PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

Draft
Strategic Plan
7th Parliament
2024-29

Executive Authority Statement

Thirty years after the dawn of democracy in South Africa, the people remain the ultimate guard-rails of our Constitutional mandate to deepen democracy and advance development in the country. As elected representatives of the people, it is our pledge, as outlined in the Constitution, to position Parliament such that it heals the divisions of the past, lays the foundations of a democratic society, improves the quality of life of all citizens and establishes South Africa's place in the family of nations. Considering these obligations, we present the 7th Parliament strategic plan, considering the global context, our continental and regional environment, and domestic conditions. We intend that Parliament will make a valuable contribution in overseeing the Executive, reviewing, amending, passing or repealing laws in collaboration with civil society and the private, the public and all stakeholders to create a South Africa that is not only alive with possibility but unleash the potential of each South African.

Several global and domestic conditions continue to present significant challenges to socio-economic development. Protracted armed conflicts in Eastern Europe, the Middle East, and Central and North-East Africa remain unabated. The cost of these conflicts in human life and the supply of food, medicine, and other essential goods can reverse already tenuous global compacts and further increase insecurity. The destabilising impact of conflict is keenly felt on the African continent, especially given already constrained financial resources and high debt burdens on African countries. For South Africa, our economic performance is a cause for both optimism and concern. Global and African continent GDP growth is expected to stabilise at 3,2% and 4% for 2024, respectively. Although the South African economy has rebounded to pre-COVID-19 levels, it falls short of the global and continental levels averaging higher during the same period. Parallel to slow economic growth is the inflation challenge, which averaged a 4.1% headline rate in 2024 in the country, slightly better than the global inflation projected at 5.4% during the same level. Compounding the global economic issues are domestic structural impediments such as the bottlenecks in transportation electricity supply, albeit to recent improvements in supply stabilisation, and commodity price volatility.

Notably, 2024 has been a year of elections and pivotal for democracies. Worldwide, no fewer than 100 countries, 24 of them on the African continent, equating to about 4 billion voters (almost half the world's population), held elections this year. This is a powerful reminder of the authoritative reach of democratic principles and the pursuit of change through democratic means. It is not an exaggeration that this year brings potentially major shifts in global politics and will set the stage for the next 5 to 10 years of international development.

In the Southern African region, elections were held in Botswana and Mozambique, with Namibia due to vote towards the end of November. South Africa's own democracy reached a new phase in the wake of the 2024 elections. By the power of the ballot, South Africans delivered an outcome with no clear majority, resulting in a negotiated government in the form of the Government of National Unity. A peaceful transfer of power is the hallmark of a mature democracy, and South Africa's peaceful negotiation of shared power reflects the enduring strength of our democratic institutions. This period was a test to the legitimacy and integrity of the state, a test that our democracy passed. Despite our political challenges, we must be proud of the resilience of our democracy.

Within this context, the 7th Parliament was established, Members of Parliament sworn in, the President inaugurated, and parliamentary structures constituted. To set the agenda for the next 5 years, planning sessions emphasised the need for a transformative agenda, responsive to the needs of the people. Parliament's mandates of oversight, lawmaking, public participation, cooperative government, and international engagements, remain the key to improving citizens' quality of life. In doing so, we acknowledge the gains made in the 6th Parliament, as well as the challenges that remain, including dealing with the budget allocation to the National Legislature, the task of completing the restoration of the Parliamentary buildings, and the ongoing work of strengthening oversight mechanisms of the Houses and their committees. The role

of oversight is a critical lever in influencing service delivery. Parliament needs to be responsive to its citizens' needs and deliberate in its approach to building partnerships with other stakeholders in society to change the fabric of our society. This partnership can contribute to accelerating efforts to transform the whole of society and channeling our resources appropriately.

As we prepare to deliver social and economic results to the South African people through our stated strategic priorities, underpinned by innovation and operational excellence, we commit to advancing good governance by adhering to the principle of accountability. We do so to honour the trust placed in us to create a more inclusive and prosperous country with a renewed purpose and hope of a better future.

A T DIDIZA, MP
SPEAKER
NATIONAL ASSEMBLY

R MTSHWENI-TSIPANE, MP
CHAIRPERSON
NATIONAL COUNCIL OF PROVINCES

Accounting Officer's Statement

The Financial Management of Parliament and Provincial Legislatures Act (FMPPLA), 2009 (Act 10 of 2009), mandates Parliament's strategic management framework. Under this Act, the Executive Authority oversees the preparation and tabling of Parliament's strategic plan, annual performance plan, and budget. The Accounting Officer must prepare and submit a draft strategic plan to the Executive Authority within six months of the National Assembly elections or as Parliament indicates.

The **Strategic Plan for the 7th Parliament (2024–2029)** provides a clear roadmap for enhancing Parliament's role in ensuring government accountability, fostering public participation, and addressing South Africa's socio-economic challenges through a transformative legislative agenda. This approach reflects the institution's commitment to the African philosophy of **Ubuntu**, which emphasizes collaboration, inclusivity, and collective responsibility. By embracing Ubuntu, Parliament fosters mutual respect, empathy, and interconnectedness, which are essential for building a cohesive and harmonious society.

Vision and Strategic Focus

Parliament's strategy is guided by its constitutional mandate and aligns with national and international frameworks such as the National Development Plan (NDP) and the Sustainable Development Goals (SDGs) respectively. The government programme of action for the 7th term is anchored in the Medium-Term Development Plan (MTDP), within the long-term trajectory of the National Development Plan. The Medium-Term Development Plan (MTDP) 2024-29 proposes three strategic priorities:

- Inclusive growth and job creation;
- Reduce poverty and tackle the high cost of living and
- Build a capable, ethical and developmental state.

The Medium-Term Development Plan (MTDP) will provide targets and measures for each strategic priority. These development indicators will enable Parliament and Provincial Legislatures to monitor the overall impact on society. Against this backdrop, the outcome for Parliament is to increase the responsiveness and accountability of government.

To do this, Parliament will need to strengthen its oversight mechanisms to ensure a more accountable government. It will focus on public engagement in the legislative processes, and collaboration with civil society to ensure that government actions reflect the needs and concerns of citizens. It will also improve the processes for public office appointment, and representation on the global stage. The Strategic Plan for Parliament sets the desired 5-year outcomes.

The plan is informed by global and domestic trends, including economic uncertainties, geopolitical tensions, and persistent socio-economic challenges, necessitating a resilient, flexible, and proactive institutional approach.

Key Context and Challenges

- **Global and Domestic Dynamics**: Economic growth remains subdued (averaging 1.8%), with unemployment at 33% and rising inequalities. Declining public budgets and inefficiencies further constrain progress.
- **Democratic Maturity**: The peaceful 2024 elections, resulting in a coalition government, highlight South Africa's evolving democracy amid public demand for more robust anti-corruption measures, service delivery, and accountability.

- **Public Participation Gaps**: Limited implementation of the public participation model, inadequate feedback mechanisms, and insufficient interpretation services hinder meaningful citizen involvement.
- **Stakeholder Engagement Deficits**: The absence of a cohesive stakeholder strategy limits Parliament's ability to build sustainable partnerships, especially in underserved and rural areas.
- **Operational Constraints**: Challenges include outdated processes, fire-damaged infrastructure, constrained resources, and a need for digital transformation.
- **Capacity Gaps**: The absence of a professional development framework for Members impacts legislative performance and standardisation.

Strategic Priorities for the 7th Parliament

Following the May 2024 general elections, Parliament initiated a comprehensive planning process involving Members of Parliament, stakeholder consultations, and an assessment of key challenges. These efforts informed the strategic priorities for the 7th Parliament, designed to address pressing national concerns and strengthen democratic governance. The priorities include:

1. **Strengthening Oversight**: Enhance mechanisms to monitor government responsiveness, improve data utilization, and implement accountability frameworks.
2. **Enhancing Legislative Processes** and public involvement: Providing meaningful and adequate opportunities for people to be involved in legislative and other processes.
3. **Improving public appointments and international engagement:** Ensure open and uniform appointment processes and improving the ratification and monitoring of international agreements.

Underpinning the priorities is stakeholder collaboration and fostering long-term partnerships with civil society, government, and international actors to achieve the work of Parliament.

The plan adopts an **outcomes-based approach**, linking inputs, activities, and outputs to long-term societal impacts. The identified **impact statement**— *"A Parliament that transforms society and improves the quality of life for all citizens"*—guides all interventions. Parliament aims to focus on the 7th term Priorities guiding the focus areas to execute interventions and realise desired results.

Parliament also prioritises building a **capable, ethical, and developmental state**, ensuring efficient governance rooted in integrity and accountability. Through oversight and legislation, it strengthens the state's capacity to deliver services, uphold the rule of law, and build public trust.

In alignment with the Strategic Priorities, Parliament has developed outcomes which will form the basis for our 5 years targets to 2030. On an annual basis, we will be developing the Annual Performance Plans to implement the Strategic Plan in pursuit of these outcomes.

The following Outcomes have been identified by Parliament through the Strategic Priorities:

Outcome 1: Improved performance and effectiveness through information and culture optimization

Outcome 2: Increased government responsiveness and accountability by strengthening oversight over the Executive
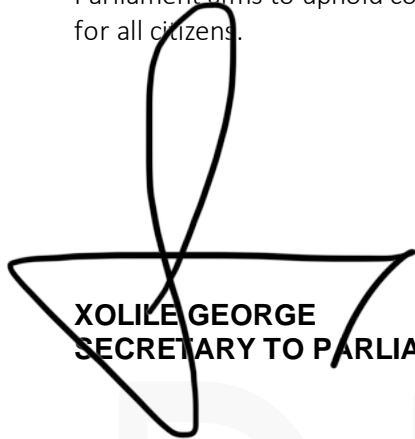
Outcome 3: Meaningful and adequate involvement and participation by citizens

Outcome 4: Increased performance and capacity of members

Outcome 5: Impactful lawmaking

The execution capability, resourcing of interventions and the effective monitoring and evaluation of performance will deliver a transformative Parliament. A detailed budget framework will support the strategy across three programme: **Administration**, **Legislation and Oversight**, and **Associated Services**.

The 7th Parliament's Strategic Plan represents a bold commitment to transforming South Africa's society by strengthening democracy, embracing innovation, and fostering inclusivity. Through its five-year roadmap, Parliament aims to uphold constitutional values, address structural challenges, and improve the quality of life for all citizens.

XOLILE GEORGE
SECRETARY TO PARLIAMENT

Definitions

Strategic plan	A clearly defined 5-year plan which focuses on issues strategically important to the institution. The strategic plan is reviewed annually or when required. It identifies the impact and outcomes against which the institution can be measured and evaluated.
Annual performance plan	A 3-year performance plan that focusses on the outputs, output indicators and targets the institution will seek to achieve in the upcoming financial year, aligned to the outcomes reflected in the Strategic Plan. It includes forward projections (annual targets) for a further two years, consistent with the Medium-Term Expenditure Framework (MTEF) period, with annual and quarterly performance targets, where appropriate, for the financial year.
Operational plans	Plans for components focusing on activities and budgets for each of the outputs and output indicators reflected in the Annual Performance Plan. Annual operational plans include operational outputs, which are not reflected in the Annual Performance Plan. Operational plans can be developed for branches or programmes within the institution.
Performance information	Performance information includes planning, budgeting, implementation, monitoring, reporting, and evaluation elements, which are key to effective management. It indicates how well an institution achieves its results. This information is vital in enhancing transparency, accountability, and oversight.
Impact	Impacts are changes in conditions. These are the results of achieving specific outcomes, such as reducing poverty and creating jobs. Impacts seek to answer the question of "What do we aim to change?".
Outcome	The medium-term results are the consequence of achieving specific outputs. Outcomes are "what we wish to achieve".
Outputs	The final tangible products, or goods and services delivered due to activities. Outputs may be defined as "what we produce or deliver". Outputs are also the building blocks towards the desired outcome.
Activities	Are processes or actions that use a range of inputs to produce the desired outputs and outcomes. In essence, activities describe "what we do."
Inputs	These are the resources which contribute to the production and delivery of outputs. Inputs are "what we use to do the work". They include finances, personnel, equipment and buildings.
Assumptions	Factors that are accepted as true and sure to happen without proof.
Risks	The effect of uncertainty on objectives refers to potential, unintended outcomes that will affect achieving an institution's predetermined results.
Indicator	An indicator is a predetermined signal at a specific point in a process, showing that the result was achieved. It should include a unit of measurement that specifies what is to be measured. Indicators can be qualitative or quantitative measures.
Proxy indicators	Proxy indicators are used when results cannot be measured directly. A proxy indicator aims to indicate achieved performance in a specific area.
	Sector indicators refer to a core set of indicators developed and agreed to by national and provincial institutions within a sector. Provincial accounting officers approve the sector

indicators, which are incorporated in provincial institutions' Annual Performance Plans and form the basis for quarterly and annual performance reporting processes.

