Financial Management of Parliament Act, No 10 of 2009, as amended by Act 34 of 2014;*
- *National Council of Provinces (Permanent Delegates Vacancies) Act, No 17 of 1997;*
- *Determination of Delegates (National Council of Provinces) Act, No 69 of 1998;*
- *Mandating Procedures of Provinces Act, No 52 of 2008; and*
- *Remuneration of Public Office Bearers Act, No 20 of 1998.*

Parliament's administration provides support services required by Parliament to fulfill its constitutional functions, and provides financial and administrative assistance to political parties represented in Parliament.

Support services include information-related services such as procedural and legal advice, content and research support as well as minutes, reports, documentation and language services at meetings. Facility-related services include human resource management and skills development programmes, ICT systems and support, claims processing, catering, household services, protection, communications and safety.

1.6 STRATEGIC OVERVIEW

The setting of policy priorities for the fifth democratic Parliament takes place within the global, continental and national contexts. These include the effects of evolving democracies, emerging contestations, weak global economic growth, increased expectations and demands, changing forces and global governance.

1.6.1 Global, continental and national context

Globally, the current economic conjuncture is very country-specific and the overall *global economy is becoming weaker and weaker*¹. In 2015 the World Economic Forum noted the ten biggest issues that will impact on the global economy in the near future. These include:

- *Worsening income inequality* - In developed and developing countries alike, the poorest half of the population often controls less than 10% of its wealth.
- *Ongoing unemployment* - persistent unemployment growth.
- *Rising geostrategic competition* - Geopolitics (and realpolitik) is once again taking centre stage. E.g. the Ukraine crisis.
- *Weakening of representative democracy* - Mechanisms are in place for systems to be more democratic than ever, yet there is a disconnect between citizens and the officials who represent them.
- *Rising pollution in developing world* - Air pollution in China contributed to 1.2 million premature deaths in 2010, representing a loss of 25 million years' of healthy life.

¹ IMF October 2014

- *Increasing water stress* – this is due to a combination of problems, including rapid population growth, constrained water supplies and high levels of poverty. Sub-Saharan Africa is expected to be the most affected region, closely followed by Asia.
- *Growing importance of health in the economy* - There's a well-understood correlation that as the economy of a country improves, so does the health of its citizens.

In 2013 Africa maintained an average growth rate of about 4% compared to 3% for the global economy. This underscores the continent's resilience to global and regional headwinds. *The continent is set to record a projected +5% economic growth in 2015*². A change in social demographics point to the fact the Africa is a young continent, with 40% of the population under 15, and nearly 70% under 30. At the same time Africa remains endowed with mineral resources, land and human capital. Recent development includes curbing the burden of disease and managing primary health care.

The main challenge to this resilient growth remains unemployment, especially youth unemployment. With almost 200 million people aged between 15 and 24, Africa has the youngest population in the world and it keeps growing rapidly. Of Africa's unemployed, 60% are young people. There are also external factors like the stagnating traditional European export markets, China's growth slowing, while the falling oil price also impacts the economic growth³. On the other hand, the young African population may be a source of future potential and advantage when looked at against the ageing population of, for instance, Europe.

Internationally demographic profiles are often associated with rising incomes, faster productivity, growth, higher savings and rising living standards. Alternatively, they can lead to a frustrating and destabilising environment where young people cannot get work, contributing to violence, crime, alcohol abuse and other social ills. The determinant of success is whether a country can harness the advantage of having a large number of young people who are able and willing to work. To enable them to do so means providing them with education and skills, and helping school-leavers find work that is stimulating and through which they can fulfill their aspirations.

Various structural weaknesses must be overcome if Africa is to translate rapid growth and higher demand for commodities into rising employment and living standards. Crucially, poor transport links and infrastructure networks as well as tariff and non-tariff barriers raise the cost of doing business and hobble both investment and internal trade. Weak legal institutions and, in some cases, poor governance heighten the risks of investing.

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.*⁴ Despite a number of progressive initiatives unemployment is South Africa's largest social challenge, with almost 25% of the population, and 65% of young people, without work.

In response to these challenges government will focus its programme of action on creating more jobs, decent work and sustainable livelihoods; rural development, land reform and food security; education; health; and fighting crime and corruption. This should be underpinned by the building of a capable developmental state that is able to respond to the needs of the people.

² Organisation for Economic Co-operation and Development

³ Africa Economic Outlook 2014

⁴ National Development Plan

The National Development Plan (NDP) sets out measures and objectives to increase employment and income, ensures skills development and broadens 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.

The Medium-Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It stipulates the 14 Outcomes to be achieved, aligned with the national governing party's election manifesto, which includes high-level development indicators for each outcome. These development indicators enable Cabinet, Parliament, Provincial Legislatures and the public to monitor the overall impact on society.

To achieve these outcomes, 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, *enhances oversight and accountability*, stabilises the political administrative interface, professionalises the public service, upgrades skills and improves 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.

Globally, Parliaments face three dominant pressures. Each is playing itself out in different ways and at a different speed in specific countries and regions. But there are common themes in the greater public desire for a) more information and influence in parliamentary work, b) greater accountability and responsiveness to public concerns, and c) faster service and delivery to meet citizens' needs.

Accountability is essential to democracy. There are several weaknesses 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.* In any democracy the link between the Legislature and the Executive is critical for ensuring that government delivers, the Executive is held to account, that policies are subject to rigorous debate and that questions are asked when things go wrong. Parliament needs to provide a forum for rigorous debate and champion the concerns of citizens. It needs to scrutinise legislation and in the case of the National Council of Provinces this includes paying particular attention to how legislation will impact on the provinces and local government. 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.

In this regard, Parliament is repositioning itself to ensure greater fulfilment of its role and outcomes. Planning sessions held in the National Assembly and National Council of Provinces from August to November 2014 considered the work done by previous Parliaments since 1994. An overview of Parliament's democratic journey shows the gains and strides made since 1994.

