PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

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%, 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 was 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 is a powerful reminder of the authoritative reach of democratic principles and the pursuit of change through democratic means. It is evident that 2024 has delivered 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, and Namibia. 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 emphasized 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 channelling 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). 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.

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.

Key Context and Challenges

- **Global and Domestic Dynamics**: Economic growth remains subdued (various forecasts suggest moderate growth ranging between 0,4% and 1,4%), 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

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 appointment processes:** Ensure open and uniform public office appointment processes and;
4. **Improving international engagements:** 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: Enhanced 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.
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
MTDP	Medium Term Development Plan
MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
DPME	Department of Planning, Monitoring and Evaluation

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PART A: MANDATE OF PARLIAMENT

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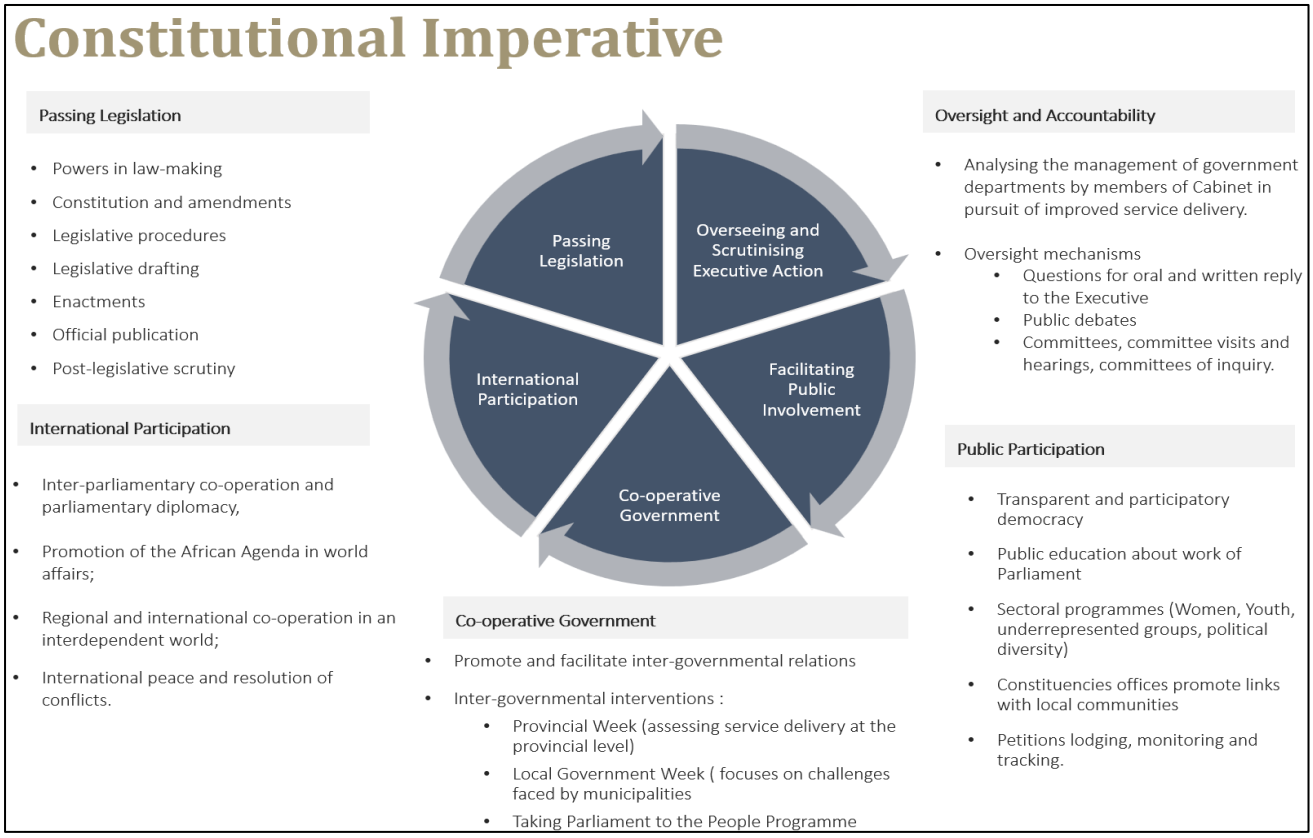
1.1. Constitutional Mandate

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. The 2024 general elections have reshaped the political and governance landscape, introducing a new era of coalition politics and multiparty collaboration. With no single party commanding a clear majority, the change in planning approach emphasises the need for greater consultation, consensus-building, and inclusive governance.

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

PART B: STRATEGIC FOCUS OF THE 7th PARLIAMENT

2.1. Strategic overview

2.1.1. Vision

A transformative and activist 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 2029. Global growth is projected at 3.3 percent both in 2025 and 2026, which is below the historical average of 3.7 percent for the last 20 years. Global headline inflation is expected to decline to 4.2 percent in 2025 and to 3.5 percent in 2026, converging back to target earlier in advanced economies than in emerging market and developing economies. Medium-term risks to the baseline are tilted to the downside, while the near-term outlook is characterized by divergent risks. 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 - (World Economic Outlook, IMF, Jan 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.

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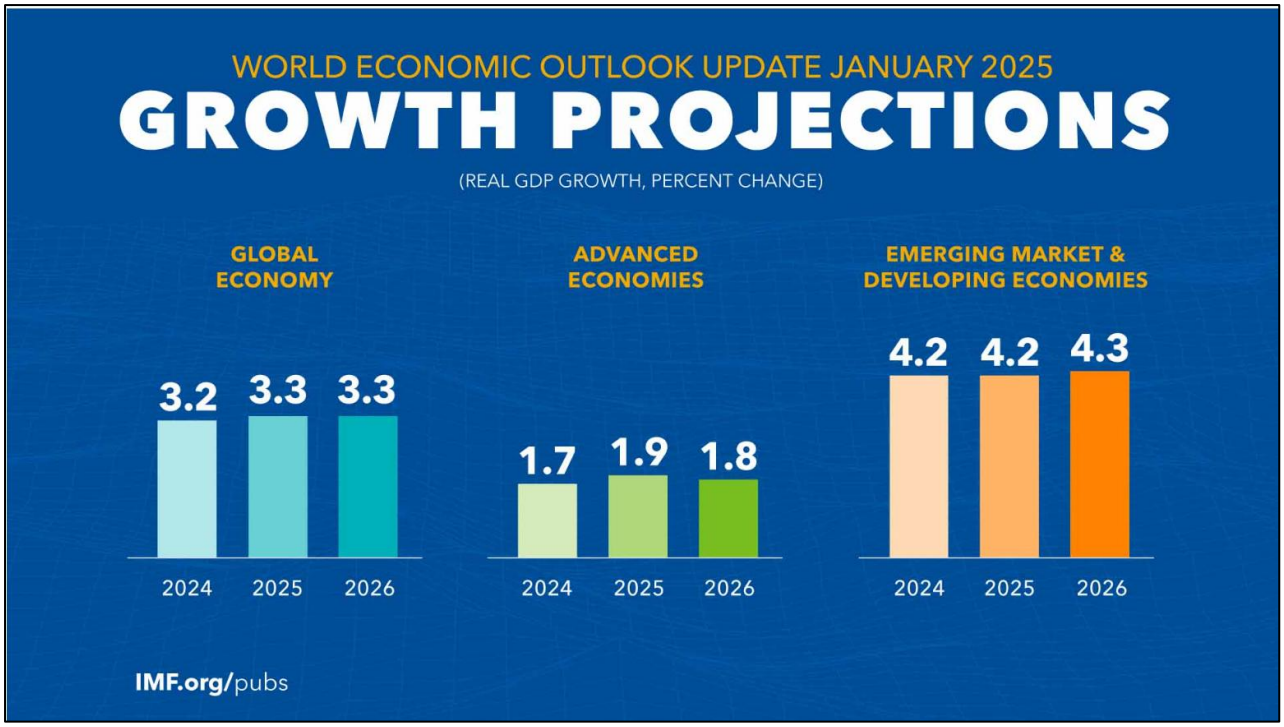