Indicator descriptor	The description of impact, outcome and output indicators and targets to outline data collection processes, a gathering of a portfolio of evidence, and an acceptable level of performance at the beginning of the planning cycle.
Targets	The level of performance the institution would like to achieve and must be specific, measurable, attainable, realistic and timely (SMART).
Baseline	The current level of performance that the institution aims to improve.

Acronyms

BRICS PF	Brazil, Russia, India, China, South Africa partnership Parliamentary Forum
IPU	Inter-Parliamentary Union
SADC PF	Southern African Development Community Parliamentary Forum
PAP	Pan-African Parliament
IMF	International Monetary Fund
StatsSA	Statistics South Africa
IEC	Independent Electoral Commission of South Africa
NDP	National Development Plan
MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
DPME	Department of Planning, Monitoring and Evaluation

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1.1. Constitutional Mandate

The mandate of Parliament is derived from the Constitution of the Republic of South Africa, 1996, which established Parliament and set out its functions. Parliament's role and outcomes are to represent the people, ensure government by the people under the Constitution, and represent the provinces and local governments in the national sphere of government.

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

Parliament represents the people and provincial interests to ensure government by the people under the Constitution. Such representation occurs in passing legislation, overseeing and scrutinising executive action, facilitating public involvement, cooperative government and international participation. Although these processes are distinct in nature and operation, they are interconnected and interrelated.

Figure 1: Parliament's Constitutional Mandate
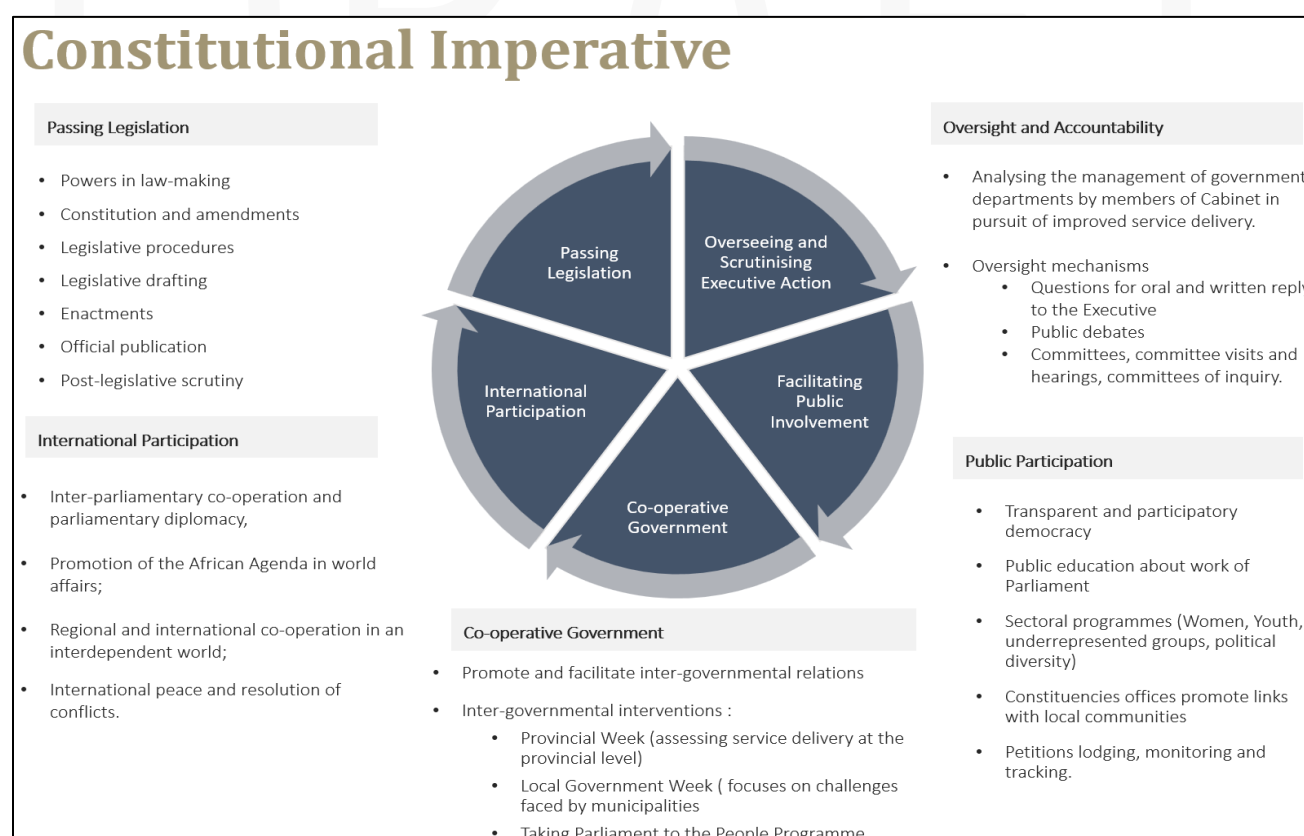
1.2.   Legislative mandate

The following legislation further expand the role and functions of Parliament to regulate the approach in a manner consistent with its status in terms of the Constitution:

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

1.3.   Business of Parliament and approach to value creation

Parliament's approach to value preservation and creation is premised on its pivotal role in representing citizens, collectively advocating for their interests, and effectively creating laws that protect their rights and foster the spirit of Ubuntu. Parliament aims to add value by creating a safe and inclusive space for dialogue, decision-making and the facilitation of democratic governance.

Parliament's mandate in the Constitution informs this value preservation and creation approach. The Constitution, as the supreme law of the Republic, lays the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law. It stipulates the values and mechanisms of governance for our uniquely people-centred democracy.

Reflection on Parliament's 30-year journey

South Africa's 30-year celebration of democracy is a testament to the profound and transformative journey to freedom. Parliament has uniquely evolved over the years to represent key priorities and focus areas, laying the right foundations for democracy. Since establishing the first democratic Parliament in 1994, each legislature term has been characterised by a unique emphasis and focus. The focus of each term was dictated by the national agenda and the subsequent role required of Parliament.

The 1st and 2nd Parliaments focused on legislation, directing their efforts at repealing apartheid legislation and introducing transformational laws to create an environment that is conducive to the entrenchment of democracy. Adopting mechanisms to strengthen oversight and accountability became the leading priority of the 3rd Parliament. This resulted in the development of the Oversight and Accountability Model and the adoption of the Money Bills Amendment Procedure and Related Matters Act. The effect of these new processes and capacity is now evident in Parliament's budget recommendations to the Executive, thereby increasing the responsiveness and accountability of government.

The 4th Parliament adopted an activist orientation to its work. During this term, the legislative sector developed a Public Participation Framework for Parliament and Provincial Legislatures. This framework guides Parliament's response to the public's expectations and greater participatory democracy. Both the 4th and 5th Parliaments built on the work of previous Parliaments and concretised instruments to strengthen oversight and accountability. This included the development of processes and capacities to implement the Money Bills Amendment Procedure and Related Matters Act, as well as the Financial Management of Parliament and Provincial Legislatures Act.

The 6th Parliament continued to strengthen oversight and public involvement processes. During the 6th term, Parliament was confronted with two extraordinary events that shaped the term's work. The first was the Covid-19 pandemic-related lockdowns during 2020 and 2021. As physical travel and contact of groups were not allowed during the lockdown periods, Parliament implemented virtual and hybrid proceedings to continue its business. The second happened in January 2022, when large parts of the National Assembly and adjacent buildings were damaged in a fire incident. Parliament, therefore, continued with virtual and hybrid proceedings to ensure that the constitutional functions of the national legislature were executed.

The focus of the 7th term is being shaped by the ongoing lack of permanent facilities for the National Assembly, the new political landscape following the 2024 elections, the constraint of a decreasing budget, a shift in global power and governance, and the ongoing response to recommendations made to strengthen oversight and accountability.

1.4.   Court rulings relevant to the mandate of Parliament

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

Concerning 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 acknowledged, however, that each case will have to be determined on its own merits as Parliament and the provincial legislatures have broad discretion in deciding how to fulfil this obligation best and may do so in innovative ways. The principal requirement is that a legislature must have acted reasonably in providing the public a meaningful opportunity to be heard. (Doctors for Life International v The Speaker of the National Assembly and Others; Land Access Movement of South Africa and Others v Chairperson of the National Council of Provinces and Others).

The Court also confirmed that with respect to Bills that affect provinces, the National Council of Provinces may decide not to conduct public hearings itself but rather to have the provincial legislatures do this instead, as the provincial legislatures are "closer to, and more in touch with, the people and better placed to reach the nooks and crannies of the country". (Land Access Movement of South Africa and Others v Chairperson of the National Council of Provinces and Others).

Several court rulings have pointed towards the need for a review of the overall statute book, focusing on correcting deficiencies and ensuring greater constitutional compliance with Bills. 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 National Minister for Agriculture).

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 establishing the capacity to assist Members of both Houses in initiating and drafting Bills. In addition, 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).

Where there were no specific rules to implement the accountability mechanism for removing the President in terms of section 89 of the Constitution, the Constitutional Court found that the National Assembly failed to comply with that provision. As envisaged in the section, the Assembly had to adopt such rules without delay (Economic Freedom Fighters and Others v Speaker of the National Assembly and Another).

PART B: STRATEGIC FOCUS OF THE 7TH PARLIAMENT

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2.1. Strategic overview

2.1.1. Vision

A transformative Parliament that improves the quality of life of South Africans and ensures enduring equality in our society.

2.1.2. Mission

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

2.1.3. Values

Parliament adopted the following values in the execution of its vision and mission:

- Openness
- Responsiveness
- Accountability

- Integrity
- Professionalism
- Teamwork

- Mutual Respect

Parliament's approach to working in the 7th Parliament, captured in its vision, mission, values, culture and strategic priorities, embodies the African philosophy of Ubuntu, which encourages collaboration, inclusivity, and collective responsibility and accountability for the well-being of individuals and community. By embracing Ubuntu, Parliament promotes humanity, interconnectedness, mutual respect, understanding, empathy, and treating others with kindness as essential elements in building a harmonious society.