1.6.2 20 years of a democratic Parliament

The first two parliaments directed their efforts at repealing apartheid legislation and introducing transformational laws to create an environment that is conducive to the entrenchment of democracy and the continuing realisation of national aspirations. Most notably, key interventions included the promotion of reconciliation, unity, nation-building and gender equality, as well as improving the living and working conditions of South Africans.

Given the fact that public participation in the processes of Parliament is a constitutional imperative, it has been a strategic priority since 1994. The First and Second Parliaments introduced an "open" Parliament, with *open plenaries and committee meetings*, a rolling programme of public education, and numerous initiatives aimed at improving public involvement and participation. A language policy, adopted during the Third Parliament, introduced the use of all official languages in Parliament. The public participation platform was further extended by the introduction of several outreach and sectoral programmes.

Strengthening the oversight and accountability role became the leading priority of the Third Parliament in 2004. This resulted in the development of the *Oversight and Accountability Model*, which included the review of parliamentary Rules, the adoption of the *Money Bills Amendment Procedure and Related Matters Act*, and a significant increase in research and content capacity related to oversight activities. 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 Fourth Parliament adopted an activist orientation to its work. In this term the legislative sector developed a *Public Participation Framework* for Parliament and Provincial Legislatures. The framework responds to the expectations of the public, and demands greater participatory democracy. It provides a mechanism that stipulates guidelines that provide minimum norms and standards for public participation in the legislative sector. Parliament and Provincial Legislatures still need to develop models to internalise the manner in which public participation is conducted.

Building on the work done by the previous parliaments, the Fourth Parliament in particular, concretised instruments to strengthen oversight and accountability. These included the establishment of the *Parliamentary Budget Office* to provide independent, objective and professional analyses and advice to Parliament on matters related to the budget and other money Bills. In addition, the *Financial Management of Parliament Act, 2009*, was introduced to improve the governance and financial management of Parliament. Lastly, the need to improve legislative scrutiny was identified as a result of some weaknesses.

The Third and Fourth Parliaments experienced exponential growth in the demand for representation and engagement in forums outside of South Africa. Parliament has taken numerous initiatives to create structures and capacity to respond to this ever-growing area. The assumption of legislative powers by the Pan-African Parliament and the transformation of the SADC Parliamentary Forum into a regional parliament to enhance governance in regional integration are some of the areas set to provide increased future work for Parliament. As South Africa's democracy matures, the need for Parliament to assess the impact of its work has arisen, in particular the implementation and *impact of the laws* it passes.

Guided by the Constitution, and this overview of the past 20 years of a democratic Parliament, the following strategic priorities were identified for the Fifth Parliament:

- Strengthening oversight and accountability;
- Enhancing public involvement;
- Deepening engagement in international fora;
- Strengthening co-operative government;
- Strengthening legislative capacity.

1.6.3 Organisational environment

Parliament has been building and strengthening its internal organisation since the establishment of the first democratic Parliament in 1994. The specific areas of strengthening were the result of the unique strategic focus of each term.

Much of Parliament's focus in the first decade of democracy was on ensuring the transformation of South Africa's legislative landscape in line with the new Constitution. The First Parliament engaged in drafting the new Constitution and transforming the legislative and statutory landscape. By 1999 a total of 554 Bills were passed. This is an average of 110 Bills per year. It also introduced an "open" Parliament, with open plenaries and committee meetings, a rolling programme of public education, and numerous initiatives aimed at improving public participation. In 1997 the National Council of Provinces was established. The internal organisation of Parliament developed at a rapid pace, with additional capacity introduced to deal with the workload in committees, public participation and support rendered to the Constitutional Assembly. A number of donor programmes were initiated aimed at providing Member development, support for specialised committees, and commissioned research.

The Second Parliament passed 335 Bills, an average of 67 Bills per year. Although the average number of Bills decreased, the Second Parliament adopted a large volume of international agreements. During this period Parliament adopted a total of 112 section 231(2) agreements, whilst 406 section 231(3) agreements were tabled. During this time Parliament introduced further capacity to deal with public education, international relations and media relations. The organisational structure was subjected to its first review, and new capacities were established based on additional functions. The corporate functions of human resources, financial management and information management were introduced. With the slowing down of Parliament's legislative workload in the Second and Third Parliaments, the need arose to improve Parliament's oversight capacity.

Responding to this challenge at the beginning of 1999, Parliament commissioned research on the oversight function. The research report was tabled in July 1999, whereafter the Joint Rules Committee (JRC) of Parliament established an Ad Hoc Joint Subcommittee to consider and make recommendations on the report.

The Third Parliament was responsible for the development of the Oversight and Accountability Model and the adoption of a language policy, introducing the use of all official languages in Parliament. The public participation platform was further extended by the introduction of several outreach and sectoral programmes, including the People's Assembly, the Taking Parliament to the People campaign, the Women's Parliament, the Youth Parliament and several others. The Third Parliament prioritised the allocation of increased funding and time for the work of Members in constituencies. It also adopted two Bills at the end of its term that are applicable to Parliament. *The Money Bills Amendment Procedure and Related Matters Act* reshaped the oversight process in Parliament, whilst the *Financial Management of Parliament Act* provided for greater accountability and more effective and efficient use of resources. It was during the term of the Third Parliament that the budget increased by an average of 17% per year, from R 702 million in 2004 to R 1.4 billion in 2009. Additional capacity focused on expanding language services, research and information services and various corporate functions.