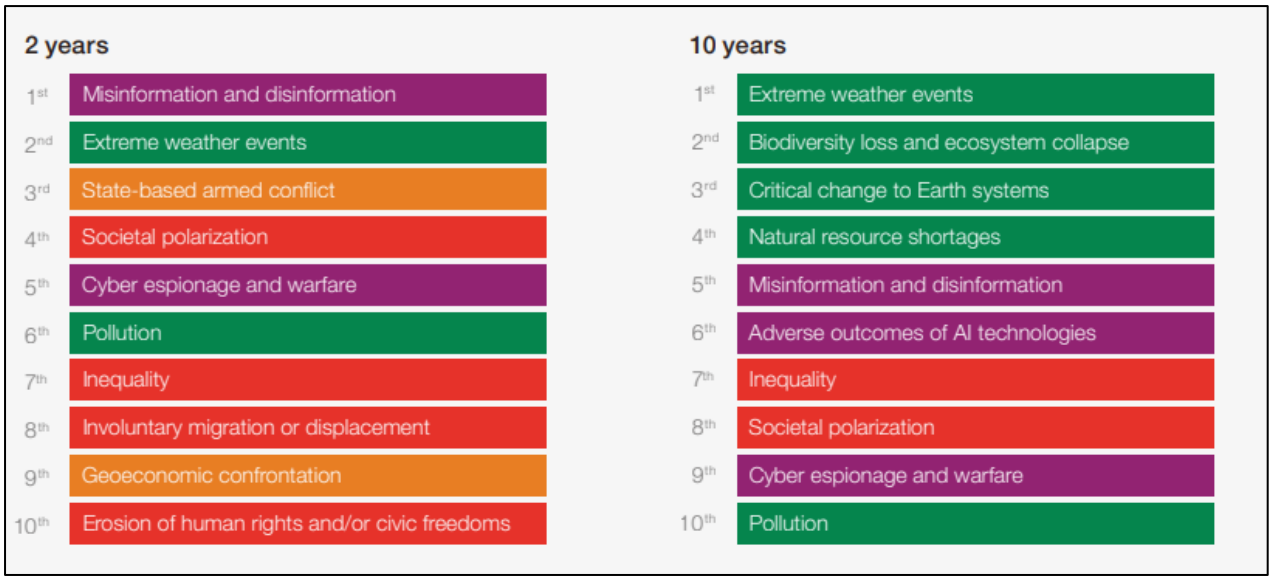
Figure 2: Global economic growth projections, World Economic Outlook, IMF, Jan 2025

South Africa's economy is forecast to grow at an average of 1.8 per cent over the next three years as momentum starts to pick up after more than a decade of stagnant growth. The medium-term outlook is supported by higher investment and household consumption, aided by a stable inflation outlook, moderate employment gains and improving household balance sheets. Continued easing of structural constraints will support the economy by fostering additional investment – including in infrastructure. This subdued performance underscores the need for more robust policy measures to accelerate growth, tackle poverty and unemployment and ensure long-term fiscal stability. 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, geopolitical tensions and new trade and tariff wars 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, 2025)

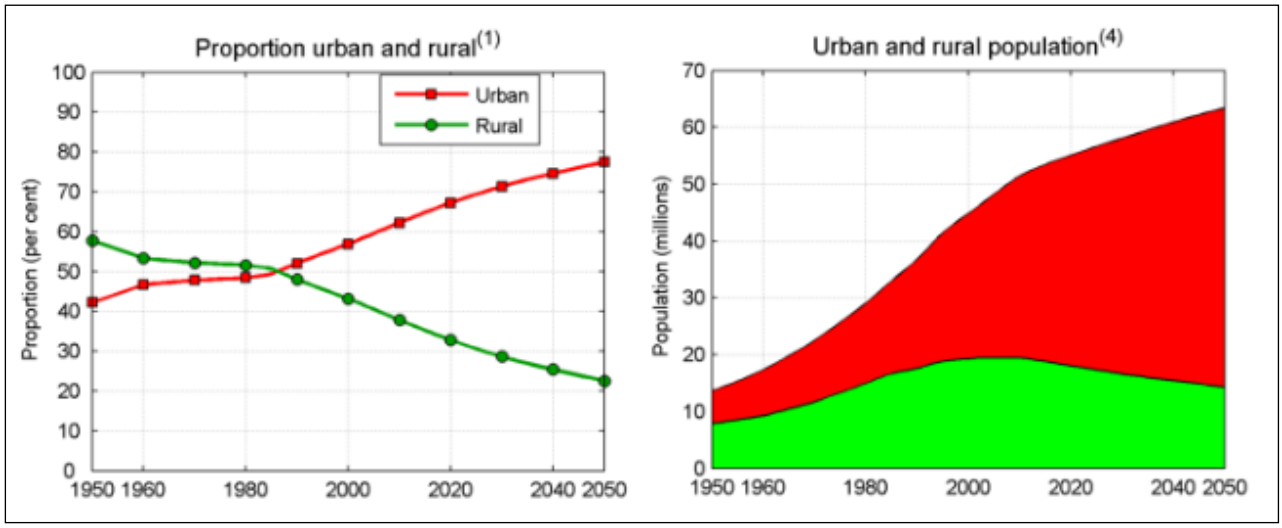


Over the next twenty years, it is anticipated that economic and political power will shift from the G7 to the E7. It is projected that by 2040, the economies of Brazil, China, India, Indonesia, Mexico, Russia, and Turkey (the emerging seven–E7) will be double the size of those of the G7. This will bring 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).

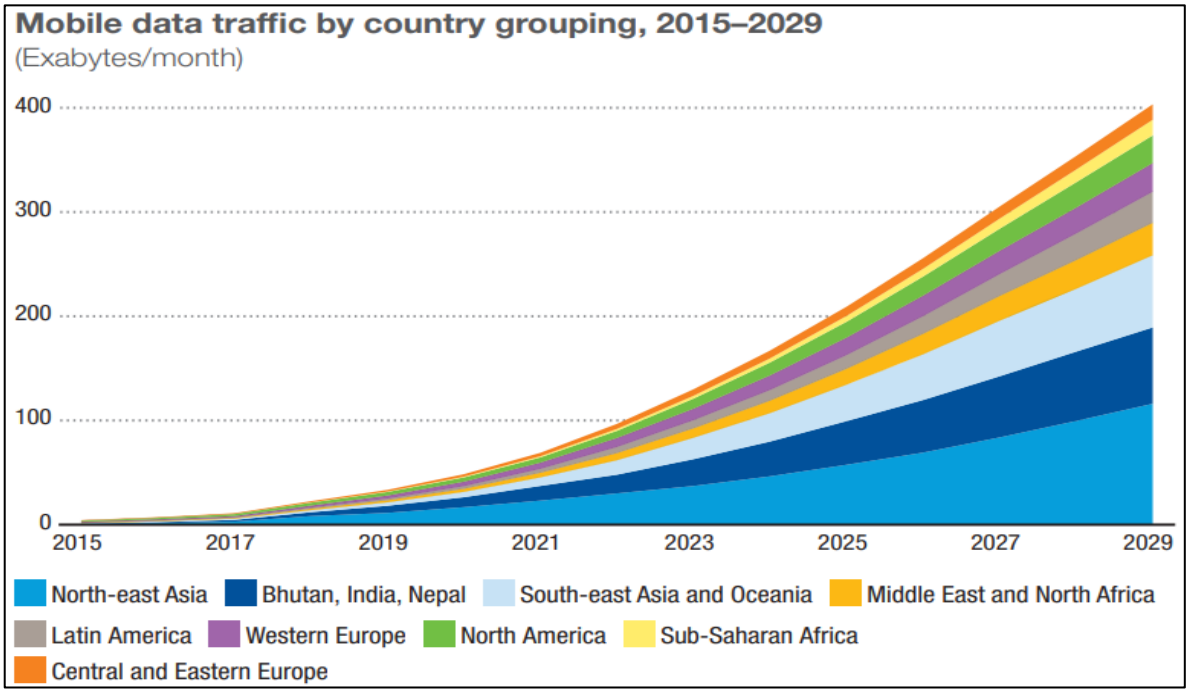
Socially, South Africa has seen a rapid increase in the rate of urbanisation, with more than 71.3% of its population projected to being classified as urban by 2030. Rapid urbanisation - a global phenomenon - is aided by increased migration due to certain pull and push factors. The last two decades saw 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 official unemployment rate increased by 1.0 percentage point from 31.9% in the fourth quarter of 2024 to 32.9% in the first quarter of 2025.