2.2. Situational analysis relevant to Parliament

2.2.1. The external environment

The global economy appears to be stabilising, although growth is expected to be low until 2025. With inflation slowly easing and global risks broadly balanced, the outlook points to positive economic growth in the next two years – although the global forecast of 3.2 per cent is below the historical average of 3.8 per cent since 2000. Slower inflation could lead to an easing of financial conditions, but global risks such as increased commodity prices, geopolitical shocks, and the deepening property sector challenges in China could prolong tight monetary conditions and, therefore, low growth. Global growth is forecasted at 3.1 per cent for 2024 and 3.2 per cent for 2025. Global headline inflation is expected to fall to 5.8 per cent in 2024 and to 4.4 per cent in 2025, with the 2025 forecast revised down. (World Economic Outlook, IMF, July 2024). In sub-Saharan Africa, growth is projected to rise from an estimated 3.3 per cent in 2023 to 3.8 per cent in 2024 and 4.1 per cent in 2025. The more extended forecast for 2025 to 2029 estimates growth levels to remain in the same band, with 3.1 per cent for global growth, 1.7 per cent for advanced economies, and 3.9 per cent for emerging markets.
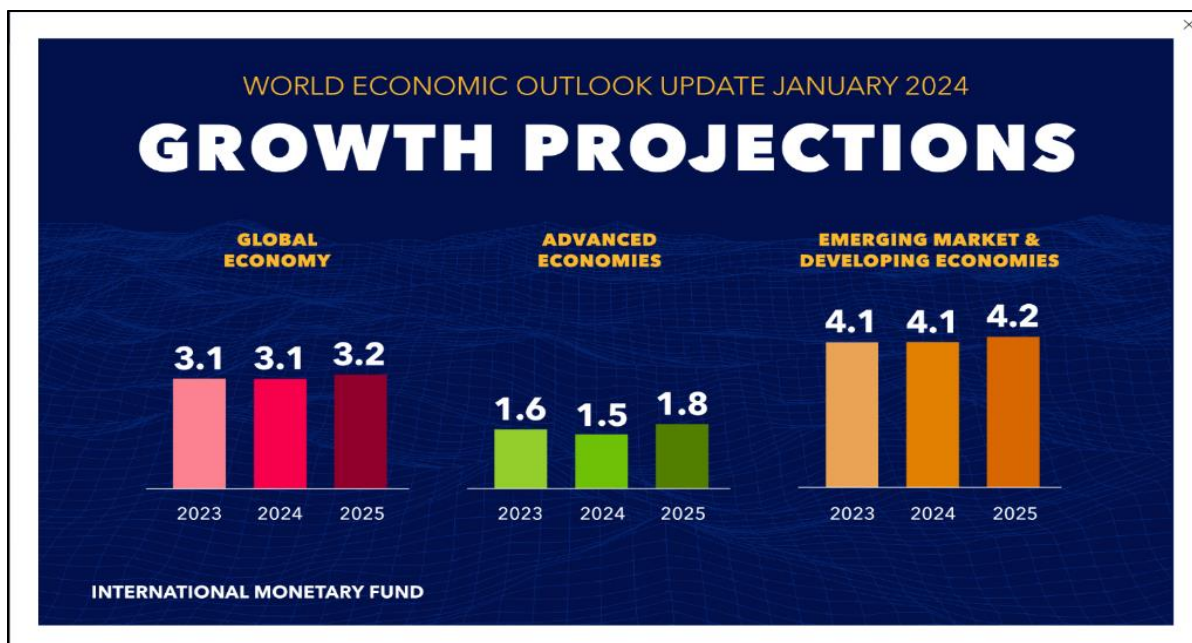
Figure 2: Global economic growth projections, World Economic Outlook, IMF, Jan 2024

The medium-term economic outlook for South Africa has been revised downward, with economic growth averaging 1.8 per cent from 2024 to 2026. The 2024 Budget Review estimates the economy to grow by 1.1 per cent in 2024, with an annual average growth of 1.8 per cent over the next three years. This subdued performance underscores the need for more robust policy measures to accelerate growth, tackle poverty and unemployment and ensure long-term fiscal stability (National Treasury, Oct 2024). Economic activity remains limited by structural constraints, including weak freight rail performance and slow port operations. The government faces difficult choices. The central problem is low economic growth. At the global level, slower growth, elevated inflation, higher interest rates and geopolitical tensions suggest a weaker outlook for domestic economic growth and tax revenues. South Africa has become more vulnerable to external shocks, which makes significant reforms critical and unavoidable. Currently, capital investment is too low; too many government activities are inefficient, overlapping and non-critical; and the economy does not generate sufficient revenue to service government debt over the long term. The government proposes to address these key shortcomings over the next three years.

Several of South Africa's challenges can only be addressed through improved international and regional cooperation. The World Economic Forum indicated that the coronavirus pandemic was not an outlier but that it is part of the new normal – our interconnected and viral world. Epidemics will become more common in an increasingly connected world. These social risks will require greater collaboration and cooperation on international and regional levels. But this is also so for many other issues that contain growth and development risks. Global risks such as infectious diseases, climate action failure, extreme weather patterns, biodiversity loss, geo-economic confrontation, debt crises, trade barriers, cyber security failures, and natural resource crises will all require greater cooperation and collaboration.

Figure 3: Global risks ranked by severity over the short and long term. (WEF Global risks report, 2024)

2 years		10 years	
1st	Misinformation and disinformation	1st	Extreme weather events
2nd	Extreme weather events	2nd	Critical change to Earth systems
3rd	Societal polarization	3rd	Biodiversity loss and ecosystem collapse
4th	Cyber insecurity	4th	Natural resource shortages
5th	Interstate armed conflict	5th	Misinformation and disinformation
6th	Lack of economic opportunity	6th	Adverse outcomes of AI technologies
7th	Inflation	7th	Involuntary migration
8th	Involuntary migration	8th	Cyber insecurity
9th	Economic downturn	9th	Societal polarization
10th	Pollution	10th	Pollution

Over the next twenty years, it is anticipated that economic and political power will shift from the G7 to the E7. By 2040, the economies of Brazil, China, India, Indonesia, Mexico, Russia, and Turkey (the emerging seven−E7) will be double the size of those of the G7. This will bring about a global shift in economic and political power, significantly altering global governance.

Figure 4: By 2040 the E7 will be more than double the G7 economies. (Sydney Business Insights, 2023).

Socially, South Africa has seen a rapid increase in the rate of urbanisation, with more than 68% of its population being classified as urban by 2022. Rapid urbanisation - a global phenomenon - is aided by increased migration due to certain pull and push factors. The last two decades saw a great increase in mobility, technology,

transport and other infrastructure supporting the current international wave of migration. Locally, service delivery and other protests have become the order of the day, and active citizens are showing a renewed interest in government.

Figure 5: South Africa's urban and rural population from 1950 to 2050. UNDESA.
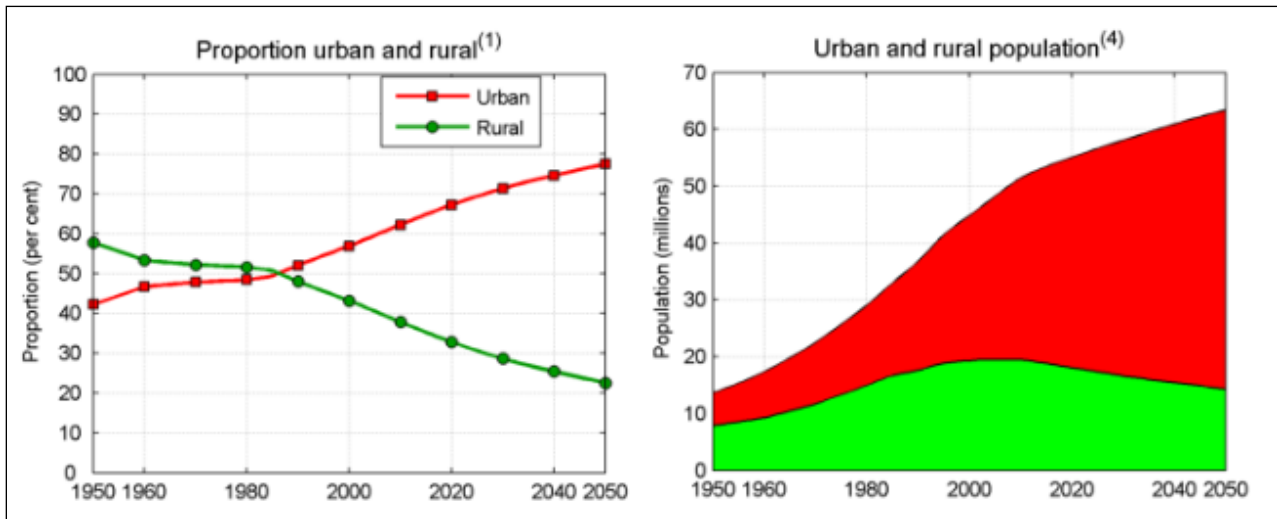
Technologically, we find ourselves amid human history's most significant information and communications revolution. This trend is driven by the exponential growth and development in digital technologies –the 4th industrial revolution. Four digital enablers drive future change - digital finance, social media, digital identity and the data revolution. Access and use of connectivity is increasing exponentially.

Figure 6: Increase in mobile data by 2029 (UNCTAG 2023)
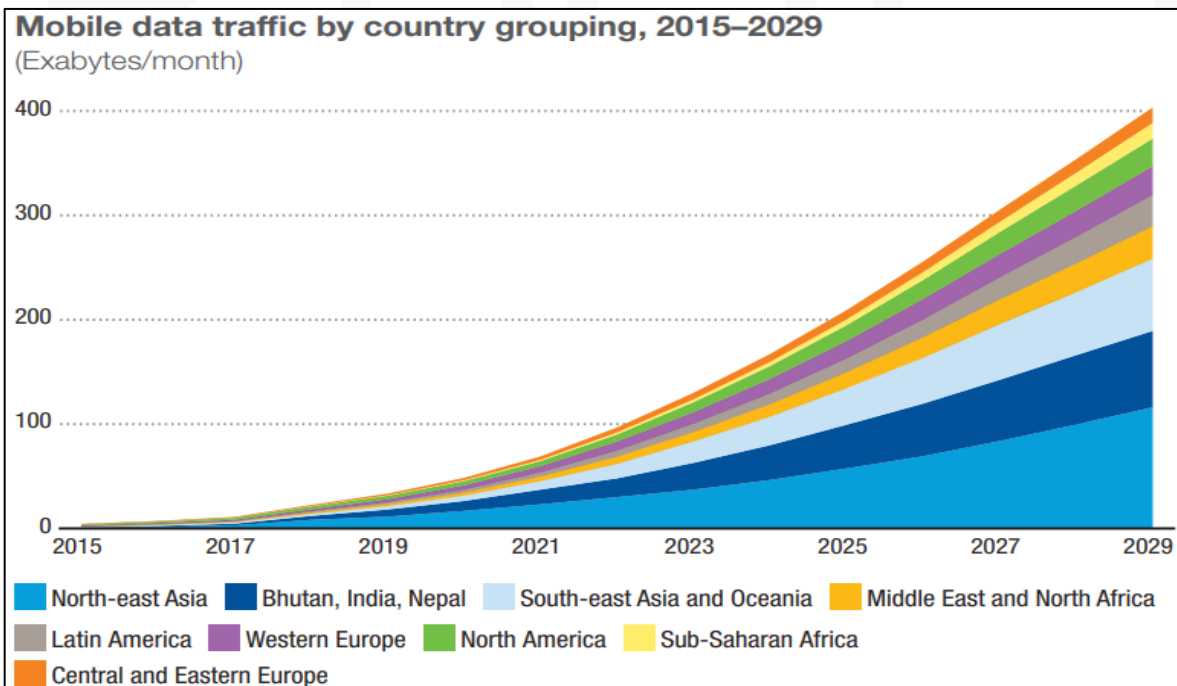
On a political level, contestation has markedly increased since 1994, with inter- and intra-party competition playing out on the national stage. The number of political parties contesting the national elections in South Africa increased from 19 in 1994 to 52 in 2024. Globally, the political landscape for many states has seen dramatic changes in the last few years, sometimes sudden and unexpected. The recent emergence of political populism, anti-establishment sentiments, heightened nationalism, and increased protectionism may intensify risks and work against economic cooperation and multilateralism.

Despite several long-term progressive programmes, South Africa's main challenges—poverty, unemployment, and inequality—persist. The country's unemployment rate increased to 33% in the second quarter of 2024.