The Fourth Parliament was mainly characterised by its focus on oversight, public involvement and international relations. It implemented the *Money Bills Amendment Procedure and Related Matters Act* with additional capacity in terms of content advice and established the Parliamentary Budget Office. The *Financial Management of Parliament Act* provided additional capacity in internal audit financial management, supply chain management and treasury advice. A new division was added for support to the international work of Parliament. The legislative sector support was enhanced, and additional capacity was provided with the introduction of a legislative drafting unit. A second large restructuring process commenced during this time, providing for the grouping of related functions into two main branches. As part of the overall legislative sector activities, a Public Participation Framework was concluded.

In responding to the policy priorities set out for the Fifth Parliament, it became clear that the present organisational environment requires a fundamental and radical break from the present way of doing things. Significant change is required in the internal organisation of Parliament, including the following areas:

- *Effecting changes to the programme of Parliament* to allow for greater effectiveness of processes, especially the requirements of the oversight and public involvement processes;
- *Improving support capacity* for the oversight function, enhancing capacity to realise greater public involvement, improving support for international engagement, and strengthening capacity to support the legislative function;
- *Increasing knowledge and information services*, research and record keeping;
- *Increasing the use of information communication technology* and enablers, ensuring greater process efficiency and access to information;
- *Addressing the shortage of workspace*, facilities and meeting rooms;
- *Providing capacity-building programmes* for Members of Parliament.

After the finalisation of the Fifth Parliament's strategy, the structure of the organisation will be realigned to ensure effective execution. The realignment will focus on the strategic priorities of Parliament, providing greater alignment between the priorities, resources and the overall structure to allow for greater management effectiveness. It must also create capacity to address service demands in areas of oversight, public involvement, international engagement, and institutional governance. Several process developments and efficiency improvement initiatives have been implemented and more are under way. Parliament is increasingly extracting value from the use of information technology systems and applications in its dissemination of information and the creation of platforms for participation. The increased application of information technology is recognised as a multiplier of effectiveness and efficiency.

1.6.4 Confirmation of mandate and functions through relevant court rulings

As our democracy matures, people and organisations approach the courts to challenge legislation passed by Parliament. The courts recently declared legislation constitutionally invalid on various grounds. This resulted in Parliament being required to remedy the defects, some of whom required additional resources for implementation. These court rulings, however, provided clarity and direction on the constitutional obligations of Parliament. They brought about much needed certainty on the interpretation of some provisions of the Constitution relating to the business of Parliament.

With regard to the obligation of Parliament to involve the public in its processes, the Constitutional Court confirmed that failure to comply with this obligation rendered the resulting legislation constitutionally invalid. The Constitutional Court also acknowledged that to fulfil this constitutional obligation required resources on the part of Parliament and that a lack of resources could not be an excuse for ever. Following on this judgment, the Legislative Sector designed and adopted the Public Participation Framework. Parliament and the Legislatures are in the process of developing the Public Participation Models that will meet the requirements of the judgment. (*Doctors for Life International v The Speaker of the National Assembly and Others*).

A number of court rulings have pointed towards the need for review of the overall Statue Book, focusing on correcting deficiencies and ensuring greater constitutional compliance of Bills. (*Khohliso v, Helen Suzman Foundation v, Glenister v etc*). The courts have also confirmed the importance of the correct classification of legislation in determining the legislative route that a Bill follows through Parliament. (*Tongoane and Others v The Minister of Agriculture and Others*).

The Constitutional Court has declared certain Rules of the National Assembly constitutionally invalid on the grounds that they are inconsistent with the right of Members of the National Assembly to initiate and introduce legislation. This has an implication for the Delegates of the National Council of Provinces as it has similar Rules. This resulted in Parliament having to invest resources in establishing a fully-fledged unit to assist Members of both Houses to initiate and draft Bills. In addition to that, the Rules of both Houses also require the Secretary to reimburse a member where he/she has incurred costs in the process. (*Oriani-Ambrosini v The Speaker of the National Assembly*).

1.7 STRATEGIC OUTCOME-ORIENTATED GOALS AND STRATEGY FOR NEXT FIVE YEARS

Section 14(1) of the Financial Management of Parliament Act, No 10 of 2009, requires the Accounting Officer to prepare a draft strategic plan, and present this to the Executive Authority within 6 months after the election of the National Assembly or by another date determined by Parliament. After the elections in May 2014, the Executive Authority of Parliament directed a process whereby Members of both Houses participated in the development of policy priorities for the Fifth Parliament. A three-day planning session was hosted by the National Council of Provinces from 18-20 August 2014, deliberating on key issues and policy priorities. A multi-party political working group was established in the National Assembly, conducting a planning session on 21 October 2014, with further deliberations held on 05 November 2014. Planning session reports were completed for the National Assembly and the National Council of Provinces, after which a Policy Priorities document was compiled from the inputs and contributions. The strategic outcomes, as put forward by the National Assembly and the National Council of Provinces, include:

1.7.1 Enhance parliament's oversight and accountability over the work of the executive to ensure implementation of the objectives of the medium-term strategic framework (mtsf) 2014-2019

In order to ensure greater responsiveness and accountability in government, Parliament will enhance its oversight capacity by:

- directing its oversight emphasis towards the budget process and correcting the sequencing of oversight;
- allocating sufficient time for committees in the programme of Parliament;
- increasing the capacity-building of Committees and Members in this area;
- extending the services of the Parliamentary Budget Office;
- improving the timeliness and quality of information services;
- ensuring adequate facilities and an environment conducive to meetings of committees.

1.7.2 Co-operate and collaborate with other spheres of government on matters of common interest and ensure co-operative and sound intergovernmental relations

Enhanced oversight, aimed at increasing the responsiveness and accountability of government in delivering basic services, can only be meaningfully amplified through a higher level of co-operation. Such improved co-operation must be based on greater co-operation amongst Parliament, the Provincial Legislatures, local government and SALGA. In addition, Parliament will improve its internal co-ordination and intra-institutional co-operation between committees of the National Assembly and National Council of Provinces as a prerequisite for ensuring improved oversight. Specific priorities include:

- developing a co-operative government mechanism and integrating principles of co-operative government in the functions of Parliament;
- developing more efficient models of governance at Executive level and to mirror these in the legislative sector for purposes of increasing oversight and accountability;
- engaging with local government on legislation that could result in unfunded mandates;
- ensuring greater legislative sector, House and committee co-operation and co-ordination.