Figure 7: Employment in South Africa (StatsSA)

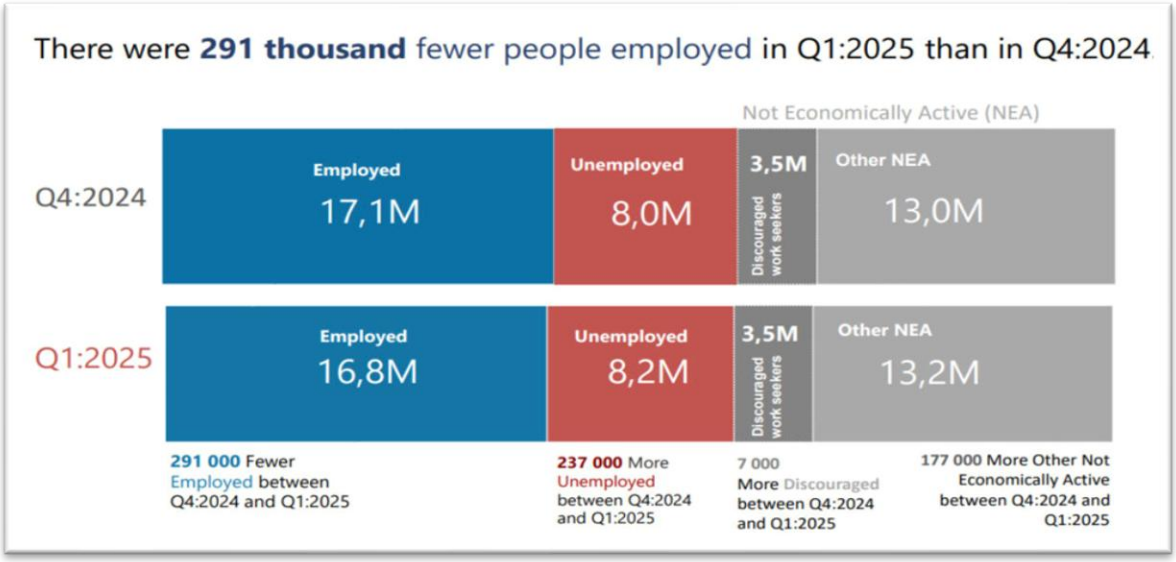
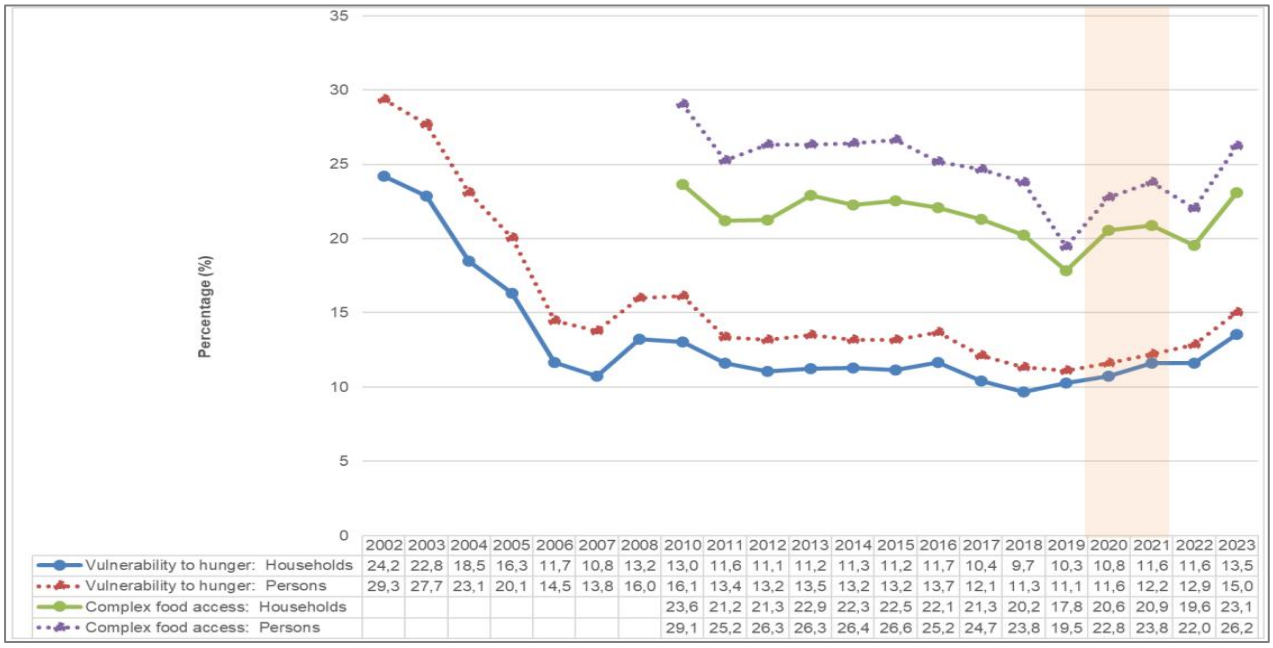


Figure 8 below shows that the percentage of households with limited access to food decreased from 23.6% in 2010 to 17.8% in 2019, after which it increased to 23.1% by 2023. Simultaneously, the percentage of persons with more limited access to food declined from 25.2% in 2011 to 19.5% in 2019, before 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.