Figure 7: Employment in South Africa (StatsSA Aug 2024)
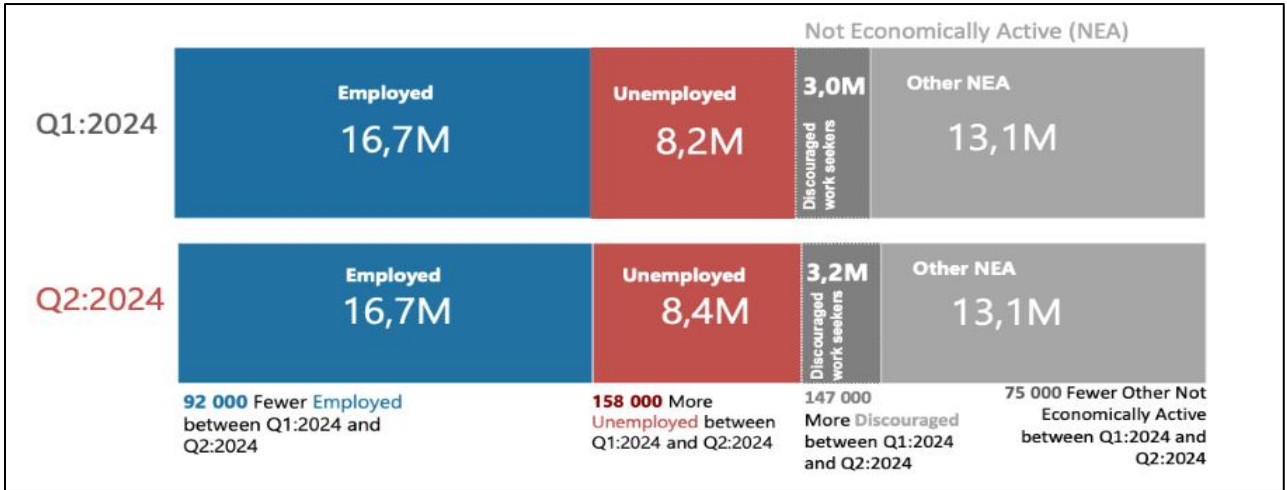
Figure 8 below shows that the percentage of households with limited access to food decreased from 23.6% in 2010 to 17.8% in 2019, after which it increased to 23.1% by 2023. Simultaneously, the percentage of persons with more limited access to food declined from 25.2% in 2011 to 19.5% in 2019, before increasing to 26.2% by 2023.

Figure 8: Households vulnerable to hunger increased from 2019 to 2023. (StatsSA, 2023)

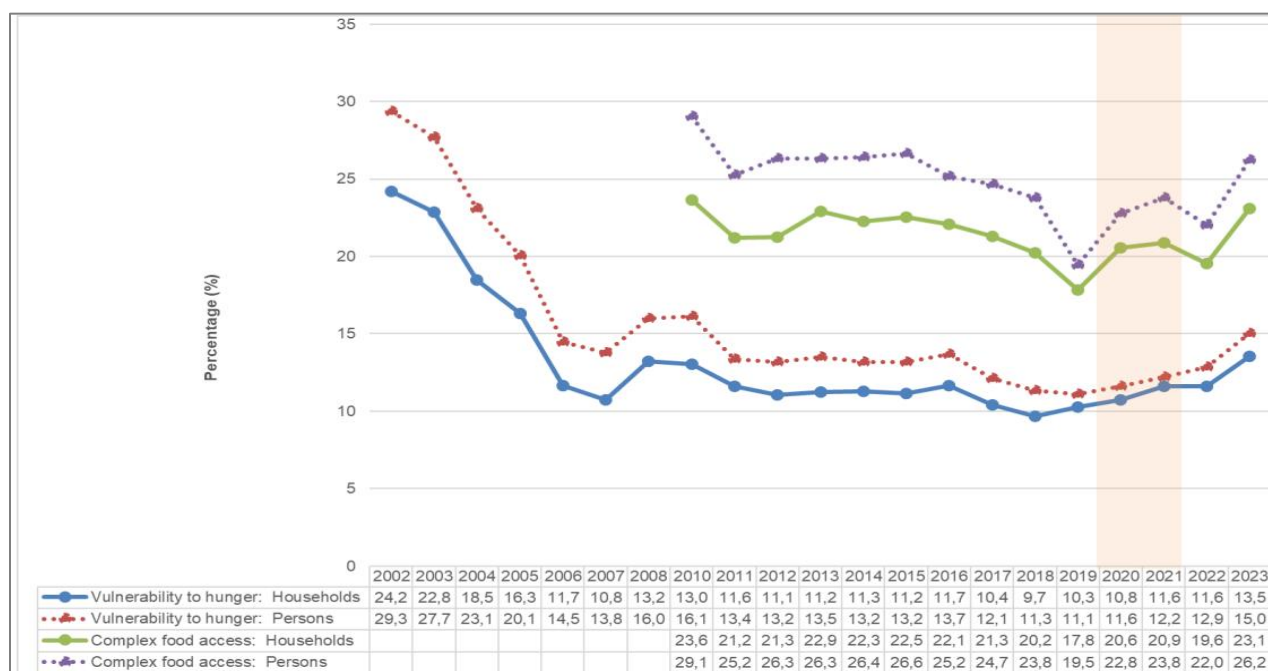|	2002	2003	2004	2005	2006	2007	2008	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Vulnerability to hunger: Households	24,2	22,8	18,5	16,3	11,7	10,8	13,2	13,0	11,6	11,1	11,2	11,3	11,2	11,7	10,4	9,7	10,3	10,8	11,6	11,6	13,5
Vulnerability to hunger: Persons	29,3	27,7	23,1	20,1	14,5	13,8	16,0	16,1	13,4	13,2	13,5	13,2	13,2	13,7	12,1	11,3	11,1	11,6	12,2	12,9	15,0
Complex food access: Households								23,6	21,2	21,3	22,9	22,3	22,5	22,1	21,3	20,2	17,8	20,6	20,9	19,6	23,1
Complex food access: Persons								29,1	25,2	26,3	26,3	26,4	26,6	25,2	24,7	23,8	19,5	22,8	23,8	22,0	26,2

Several weaknesses remain in the accountability chain, with a general culture of blame-shifting. The accountability chain must be strengthened from top to bottom, focusing on strengthening oversight and accountability. Parliament must provide a forum for rigorous debate and champion citizens' concerns. It needs to scrutinise legislation, paying particular attention to how legislation will impact society, and seek to increase the quality of life. It requires adequate support in the form of generation, collation, and analysis of data sets. It also requires specialist policy and research staff that can conduct both issue- or action-orientated research and in-depth research to support parliamentary committees and brief parliamentarians. (National Development Plan, NDP). In response, Parliament must strengthen its oversight work, ensuring a more responsive and accountable government.

2.2.2. Intermediate environment

2.2.2.1 The Global Parliamentary Environment

Public pressure on parliaments is more significant than ever before. In many parts of the world, there are fundamental questions about the effectiveness of parliaments in holding government accountable. The IPU's Strategy for 2022-2026 lists the significant trends that will continue to shape the global agenda over the coming years, including the global existential threat of climate change; growing social and economic inequalities; weakening public trust in national and global institutions of governance; regression on key democratic, human rights and development achievements; and growing threats to peace and security. The strategy for 2022-2026 put forward objectives on building effective institutions, promoting representative parliaments, supporting innovative parliaments, catalysing collective parliamentary action, and strengthening accountability.

Figure 9: The IPU Strategy for 2022-2026
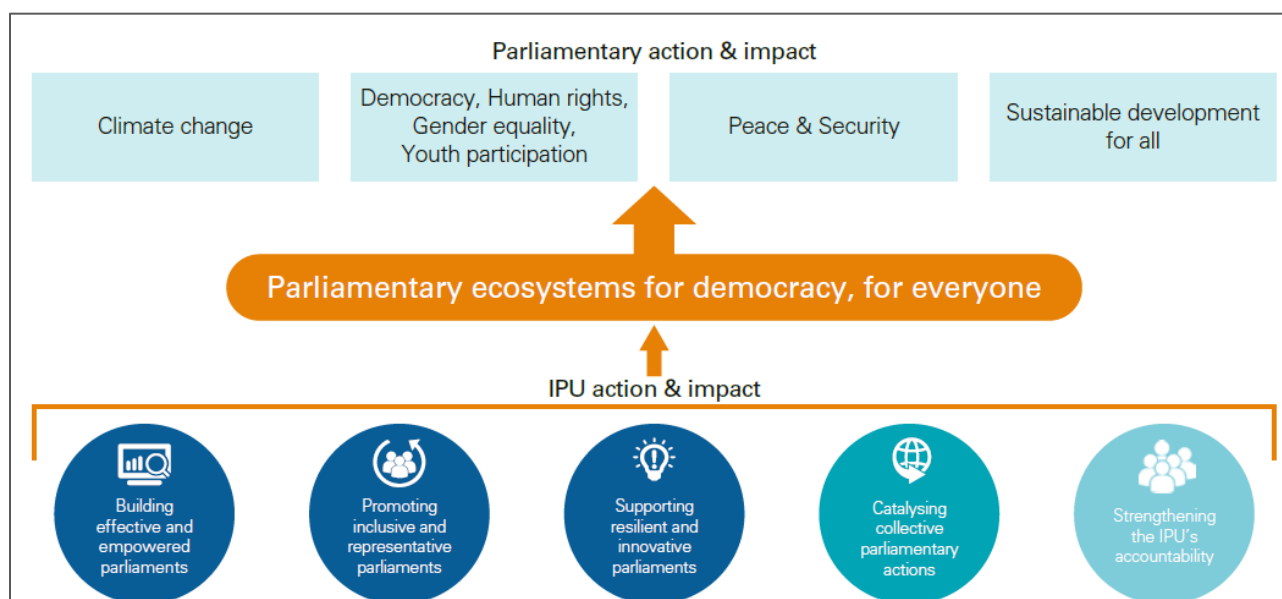
2.2.2.2 The SA Legislative Sector

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

2.2.3. Internal environment

Modern technology and systems allow organisations to re-think their future business model, change business processes and ensure greater access to information. The opportunities offered by the 4th industrial revolution hold enormous potential to solve specific key issues and unleash Parliament's greater effectiveness. Parliament will need to continue adopting modern technology, ensuring that the institution takes advantage of these opportunities. In this regard, Parliament must adopt a digital transformation strategy to ensure its transition to a modern institution.

Figure 10: Digital transformation in Parliaments. (IPU 2023).
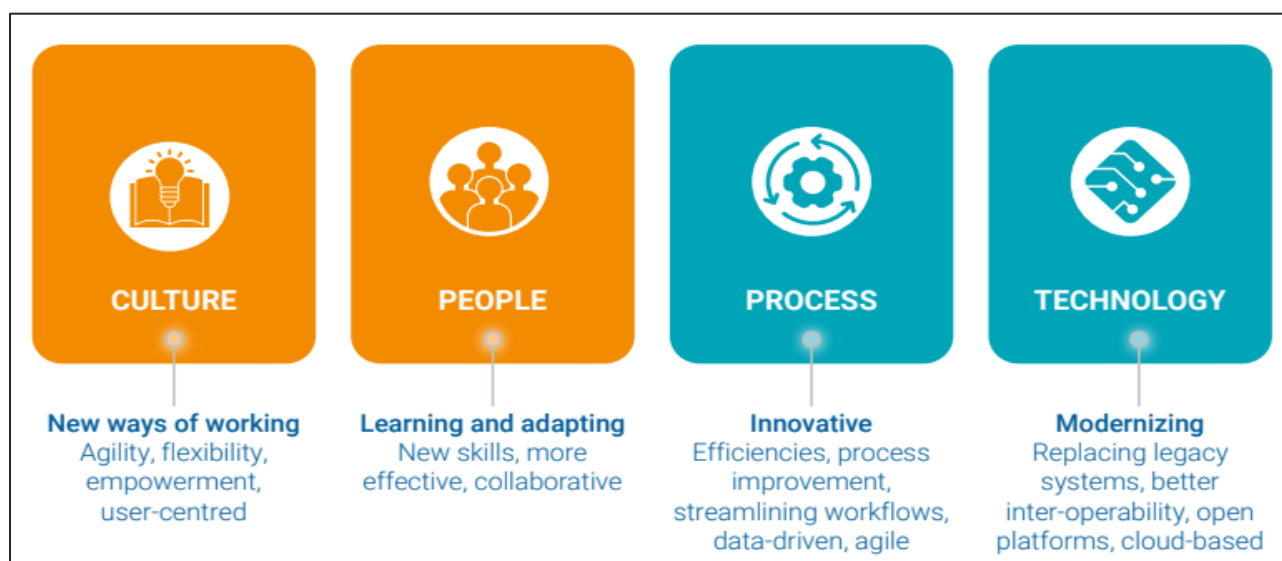
Adapting to an increasingly uncertain world is critical to the institution's success. In early January 2022, large parts of the National Assembly and Old Assembly buildings were damaged by fire. This resulted in Parliament utilising alternative facilities to host activities of joint sittings and sittings of the National Assembly. Parliament is working to restore the fire-damaged buildings through a re-building project with the Development Bank of South Africa (DBSA) and other stakeholders, including the Department of Public Works and Infrastructure and the National Treasury.