1.7.3 Enhanced public involvement in the processes of Parliament to realise participatory democracy through the implementation of the public involvement model by 2019

In order to enhance public involvement and participation Parliament will:

- implement the Public Participation Model;
- strengthen the work of Members in constituencies;
- improve public education and participation programmes;
- establish feedback and engagement mechanisms;

- provide better and more regular information to people;
- ensure more meaningful engagement with communities;
- provide regular public participation processes on issues of national importance;
- increase citizens' access to allow them to participate in its processes.

1.7.4 Enhanced parliamentary international engagement and co-operation

In order to enhance international engagement and co-operation Parliament will:

- increase its capacity to represent the interests of South Africa in the international arena;
- promote and facilitate the transformation of undemocratic governance structures and processes;
- build strategic partnerships around mutual interests and solidarity;
- prioritise its focus towards promoting the African Agenda, especially with regard to its role in regional and continental integration, manifesting in the formation of a SADC Parliament, and transformation of the Pan-African Parliament as regards its legislative powers; and
- strengthen mechanisms for negotiation and ratification of international agreements, and establish mechanisms to monitor South Africa's obligations.

1.7.5 Enhanced ability of Parliament to exercise its legislative power through consolidation and implementation of integrated legislative processes by 2019 in order to fulfill its constitutional responsibility

In order to enhance its legislative capacity Parliament will:

- conduct an impact assessment of legislation passed since 1994;
- identify legislation where implementation has been slow or ineffective;
- identify gaps and bottlenecks in policies and legislation for the effective implementation of the NDP;
- identify and activate processes to pass legislation required for the implementation of the NDP; and
- review the parliamentary programme based on volume of legislation, further build Parliament's capacity to initiate and amend legislation.

1.7.6 Build a capable and productive parliamentary service that delivers enhanced support to Members of Parliament in order that they may efficiently fulfill their constitutional functions

In order to increase the institutional effectiveness and efficiency the administration will aim at the following:

- Introducing services related to capacity-building programmes for Members that will seek to increase accessibility of programmes, and improve the usefulness and relevance of programmes to enable Members of Parliament to function effectively;
- Establishing services such as procedural advice, legal advice, content advice, research and other similar information services with the view to improving the timeliness and quality of outputs, thereby increasing the value of information, as the inputs required by Members will have greater effectiveness;
- Providing services related to facilities, including ICT, claims, catering and household services, that will seek to maximise the use of limited resources, whilst increasing response times (decreasing turnaround times) and decreasing repair times (downtimes), thereby increasing efficiency;
- Improving areas of governance and compliance, internal co-ordination and communications, information-sharing, skills development and capacity-building, the use and management of limited facilities, and increasing the overall efficiency of Parliament;
- Implementing effective monitoring and evaluation systems for the purpose of monitoring the achievement of policy outcome goals.

II. PART B: STRATEGIC OBJECTIVES PER PROGRAMME

Output-related strategic objectives are set to achieve the desired strategic outcome goals. The strategic objectives put forward in this plan will aim to bring about significant change and improvement in services delivered to Members, thereby seeking to increase the overall efficiency and effectiveness of Parliament.

The strategic objectives will, in general, seek to:

- a) Substantially improve programmes of capacity-building and development of Members
- b) Considerably improve timeliness, quality and overall value of information
- c) Significantly improve the usage and management of limited space and facilities
- d) Meaningfully ensure greater efficiency in both the processes and resources of Parliament
- e) Considerably harness the strengths and opportunities within the legislative sector

Strategic objectives are set for each main programme of Parliament. The programme structure should support the outcomes and strategic intent as set in the strategic plan. In this regard the programme structure of Parliament has largely remained unchanged since 2001. This has led to the present situation, in which the budget structure is not aligned with the strategy of Parliament. In the transition from the Fourth to the Fifth Parliament, the strategic plan, annual performance plan and budget for 2015/16 will remain in the current programme structure. However, in order to ensure better implementation, monitoring and accountability, the programme structure must be reviewed and aligned with the strategy of the Fifth Parliament.

2. PROGRAMMES

The present budget programme for Parliament consists of the following five programmes:

Programme 1: Administration - Provide strategic leadership, institutional policy, development programmes for Members, overall management, and administrative and corporate services for Parliament's executive, management and staff.

Programme 2: Legislation and Oversight - Provide procedural and legal advice, analysis, information and research, language, content and secretarial and legislative drafting services for meetings of the National Assembly, National Council of Provinces and their committees.

Programme 3: Public and International engagement - Provide public education, information and access to support public participation, and advice and support for international engagement.

Programme 4: Members' Facilities - Provide integrated support to Members, enabling timely reimbursement to ensure smooth constituency operations away from Parliament's precincts. Provide travel, telephone and other facilities to Members of Parliament in the National Assembly and the National Council of Provinces.

Programme 5: Associated Services - Provide financial support to political parties represented in Parliament and to their leaders and constituency offices.

NB: Due to the lag in planning, exacerbated partly by the election year, the current programme structure could not be revised. This will be revised to reflect functions and operations. The programme nomenclature will be amended in April 2015 and aligned for submission with the new Estimates of National Expenditure (ENE) chapter 2016/17.