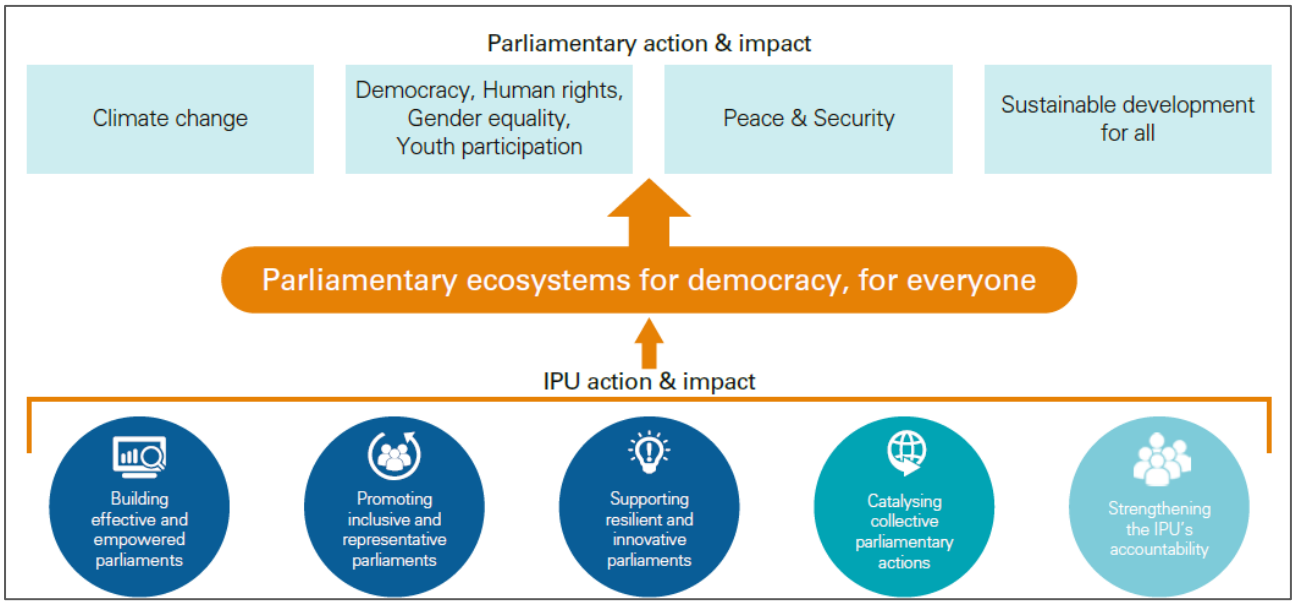
2.2.2. Intermediate environment

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



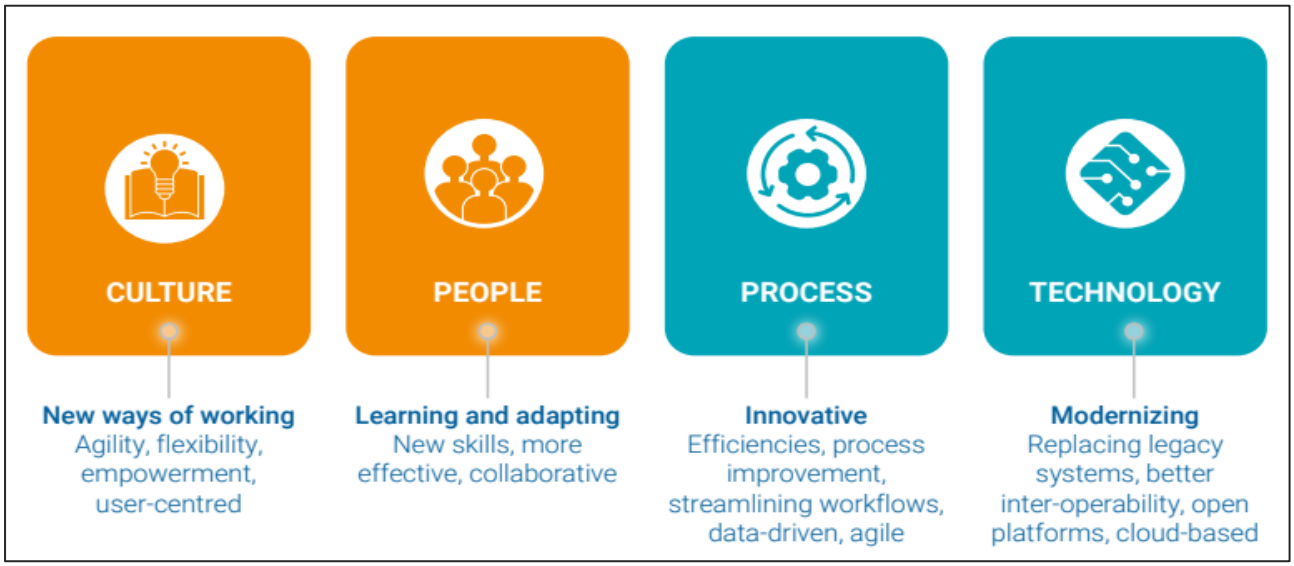
2.2.2.2 The SA Legislative Sector

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

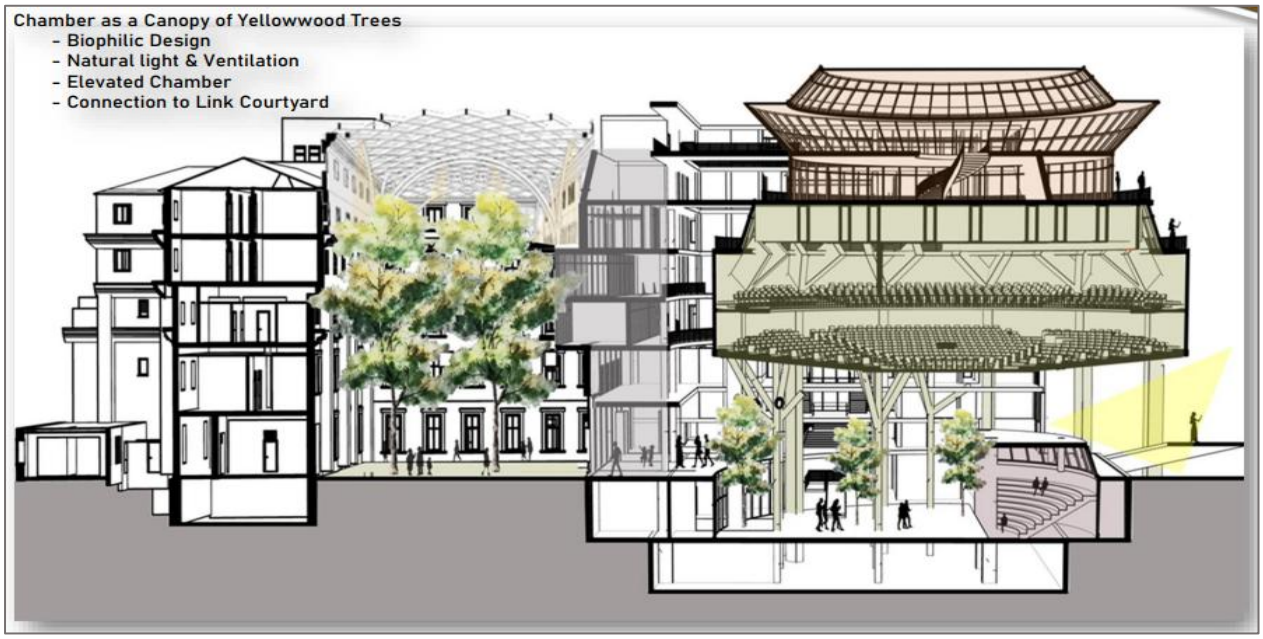
Modern technology and systems allow organisations to re-think their future business model, change business processes and ensure greater access to information. The opportunities offered by the 4th industrial revolution hold enormous potential to solve specific key issues and unleash Parliament's greater 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

Whilst the previous Parliaments were seized with the creation of the Constitution and transforming the legislative landscape, there were various studies commissioned into parliamentary oversight and accountability.

The *Report on Parliamentary Oversight and* Accountability (1999) made recommendations on how Parliament's constitutional role of oversight can be improved. Since then, several task teams, panels and commissions have reviewed the work of Parliament and made recommendations which seek to strengthen the work of Parliament. These included the following:

- Judicial Commission of Inquiry into State Capture, 2022;
- High Level Panel on the Assessment of Key Legislation and the Acceleration of fundamental change, 2017;
- National Development Plan, 2012;
- Independent Panel Assessment of Parliament, 2009;
- Oversight and Accountability Model, 2009;
- Ad Hoc Committee on the Review of Chapter 9 and Associated Institutions, 2007;
- Electoral Task Team, 2003;
- Parliamentary Oversight and Accountability Report, 1999.

The recent *Judicial Commission of Inquiry into State Capture* made findings and recommendations relating to the oversight work of Parliament – as set out in its report (Part VI, Volume 2). In the main, the recommendations seek to strengthen oversight and accountability.

The Commission also drew on information from previous assessments of Parliament. Several common elements appear in the various reports and recommendations made to Parliament, including:

- Electoral reform to include a constituency-based system (legislative reform);
- Accountability standards ensuring sanctions for poor performance (either through legislative reform or rules);
- Processes of reporting, monitoring and follow-up (either legislative reform or rules);
- Uniform and open Public Office appointment processes;
- Greater capacity and skills development;
- Additional funding to support the oversight function of Parliament.

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 in an agile manner 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 facilities and 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.