Figure 11: Design concepts for the restoration project of Parliament.

It is estimated that by 2030, some 80 percent of Parliament employees will be knowledge workers. These will include highly skilled and professional employees, including legal, procedural and content advisors, researchers and analysts, and various subject matter experts. This steady increase in highly skilled and professional services is due to Parliament's requirements for knowledge and information skills. It also means

that the conditions of service and working environment will need to change to accommodate knowledge workers. The growth in generative artificial intelligence may impact this estimation, as technology will replace many functions currently performed by workers. The World Economic Forum estimates that by 2025, institutions will need to reskill at least 50% of their workforces.

Due to slow economic growth, Parliament's budget baseline was adjusted downward for the 2024/25 to 2026/27 financial years. This can make funding Parliament's strategy challenging, requiring cost reductions and subsequent reprioritisation of resources.

2.2.4. Key challenges and opportunities

Taken from the operating environment, the following key challenges and opportunities present themselves:

a. Several weaknesses remain in the accountability chain, with a general culture of blame-shifting. The accountability chain must be strengthened from top to bottom, with a strong focus on strengthening oversight and accountability;
b. There are fundamental questions about the effectiveness of Parliament in holding government to account, and several bodies have made recommendations to strengthen oversight;
c. Public involvement in the legislative process remains uneven and inadequate at times, whilst collaboration with external institutions and civil society is ineffective;
d. Internal processes and operations remain outdated, yet recent advances in modern technology and big data hold enormous potential to deliver new business models, provide analytics and information, and bring about innovation and efficiency gains;
e. The fire-damaged buildings have impacted negatively on the work of Parliament, but the same tragedy has given rise to the re-imagination of a modern and vibrant precinct;
f. Resource allocation will remain constrained for the foreseeable future, necessitating innovation and new approaches to conducting business.

2.2.5. Responding to the situational analysis

In this context, Parliament will strategically strengthen its oversight work, ensuring a more responsive and accountable government.

Effective oversight to ensure alignment with NDP outcomes

Parliament has developed an Oversight Priority Model to ensure focused oversight based on over-arching NDP outcomes and indicators. Furthermore, a revised approach to Committee planning has been designed to align with the priority model and to ensure that the scrutiny work performed by Committees delivers greater responsiveness and accountability by the Executive. Further outcomes required around oversight and accountability will be achieved through meaningful cooperation by legislatures. In South Africa, the legislative sector brings together representation of legislatures on the national, provincial, and local level. The sector seeks to coordinate work around mutual goals better and to harness scarce resources more efficiently. Sector

cooperation around oversight and public involvement can ensure more responsive and accountable government at all levels, including better cooperation in the delivery of services.

Addressing current and previous recommendations to achieve effective oversight

In response to recommendations, Parliament developed an Implementation Plan to address the shortcomings. As part of the Implementation Plan, relevant parliamentary committees have been assigned to oversee Executive action regarding the recommendations. These committees must provide quarterly reports on oversight matters related to implementing the recommendations.

Anchoring a stakeholder and partnership plan

Parliament recognises that well-managed and coordinated stakeholder engagements build trust and help build effective, long-term positive relationships. Furthermore, on matters of national interest, leveraging existing resources can achieve the common good. Parliament seeks to harness the strength of combined effort through its Stakeholder and Partnership plan, bringing together internal, external, local, regional, and international strategic partners.

Business transformation to operational excellence

Parliament has recognised the changing business landscape characterised by inherent volatility and unpredictability. The rapid proliferation of the digital economy, together with continuously shifting employee, customer and partner needs, mean that the parliament's business must operate agilely to ensure relevance and the delivery of efficient services.

Parliament has reviewed its business model to prepare for transitioning to a transformative Parliament. The structured organisational realignment process and a change management process will usher in the nimble culture required to deliver a future-ready Parliament. This process adopts an employee-centric model to nurture current talent, prepare for future capabilities, and reorganise work for results and effectiveness.

Underpinning this process and underway is the identification of reviewing business processes to improve efficiencies and productivity through automation. As a data-intensive organisation, Parliament will deliver more excellent value to Members and society by strategically focusing on secured enterprise data and analytics systems. A Parliament investing in a digital workplace will improve Committee integration and deliver a much-needed single view of quality information. Furthermore, the public will benefit from digital enhancement through real-time interactions, responses, and feedback for the various participation processes.

Repairs and upgrades to Parliament's infrastructure

Parliament will be restoring the fire-damaged buildings through a re-building project in conjunction with the Development Bank of South Africa (DBSA) and other stakeholders, including the Department of Public Works and Infrastructure and the National Treasury. In this financial year, the focus will be on securing additional floors in the 90 Plein Street building and reconfiguring them for additional offices and committee rooms. This will help ensure that space is optimised and will allow the upgrade to the Old Assembly and National Assembly to provide adequate working spaces for core business.

Effective use of resources

Low global and domestic economic growth in the medium term will necessitate Parliament re-examining its resource allocation and use. Business process innovation and technology-enabled processes hold the greatest potential for the institution to ensure the sustainability of operations.

2.3. Priorities for the 7th Parliament

The Constitution envisages improving the quality of life of all citizens and freeing each person's potential. The Bill of Rights, as the cornerstone of our democracy, enshrines socio-economic rights and affirms human dignity. Improving quality of life is the desired impact of the State.

To accomplish this, all state institutions, civil society, and businesses will be needed. In pursuing this societal transformation and improving socio-economic conditions, the government developed the National Development Plan (NDP), setting out how the quality of life will be improved by 2030. The plan delineates strategic priorities focused on societal transformation and improving overall quality of life. This plan's core is a robust framework aimed at eliminating unemployment, poverty, and inequality, which are key impediments to sustainable economic growth. The plan also highlights the necessity of nation-building and social cohesion as foundational elements for a united and resilient society.

Despite 30 years of progressive transformation initiatives, the main challenges of poverty, unemployment and inequality persist in South Africa. The unemployment rate remained stubbornly high at 33%, and poverty levels started to rise again for the first time in 2015. Inequality also remained high at 0.63 (Gini coefficient), indicating the extreme levels of inequality in society. In response to the ongoing challenges, the government developed a programme of action to address growth and development from 2024 to 2029. The government programme of action for the 7th term is anchored in the Medium-Term Development Plan (MTDP), within the long-term trajectory of the National Development Plan. The Medium-Term Development Plan (MTDP) 2024-29 proposes three strategic priorities:

- Inclusive growth and job creation;
- Reduce poverty and tackle the high cost of living and
- Build a capable, ethical & developmental state.

The Medium-Term Development Plan (MTDP) will provide targets and measures for each strategic priority. These development indicators will enable Parliament and Provincial Legislatures to monitor the overall impact on society. The challenge for Parliament is to ensure that the government delivers on the Medium-Term Development Plan (MTDP) and, hence, the National Development Plan. Against this backdrop, the outcome for Parliament is to increase the responsiveness and accountability of government.

To do this, Parliament will need to strengthen its oversight mechanisms to ensure a more accountable government. It will also need to focus on facilitating meaningful public participation and involvement in

legislative processes and collaboration with civil society to ensure that government actions reflect citizens' needs and concerns. To support the building of a capable and ethical State, Parliament will need to improve processes for public office appointments and ensure that the State maximises the value of international participation.

Figure 12: Priorities for the 7th Parliament to ensure more responsive and accountable government
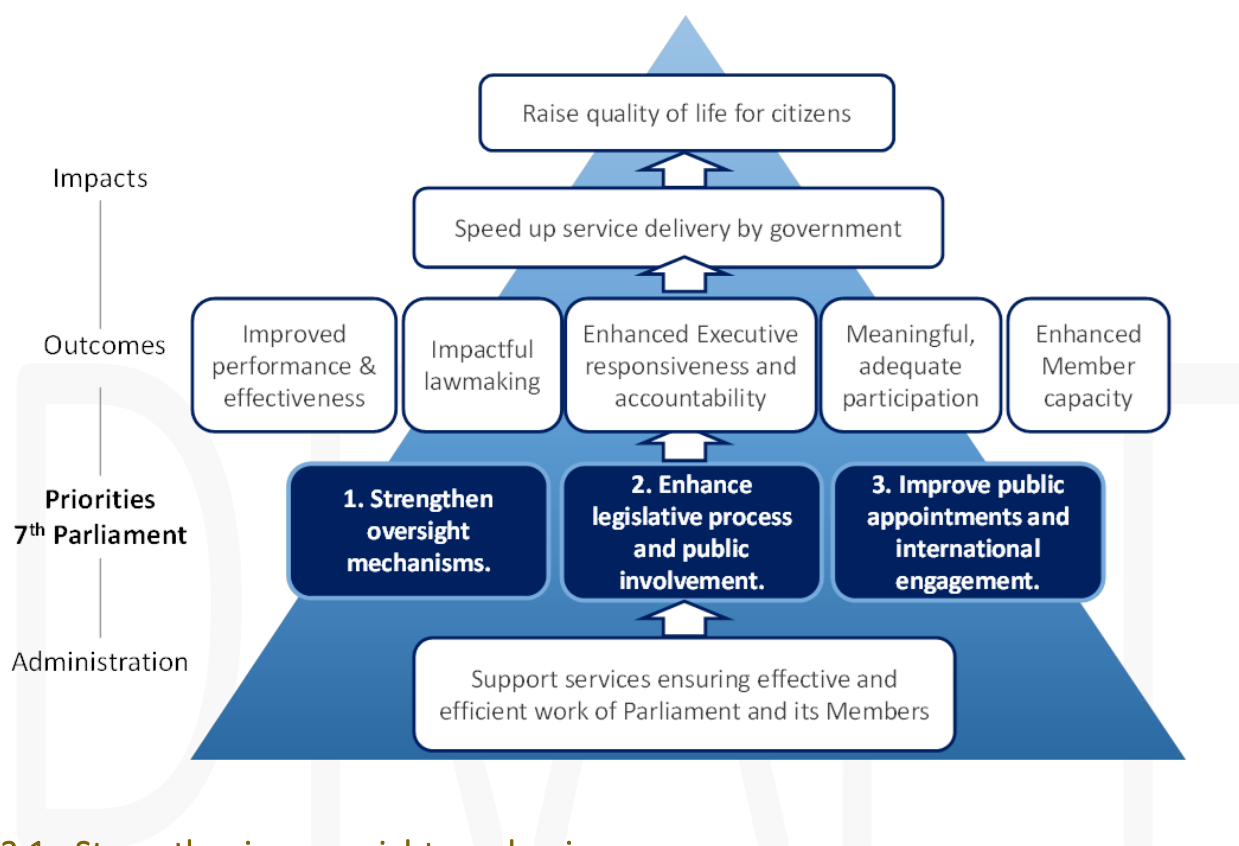
2.3.1. Strengthening oversight mechanisms

The Constitution requires that Parliament puts mechanisms in place to ensure that the Executive is accountable to it and that Parliament maintains oversight of the national executive. To scrutinise Executive action and ensure government accountability, Parliament uses various oversight tools including questions and replies, ministerial statements, debates, the budget approval process, approval of government interventions, inquiries and oversight visits. These oversight tools are used in the plenary and committee proceedings of Parliament. However, key challenges remain on Parliament's effectiveness in holding the Executive accountable and responsive.

To strengthen accountability and ensure an increase in the pace of service delivery, Parliament will seek to improve aspects within its oversight mechanisms and processes, including:

- improving the timeliness and quality of executive replies to questions;
- implement mechanisms to ensure greater cooperation between the spheres of government;
- ensure tracking and monitoring of resolutions for implementation by the Executive;
- implement a framework for assessing executive performance and consequence management;

- implement various recommendations to strengthen the oversight capability of Parliament;
- implement mechanisms for the prioritisation and coordination of oversight;
- ensure more time for oversight activities of committees in the programme of Parliament;
- ensure the involvement of partners and stakeholders in oversight processes;
- improve the quality of information, analysis and research for oversight activities;
- develop guidelines for oversight work performed in constituencies.

2.3.2. Enhancing the legislative process and public involvement

Parliament's constitutional mandate requires that it provide meaningful opportunities for people to be involved in legislative and other processes. This means that Parliament is placed at the core of public discourse by creating platforms for engagement with the public and targeted sectors of society, particularly the marginalised and vulnerable. Although the volume of bills has decreased since the first Parliament, several court challenges have led to certain laws being found unconstitutional, and Parliament has been compelled to rectify a primary shortcoming of inadequate public involvement in the law-making process.

Parliament will therefore enhance the legislative process and public involvement, through the following interventions:

- setting and adhering to, legislative timeframes for Bills;
- improving coordination between the two Houses and its committees in the legislative process;
- ensuring that tabled Bills include prescribed minimum information, including translations and impact assessments;
- enhancing public hearings through pre-hearing public education, strengthening of multi-lingual support, and direct segmentation and engagement;
- Improving access to the petition process, including timelines for the resolution of issues and feedback to communities;
- Incorporating the use of social media and other channels in the public involvement processes;
- Implementing digital platforms to facilitate the legislative and public involvement processes and
- ensuring greater effectiveness of constituency offices.

2.3.3. Improving representation in public appointments and international work

Members of Parliament serve on various structures to make recommendations for public office appointments. Recently, Parliament also adopted rules for removing public office bearers from office. Specific matters were raised in the planning session to improve representation in public office appointments, including:

- consideration to standardise the public office appointment processes to be uniform open; and
- review rules regarding technical matters for the removal of office bearers.

Regarding international engagement, Parliament must strengthen systems and structures to enhance its endeavour to contribute to shaping the global agenda, developing a parliamentary international relations strategy, strengthening mechanisms for negotiation and ratification of international agreements, and establishing mechanisms to monitor South Africa's obligations. Parliament must increase capacity to represent the interests of South Africa in the global arena, promote and facilitate the transformation process of undemocratic governance structures and processes, and build strategic partnerships around mutual interests and solidarity. Matters to be considered include:

- articulating the diplomatic and leadership role of Parliament in the development of a 30-year international strategy for Parliament; reviewing the policy on international diplomacy and relations; and aligning processes and practices to execute the policy;
- improving the ratification, and monitoring of international agreements;
- mechanisms to ensure that reports are tabled in Parliament timeously and decisions and resolutions are implemented.

Table 1 The Parliamentary Strategy

Strategic Plan		Annual Performance Plan	Operational Plan
Outcomes	Priorities	Interventions	Support strategies
Outcome 1: Improved performance and effectiveness through information and culture optimization **Outcome 2**: Increased government responsiveness and accountability by strengthening oversight over the Executive **Outcome 3**: Meaningful and adequate involvement and participation by citizens **Outcome 4**: Increased performance and capacity of members **Outcome 5**: Impactful lawmaking	Strengthen oversight mechanisms	• align financial year of national, provincial and local government to enhance planning, oversight, particularly consolidated reports submitted by Provinces to the NCOP. • prioritise passing legislation required under section 139 (8) and (100) (3) of the constitution to ensure effective implementation of constitutional provision and fulfil Parliament's constitutional obligations. • tracking and monitoring of resolutions • framework for assessing executive performance and consequence management; • recommendations to strengthen the oversight capability • mechanisms to ensure greater co-operation between the spheres of government; • mechanisms for the prioritisation and co-ordination of oversight; • more time for oversight activities of committees in the programme of Parliament; • involvement of partners and stakeholders in oversight processes; • better information, analysis and research; • guidelines for oversight work performed in constituencies.	• **Business process optimisation plan** and enablement • **Digital transformation strategy** to leverage technology and ensure a modern institution and knowledge management; • **Human capital strategy** to ensure capacity-building of MPs and appropriate capacitation of staff, and bring about a learning organisation; • **Facilities management strategy** to ensure a professional and safe working environment and space; • **Funding model** and strategy to ensure resource optimization and financial sustainability; and • **Change management strategy** seeking to align organisational culture and values with the strategy.
	Enhance the legislative process and public involvement	• adhering to, legislative timeframes for Bills; • enhancing co-ordination between the two Houses and its committees in the legislative process; • tabled Bills include prescribed minimum information, including translations and impact assessments; • enhancing public hearings through pre-hearing public education, strengthening of multi-lingual support, and direct segmentation and engagement; • Improving access to the petitions process, including timelines for resolution of issues and feedback to communities; • Incorporating the use of social media in the public involvement processes; • Implementing technology to facilitate the legislative and public involvement processes; • greater effectiveness of constituency offices.	
	Improve representation in public appointments and international engagements	• standardise the public office appointment processes to be uniform and open; • review rules regarding technical matters for removal of office bearers. • 30-year international strategy for Parliament; • improve the ratification, implementation and monitoring of international agreements; • mechanisms to ensure that reports are tabled, resolutions are implemented.	

PART C: MEASURING PARLIAMENT'S PERFORMANCE

PART C: PARLIAMENT PERFORMANCE INFORMATION

3.1. Alignment to the National Development Plan and related plans

The national agenda and regional and global developments inform and influence Parliament's Work. The Parliament's strategic plan aligns with the objectives of various plans, including the National Development Plan and other regional and global plans.

Regional, continental and global plans used in alignment included the following:

- *The Sustainable Development Goals* - a collection of 17 global goals designed to be a blueprint to achieve a better and more sustainable future for all. The SDGs, set in 2015 by the United Nations General Assembly and intended to be completed by the year 2030, are part of UN Resolution 70/1, the 2030 Agenda.

- *Agenda 2063*—the Africa we want. In May 2013, members of the African Union signed a declaration re-dedicating Africa to attaining inclusive and sustainable economic growth and development. The declaration reflected the continent's renewed dedication to achieving the Pan African Vision of an integrated, prosperous, and peaceful Africa driven by its own citizens and representing a dynamic force in the international arena.

- *SADC Regional Indicative Strategic Development Plan*. The plan is a comprehensive 15–year strategic roadmap, which provides the strategic direction for achieving SADC's long-term social and economic goals. It was approved by the SADC Summit in 2003, and its effective implementation began in 2005.

- *The Inter-Parliamentary Union Strategy*. Drafted under the guidance of IPU Member Parliaments, this plan sets the organisation's vision, mission, and objectives. It also outlines the actions that the IPU community must take to achieve its agenda and the two overarching goals of building strong, democratic parliaments and mobilising them around the global development agenda.

- *The Medium-Term Development Plan (MTDP).* The Medium-Term Development Plan (MTDP) will provide targets and measures for each strategic priority focusing on:

    o Inclusive growth and job creation.
    o Reduce poverty, tackle the high cost of living, and
    o Build a capable, ethical & developmental state.

3.2. Defining the 7th Parliament strategy using the outcomes approach

Parliament uses the outcome approach in its planning processes to establish the links between inputs, activities, outputs and outcomes and impact.

Section 14 of the Financial Management of Parliament and Provincial Legislatures Act, 09 of 2009, requires that the strategic plan specify the priorities of Parliament and include outcomes and related performance measures to assess the institution's performance. Section 15 of the Act requires submitting the annual performance plan, which must stipulate outputs and indicators on how the outcome will be achieved. The various levels of the 7th Parliament strategy will be included in the respective plans as follow:

- Impacts and outcomes are in the Strategic Plan,
- Outputs and interventions and located in the annual performance plans and
- Activities and inputs are in the operational plans.

Figure 13: Outcomes based approach linking inputs to outcomes.

3.3. Planned performance: impact statement and outcomes per programme

3.3.1. Identifying the impact and key outcomes for the 7th Parliament

The Constitution requires Parliament to ensure accountable government and involved citizens. Parliament's functions, including passing legislation, overseeing executive action, and facilitating public involvement, ensure these democratic outcomes.

To effectively deliver on its mandate, Parliament will focus its efforts to achieves the following impact and outcomes in line with NDP which aims to ensure that all South Africans attain a decent standard of living.

Desired Impact

Impact Statement	A Parliament that transforms society and improves the quality of life of all citizens

Parliament aims to be transformative, building a society based on democratic values, social justice and fundamental human rights. A transformative Parliament is the ultimate pursuit and attainment of the NDP goals. The quality of life is improved when Parliament passes laws that protect citizens, foster a favourable economic environment, equal opportunities and build a united South Africa.

3.3.2. Key Outcomes of 7th Parliament

3.3.2.1.   Programme 1: Administration

Outcome 1: Improved performance and effectiveness through information and culture optimization

Rationale for the outcome indicators

Shared values and Improved Culture: Recent surveys have shown that public trust in Parliament has diminished over the last 15 years. This trend is driven by the perception that Parliament is not effective in its role to ensure responsive and accountable government, as pointed out by the National Development Plan and several bodies that made recommendations to strengthen the work of the institution. Parliament must therefore ensure that through its constitutional functions, it performs its oversight function effectively and promotes transparency and openness. For Parliament to be able to achieve this, it must first work towards uniting Members, Employees towards commonly shared values of mutual respect, integrity, professionalism, teamwork, accountability, responsiveness and openness. Parliament must invest in the wellbeing of Employees and Members to ensure that they are motivated, empowered and skilled to realise the vision of Parliament.

Digital transformation: To improve Parliament's effectiveness and performance requires the re-engineering of its business processes and organising information flows appropriately. Data is a strategic

asset to Parliament especially to support the work of Members and to provide reliable analysis and insights required for effective oversight functions. Furthermore, openness and transparency in a democratic society is achieved through freely available information, especially that of government performance. Information must also be made accessible to the Citizens for viewing, and real time interaction in meaningful participation with parliamentary processes.

Explanation of planned performance over the 5-year period

The indicator on digital transformation enables Parliament to organise information to be available in real time, open to all stakeholders through an integrated digital approach. Parliament plans to implement a digital transformation strategy prioritising core business and support processes that will introduce monitoring and evaluation capabilities, analytical tools and predictive capabilities for proactive oversight action. The indicator therefore aims to simplify and streamline Parliament's day-to-day business processes to improve productivity and ensure information is available to the right people, at the right time in a suitable manner.

The indicator on Employee and Members' engagement enables the culture measurement and alignment to Parliament's core values. Parliament will use the feedback and valuable insights to implement improvement plans leading to a high-performance culture.

Table 2: Outcome 1 and Indicators

Outcome statement	Outcome indicators	Baseline	Mid-term target FY2027/28	5-year target FY2029/2030
Outcome 1: Improved performance and effectiveness through information and culture optimization	Percentage parliamentary processes on digital platforms	New indicator	50% parliamentary processes on digital platforms	80% parliamentary processes on digital platforms
	Percentage increase in Parliament Employee and Member engagement level	New indicator	2% increase from baseline *(* Baseline survey to be conducted in FY2025/2026)*	2.5% increase from the survey results in FY2027/28

3.3.2.2. Programme 2: Legislation and Oversight

Outcome 2: Increased government responsiveness and accountability by strengthening oversight over the Executive

Rationale for the outcome indicators

The three indicators each aim to move Parliament forward from the current challenges related to accountability enforcement. Parliament must establish standards, and processes to ensure that House resolutions are tracked. this must be a consistent practice augmented by an auditable programme and assurance of evidence for implanted and closed resolution. This enables Parliament to establish a monitoring and evaluation capability for Committee Operations, which will ultimately improve Executive action and close identified gaps in service delivery. Furthermore, enforcement levers can be improved to ensure that high impact, high risk resolution are categorised as such and urgently addressed within reasonable time. The enforcement levers to also be risk-based and/or value based. A digital tool to support monitoring is of utmost importance for immediate enablement of this outcome achievement.

Explanation of planned performance over the 5-year period

In the 7th Term, Parliament aims to improve existing mechanisms and oversight interventions for effective governance and accountability by enforcing consequence management measures for Executive non-responsiveness and non-compliance. For these instruments to achieve the desired results, the House resolutions will have to be targeted, specific, well informed and executable.

Most importantly, Parliament in the 7th term must monitor and implement decisions through effective tracking mechanisms. The development and deployment of an electronic resolutions tracking system will be the transformative intervention to ensure a single view of resolutions, insightful analytics on resolution statistics, automated follow up methods and early warning system for pending resolutions with applicable enforcement actions.

Table 3: Outcome 2 and Indicators

Outcome statement	Outcome indicators	Baseline	Mid-term target FY2027/28	5-year target FY2029/30
Outcome 2: Increased government responsiveness and accountability by strengthening oversight over the Executive	Percentage House resolutions implemented by the Executive	New indicator	80% of House Resolutions implemented by the Executive	100 % of House Resolutions implemented by the Executive
	Percentage adherence to approved enforcement standards	New indicator	Enforcement standards approved by Houses	100% Adherence to approved enforcement standards
	Percentage implementation of House Resolutions monitoring and tracking solution	New indicator	100% implementation of House Resolutions monitoring and tracking solution	100% implementation of House Resolutions monitoring and tracking solution

Outcome 3: Meaningful and adequate involvement and participation by citizens

Rationale for the outcome indicators

Democracy has laid the basis for greater accountability of the state to its citizens, and there is a crucial role for Parliament and Chapter 9 institutions in exercising oversight, holding government to account and enabling public participation. Accordingly, Parliament's constitutional mandate requires that it provides meaningful opportunities for the involvement of people in legislative and other processes. This means that Parliament is placed at the core of public discourse by creating platforms for engagement with the public and targeted sectors of society, particularly the marginalised and vulnerable. Whilst the volume of bills has decreased since the first Parliament, several court challenges have led to certain laws being found unconstitutional and Parliament being compelled to rectify the main shortcoming of inadequate public involvement in the law-making process.

Explanation of planned performance over the 5-year period

Parliament will, therefore, enhance the legislative process and public involvement by implementing several interventions as public participation reforms. The reforms that have been identified to deliver the desired results of meaningful participation to include the following:
- Parliament will be developing standards, processes and procedures for meaningful and adequate public participation - aligned to human and financial resource plan to enable execution of the public participation model.
- The identification of all resources, stakeholders and partners in public participation at all spheres of government to consolidate and advance initiatives. The provision of professional development and identified training interventions to ensure appropriate capacity to undertake effective public engagement and facilitation. This is especially urgent for the provinces.
- Parliament to repurpose and reposition Constituency offices, define operational mechanisms, capacitation, define desired outcomes for offices and resource accordingly. All relevant stakeholders to support public participation to be identified and included in the programme of action.
- Innovative Public education programmes to be implemented targeting voter populace especially youth, people living with disabilities, rural communities, through various channels such as podcasts, social media and public hearings.
- The provision of public participation model with multilingual resources
- Review and adapt ICT infrastructure to keep pace with changing preferences and enhance engagement with quality, timely information. This will facilitate collaboration, feedback and even decision making on parliamentary processes.
- Institutionalise high level steering committee to coordinate public involvement efforts.
- Parliament will be pursuing a Citizen participation survey to monitor that all the reforms implemented have improved accessibility, language improvements, communication strategic and sufficient resource provision, capacity development and effective public education.
- Implement an integrated approach monitoring, evaluation and reporting for valuable insights.

Table 4: Outcome 3 and Indicators

Outcome statement	Outcome indicators	Baseline	Mid-term target FY2027/28	5-year target FY2029/30
Outcome 3: Meaningful and adequate involvement and participation by citizens	Percentage annual implementation of identified public participation reforms	New indicator	90% annual implementation of identified public participation reforms	100% annual Implementation of identified public participation reforms
	Percentage increase in citizen satisfaction rate	New indicator	Conduct baseline survey	Increased citizen satisfaction rate by 10% from FY2027/28 baseline

Outcome 4: Increased performance and capacity of members

Rationale for the outcome indicators

Members of Parliament are the valuable capacity tasked with the execution of Parliament's functions. The capacity of members is critical in the performance of constitutional functions. The investment in the continued learning environment will build parliament and inject creativity in the resolution of complex challenges facing the country.

Explanation of planned performance over the 5-year period

Parliament aims to prioritise the provision of professional development curriculum for Members for the parliamentary function and other specialised skills. The curriculum for Member capacity building must focus on equipping Members with digital literacy skills to fully adopt the digitally transformed parliament. Other areas identified as a holistic curriculum could be in the following areas of learning:

Legislative drafting, Policy analysis, Monitoring and Evaluation, financial reporting and accountability, Legislative skills development, Sector specific skills development, Research analytical tools, Leadership and Governance, Parliamentary Diplomacy, Personal Master and Wellness management, Multilingualism – learning a language of their choice, Ethical leadership, Gender mainstreaming and inclusivity, Other professional Degrees.

Table 5: Outcome 4 and Indicators

Outcome statement	Outcome indicators	Baseline	Mid-term target FY2027/28	5-year target FY2029/30
Outcome 4: Increased performance and capacity of members	Percentage Members trained on professional Parliamentary curriculum aligned with SAQA framework	New indicator	50% Members trained on professional Parliamentary curriculum	100% Members trained on professional Parliamentary curriculum

Outcome 5: Impactful lawmaking

Rationale for the outcome indicators

This outcome indicator focuses on enhancing the efficiency and effectiveness of Parliament's law-making function. Parliament has identified several reforms to be implemented to ensure that laws are made in line with Constitutional prescripts. The identified reforms will deliver the desired change towards impactful lawmaking that improves the quality of life for all citizens.

Explanation of planned performance over the 5-year period

It is crucial for Parliament to look at an integrated approach to improving the legislative process for the desired result. The following are interventions to be implemented to reform the legislative process:

- Conducting a comprehensive review of the current legislative model to identify and address inefficiencies.
- Parliament will review the legislative process with the aim to implement a streamlined process for drafting, reviewing, and passing legislation.
- Implement measures to elevate the drafting capacity of Parliament.
- Establishing mechanisms for proactive identification of legislative needs based on emerging societal issues.
- Creating dedicated capacity within Parliament to conduct post-legislative reviews.
- Establishing mechanisms to feed insights from post-legislative scrutiny back into the legislative process.
- Enhancing coordination between the National Assembly and the National Council of Provinces to reduce duplication and delays.
- Investing in technology to support more efficient legislative drafting and tracking.

The prioritisation of these interventions will also require effective coordination and a multi-faceted team to ensure that the outputs and outcomes are measured for the desired effect.

Table 6: Outcome 5 and Indicator

Outcome statement	Outcome indicators	Baseline	Mid-term target FY2027/28	5-year target FY2029/30
Impactful lawmaking	Percentage annual implementation of legislative reforms	New Indicator	100% annual implementation of legislative reforms	100% annual implementation of legislative reforms

3.4. Budget programmes

The programme structure supports the outcomes and strategic intent in this plan. The budget programme and organisational structures are regularly reviewed for improved strategy implementation. The budget programme for Parliament (Vote 2) consists of the following programmes:

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

Table 7: Budget programme structure

Programme 1: Administration	Programme 2: Legislation and Oversight	Programme 3: Associated services and transfers
Purpose:		
Provides strategic leadership, management, and corporate services to Parliament.	Provides procedural, information, content and administrative support to the House and its committees.	Provides facilities and financial support for political parties, including leadership, administrative and constituency support.
Sub-Programmes:		
- Executive Authority - Office of the Secretary - Corporate and support services	- National Assembly - National Council of Provinces - Public participation and external relations - Shared services - Sectoral parliaments and joint business	- Members' Facilities - Transfer: Political Party Allowances - Transfer: Parliamentary Budget Office

3.5. Appropriated funds: Vote 2, Parliament

Table 8: Appropriated funds

R thousands	Medium-term revenue estimate		
	2025/26	**2026/27**	**2027/28**
Economic classification			
Total Institutional Receipts			
Appropriated Funds	2 867 665	2 534 429	2 649 043
Direct Charges	514 974	538 568	562 922
Donor Funds	0	0	0
Sales by market establishments	30 000	30 000	30 000
Interest Received	20 000	0	0
Total Receipts	**3 432 640**	**3 102 997**	3

3.6. Proposed expenditure: Vote 2, Parliament

Table 9: Proposed expenditure

Programme	Medium-term expenditure estimate		
R thousands	**2025/26**	**2026/27**	**2027/28**
Programme 1: Administration	1 429 798	960 909	1 034 364
Programme 2: Legislation and Oversight	693 735	725 520	758 329
Programme 3: Associated services	794 132	848 000	886 350
Subtotal	**2 917 665**	**2 534 429**	**2 679 043**
Direct charge	514 975	538 568	562 922
Total	**3 432 640**	**3 072 997**	**3 241 965**
Economic classification			
Current payments	**2 322 046**	**2 460 349**	**2 553 214**
Compensation of employees	1 479 999	1 622 815	1 779 347
Parmed Contributions	71 217	74 480	77 848
Members' Remuneration	514 975	538 568	562 922
Goods and services (APP)	152 507	98 917	1 849
Goods and services (Members)	103 348	125 569	131 248
Transfers and subsidies	**600 312**	**627 815**	**656 206**
Payments for capital assets	**510 282**	**14 833**	**32 545**
Payments for financial assets	0	0	0
Total	**3 432 640**	**3 102 997**	**3 241 965**

3.7. Associated risks

As part of the strategic planning process, Parliament developed a strategic analysis based on developing trends and issues in the external and internal environment. This analysis also identified major risks and threats present in the operating environment. The main risks and constraints identified include:

Table 10: Key risks and mitigation measures

No	Outcome	Key risks	Risk mitigation
1	Improved performance and effectiveness through information and service culture optimization	Underutilisation of digital tools which may hamper optimal support to the oversight work of Parliament.	Implement change management and training programme from inception of digital transformation rollout.
		Decreased funding for Parliament's constitutional mandate which may lead to operations becoming unsustainable.	Development of a funding model to ensure sound and sustainable financial management.
		Lack of adequate physical infrastructure which may hamper Parliament's constitutional mandate.	Implement the plan for the restoration of Parliamentary precinct.
2	Increased government responsiveness and accountability by strengthening oversight over the Executive	Insufficient evidence to confirm resolution implementation for sensitive Portfolios	Develop mechanism for confirming implementation of resolutions for sensitive Portfolios (Security, Justice Cluster)
3	Meaningful and adequate involvement and participation by citizens	Limited accessibility and attendance for marginalised community never reached before	Resource research capacity and plan targeted public participation approach in advance. Development and implementation of participation stakeholder plan.
4	Increased performance and capacity of members	Insufficient time to conduct training due to competing priorities	Professional development scheduling to be planned and aligned to programming schedule.
5	Impactful lawmaking	Ineffective law-making that results in unconstitutional legislation.	Develop an impact assessment framework for Bills and implement on new Bills. Develop Stakeholder Plan to improve quality of legislative assessments

PART D: TECHNICAL INDICATOR DESCRIPTION

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4.1. Programme 1: Outcome and Indicators

Outcome 1: Improved performance and effectiveness through information and culture optimization

Title & Definition	Indicator Descriptor
Indicator number and title	1.1 Percentage Parliamentary processes on digital platforms
Short definition	Measures the proportion of parliamentary processes transitioned to and conducted on digital platforms to enhance performance and effectiveness.
Purpose/ Importance	This indicator tracks progress in digitizing parliamentary processes to optimize information flow thereby improving efficiency and accessibility.
Desired performance (Target)	Mid-term target (2027/28): 50% of parliamentary processes on digital platforms 5-year target (2029/30): 80% of parliamentary processes on digital platforms
Reporting cycle	Annual
Source and collection of evidence documents	Digital Strategy (7th Parliament Rollout) Business Cases for digital projects Project reports Digital platform usage analytics
Description of evidence to be collected (Documents)	Reports on digital platform usage in parliamentary processes IT system performance reviews
Method of calculation	(Number of parliamentary processes on digital platforms ÷ Total number of parliamentary processes identified) x 100
Calculation type	Non-cumulative
Assumptions	Adequate IT infrastructure and funding are available. Parliamentary staff and members are trained to use digital platforms effectively. Strong support for digital transformation within Parliament.
Data limitation	Incomplete or inconsistent reporting on the use of digital platforms. Resistance to change or limited digital literacy among staff and members. System downtime or technical issues affecting usage.
Indicator responsibility (accountability)	Division Manager: ICT

Title & Definition	Indicator Descriptor
Indicator number and title	1.2 Percentage increase in Parliament employee and Member engagement level.
Short definition	Tracks changes in engagement levels among employees and Members of Parliament to assess workplace culture and overall satisfaction.
Purpose/ Importance	The indicator Assesses initiatives aimed at fostering a supportive and effective work environment to optimize performance and productivity.
Desired performance (Target)	Mid-term target (2027/28): 2% increase from baseline *(* Baseline survey to be conducted in FY2025/2026)* 5-year target (2029/30): 2.5% increase from the survey results in FY2027/28
Reporting cycle	Annual
Source and collection of evidence documents	Employee and Member engagement survey reports HR records
Description of evidence to be collected (Documents)	Human Capital Strategy Engagement survey results Feedback and evaluation reports
Method of calculation	Percentage increase in engagement scores compared to baseline. Engagement scores - Baseline engagement scores
Calculation type	Non-cumulative
Assumptions	Engagement surveys are conducted consistently and methodologically sound. Staff and Members participate and provide comprehensive feedback.
Data limitation	Survey bias or low participation rates. Variations in survey administration methods over time.
Indicator responsibility (accountability)	Division Manager: Human Capital

4.2. Programme 2: Outcome and Indicators

Outcome 2: Increased government responsiveness and accountability by strengthening oversight over the Executive

Title & Definition	Indicator Descriptor
Indicator number and title	2.1 Percentage House resolutions implemented by the Executive
Short definition	Measures the proportion of House resolutions implemented as a percentage of total resolutions adopted.
Purpose/ Importance	This indicator assesses the effectiveness of parliamentary oversight by tracking the extent to which House resolutions are acted upon by the Executive.
Desired performance (Target)	Mid-term target (2027/28): 80% of House resolutions implemented by the Executive 5-year target (2029/30): 100% of House resolutions implemented by the Executive
Reporting cycle	Annual
Source and collection of evidence documents	House resolution records Implementation status reports from the Executive
Description of evidence to be collected (Documents)	Oversight Priority Plan Resolution logs Implementation progress reports
Method of calculation	(Number of implemented resolutions ÷ Total number of adopted resolutions) × 100
Calculation type	Non-cumulative
Assumptions	The Executive is responsive to oversight mechanisms. Implementation plans and timelines are communicated clearly.
Data limitation	Incomplete or delayed reporting on implementation progress. Difficulty in verifying the completeness of implementation.
Indicator responsibility (accountability)	Secretary to the National Assembly Secretary to the National Council of Provinces

Title & Definition	Indicator Descriptor
Indicator number and title	2.2 Percentage adherence to approved enforcement standards
Short definition	Measures the establishment and adherence to enforcement standards to address non-responsiveness and non-compliance by the Executive.
Purpose/ Importance	Tracks progress in institutionalizing enforcement standards or legislation to strengthen oversight effectiveness.
Desired performance (Target)	Mid-term target (2027/28): Enforcement standards approved by Houses 5-year target (2029/30): 100% Adherence to approved enforcement standards
Reporting cycle	Annual
Source and collection of evidence documents	Oversight review reports
Description of evidence to be collected (Documents)	Approved enforcement standards Adherence review reports
Method of calculation	Assessment of progress milestones, including adoption and implementation. (Number of standards met ÷ number of approved enforcement standards) x 100
Calculation type	Non-cumulative
Assumptions	Political will to enforce accountability mechanisms. Adequate resources and capacity for enforcement.
Data limitation	Delays in legislative processes. Challenges in measuring adherence levels.
Indicator responsibility (accountability)	Secretary to the National Assembly Secretary to the National Council of Provinces

Title & Definition	Indicator Descriptor
Indicator number and title	2.3 Percentage implementation of House Resolutions monitoring and tracking solution
Short definition	Tracks progress in implementing a digital solution for monitoring and tracking House resolutions.
Purpose/ Importance	This indicator ensures transparency, efficiency, and accountability in the resolution implementation process.
Desired performance (Target)	Mid-term target (2027/28): 100% implementation of House Resolution monitoring and tracking solution 5-year target (2029/30): 100% implementation of House Resolution monitoring and tracking solution
Reporting cycle	Annual
Source and collection of evidence documents	IT system deployment plans Monitoring and usage reports
Description of evidence to be collected (Documents)	Digital system deployment records User feedback and system performance reviews
Method of calculation	Qualitative assessment of system deployment and functional capabilities.
Calculation type	Non-cumulative
Assumptions	Sufficient budget and IT support for implementation. User adoption and consistent usage of the solution.
Data limitation	Delays in system rollout. Technical issues affecting functionality or usability.
Indicator responsibility (accountability)	Division Manager: ICT

Outcome 3: Meaningful and adequate involvement and participation by citizens

Title & Definition	Indicator Descriptor
Indicator number and title	3.1 Percentage annual implementation of identified public participation reforms
Short definition	Tracks the identified public participation reforms implemented annually.
Purpose/ Importance	This indicator measures progress toward improving the mechanisms for citizen engagement in parliamentary processes, ensuring meaningful public involvement.
Desired performance (Target)	Mid-term target (2027/28): 90% annual implementation of identified public participation reforms 5-year target (2029/30): 100% annual implementation of identified public participation reforms
Reporting cycle	Annual
Source and collection of evidence documents	Public participation reform action plans (5-year plan) Annual implementation reports
Description of evidence to be collected (Documents)	Implementation plans Implementation progress reports
Method of calculation	(Number of reforms implemented ÷ Total number of identified reforms) × 100
Calculation type	Non-cumulative
Assumptions	Adequate funding and resources are allocated to support reforms. Strong collaboration among stakeholders, including civil society.
Data limitation	Incomplete or delayed reporting on reform implementation. Difficulty in verifying the quality of reforms implemented.
Indicator responsibility (accountability)	Division Manager: Core Business Support

Title & Definition	Indicator Descriptor
Indicator number and title	3.2 Percentage increase in Citizen Satisfaction Rate
Short definition	To measure citizens' satisfaction with participatory processes in legislative decision-making as a proxy for the effectiveness of public participation reforms.
Purpose/ Importance	The purpose of this indicator is to gauge the level of satisfaction among citizens regarding their involvement in participatory processes, serving as a proxy for the effectiveness of public participation reforms. It helps to identify areas for improvement in engaging citizens and fostering trust and confidence in legislative decision-making.
Desired performance (Target)	Mid-term target (2027/28): conduct baseline survey 5-Year target (2029/2030): Increased citizen satisfaction rate by 10% from the FY2027/2028 baseline
Reporting cycle	Biennial
Source and collection of evidence documents	Baseline survey on citizen satisfaction Follow-up surveys and reports Public feedback mechanisms and records
Description of evidence to be collected (Documents)	Survey reports on citizen satisfaction Public participation process evaluation reports Stakeholder consultation feedback
Method of calculation	Citizen satisfaction rate − baseline citizen satisfaction rate
Calculation type	Non-cumulative
Assumptions	Baseline survey is conducted to establish a reference point for satisfaction levels. Citizens have opportunities to participate in processes and provide feedback on experiences. Survey instruments and methodologies are robust and unbiased, ensuring reliable data. Adequate resources and support are provided for conducting surveys and analysing results.
Data limitation	Survey Bias: Responses to satisfaction surveys may be influenced by citizens' expectations, recent experiences, or perceptions of government performance, which may not fully reflect actual participation quality. Low Response Rates: Limited participation in surveys, particularly from underrepresented groups, could result in skewed or incomplete data. Baseline Dependency: The reliability of the indicator depends on the accuracy and representativeness of the baseline survey. Attribution Challenges: Changes in satisfaction rates may be influenced by factors outside the scope of public participation reforms, making it difficult to attribute improvements solely to the reforms. Timing Issues: Delays in conducting follow-up surveys may affect the ability to track satisfaction trends accurately.
Indicator responsibility (accountability)	Division Manager: Parliamentary Communication Services

Outcome 4: Increased performance and capacity of members

Title & Definition	Indicator Descriptor
Indicator number and title	4.1 Percentage Members trained on professional Parliamentary curriculum aligned with SAQA framework
Short definition	Tracks the percentage of parliamentary members trained on a professional curriculum aligned with the SAQA framework.
Purpose/ Importance	Ensures Members of Parliament receive professional development to enhance their effectiveness and governance capabilities.
Desired performance (Target)	Mid-term target (2027/28): 50% Members trained on professional Parliamentary curriculum 5-year target (2029/30): 100% Members trained on professional Parliamentary curriculum
Reporting cycle	Annual
Source and collection of evidence documents	Training attendance records Curriculum implementation reports
Description of evidence to be collected (Documents)	Training reports Certification records
Method of calculation	(Number of members trained ÷ Total number of members participating in the programme) × 100 *(* Refer to data limitation)*
Calculation type	Cumulative
Assumptions	Adequate resources and time allocated for training. Members are willing and available to participate in training.
Data limitation	Inconsistent participation or attendance. Delays in curriculum rollout or accreditation. Excludes Members on extended sick leave, Members in the Executive and Members who choose not to participate Excludes Members who leaves the Parliamentary service.
Indicator responsibility (accountability)	Executive Manager: Legislative Sector Support

Outcome 5: Impactful lawmaking

Title & Definition	Indicator Descriptor
Indicator number and title	5.1 Percentage annual implementation of legislative reforms
Short definition	To implement the identified reforms that will ensure that laws are made in line with Constitutional prescripts and the law-making processes are enhanced to enable Parliament to pass quality laws.
Purpose/ Importance	To ensure the efficiency and the effectiveness of the legislative processes.
Desired performance (Target)	Mid-term target (2027/28): 100% annual implementation of legislative reforms 5-year target (2029/30): 100% annual implementation of legislative reforms
Reporting cycle	Annual
Source and collection of evidence documents	Legislative reforms annual implementation plans Legislative reforms annual implementation progress reports
Description of evidence to be collected (Documents)	Implementation plans & progress reports
Method of calculation	(Number of identified reforms implemented ÷ total number of reforms identified) x 100
Calculation type	Non-cumulative
Assumptions	Strong stakeholder support for implementing legislative reforms.
Data limitation	Limited resources for implementing legislative reforms.
Indicator responsibility (accountability)	Division Manager: Core Business Support