Budget summary

R million	2015/16				2016/17	2017/18
	Total	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total
MTEF allocation						
Administration	459.6	456.0	–	3.6	486.0	510.3
Legislation and Oversight	375.5	375.5	–	–	399.5	419.5
Public and International Participation	133.2	133.2	–	–	143.4	144.7
Members' Facilities	234.2	234.2	–	–	241.0	257.3
Associated Services	364.5	–	364.5	–	385.5	414.7
Subtotal	1 566.9	1 198.9	364.5	3.6	1 655.4	1 746.5
Direct charge against the National Revenue Fund						
Members' remuneration	503.1	503.1	–	–	529.8	556.3
Total expenditure estimates	2 070.1	1 702.0	364.5	3.6	2 185.2	2 302.8

Over the medium term the total budget for Parliament increases from R 2 070 million in 2015/16 to R 2 302 million in 2017/18, at an average growth rate of 4.6%. Fifty-eight percent (R 1 204 million in 2015/16) of the overall budget will be spend on compensation of employees, whilst some 24% (R 497 million in 2015/16) will be used for goods and services, with a further 18% earmarked for transfers.

2.1 PROGRAMME 1: ADMINISTRATION

2.1.1 PURPOSE

The purpose of this programme is to provide strategic leadership, institutional policy, development programmes for Members, overall management and administrative and corporate services to Parliament's executive, management and staff.

The programme constitutes of the Office of the Secretary to Parliament and corporate services supporting both Members of Parliament and the administration.

The strategic objectives put forward in Programme 1 include overall institutional objectives aimed at improving Members' satisfaction with services, and reducing inefficiencies, with the aim of saving 1% of the total budget. It also provides for the improvement of development programmes for Members, greater leveraging of technologies, and the development and implementation of a comprehensive communications strategy. Sector co-ordination and co-operation will be enhanced through a revised sector strategy, and an enabling environment will be optimised through facilities management. On the human resources level the institution will increase the availability of strategic competencies, talent and skills.

2.1.2 STRATEGIC OBJECTIVES

Improve relationship with stakeholders by developing and implementing a stakeholder management plan, and by increasing Members' satisfaction with the quality of services by 2019.

Strategic Objective 1.1	Improve stakeholder management
Objective statement	Improve relationship with stakeholders by developing and implementing a stakeholder management plan, and by increasing Members' satisfaction through an integrated and independent scientific survey by 2019
Baseline	New indicator – no baseline
Justification	Improved rate of satisfaction will indicate the acceptance or otherwise of prevailing standards, and using data from a scientific survey will provide a realistic baseline from which Parliament will improve and enhance standards

Improve co-ordination, co-operation and intergovernmental relations of Parliament with Provincial Legislatures by implementing a revised Sector Strategy by 2019.

Strategic Objective 1.2	Improve co-ordination, co-operation and intergovernmental relations of Parliament with Provincial Legislatures
Objective statement	Improve co-ordination, co-operation and intergovernmental relations of Parliament with Provincial Legislatures by implementing a revised Sector Strategy by 2019
Baseline	New indicator – no baseline
Justification	Improved performance in the Legislative Sector that will ensure greater responsiveness and accountability of government and ensure more involved citizenry

Enhance the capacity of Members to fulfill their functions by improving the quality and accessibility of integrated development programmes for Members by 2019.

Strategic Objective 1.3	Improve usefulness, relevance and accessibility of integrated development programmes for Members
Objective statement	Improve usefulness, relevance and accessibility of integrated development programmes for Members by developing and implementing a Members' Capacity and Development Strategy by 2019
Baseline	Sector Capacity-building Programme and assessments provided
Justification	Strengthening the capacity of Members will improve the effectiveness of parliamentary functions

Leverage current, new and innovative technologies to meet the information and communication services needs of Members and staff by increasing universal access from 40% to 80% by 2019.

Strategic Objective 1.4	To leverage current, new and innovative technologies to meet the information and communication services needs of Members and staff
Objective statement	<ul style="list-style-type: none"> • Increasing universal access to secure and integrated information services by Members and staff from 40% to 80% by 2019 • Developing and implementing an integrated plan to optimise and automate parliamentary business processes by 2019
Baseline	40% universal access
Justification	Access to integrated information will result in Members meeting their mandate as public representatives

Improve the communication of the business of Parliament in order to increase public involvement by developing and implementing a comprehensive communications strategy by 2019.

Strategic Objective 1.5	Improve the communication of the business of Parliament in order to increase public involvement by developing and implementing a comprehensive communications strategy by 2019
Objective statement	Increase the reach and access of useful information by the public Optimise the communication and information platforms
Baseline	New indicator - no baseline
Justification	To increase the flow of empowering information for a better informed citizenry

Optimise facilities usage by increasing the percentage of Members’ satisfaction with the portfolio of household services from 68% to 85% by 2019.

Strategic Objective 1.6	Optimise facilities usage and provide adequate and appropriate functional space to enable MPs and the Administration to carry out their functions
Objective statement	Create working environment conducive to achieving an increased level of satisfaction from 68% to 85%
Baseline	68% Institution Support Services Survey
Justification	Member support is holistic and includes the physical environment

Increase the availability of strategic competencies, talent and skills by developing and increasing performance on the talent management index by 15% by 2019.

Strategic Objective 1.7	Increase the availability of strategic competencies, talent and skills
Objective statement	Increase the availability of strategic competencies, talent and skills by developing and increasing performance on the talent management index with 15% by 2019
Baseline	New indicator - no baseline
Justification	Improved strategic competencies, talent and skills will ensure greater effectiveness and efficiency

Develop and implement efficiency measures to establish the present level of efficiency and to reduce inefficiencies by 1% of total budget per year.

Strategic Objective 1.8	Efficiency level
Objective statement	Develop and implement efficiency measures to establish the present level of efficiency and to reduce inefficiencies by 1% of total budget per year
Baseline	New indicator - no baseline
Justification	Improved efficiencies will ensure better management and utilisation of resources

2.1.3 RESOURCE CONSIDERATIONS

Over the medium term the total budget for Programme 1 increases from R 459 million in 2015/16 to R 510 million in 2017/18, at an average growth rate of 4.6%. Almost 72% (R 329 million in 2015/16) of the overall budget of Programme 1 will be spend on compensation of employees, whilst some 28% (R 126 million in 2015/16) will be used for goods and services. Programme 1 has a total complement of 917 funded posts.