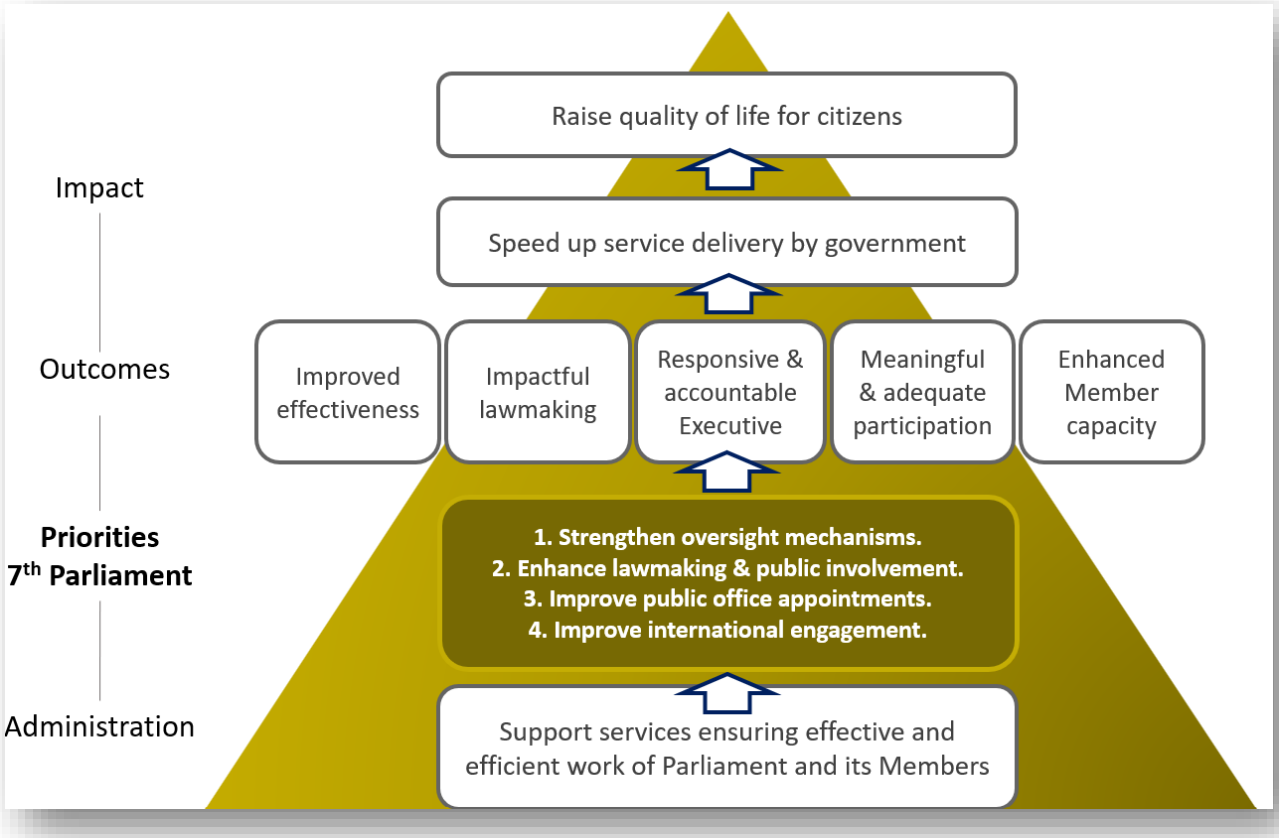
Despite 30 years of progressive transformation initiatives, the main challenges of poverty, unemployment and inequality persist in South Africa. The unemployment rate remained stubbornly high at 33%, and poverty levels started to rise again for the first time in 2015. Inequality also remained high at 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 is built on 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 public office appointments

In terms of the Constitution, Parliament is enjoined to take measures to assist and protect Institutions Supporting Democracy (ISDs) to ensure their independence, impartiality, dignity and effectiveness. To give effect to this, the Constitution further empowers Parliament, through legislative or other measures to assist and protect these institutions to ensure their independence, impartiality, dignity, and effectiveness. This overall obligation is further amplified by the fact that:

- These institutions account to Parliament;
- ISDs complement the Oversight role of Parliament;
- Parliament is obliged to assist and support ISDs to ensure their effectiveness.

The current challenge is that there is no uniform or standardised approach in handling ISD related appointments. This challenge is exacerbated by the fact that there is no central body dealing with these appointments. Thus, the initiative of a standardised appointment and removal procedure and related processes is one of many initiatives that seek to give effect to Parliament's constitutional obligation of ensuring the independence, impartiality, dignity and effectiveness of these institutions.

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.

2.3.4. Improving international engagement

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.

G20 South Africa 2025

In 2025, South Africa will become the first African nation to preside over and host the G20 summit. The hosting of this summit, under the theme of "*Solidarity, Equality, and Sustainability''*, will be a significant milestone, allowing South Africa to shape global discourse and amplify the voices of the *Global South*. In turn, Parliament will host the P20 – the G20 Parliamentary Speakers' Summit during October 2025.

P20 South Africa 2025

The P20 was established in 2018, to provide a platform for the coordination of the work of legislatures, in the achievement of the goals of G20 nations. Since then, the P20 legislatures have been facilitating multilateral and bilateral dialogues and engagements to strengthen global collaboration and ensure the practical implementation of international agreements in the G20 Group member countries. Several challenges and opportunities continue to present significant challenges to socio-economic development in South Africa. Protracted armed conflicts in Eastern Europe, the Middle East, and Central and North-East Africa remain unabated. Global and African GDP growth is expected to be lower as a result of emerging trade wars. Compounding the global economic issues are domestic structural impediments such as the bottlenecks in transportation, electricity supply, albeit recent improvements in supply stabilisation, and commodity price volatility.

The P20 will be hosted under the guidance and leadership of the Chairperson of the National Council of Provinces (NCOP) and the Speaker of the National Assembly (NA). Legislatures within G20 countries play a crucial role in overseeing government actions and ensuring the effective implementation of G20 decisions. They act as a vital check and balance, holding governments accountable for their actions related to global economic and financial issues. Their main objectives include ensuring oversight and accountability, facilitating international parliamentary engagement, promoting global issues, coordinating policy and legislation, and fostering cooperation and collaboration amongst each other.

Table 1 The Parliamentary Strategy

Strategic Plan		Annual Performance Plan and Operational Plans	
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**: Enhanced 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; • 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 appropriate capacitation of staff, and bring about a learning organisation and culture reset; • **Change management strategy** seeking to align organisational culture and values with the strategy. • **Facilities Management strategy** to ensure a professional and safe working environment and space; • **Funding model** to ensure resource optimization and financial sustainability; and • **Member capacity building strategy** to ensure optimised and sustainable professional development of Members of Parliament
	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 public office appointments	• standardise the public office appointment processes to be uniform and open; • review rules regarding technical matters for removal of office bearers.	
	Improving international engagement	• 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:

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

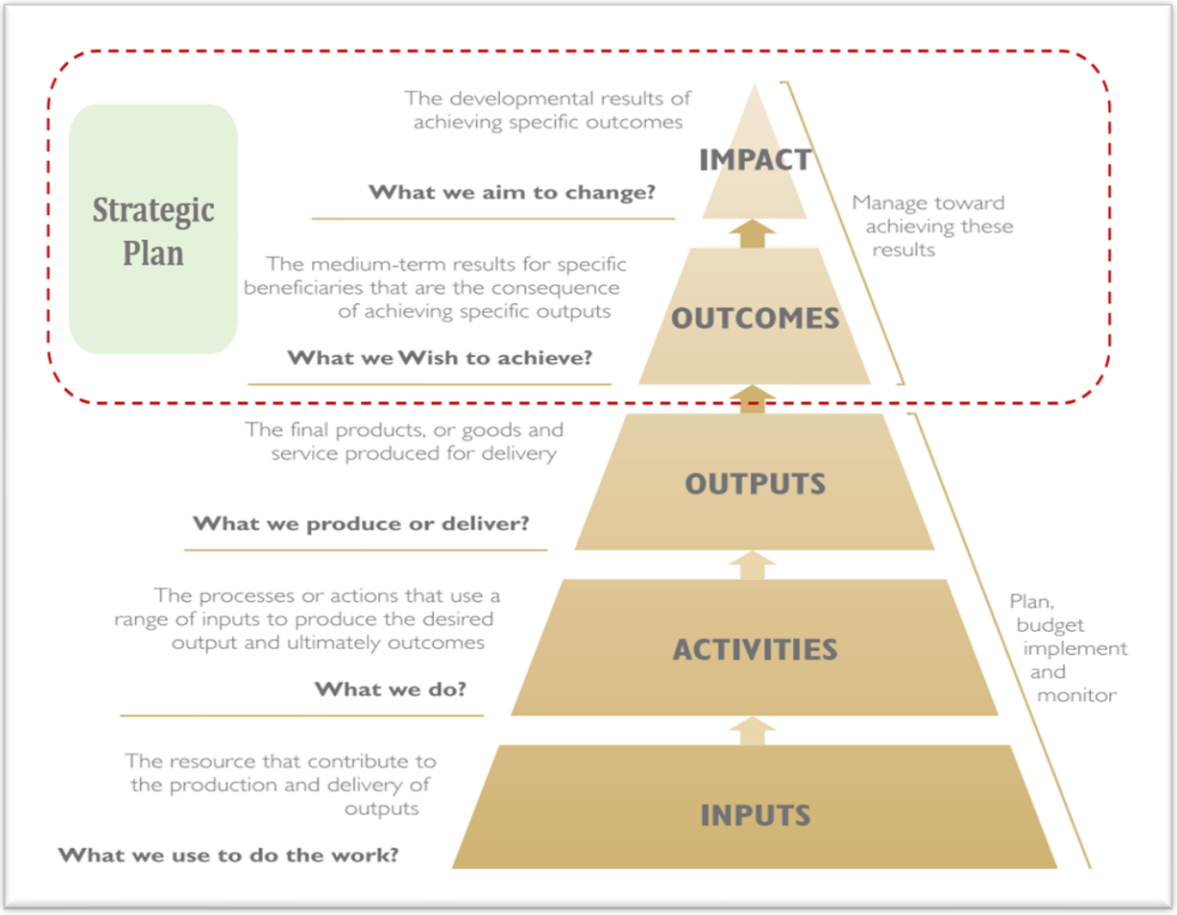
3.2. Defining the 7th Parliament strategy using the outcomes approach

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

There are two indicators selected to achieve improved performance and effectiveness.

Digital Transformation

Openness and transparency in a democratic society is achieved through freely available information, especially that of government. For Parliament to improve its performance, it must have access to readily available information, which the government must provide using the various accountability mechanisms created by the Constitution and subsequent legislation. In turn, Parliament must organise and manage the available information for the advancement of knowledge and empowerment of Members. Information must also be made accessible to the Citizens for viewing, and real time interaction in meaningful participation with parliamentary processes.

To organise information to be available in real time, open to all stakeholders will require an integrated digital approach. Parliament plans to implement a digital transformation strategy that will support the automation of core business processes, monitoring and evaluation capabilities, analytical use for decision making and predictive capabilities for proactive oversight action. Parliament has undertaken a comprehensive assessment of its readiness and capability to utilize internal and external data sources for enhanced, evidence-based decision-making aligned with its performance framework. The integration of process assessment and data-driven prioritization ensures that Parliament's automation efforts are both strategically aligned and operationally effective. This dual-track approach enables the institution to optimize internal resources while enhancing its ability to deliver measurable outcomes in line with policy priorities and its constitutional mandate.

Human Capital strategy and improved employee experience

Parliament requires a human capital strategy that places value on motivated, engaged, empowered and skilled employees. It is about curating a supportive and inclusive culture, with opportunities for capacity development, recognition, work-life balance and meaningful work. The indicator on improved employee engagement will be the outcome of implementing advanced human capital strategies and practices that deliver elevated and desired employee experiences.

Explanation of planned performance over the 5-year period

Automation of core business processes in the legislative domain remains highly specialized. As part of Parliament's strategic initiative to modernize and optimize service delivery, a structured approach was implemented to identify and prioritize core business processes for automation. The prioritization focused specifically on processes that directly impact the work of Members of Parliament and support Parliament's legislative, oversight, and representative functions.

The following areas have been prioritised for the next 5 years and will be implemented incrementally to achieve a total of 15 core business processes automated and these are processes that directly support Parliament's constitutional mandate and strategic priorities, specifically in the areas of law-making, oversight, public participation, and international relations:

- House Resolutions monitoring and tracking System: Designed to improve oversight by enabling systematic monitoring and tracking of resolutions adopted by the House.
- Expanded House Process Automation on the tracking of international agreements. This will enhance Parliament's ability to monitor and manage international commitments in alignment with legislative and oversight responsibilities.
- Comprehensive Bill Tracking System: A fully integrated bill process tracking solution will provide an end-to-end view of the legislative process. From introduction to enactment, this system will offer real-time insights into all activities associated with the life cycle of a bill within Parliament, enhancing transparency, coordination, and legislative efficiency.

- **Committee and Service Delivery Dashboards:** Providing committees with more granular oversight capabilities over executive performance and to direct parliamentary attention toward areas where legislative and oversight interventions can most significantly improve public service delivery at national, provincial, and local levels.
- **Legislative Sector Dashboard:** A broader Legislative Sector Dashboard will be developed to promote alignment and collaboration across provincial legislatures. This initiative aims to create a unified view of performance and oversight priorities, thereby multiplying impact and value through shared insights and coordinated efforts across the legislative sector.
- **Enhanced Public Participation Platform:** The existing petitions system will be extended to incorporate public submissions on bills, strengthening participatory democracy by creating a digital channel for citizens to engage meaningfully in the law-making process.
- **Big Data, Analytics, and AI Prioritization**: To establish a big data, analytics, and AI capability within Parliament, to support data-informed oversight by offering a consolidated view of national performance in key policy areas and leverage big data insights by 2030.

Human Capital strategy and elevated employee experience

The development of a human capital strategy and its implementation over the period is aimed at strategically aligning workforce with Parliament long-term goals and the transformative vision. The strategy will enhance workforce planning, skills development, talent management, remuneration and rewards practices and ensure implementation of a sound Employee Value Proposition (EVP) that supports Parliament's strategic objectives, mission and core values, thus positioning Parliament Brand as employer of choice. An employee engagement survey will be conducted to measure various aspects of the employee experience. It will also provide insight into the highest impact areas for improvements. The desired result is a healthy working environment and culture, with an improvement in employee engagement levels.

Table 2: Outcome 1 and Indicators

Outcome statement	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 core processes automated.	New indicator	50% parliamentary core processes automated	80% parliamentary core processes automated
	Improved employee engagement level	New indicator	100% implementation of annual Human Capital strategy initiatives	Improved employee engagement level from baseline

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 Constitution requires that Parliament maintain oversight over the Executive to ensure a government that is open, responsive and accountable. In the 7th Term, Parliament aims to improve existing mechanisms for effective oversight and accountability by tracking and reporting on the responsiveness of the Executive toward resolutions taken in Parliament. Currently, there is no effective machinery by which Parliament can compel the Executive or an Organ of State to answer to it. In the 7th Term, Parliament aims to improve existing mechanisms for effective oversight and accountability by tracking and reporting on the responsiveness of the Executive toward resolutions taken in Parliament. The two indicators each aim to move Parliament forward from the current challenges related to accountability enforcement.

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, House resolutions will have to be targeted, specific, well informed and executable. Over the 5-year period, the aim is to drive Executive action and responsiveness through a set baseline and a desired responsiveness level that will translate into action and improved government service delivery. Parliament will also research best practice accountability standards to guide the development of parliamentary mechanisms and interventions to hold the Executive accountable for resolutions not responded to and on actions not implemented. These accountability standards will further focus on the non-responsiveness of the executive in relation to oversight in the Houses and Committees with a view to ensure that amendatory accountability is uncovered through the oversight work of Parliament. It is envisaged that proposals to strengthen Executive accountability to Parliament would be considered by the NA and NCOP Rules Committees for inclusion in the rules. An outcomes-based report on enforcement of the rules pertaining to accountability standards would provide an opportunity to assess the effectiveness thereof.

Table 3: Outcome 2 and Indicators

Outcome statement	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 increase in Executive responsiveness to House Resolutions	New indicator	Percentage increase in Executive responsiveness from baseline in FY2025/26	Percentage increase in Executive responsiveness from FY2027/28 level
	Percentage adherence to accountability standards	New indicator	Report on outcomes of enforcement of Accountability Standards rules.	100% Adherence to approved accountability standards.

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	Indicators	Baseline	Mid-term target FY2027/28	5-year target FY2029/30
Outcome 3: Meaningful and adequate involvement and participation by citizens	Percentage implementation of identified public participation improvements	New indicator	60% implementation of identified public participation improvements	80% implementation of identified public participation improvements
	Percentage increase on Citizen satisfaction rate	New indicator	Conduct baseline survey	10% increase on Citizen satisfaction baseline rate

Outcome 4: Enhanced 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 programme for Members for the parliamentary function and other specialised skills. The programme for Member capacity building must focus on equipping Members with continued professional development and digital literacy skills to fully adopt the digitally transformed parliament. Other areas identified as an integrated programme 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	Indicators	Baseline	Mid-term target FY2027/28	5-year target FY2029/30
Outcome 4: Enhanced capacity of members	Percentage of Members trained on Parliamentary capacity-building programme	New indicator	50% Members trained on Parliamentary capacity-building programme	80% Members trained on Parliamentary capacity-building programme

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. It aims to ensure efficiency of legislative processes and that set timeframes are met. Parliament has identified a number of reforms to be implemented to ensure that laws are made in line with Constitutional prescripts. One of these improvements include the need for a systematic approach to assessing the impact and effectiveness of legislation. Furthermore, the concurrent processes in both Houses of Parliament require a review and a re-alignment for better coordination, effective time management and quality of legislative processing. The focus of this outcome is to ensure that the law-making processes and procedures of Parliament are enhanced to enable the institution to pass quality laws that will improve the quality of life of all.

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 over the years to improve the legislative process:

- 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 Indicators

Outcome statement	Indicators	Baseline	Mid-term target FY2027/28	5-year target FY2029/30
Outcome 5: Impactful lawmaking	Percentage of impact assessments conducted for identified legislation.	New Indicator	50% of impact assessments conducted for identified legislation	90% of impact assessments conducted for identified legislation

3.4. 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 7: Key risks and mitigation measures

No	Outcome	Key risks	Risk mitigation
1	Outcome 1: Improved performance and effectiveness through information and culture optimization	Unsustainable funding for Parliament's constitutional mandate and strategy	Development of funding model to ensure resource optimization and financial sustainability
		Inadequate physical infrastructure may hamper the execution of Parliament's constitutional mandate	Development of a facilities management strategy to ensure a professional and safe working environment and space
		Human capital constraints which may result in institutional non-performance	Development of a Human capital strategy and implementation plan to ensure capacity-building of staff, to bring about a learning organisation and culture reset.
		Obsolete or outdated technological infrastructure, and possible adverse effects of Artificial Intelligence which may hinder Parliament's ability to fulfil its constitutional mandate	Implementation of the upgrade and modernization plan for critical ICT infrastructure. Development of a digital transformation strategy to transition Parliament to a digital workplace.
		Increased frequency of cyber attacks	Remediation of security gaps, critical and high-risk areas identified on the vulnerability assessment. Implementation of security controls Information Security awareness campaign for employees and members.
2	Outcome 2: Increased government responsiveness and accountability by	Ineffective oversight by parliamentary committees and the houses over the executive and state organs which could lead to a lack of accountability.	Monitoring the Executive responsiveness rate to House resolutions. Development of Accountability Standards.

No	Outcome	Key risks	Risk mitigation
	strengthening oversight over the Executive		Implementation of an Oversight Priority Plan for identified Committees. Standardisation of ISD-related public office appointment and removal processes.
3	**Outcome 3:** Meaningful and adequate involvement and participation by citizens	Inadequate public participation and involvement processes in parliamentary business that may result in unconstitutional laws that fail the Constitution's public involvement test.	Implementation of identified public participation improvements
4	**Outcome 4:** Enhanced capacity of members	Inadequate funding for member capacity building in the medium-term	Development and implementation of an Integrated Member capacity-building strategy to secure sustainability of Member capacity-building programme.
5	**Outcome 5:** Impactful lawmaking	Ineffective law-making that may result in unconstitutional legislation	Implementation of impact assessments for legislation.

3.5. 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 8: 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

3.6. Appropriated funds: Vote 2, Parliament

Table 9: Appropriated funds

	Medium-term revenue estimate		
R thousands	**2025/26**	**2026/27**	**2027/28**
Economic classification			
Total Institutional Receipts	**5 084 670**	**5 119 190**	**3 888 410**
Appropriated Funds	3 067 779	4 531 105	3 296 050
Direct Charges	519 083	542 712	567 360
Donor Funds	14 999	0	0
Sales by market establishments	15 000	14 000	15 000
Interest Received	83 000	31 374	10 000
Other Revenue	1 384 809	0	0
Total Receipts	**5 084 670**	**5 119 190**	**3 888 410**

3.7. Vote 2: Parliament - Proposed expenditure

Table 10: Proposed expenditure

Programme	Medium-term expenditure estimate		
R thousands	**2025/26**	**2026/27**	**2027/28**
Programme 1: Administration	2 688 210	2 569 354	1 190 707
Programme 2: Legislation and Oversight	992 066	1 053 231	1 128 574
Programme 3: Associated services	885 312	958 037	1 006 207
Subtotal	**4 565 587**	**4 580 622**	**3 325 488**
Direct charge against the National Revenue Fund	519 083	538 568	562 922
Total	**5 084 670**	**5 119 190**	**3 888 410**
Economic classification			
Current payments	**2 697 396**	**2 972 518**	**3 164 552**
Compensation of employees	1 987 309	2 192 710	2 335 618
Goods and services	710 087	779 808	828 934
Transfers and subsidies	**600 312**	**627 815**	**656 206**
Payments for capital assets	**1 786 962**	**1 518 857**	**67 652**
Total	**5 084 670**	**5 119 190**	**3 888 410**

3.8. Programme 1 expenditure estimates

Table 11: Programme 1 expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousands	2025/26	2026/27	2027/28
Executive Authority	128 041	147 646	156 079
Office of the Secretary	1 910 132	1 695 800	256 902
Corporate Services	650 037	725 908	777 726
Total	**2 688 210**	**2 569 354**	**1 190 707**
Economic classification			
Current payments	**901 248**	**1 056 243**	**1 126 555**
Compensation of employees	721 976	840 009	895 277
Goods and services	179 272	216 234	231 278
Transfers and subsidies	**0**	**0**	**0**
Payments for capital assets	**1 786 962**	**1 513 111**	**64 152**
Total	**2 688 210**	**2 569 354**	**1 190 707**

3.9. Programme 2 expenditure estimates

Table 12: Programme 2 expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousands	2025/26	2026/27	2027/28
National Assembly	51 944	57 450	61 889
National Council of Provinces	63 500	72 656	77 921
Shared services	832 771	879 292	941 495
Sectorial Parliaments	43 851	43 833	47 269
Total	**992 066**	**1 053 231**	**1 128 574**
Economic classification			
Current payments	**992 066**	**1 047 485**	**1 125 074**
Compensation of employees	642 759	690 534	743 992
Goods and services	349 307	356 951	381 082
Transfers and subsidies	**0**	**0**	**0**
Payments for capital assets	**0**	**5 746**	**3 500**
Total	**992 066**	**1 053 231**	**1 128 574**

3.10.Programme 3 expenditure estimates

Table 13: Programme 3 expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousands	**2025/26**	**2026/27**	**2027/28**
Members' Facilities	264 953	308 095	326 344
Transfer: Political Party Allowances	600 312	627 815	656 206
Transfer: Parliamentary Budget Office	20 047	22 127	23 657
Total	**885 312**	**958 037**	**1 006 207**
Economic classification			
Current payments	**285 000**	**330 222**	**350 001**
Compensation of employees	103 492	123 599	133 427
Goods and services	181 508	206 623	216 574
Transfers and subsidies	**600 312**	**627 815**	**656 206**
Payments for capital assets	**0**	**0**	**0**
Total	**885 312**	**958 037**	**1 006 207**