2.1.4 RISK MANAGEMENT

The most significant risks identified under Programme 1 include a lack of dedicated resources and capital budgets, a lack of business integration and programme design, non-availability of connectivity (third-party service providers), maturity of technology and buy-in and acceptance by Members and users.

These risks will be mitigated by securing funding and effecting efficiency gains, ensuring integrated planning and approaches, spreading connectivity risks over multiple providers, unlocking the use of prevailing technological advances, and engagement with the Executive Authority to cement championing of changes.

2.2 PROGRAMME 2: LEGISLATION AND OVERSIGHT

2.2.1 PURPOSE

This programme provides procedural and legal advice, information and research, language, content and secretarial and legislative drafting services for meetings of the National Assembly, National Council of Provinces and their committees.

The programme outputs are critical in ensuring that Members of Parliament have information that enables them to fulfil their mandate, hence such information should be timeous and current as well as useful.

The strategic objectives put forward in Programme 2 include measures to improve the timeliness and quality of advisory and information services, improving independent analysis and advice on Money Bills, refining the Oversight and Accountability Model, and developing and implementing models for ensuring increased quality of legislation and improved oversight of co-operative government.

2.2.2 STRATEGIC OBJECTIVES

Reduce the average turnaround time for the provision of procedural advice, content advice, research products, minutes and reports by 2019.

Strategic Objective 2.1	Reduce the average turnaround time for the provision of procedural advice, content advice, research products, minutes and reports
Objective statement	Reduce the average turnaround time for the provision of procedural advice, content advice, research products, minutes, reports and other products to the Houses, committees and Members by 2019 <ul style="list-style-type: none"> • Procedural advice: 85% within 5 days • Legal advice: 85% within 5 days • Policy advice: 85% within 5 days • Research: 95% within time allocated • Information requests: 98% within time allocated • Minutes: 85% within 2 days • Reports: 85% within 5 days • Hansard: 95% within 2 days • Documentation: 98% of requests provided
Baseline	<ul style="list-style-type: none"> • Procedural advice: 85% within 7 days • Legal advice: 85% within 7 days • Policy advice: 85% within 7 days • Research: 95% within time allocated • Information requests: 98% within time allocated • Minutes: 85% within 3 days • Reports: 85% within 10 days • Hansard: 95% within 5 days • Documentation: 98% of requests provided
Justification	This will enhance the levels of support to House and committee processes and in turn improve the quality of preparation by Members to perform their constitutional responsibilities.

Improve independent, objective and professional analysis and advice to the Finance and Appropriations Committees on matters related to the budget and other money Bills tabled in Parliament by increasing advisory and analytical reports from 8 to 10 by 2019.

Strategic Objective 2.2	To improve independent, objective and professional analysis and advice to Parliament on matters related to the budget and other money Bills
Objective statement	To improve independent, objective and professional analysis and advice to the Finance and Appropriations Committees on matters related to the budget and other money Bills tabled in Parliament by increasing advisory and analytical reports from 8 to 10 by 2019
Baseline	8 reports per year
Justification	Strengthen the oversight capacity of parliamentary committees in exercising oversight over public finances

Refine and implement the Oversight and Accountability Model, and ensure that the Executive implements objectives of the MTSF 2014-2019 by 2019.

Strategic Objective 2.3	To refine and implement the Oversight and Accountability Model, and to ensure that the Executive implements objectives of the MTSF 2014-2019 by 2019
Objective statement	To refine and implement the Oversight and Accountability Model, and to ensure that the Executive implements objectives of the MTSF 2014-2019 by 2019
Baseline	Part implementation of the Oversight and Accountability Model Implementation of the Money Bills and Related Matters legislation
Justification	This will ensure enhancement of the Oversight and Accountability Model to facilitate incorporation of legislative and other policy developments in oversight since the adoption of the model. The model will incorporate the Budget Office, facilitate proactive oversight with a view to contributing to future budgets, enhancing focus of oversight on the objectives of the National Development Plan, enhancing resolution-tracking and enhancing the accountability framework of Parliament. The objective seeks to ensure complete implementation of the revised model by 2019.

Develop and implement a legislative model to ensure enhanced quality of support, advice and systems for lawmaking by 2019.

Strategic Objective 2.4	Enhanced quality of legislation
Objective statement	To develop and implement a legislative model to ensure enhanced quality of support, advice and systems for lawmaking by 2019
Baseline	Technical support to committees during lawmaking Processing of incoming bills (analysis, legal opinions, tagging) Support to committees and MPs with drafting and initiation of Bills
Justification	This will ensure development of a lawmaking framework for Parliament where all aspects of lawmaking will be defined for implementation. The model is meant to enhance systems and processes of lawmaking to ensure improved quality of laws, extend the reach of the lawmaking mandate to include scrutiny of subordinate legislation by Parliament, enhance the capacity of Parliament to draft and initiate committees' and Members' Bills, incorporate assessment of constitutionality of existing legislation, assess compliance and the impact of legislation, review the Statute Book for obsolete or conflicting legislation and increase the independence of Parliament in lawmaking.

Develop a co-operative government oversight mechanism to ensure enhanced co-ordination of programmes of government by 2019.

Strategic Objective 2.5	Enhanced co-ordination and co-operation
Objective statement	To develop a co-operative government oversight mechanism to ensure enhanced co-ordination of programmes of government by 2019
Baseline	Implementation of constitutional provisions
Justification	This will establish a process for Parliament to conduct oversight with a view to ensuring effective co-operative government and intergovernmental relations. This will ensure that effective co-ordination exists between the three spheres of government in fulfilling the objectives of the National Development Plan. This objective will enhance oversight by the National Council of Provinces on the implementation of section 139 (provincial intervention in local government), by setting up and implementing systems, processes and approaches to effective oversight and facilitation of interventions.