PART D: TECHNICAL INDICATOR DESCRIPTION

PART D: TECHNICAL INDICATOR DESCRIPTION

4.1. Programme 1: Indicators

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

Title & Definition	Indicator Descriptor
Indicator number and title	1.1 Percentage parliamentary core processes automated
Short definition	Measures the proportion of parliamentary core processes automated.
Purpose/ Importance	This indicator tracks progress in core parliamentary processes to optimize information flow thereby improving efficiency and accessibility.
Desired performance (Target)	Mid-term target (2027/28): 50% of core parliamentary processes automated. 5-year target (2029/30): 80% of core parliamentary processes automated
Reporting cycle	Mid-Term and End of Term
Source and collection of evidence documents	Digital Transformation Strategy Business automation reports Project reports
Method of calculation	(Number of parliamentary core parliamentary processes automated ÷ Total number of core parliamentary processes identified) x 100
Calculation type	Cumulative
Assumptions	Adequate IT infrastructure and funding are modernised to support platforms. 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. 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 Improved employee engagement level
Short definition	Tracks changes in engagement levels among employees 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, culture and productivity.
Desired performance (Target)	Mid-term target (2027/28): 100% implementation of annual Human Capital strategy initiatives. 5-year target (2029/30): Improved employee engagement level from baseline
Reporting cycle	Mid-Term and End-Term
Source and collection of evidence documents	Employee and Member engagement survey reports Approved HR Strategy HR Strategy implementation reports
Method of calculation	Percentage increase in engagement scores compared to baseline. Engagement scores - Baseline engagement scores Implementation of Human Capital strategy
Calculation type	Non-cumulative
Assumptions	Engagement surveys are conducted consistently and methodologically sound. High participation of employees in survey to ensure meaningful insights are gained and improvement initiatives are targeted. Improvement recommendations from the engagement results will be implemented
Data limitation	Survey bias or low participation rates. Variations in survey administration methods over time. Any extensive political and institutional shifts which may result in instability
Indicator responsibility (accountability)	Division Manager: Human Capital

4.2. Programme 2: 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 increase in Executive responsiveness to House Resolutions.
Short definition	Measures the proportion of House resolutions responded to as a percentage of total executable resolutions adopted.
Purpose/ Importance	This indicator assesses the effectiveness of parliamentary oversight by tracking the extent to which House resolutions are responded to by the Executive.
Desired performance (Target)	Mid-term target (2027/28): Percentage increase in Executive responsiveness from baseline in FY2025/26 5-year target (2029/30): Percentage increase in Executive responsiveness from baseline in FY2027/28 level
Reporting cycle	Mid-Term and End of Term
Source and collection of evidence documents	House resolution records Reports on Executive responsiveness Monitoring and tracking dashboard reports
Method of calculation	(Number of Executive responses to executable House resolutions ÷ Total number of executable House resolutions) × 100
Calculation type	Non-cumulative
Assumptions	The Executive is cooperative and responsive to oversight mechanisms. House resolutions and timelines are communicated clearly and follow SMART principles. Political stability is maintained to enable year-on-year assessment of resolution responsiveness.
Data limitation	Incomplete or delayed reporting on responsiveness progress. Target relates to those resolutions that are executable and that require responsiveness.
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 accountability standards
Short definition	Measures the establishment and adherence to accountability standards to address non-responsiveness and non-compliance by the Executive.
Purpose/ Importance	Tracks progress in institutionalizing accountability standards to strengthen oversight effectiveness.
Desired performance (Target)	Mid-term target (2027/28): Report on outcomes of enforcement of Accountability Standards rules. 5-year target (2029/30):100% Adherence to approved accountability standards
Reporting cycle	Mid-year and End of Term
Source and collection of evidence documents	Updated Joint Rules on Accountability/enforcement mechanisms. Accountability Standards Gap analysis Report Oversight and accountability adherence review report
Method of calculation	Accountability Standards gap analysis report. Accountability Evaluation report
Calculation type	Non-cumulative
Assumptions	Recommendations from Accountability standards recommendations are implemented. Political will to adopt and enforce accountability mechanisms. Adequate resources and capacity to monitor adherence to accountability standards.
Data limitation	Delays in legislative processes Inconsistent application of standards and therefore challenges in measuring adherence levels.
Indicator responsibility (accountability)	Secretary to the National Assembly Secretary to the National Council of Provinces

Outcome 3: Meaningful and adequate involvement and participation by citizens

Title & Definition	Indicator Descriptor
Indicator number and title	3.1 Percentage implementation of identified public participation improvements
Short definition	Tracks the proportion of identified public participation improvements implemented.
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): 50% implementation of identified participation improvements. 5-year target (2029/30): 80%implementation of identified participation improvements
Reporting cycle	Mid-year and End of Term
Source and collection of evidence documents	Public participation improvement action plans Annual implementation reports
Method of calculation	(Number of identified public participation improvements implemented ÷ Total number of identified public participation improvements) × 100
Calculation type	Cumulative
Assumptions	Adequate funding and resources are allocated to support identified improvements. Strong collaboration among stakeholders, including civil society.
Data limitation	Incomplete or delayed reporting on improvements implementation. Difficulty in verifying the quality of improvements implemented.
Indicator responsibility (accountability)	Division Manager: Core Business Support

Title & Definition	Indicator Descriptor
Indicator number and title	3.2 Citizen Satisfaction Rate with Participatory Processes
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)	Increase citizen satisfaction rate by 10% (from the baseline)
Reporting cycle	Mid-term and End of Term
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: Enhanced capacity of members

Title & Definition	Indicator Descriptor
Indicator number and title	4.1 Percentage of Members trained on Parliamentary capacity-building programme
Short definition	Tracks the percentage of parliamentary members trained on a capacity-building programme.
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 Parliamentary capacity-building programme. 5-year target (2029/30): 80% Members trained on Parliamentary capacity-building programme
Reporting cycle	Mid-Term and End of Term
Source and collection of evidence documents	Training attendance records Training plan implementation reports
Method of calculation	(Number of members trained ÷ Total number of members participating in training programme) × 100
Calculation type	Cumulative
Assumptions	Adequate resources and time allocated for training by the parliamentary programme. Political stability that allows time and enablement to focus on professional development Funding available and adequate to meet Member training needs. Members are willing and available to participate in training.
Data limitation	Inconsistent participation or attendance. Delays in allocation of funds or training programmes.
Indicator responsibility (accountability)	Executive Manager: Legislative Sector Support

Outcome 5: Impactful lawmaking

Title & Definition	Indicator Descriptor
Indicator number and title	5.1 Percentage of impact assessments conducted for identified legislation.
Short definition	Measures the extent to which legislative impact assessments are conducted for identified legislation ensuring that lawmaking is impactful and leads to societal change.
Purpose/ Importance	To conduct legislative impact assessments systematic and critical insights into positive and negative effects in the functioning of legislation. Assessments conducted can either be pre-enactment or post-enactment of legislation.
Desired performance (Target)	Mid-term target (2027/28): 50% of impact assessments conducted for identified legislation. 5-year target (2029/30): 80% of impact assessments conducted for identified legislation
Reporting cycle	Mid-Term and End of Term
Source and collection of evidence documents	Pre-legislative evaluation/assessment reports Post-legislative evaluation/assessment reports Implementation progress reviews
Method of calculation	No of identified legislation for impact assessments / No of identified legislation impact assessments conducted X 100
Calculation type	Non-cumulative
Assumptions	Pre- and/or post-legislative evaluations are conducted on time and with adequate scope and quality. Consensus reached on selection of legislation to be assessed. Prioritisation of identified legislation and changes to identified legislation will be approved. Strong stakeholder support for implementing recommended improvements.
Data limitation	Delays in conducting assessments. Incomplete assessments with inconclusive recommendations
Indicator responsibility (accountability)	Division Manager: Core Business Support

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