2.2.3 RESOURCE CONSIDERATIONS

Over the medium term the total budget for Programme 2 increases from R 375 million in 2015/16 to R 419 million in 2017/18, at an average growth rate of 4.7%. Almost 70% (R 268 million in 2015/16) of the overall budget of Programme 2 will be spend on compensation of employees, whilst some 29% (R 107 million in 2015/16) will be used for goods and services. Programme 2 has a total complement of 640 funded posts.

2.2.4 RISK MANAGEMENT

The most significant risks identified under Programme 2 include a lack of integration and information-sharing, lack of common standards to measure programme deliverables, laws being found unconstitutional due to perceived poor quality advice, ineffective representation due to non-availability of information, shortage of specialised skills in procedural and legal aspects.

These risks will be mitigated by ensuring a greater level of service and product integration, setting of common and single standards for services, ensuring improved quality and timeliness of information, and implementing skills development programmes.

2.3 PROGRAMME 3: PUBLIC AND INTERNATIONAL ENGAGEMENT

2.3.1 PURPOSE

This programme is a combination of Parliament's public education as well as international engagement on various international platforms.

The thrust of the programme is to provide public education, information and access to support public participation, and provide advice and support for international engagement.

The strategic objectives put forward in Programme 3 include objectives to improve access and participation in parliamentary processes, and to improve support for Parliament's international engagement. The objectives also seek to increase Parliament's oversight capacity to monitor the implementation of international agreements, and to provide professional protocol and ceremonial services.

2.3.2 STRATEGIC OBJECTIVES

Increase access and improve the quality of participation through enhanced programmes to ensure participatory democracy by implementing the Public Participation and Petitions Model of Parliament by 2019.

Strategic Objective 3.1	Increase public access and opportunities to participate in all processes of Parliament by 2019
Objective statement	To increase access and improve the quality of participation through enhanced programmes to ensure participatory democracy
Baseline	Existing programmes To conduct a study to determine the levels of participation
Justification	To increase the levels and quality of public participation in Parliament's legislative and oversight processes. This objective will ensure implementation of standards and processes of public participation in the different aspects of Parliament's work with the intention to facilitate meaningful participation by the people of South Africa. This will ensure standards in planning, mobilisation, informing, processing of public inputs, feedback and monitoring of effectiveness with a view to getting Parliament to the level of collaboration with the people of South Africa by 2019.

Increase the percentage of international relations reports on parliamentary international relations engagements for consideration from 75% to 95% by 2019.

Increase the percentage of international agreements and treaties that are collected and analysed for advice and for scrutiny in line with international law obligations from 70% to 95% by 2018.

Strategic Objective 3.2	To engage and participate in parliamentary international relations and co-operation
Objective statement	To increase the percentage of international relations reports on parliamentary international relations engagements for consideration from 75% to 95% by 2019 To increase the percentage of international agreements and treaties that are collected and analysed for advice and for public scrutiny through oversight and public participation on implementation, in line with international law obligations, from 70% to 95% by 2019 Improve provision of professional protocol and ceremonial services to Parliament from 80% to 95% by 2019
Baseline	No baseline – new indicator
Justification	Parliament plays its rightful part in translating the country’s foreign policy priorities into concrete actions to widen and deepen democracy beyond the country’s borders, with special emphasis on the African continent.

2.3.3 RESOURCE CONSIDERATIONS

Over the medium term the total budget for Programme 3 increases from R 133 million in 2015/16 to R 144 million in 2017/18 at an average growth rate of 3.7%. Almost 41% (R 55 million in 2015/16) of the overall budget of Programme 3 will be spend on compensation of employees, whilst some 58% (R 78 million in 2015/16) will be used for goods and services, of which travel and subsistence will be 32% (R 42 million in 2015/16). Programme 3 has a total complement of 134 funded posts.

2.3.4 RISK MANAGEMENT

The most significant risks identified under Programme 3 include the inability of programmes to enhance and ensure public participation, the existence of multiple centres of communication with the public and inability to increase reports relating to international parliamentary relations engagements.

These risks will be mitigated by developing an integrated communications strategy which enhances communication of the business of Parliament and public participation, and the implementation of processes to ensure the availability of international engagement reports.

2.4 PROGRAMME 4: MEMBERS' FACILITIES

2.4.1 PURPOSE

The purpose of this programme is to provide support to Members of Parliament during their constituency period and when working away from the parliamentary precincts. The programme provides travel, telephone and other facilities for Members of Parliament in the National Assembly and the National Council of Provinces. The strategic objective put forward will reduce the administrative burden related to claims processing and claims payment to Members of Parliament.

2.4.2 STRATEGIC OBJECTIVES

Improve travel facilities for Members and related support by integrating services into a seamless support service by 2019.

Ensure greater effectiveness of Members in fulfilling their functions by providing integrated travel support and facilities, and reducing the administrative costs and burden presented by claims.

Strategic Objective 4.1	Improve facilities for Members and related support
Objective statement	Ensure greater effectiveness of Members in fulfilling their functions by reviewing the facilities needs of Members and by integrating services into a seamless support service by 2019
Baseline	Present facilities
Justification	Improved and integrated facilities will ensure more effective functioning of Members

Strategic Objective 4.2	Provide integrated travel support and facilities, and reducing the administrative costs and burden presented by claims
Objective statement	Reduce the average turnaround time for the processing and payment of reimbursement of Members from 3 to 2 working days by 2019
Baseline	3 days (average)
Justification	Reduced turnaround time in payment will reduce the time used by Members in administrative processes

2.4.3 RESOURCE CONSIDERATIONS

Over the medium term the total budget for Programme 4 increases from R 234 million in 2015/16 to R 257 million in 2017/18, at an average growth rate of 6.4%. Almost 60% (R 143 million in 2015/16) of the overall budget of Programme 4 will be spent on travel and subsistence.

2.5 PROGRAMME 5: ASSOCIATED SERVICES

2.5.1 PURPOSE

This programme facilitates transfer of payments to provide financial support to political parties represented in Parliament and to their leaders and constituency offices.

- Party Leadership Support provides financial support to political leadership of parties represented in Parliament.
- Political Party Support provides financial support to political parties represented in Parliament.
- Constituency Support provides financial support to constituency offices of parties represented in Parliament.

2.5.2 STRATEGIC OBJECTIVES

Ensure more effective financial management of resources.

Strategic Objective 5.1	Ensure effective financial management by improving payment and compliance
Objective statement	Ensure effective financial management by improving payment and compliance of transfer payments by 2019
Baseline	New indicator – no baseline
Justification	Improved payment and compliance will ensure more effective functioning of Parties and Members

2.5.3 RESOURCE CONSIDERATIONS

Over the medium term the total budget for Programme 5 increases from R 364 million in 2015/16 to R 414 million in 2017/18, at an average growth rate of 5.5%.

III. PART C: ANNEXURE

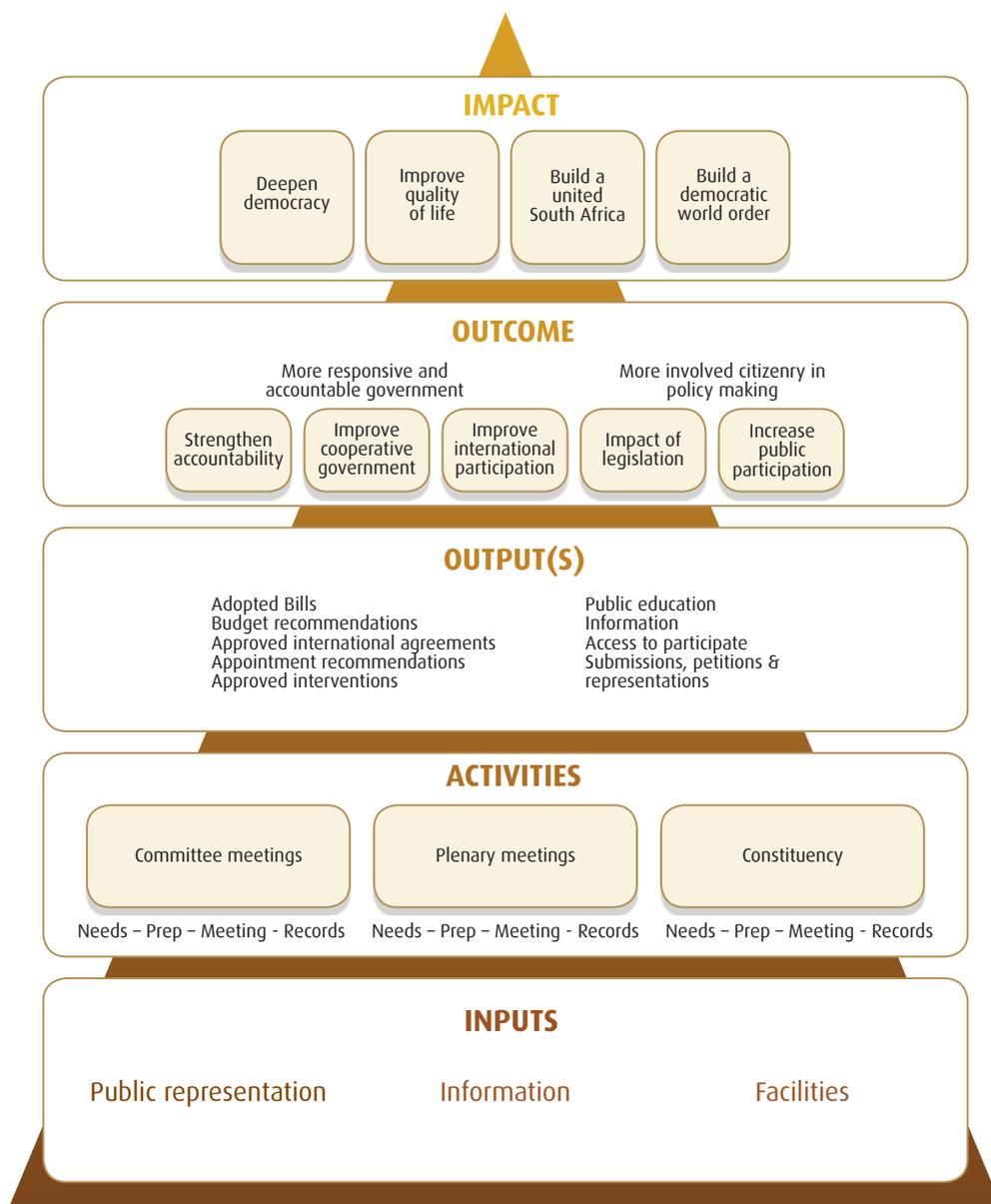
3.1. DESCRIPTION OF STRATEGIC PLANNING FRAMEWORK

Parliament uses the logical framework to identify links between inputs, activities, outputs and outcomes.

Accordingly, Parliament represents the people 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 engagement.

These activities are constituted as meetings, including plenary meetings, committee meetings and work performed in constituencies and on international platforms. Meetings are therefore both the most important and most discernable activity in Parliament. Effective meetings, either committee or plenary, provides the platform where Members represent the interests of the people in government. The effectiveness of such meetings depends on appropriate Member capacity, the required information of the content and proceedings, an enabling environment and facilities.

The outcomes and goals of Parliament are orientated to ensure open, responsive and accountable government.





PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA