PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

Draft Annual Performance Plan
7th Parliament
2026/2027

Executive Authority Statement

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 – from 01 to 03 October 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.

These objectives also correspond with the main objectives of the 7th Parliament Strategic Plan, including strengthening of oversight and accountability, enhancing legislation and public involvement, and improving international engagement and cooperation. The 7th Parliament's strategy is guided by its constitutional mandate and aligns with national and international development frameworks such as the National Development Plan (NDP) and the Sustainable Development Goals (SDGs). The government programme of action for the 7th term will be anchored in the Medium-Term Development Plan (MTDP), within the long-term trajectory of the National Development Plan. The MTDP 2024-29 proposes three strategic priorities:

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

The draft Strategic Plan for the 7th Parliament was tabled in December 2024, setting out the impacts and outcomes for the institution over the next five years. This draft 2026/27 Annual Performance Plan is tabled in accordance with the requirements of the Financial Management of Parliament and Provincial Legislatures Act and is based on the tabled Strategic Plan. It specifies the planned performance, and expenditure estimates of Parliament for the 2026/27 financial year, to achieve the outcomes set out in the Strategic Plan.

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 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.

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.

The 2026/27 Annual Performance Plan sets out the annual targets to be achieved in the second year of implementation of the 7th Parliament's Strategic Plan.

A T DIDIZA, MP
SPEAKER
NATIONAL ASSEMBLY

R MTSHWENI-TSIPANE, MP
CHAIRPERSON
NATIONAL COUNCIL OF PROVINCES

DRAFT

Accounting Officer's Statement

The Financial Management of Parliament and Provincial Legislatures Act, Act 10 of 2009, requires that the Accounting Officer prepare and present the annual performance plan, specifying performance measures and indicators for assessing Parliament's performance in achieving the objectives and outcomes detailed in the Strategic Plan.

The Strategic Plan for the 7th Parliament was tabled in December 2024 and provided a roadmap for enhancing Parliament's role in ensuring government accountability and enhanced public participation and addressing South Africa's socio-economic challenges through a transformative legislative agenda.

In alignment with the Strategic Priorities, Parliament developed outcomes which will form the basis for the medium-term performance, with annual targets set in the Annual Performance Plans. These annual targets include:

Outcomes	Annual Targets
Outcome 1: Improved overall performance and effectiveness	1.1 Implementation of a digital transformation strategy ensuring core parliamentary processes are technology enabled. 1.2 Implementation of a human capital strategy
Outcome 2: Increased government responsiveness and accountability by strengthening oversight over the Executive	2.1 Monitoring the responsiveness rate to resolutions by the Executive. 2.2 Implementation of recommendations from Accountability standards report 2.3 Implementation of an Oversight Priority Plan for selected Committees. 2.4 Standardisation of public office appointment and removal processes.
Outcome 3: Meaningful and adequate involvement and participation by citizens	3.1 Implementation of identified public participation improvements.
Outcome 4: Enhanced capacity of Members	4.1 Members trained on parliamentary capacity-building programme. 4.2 Implementation of the integrated member capacity-building strategy.
Outcome 5: Impactful lawmaking	5.1 Implementation of a pre-post legislative impact assessment framework for selected committees.

This draft 2026/27 Annual Performance Plan (APP) is based on these outcomes and stipulates the outputs to be implemented under each outcome.

The 2026/27 APP reflects the three-year medium-term expenditure framework and is based on the institutional priorities as set out in the Strategic Plan. It therefore provides updated projections on revenue and expenditure for 2026/27 and the two outer years of 2027/28 and 2028/29. It also provides performance targets for each of the performance measures and indicators, to monitor progress and report on performance in achieving the outcomes detailed in the Strategic Plan.

The focus of the APP in the 2026/27 financial year centres on improving the Parliament's effectiveness and capabilities to deliver a positive impact for all citizens.

XOLILE GEORGE
SECRETARY TO PARLIAMENT

DRAFT

Definitions

Strategic plan	A clearly defined 5-year plan that focuses on issues that are strategically important to the institution. The strategic plan is reviewed annually or when required. It identifies the impact and outcomes against which the institution can be measured and evaluated.
Annual performance plan	A 3-year performance plan that focusses on the outputs, output indicators and targets that the institution will seek to achieve in the upcoming financial year, aligned to the outcomes reflected in the Strategic Plan. It includes forward projections (annual targets) for a further two years, consistent with the Medium-Term Expenditure Framework (MTEF) period, with annual and quarterly performance targets, where appropriate, for the financial year.
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. Performance information indicates how well an institution performs towards the achievement of 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 which are the consequence of achieving specific outputs. Outcomes are "what we wish to achieve".
Outputs	The final tangible products, or goods and services delivered as a result of activities. Outputs may be defined as "what we produce or deliver". Outputs are also the building blocks towards the desired outcome.
Activities	These are processes or actions which use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe "what we do".
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 certain to happen without proof.
Risks	The effect of uncertainty on objectives, referring to potential, unintended outcomes that will affect the achievement of an institution’s predetermined results.
Indicator	An indicator is a predetermined signal, at a specific point in a process, showing that the result was achieved. It should include a unit of measurement that specifies what is to be measured. Indicators can be qualitative or quantitative measures.
Proxy indicators	Proxy indicators are used when results cannot be measured directly. A proxy indicator aims to provide an indication of achieved performance in a specific area.
Sector indicators	Sector indicators refer to a core set of indicators that have been developed and agreed to by national and provincial institutions within a sector. The sector indicators are approved by provincial Accounting Officers, which are incorporated in the Annual Performance Plans of

DRAFT

	provincial institutions and form the basis for quarterly and annual performance reporting processes.
Indicator descriptor	The description of impact, outcome and output indicators and targets to outline data collection processes, gathering of 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.
BRICS PF	Brazil, Russia, India, China, South Africa partnership Parliamentary Forum
IPU	Inter-Parliamentary Union
SADC PF	Southern African Development Community Parliamentary Forum
PAP	Pan-African Parliament
IMF	International Monetary Fund
StatsSA	Statistics South Africa
IEC	Independent Electoral Commission of South Africa
NDP	National Development Plan
MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
DPME	Department of Planning, Monitoring and Evaluation
FMPPLA	Financial Management of Parliament and Provincial Legislatures Act
MTDP	Medium Term Development Plan

DRAFT

Table of contents

Executive Authority Statement 2

Accounting Officer's Statement 4

Outcomes 4

Annual Targets 4

Definitions 6

PART I: MANDATE OF PARLIAMENT 10

1.1 Constitutional Mandate 11

1.2 Legislative mandate 12

1.3 Business of Parliament and approach to value creation 12

1.4 Court rulings relevant to the mandate of Parliament 13

PART II: STRATEGIC FOCUS OF THE 7TH PARLIAMENT 14

2. STRATEGIC FOCUS OF THE 7th PARLIAMENT 15

2.1 Strategic overview 15

2.2 Situational analysis relevant to Parliament 15

2.3 Priorities for the 7th Parliament 25

2.4 Alignment to the National Development Plan and related plans 28

2.5 Defining the 7th Parliament strategy using the outcomes approach 30

PART III: MEASURING PROGRAMME PERFORMANCE 31

3. MEASURING PROGRAMME PERFORMANCE 32

3.1 Programme 1: Administration 32

3.2 Programme 2: Legislation and Oversight 36

3.3 Updated key risks and mitigation 45

PART IV: FINANCIAL RESOURCES 47

4. FINANCIAL RESOURCES 48

4.1 Budget programmes and estimates 48

4.2 Vote 2: Parliament – Appropriated funds 49

4.3 Vote 2: Parliament - Proposed expenditure 49

4.4 Programme 1 expenditure estimates 50

4.5 Programme 2 expenditure estimates 50

4.6 Programme 3 expenditure estimates 51

PART D: TECHNICAL INDICATOR DESCRIPTIONS 52

5. Technical Indicator Descriptors (TID) 53

References 58

DRAFT

Figures

Figure 1: Parliament's Constitutional Mandate 11
Figure 2: Global economic growth projections, World Economic Outlook, IMF, Apr 2025 16
Figure 3: Global risks ranked by severity over the short and long term. (WEF Global risks report, 2025) 17
Figure 4: By 2040 the E7 will be more than double the G7 economies. (Sydney Business Insights, 2023). 17
Figure 5: South Africa's urban and rural population from 1950 to 2050. (UNDESA). 18
Figure 6: Increase in mobile data by 2029 (UNCTAG 2023) 18
Figure 7: Employment in South Africa (StatsSA, Businesstech, Feb 2025) 19
Figure 8: Households vulnerable to hunger increased from 19% in 2019 to 26% in 2023. (StatsSA, 2023) 20
Figure 9: The IPU Strategy for 2022-2026 21
Figure 10: Digital transformation in Parliaments. (IPU 2023). 22
Figure 11: Design concepts for the restoration project of Parliament. 22
Figure 12: Priorities for the 7th Parliament to ensure more responsive and accountable government 26
Figure 13: Outcomes-based approach linking inputs to outcomes. 30

Tables

Table 1: Outcome 1 Outcomes, outputs, performance indicators and targets. 33
Table 2: Outcome 1 quarterly targets. 35
Table 3: Outcome 2: Outcomes, outputs, performance indicators and targets 37
Table 4: Outcome 2 quarterly targets 38
Table 5: Outcome 3: Outcomes, outputs, performance indicators and targets 40
Table 6: Outcome 3 quarterly targets 40
Table 7: Outcome 4: Outcomes, outputs, performance indicators and targets 42
Table 8: Outcome 4 quarterly targets 42
Table 9: Outcome 5: Outcomes, outputs, performance indicators and targets 44
Table 10: Outcome 5 quarterly targets 44
Table 11: Key risks and mitigation measures 45
Table 12: Budget programme structure 48
Table 13: Proposed Appropriated funds 49
Table 14: Proposed expenditure 49
Table 15: Programme 1 expenditure estimates 50
Table 16: Programme 2 expenditure estimates 50
Table 17: Programme 3 expenditure estimates 51

DRAFT

PART I: MANDATE OF PARLIAMENT

DRAFT

PART I: MANDATE OF PARLIAMENT

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, governance is effected by Parliament, the Executive, and the Judiciary. The national legislative authority is vested in Parliament, the executive authority is vested in the President, and the judicial authority is vested in the Courts.

Parliament represents the people and provincial interests in the national sphere, 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 expands 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 creation and preservation 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 informed by the national agenda, the international and national socio-economic and political environment and the contextual position and role of Parliament.

The 1st and 2nd democratic 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 and the prescripts of our Constitution. Adopting mechanisms to strengthen oversight and accountability was the lead priority of the 3rd Parliament. This resulted in the development of an 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. 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 strongly influenced 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 public involvement, oversight and accountability.

1.4 Court rulings relevant to the mandate of Parliament

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

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

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

Several court rulings have pointed towards the need for a review of the overall statute book, focusing on correcting deficiencies and ensuring greater constitutional compliance with Bills. The courts have also confirmed the importance of the correct classification of legislation in determining the legislative route that a Bill follows through Parliament. (Tongoane and Others v National Minister for Agriculture).

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

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

DRAFT

PART II: STRATEGIC FOCUS OF THE 7TH PARLIAMENT

2. STRATEGIC FOCUS OF THE 7th PARLIAMENT

2.1 Strategic overview

Vision

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

Mission

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

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

Global growth is projected to drop to 2.8 percent in 2025 and 3 percent in 2026—down from the previous outlook of 3.3 percent for both years. The swift escalation of trade tensions and extremely high levels of policy uncertainty are expected to have a significant impact on global economic activity. Global growth is projected to drop to 2.8 percent in 2025 and 3 percent in 2026. This is lower than the previous outlook estimation of 3.3 percent for both years, corresponding to a cumulative downgrade of 0.8 percentage, and far below the historical average of 3.7 percent for the last 20 years. In emerging market and developing economies, growth is expected to slow down to 3.7 percent in 2025 and 3.9 percent in 2026, with significant downgrades for countries affected most by recent trade measures, such as China. Intensifying downside risks dominate the outlook. Emerging trade wars, along with even more elevated trade policy uncertainty could further reduce near- and long-term growth. Resilience to future shocks may weaken, and economies may see sharp adjustments in foreign exchange rates and capital flows, especially for those facing debt stress. Broader financial instability may ensue, including damage to the international monetary system. (IMF Apr 2025).

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

South Africa's economy is forecast to grow at an average of 1.4 per cent in 2025, improving to 1.8 per cent by 2027. In 2025, GDP is expected to grow by 1.4 per cent, improving to 1.8 per cent in 2027. Government's economic priorities remain strengthening macroeconomic stability to reduce living costs and grow investment, executing reforms to promote a more dynamic economy, building state capability in core functions and supporting growth-enhancing public infrastructure investment. The central challenges outlined in the March 2025 Budget Review remain unchanged: South Africa needs to raise economic growth and stabilise the public finances in order to compete globally, create jobs and deliver sustainable public services. The May 2025 Budget Overview maintains government's fiscal strategy as outlined in the 2024 Medium Term Budget Policy Statement (MTBPS). It aims to stabilise government debt in 2025/26 while increasing infrastructure investment to support higher economic growth. And it continues to support the social wage – made up of health, education, social protection, community development and employment programmes.

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 true 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 2024, the economies of Brazil, China, India, Indonesia, Mexico, Russia, and Turkey (the emerging seven–E7) will be double the size of those of the G7. This will bring about a global shift in economic and political power, significantly altering global governance.

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

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

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

Figure 5: South Africa's urban and rural population from 1950 to 2050. (UNDESA).

Technologically, we find ourselves amid human history's most significant information and communications revolution. This trend is driven by the exponential growth and development in digital technologies –the 4th industrial revolution. Four digital enablers drive future change - digital finance, social media, digital identity and the data revolution. Access and use of connectivity is increasing exponentially.

Figure 6: Increase in mobile data by 2029 (UNCTAG 2023)

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

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

Figure 7: Employment in South Africa (StatsSA, Businesstech, Feb 2025)

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 19% in 2019 to 26% in 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 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

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

2.2.3 Internal environment

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

Figure 10: Digital transformation in Parliaments. (IPU 2023).

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

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

It is estimated that by 2030, some 80 percent of Parliament employees will be knowledge workers. These will include highly skilled and professional employees, including legal, procedural and content advisors,

researchers and analysts, and various subject matter experts. This steady increase in highly skilled and professional services is due to Parliament's requirements for knowledge and information skills. It also means that the conditions of service and working environment will need to change to accommodate knowledge workers. The growth in generative artificial intelligence may impact this estimation, as technology will replace many functions currently performed by workers. The World Economic Forum estimates that by 2025, institutions will need to reskill at least 50% of their workforces.

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

2.2.4 Key challenges and opportunities

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

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

2.2.5 Responding to the situational analysis

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

Effective oversight to ensure alignment with NDP outcomes

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

seeks to coordinate work around mutual goals better and to harness scarce resources more efficiently. Sector cooperation around oversight and public involvement can ensure more responsive and accountable government at all levels, including better cooperation in the delivery of services.

Addressing current and previous recommendations to achieve effective oversight

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

Anchoring a stakeholder and partnership plan

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

Business transformation to operational excellence

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

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

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

Repairs and upgrades to Parliament’s infrastructure

Parliament will be restoring the fire-damaged buildings through a re-building project in conjunction with the Development Bank of South Africa (DBSA) and other stakeholders, including the Department of Public Works and Infrastructure and the National Treasury. In this financial year, the focus will be on securing additional floors in the 90 Plein Street building and reconfiguring them for additional offices and committee rooms. This

will help ensure that space is optimised and will allow the upgrade to the Old Assembly and National Assembly to provide adequate working spaces for core business.

Effective use of resources

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

2.3 Priorities for the 7th Parliament

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

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

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

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

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

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

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

Figure 12: Priorities for the 7th Parliament to ensure more responsive and accountable government

2.3.1 Strengthening oversight mechanisms

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

Of specific concern is the working of the system of government, arranged as the different spheres of government, and how these cooperate effectively to deliver development outcomes, ensuring improved quality of life. In line with its mandate under section 42(4) of the Constitution, as the House that represents the interests of the provincial and local governments in the national sphere, the National Council of Provinces (NCOP) is best placed to oversee the effectiveness of co-operative government, and the system of inter-governmental relations. The NCOP assist in fostering coordination, cooperation and collaboration amongst the three spheres of government. The instruments that guide the NCOP in its execution of intergovernmental relations include the approval of government interventions as per Sections 100 and 139 of the Constitution, investigations under Section 106 of the Municipal Systems Act, and consolidated reports in terms of Section 47 of the Municipal Systems Act. Several key challenges remain in Parliament's effectiveness in holding the

Executive accountable and responsive, and ensuring co-operation and the delivery of services to improve quality of life.

Several key challenges remain in Parliament's effectiveness in holding the Executive accountable and responsive, and ensuring cooperation and the delivery of services to improve the quality of life of citizens. 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, especially the co-operative government role performed by the National Council of Provinces;
- ensure tracking and monitoring of resolutions for implementation by the Executive;
- implement a framework for assessing executive performance and consequence management;
- implement various recommendations to strengthen the oversight capability of Parliament;
- implement mechanisms for the prioritisation and coordination of oversight;
- ensure more time for oversight activities of committees in the programme of Parliament;
- ensure the involvement of partners and stakeholders in oversight processes;
- improve the quality of information, analysis and research for oversight activities;
- develop guidelines for oversight work performed in constituencies.

2.3.2 Enhancing the legislative process and public involvement

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

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

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

2.3.3 Improving representation in public appointments and international work

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

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

Regarding international engagement, Parliament must strengthen systems and structures to enhance its endeavour to contribute to shaping the global agenda, developing a parliamentary international relations strategy, strengthening mechanisms for negotiation and ratification of international agreements, and establishing mechanisms to monitor South Africa's obligations. Parliament must increase its 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.

2.4 Alignment to the National Development Plan and related plans

The national agenda and regional and global developments inform and influence Parliament's work. 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.

DRAFT

2.5 Defining the 7th Parliament strategy using the outcomes approach

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

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 are included in the respective plans as follows:

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

Figure 13: Outcomes-based approach linking inputs to outcomes.

PART III: MEASURING PROGRAMME PERFORMANCE

DRAFT

3. MEASURING PROGRAMME PERFORMANCE

3.1 Programme 1: Administration

Purpose

Provide strategic leadership, governance, management, corporate and support services to Parliament. The aim of the programme is to provide leadership, management, and support services for the operations of Parliament. As this programme mostly reflects inputs for operations, the related performance information will be accommodated in operational plans.

3.1.1 Outcome 1: Improved performance and effectiveness

Rationale for interventions

Digital transformation: Improving Parliament's effectiveness and performance, it requires the re-engineering of its business processes and organising information flows appropriately. Data is a strategic asset to Parliament especially to support the work of Members and to provide reliable analysis and insights required for effective oversight functions. Furthermore, openness and transparency in a democratic society are achieved through freely available information, especially that of government performance. Information must also be made accessible to the Citizens for viewing, and real-time interaction in meaningful participation with parliamentary processes.

Improved performance: The effective functioning of Parliament depends on the efficiency of its business processes and the knowledge and information services provided to Members of Parliament to perform their constitutional functions. The quality of knowledge and information services depend on the availability of skilled and engaged employees. Parliament must invest in the skills and well-being of employees to ensure that they are motivated and empowered to realise the vision of Parliament.

Explanation of the planned performance - Annual performance targets for Programme 1

Digital transformation strategy

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

business processes to improve productivity and ensure information is available to the right people, at the right time in a suitable manner. For the year under review, the priority is to automate core parliamentary processes to enable efficient operations.

Human capital strategy

Parliament aims to implement people management practices which will afford all employees to live the institutional values and to create an environment where employees can realise their full potential. The aim in this financial year is to develop and commence with implementing a human capital strategy, leading to a high-performance culture.

3.1.1.1 Outcome 1: Outcomes, outputs, performance indicators and targets

Table 1: Outcome 1 Outcomes, outputs, performance indicators and targets.

No	Outcome	Outputs	Output indicators	Estimated performance 2025–2026	Medium-term Expenditure Framework (MTEF) Targets		
					2026–2027	2027–2028	2028–2029
1.1	Outcome 1: Improved performance and effectiveness through information and culture optimization	Core parliamentary processes automated, and systems developed	Number of systems developed to automate core parliamentary processes	Develop three systems to automate core parliamentary processes	Develop three systems to automate core parliamentary processes: • Online bill tracking • Digital Service Delivery Dashboards • Online submissions for public office bearers' nominations	Develop two systems to automate core parliamentary processes: • Resolutions tracking for international agreements • Legislative Sector Dashboard	Develop 2 systems to automate core parliamentary processes: • Translations • Hansard

No	Outcome	Outputs	Output indicators	Estimated performance 2025–2026	Medium-term Expenditure Framework (MTEF) Targets		
					2026–2027	2027–2028	2028–2029
1.2		Transformative Human Capital Strategy	Percentage implementation of annual Human Capital strategy initiatives.	Develop Human Capital strategy and submit to Accounting Officer for approval	100% implementation of annual Human Capital strategy initiatives.	100% implementation of annual Human Capital strategy initiatives	100% implementation of annual Human Capital strategy initiatives

DRAFT

Output indicators: Annual and quarterly targets

Table 2: Outcome 1 quarterly targets.

No	Output indicators	Annual Target 2026–2027	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1	Number of systems developed to automate core parliamentary processes	Develop three systems to automate core parliamentary processes: • Online bill tracking • Digital Service Delivery Dashboards • Online submissions for public office bearer nominations	Complete analysis and initial design for all systems: • Online bill tracking • Digital Service Delivery Dashboards • Online submissions for nominations	System designs and proof of concept completed: • Online bill tracking • Digital Service Delivery Dashboards • Online bill submissions	Initial Systems development: • Online bill tracking • Digital Service Delivery Dashboards • Online bill submission	Final system development and User acceptance testing completed. • Online bill tracking • Digital Service Delivery Dashboards • Online bill submission
1.2	Percentage implementation of Human Capital strategy initiatives.	100% implementation of annual Human Capital strategy initiatives	Develop implementation plan for annual Human Capital strategy initiatives	30% implementation of annual Human Capital strategy initiatives	60% implementation of annual Human Capital strategy initiatives	100% implementation of annual HC strategy initiatives

DRAFT

3.2 Programme 2: Legislation and Oversight

Purpose

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

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

Rationale for intervention

The Constitution requires that Parliament maintain oversight over the Executive to ensure a government that is open, responsive and accountable. 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 the tracking and monitoring of responses to resolutions, setting accountability standards, implementing oversight priorities for Committees, and improving processes for the appointment and removal of public office bearers. The intervention aims to move Parliament forward from the current challenges related to oversight and accountability.

Explanation of the planned performance

Responsiveness to Parliament resolutions and setting standards for accountability

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. A Responsiveness Report will be submitted to the Executive Authority, indicating the percentage of responses received from the Executive on resolutions taken. The data will be gathered using a tracking and monitoring system, indicating the percentage of responses to resolutions. The purpose of the Report is to ensure that the response rate of the Executive is monitored, and where needed, appropriate action initiated to ensure an increase in the responsiveness rate. Parliament will also develop accountability standards to guide enforcement action for resolutions not responded to and on actions not implemented.

Oversight Priority Plan for 7th Parliament

The oversight work of Committees requires the implementation of a process of monitoring through establishing priority areas for oversight focus. In this regard, an Oversight Priority Plan (OPP) was developed and piloted in previous years. In this financial year, the implementation of the OPP will be expanded to cover more committees, to enable the 7th Parliament to align with the Medium-Term Development Plan (MTDP) priorities and the pursuit of NDP goals.

3.2.1.1 Outcome 2: Outcomes, outputs, performance indicators and targets

Table 3: Outcome 2: Outcomes, outputs, performance indicators and targets

No	Outcomes	Outputs	Output indicators	Estimated performance 2025–2026	MTEF Targets		
					2026–2027	2027–2028	2028–2029
2.1	**Outcome 2:** Increased government responsiveness and accountability by strengthening oversight over the Executive	Annual status report on Executive Responsiveness to House Resolutions	Annual status report on Executive Responsiveness to House Resolutions produced	Report on Executive Responsiveness to House Resolutions	Produce an annual status Report on Executive Responsiveness to House Resolutions	Percentage increase in Executive responsiveness rate from baseline in FY2025/26	Baseline % increase 10% increase in Executive responsiveness rate from FY2027/28 level
2.2		Implementation of recommendations from the Accountability Report	Number of recommendations from the Accountability Report implemented	Develop Accountability Standards gap analysis and recommendations Report	Implement 2 Recommendations from the Accountability Standards Report	Implement 1 Recommendations from the Accountability Standards Report	Implement 1 Recommendations from the Accountability Standards Report
2.3		Oversight Priority Plan for 7th Parliament implemented for identified Committees	Percentage annual implementation of Oversight Priority Plan for identified Committees	70% annual implementation of Oversight Priority Plan for identified Committees	90% annual implementation of Oversight Priority Plan for identified Committees	95% annual implementation of Oversight Priority Plan for identified Committees	95% annual implementation of Oversight Priority Plan for identified Committees

Table 4: Outcome 2 quarterly targets

No	Output indicators	Annual Target 2026–2027	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.1	Annual status report on Executive Responsiveness to House Resolutions produced	Produce an annual status Report on Executive Responsiveness to House Resolutions	Quarterly Report on Executive Responsiveness to House Resolutions	Quarterly Report on Executive Responsiveness to House Resolutions	Quarterly Report on Executive Responsiveness to House Resolutions	Annual status report on Executive Responsiveness to House Resolutions
2.2	Number of recommendations from the Accountability Report implemented	Implement 2 Recommendations from the Accountability Standards Report	Develop an implementation plan	Progress report on the implementation of Accountability Standards recommendations	Progress report on the implementation of Accountability Standards recommendations	Final implementation of 2 recommendations from the Accountability Report
2.3	Percentage annual implementation of Oversight Priority Plan for prioritised Committees	90% annual implementation of Oversight Priority Plan for identified Committees	Identify selected committees for implementation of OPP	50% annual Implementation of Oversight priority plan for identified committees	70% annual Implementation of Oversight priority plan for identified committees	90% annual Implementation of Oversight priority plan for identified committees

DRAFT

3.2.2 Outcome 3: Meaningful and adequate involvement and participation by citizens

Rationale for intervention

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 the planned performance

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 develop 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 a 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.

3.2.2.1 Outcome 3: Outcomes, outputs, performance indicators and targets

Table 5: Outcome 3: Outcomes, outputs, performance indicators and targets

No	Outcomes	Outputs	Output indicators	Estimated performance 2025–2026	MTEF Targets		
					2026–2027	2027–2028	2028–2029
3.1	Outcome 3: Meaningful and adequate involvement and participation by citizens	Annual implementation of identified public participation improvements	Percentage implementation of identified annual public participation improvements	90% implementation of identified annual public participation improvements	90% implementation of identified annual public participation improvements	90% implementation of identified annual public participation improvements	90% implementation of identified annual public participation improvements

Table 6: Outcome 3 quarterly targets

No	Output indicators	Annual Target 2026–2027	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1	Percentage implementation of identified annual public participation improvements	90% implementation of identified annual public participation improvements	Develop implementation plan for identified public participation improvements	30% implementation of identified annual public participation improvements	60% implementation of identified annual public participation improvements	90% implementation of identified annual public participation improvements

3.2.3 Outcome 4: Enhanced capacity of Members

Rationale for intervention

Members of Parliament are the public representatives tasked with the execution of Parliament's mandate, powers and functions. The capability of Members is critical in the performance of their Constitutional role. The investment in the continued learning environment will build sufficient and appropriate skills and capabilities to address the complex challenges facing the country.

Explanation of the planned performance

Parliament aims to prioritise the provision of professional development for Members for their parliamentary function and other specialised skills.
A comprehensive programme for Member capacity building should include a focus on equipping Members with digital literacy skills to fully embrace a digitally transformed parliament. The following programmes will be on offer amongst others:

- Academic programmes with Institutions of Higher Learning
- Short learning programmes on core, sector specific and soft skills
- Bursaries
- Internal training programmes
- Peer learning initiatives et al

In addition to continued implementation of capacity building programmes for Members on an ongoing basis, Parliament will conduct a situational analysis and review of Capacity building for Members and the resourcing thereof in order to make evidence-based recommendations on future capacity building initiatives aimed at fulfilling the critical skills and knowledge needs and requirements of parliamentarians.

DRAFT

3.2.3.1 Outcome 4: Outcomes, outputs, performance indicators and targets

Table 7: Outcome 4: Outcomes, outputs, performance indicators and targets

No	Outcomes	Outputs	Output indicators	Estimated performance 2025–2026	MTEF Targets		
					2026–2027	2027–2028	2028–2029
4.1	Outcome 4: Enhanced capacity of Members	Implementation of annual member capacity-building programme	Member capacity-building programme implemented	Implement annual member capacity-building programme	Implement annual member capacity-building programme	Implement annual member capacity-building programme	Implement annual member capacity-building programme
4.2		Implementation of Integrated member capacity strategy initiatives	Percentage implementation of annual integrated member capacity strategy initiatives	Develop Integrated member capacity-building strategy	100% implementation of annual integrated member capacity strategy initiatives	100% implementation of annual integrated member capacity strategy initiatives	100% implementation of annual integrated member capacity strategy initiatives

Table 8: Outcome 4 quarterly targets

No	Output indicators	Annual Target 2026–2027	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1	Member capacity-building programme implemented	Implement annual member capacity-building programme	Develop annual member capacity-building programme	Implement capacity-building programme for Members	Implement capacity-building programme for Members	Implement capacity-building programme for Members
4.2	Percentage implementation of annual integrated member capacity strategy initiatives	Develop Integrated member capacity-building strategy	Develop implementation plan for identified public participation improvements	30% implementation of identified annual public participation improvements	60% implementation of identified annual public participation improvements	90% implementation of identified annual public participation improvements

3.2.4 Outcome 5: Impactful law-making

Rationale for intervention

This outcome indicator focuses on enhancing the law-making function by ensuring that the intended impact of legislation is achieved. Parliament has identified several initiatives to be implemented to ensure that laws are made in line with Constitutional prescripts. The identified reforms will deliver the desired change towards impactful lawmaking that improves the quality of life for all citizens.

Explanation of the planned performance

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

- Ensure Parliament conduct legislative impact assessments.
- Implement measures to elevate the drafting capacity of Parliament.
- Establishing mechanisms for proactive identification of legislative needs based on emerging societal issues.
- 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.

DRAFT

3.2.4.1 Outcome 5: Outcomes, outputs, performance indicators and targets

Table 9: Outcome 5: Outcomes, outputs, performance indicators and targets

No	Outcomes	Outputs	Output indicators	Estimated performance 2025–2026	MTEF Targets		
					2026–2027	2027–2028	2028–2029
5.1	**Outcome 5:** Impactful law-making	Impact assessment implemented for identified committees	Percentage annual implementation of impact assessment for identified committees	90% annual implementation of impact assessment for identified committees	95% annual implementation of Impact assessment for identified committees	95% annual implementation of impact assessment for identified committees	95% annual implementation of impact assessment for identified committees

Table 10: Outcome 5 quarterly targets

No	Output indicators	Annual Target 2026–2027	Quarterly targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.1	Percentage annual implementation of impact assessment for identified committees	95% annual implementation of impact assessment for identified committees	Develop pre-post Legislation impact assessment implementation plan	50% annual Implementation of pre-post Legislation impact assessment	70% annual Implementation of pre-post Legislation impact assessment	95% annual Implementation of impact assessment

3.3 Updated key risks and mitigation

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 11: Key risks and mitigation measures

No	Outcome	Key risks	Risk mitigation
1	Outcome 1: Improved performance and effectiveness	Unsustainable funding for Parliament's constitutional mandate and strategy	Development and implementation of funding model to ensure resource optimization and financial sustainability
		Inadequate physical infrastructure may hamper the execution of Parliament's constitutional mandate	Implementation of a facilities management strategy to ensure a professional and safe working environment and space
		Human capital constraints which may result in non-performance	Implementation of Human capital strategy to ensure capacity-building of staff, and bring about a learning organisation
		Limited resources and other constraints may hinder the effective execution of the approved broadcasting strategy for the 7th Parliament and support for the Parliamentary broadcasting services.	Implementation of the 7th Parliament broadcast strategy
		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 digital transformation strategy and data governance to leverage technology and ensure a modern institution and knowledge management
		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	Ineffective oversight by parliamentary committees and the houses over the executive and	Enhancement of system to track and monitor the responses to resolutions by the Executive.

No	Outcome	Key risks	Risk mitigation
	responsiveness and accountability by strengthening oversight over the Executive	state organs which could lead to a lack of accountability.	
		Underutilisation of data may hamper real-time monitoring and optimal support to the core work of Parliament.	Enhancement of the Country outcome indicator dashboard on selected NDP/MTDP Indicators
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 the public participation improvements, including the adequate provision of funds and resources.
4	Outcome 4: Enhanced capacity of members	Insufficient time to conduct training due to competing priorities	Professional development scheduling to be planned and aligned to programming schedule.
5	Outcome 5: Impactful lawmaking	Ineffective law-making that may result in unconstitutional legislation	Implementation of legislative improvements

DRAFT

PART IV: FINANCIAL RESOURCES

DRAFT

4. FINANCIAL RESOURCES

4.1 Budget programmes and estimates

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

Table 12: Budget programme structure

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

4.2 Vote 2: Parliament – Appropriated funds

Table 13: Proposed Appropriated funds

	Medium-term revenue estimate		
R thousands	**2026/27**	**2027/28**	**2028/29**
Total Institutional Receipts	**5 119 190**	**3 888 410**	**4 181 000**
Appropriated Funds-proposed	4 531 104	3 296 050	3 560 272
Direct Charges	542 712	567 360	595 728
Donor Funds	0	0	0
Sales by market establishments	14 000	15 000	15 000
Interest Received	31 374	10 000	10 000
Other Revenue			
Total Receipts	**5 119 190**	**3 888 410**	**4 181 000**

*No preliminary allocation from National Treasury.

4.3 Vote 2: Parliament - Proposed expenditure

Table 14: Proposed expenditure

Programme	Medium-term expenditure estimate		
R thousands	**2026/27**	**2027/28**	**2028/29**
Programme 1: Administration	2 569 354	1 190 707	1 264 518
Programme 2: Legislation and Oversight	1 053 231	1 128 574	1 270 734
Programme 3: Associated services	958 037	1 006 207	1 055 806
Subtotal	**4 580 622**	**3 325 488**	**3 591 058**
Direct charge against the National Revenue Fund	538 568	562 922	589 942
Total	**5 119 190**	**3 888 410**	**4 181 000**
Economic classification			
Current payments	**2 972 518**	**3 164 552**	**3 432 922**
Compensation of employees	2 192 710	2 335 618	2 498 868
Goods and services	779 808	828 934	934 054
Transfers and subsidies	**627 815**	**656 206**	**687 704**
Payments for capital assets	**1 518 857**	**67 652**	**60 374**
Total	**5 119 190**	**3 888 410**	**4 181 000**

DRAFT

4.4 Programme 1 expenditure estimates

Table 15: Programme 1 expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousands	**2026/27**	**2027/28**	**2028/29**
Executive Authority	147 646	156 079	167 016
Office of the Secretary	1 695 800	256 902	266 371
Corporate Services	725 908	777 726	831 131
Total	**2 569 354**	**1 190 707**	**1 264 518**
Economic classification			
Current payments	**1 056 243**	**1 126 555**	**1 207 968**
Compensation of employees	840 009	895 277	963 385
Goods and services	216 234	231 278	244 583
Transfers and subsidies	**0**	**0**	**0**
Payments for capital assets	**1 513 111**	**64 152**	**56 550**
Total	**2 569 354**	**1 190 707**	**1 264 518**

4.5 Programme 2 expenditure estimates

Table 16: Programme 2 expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousands	2026/27	2027/28	2028/29
National Assembly	57 450	61 889	66 695
National Council of Provinces	72 656	77 921	83 165
Shared services	879 292	941 495	1 070 555
Sectorial Parliaments	43 833	47 269	50 319
Total	**1 053 231**	**1 128 574**	**1 270 734**
Economic classification			
Current payments	**1 047 485**	**1 125 074**	**1 266 910**
Compensation of employees	690 534	743 992	801 507
Goods and services	356 951	381 082	465 403
Transfers and subsidies	**0**	**0**	**0**
Payments for capital assets	**5 746**	**3 500**	**3 824**
Total	**1 053 231**	**1 128 574**	**1 270 734**

DRAFT

4.6 Programme 3 expenditure estimates

Table 17: Programme 3 expenditure estimates

Sub-programme	Medium-term expenditure estimate		
R thousands	**2026/27**	**2027/28**	**2028/29**
Members' Facilities	308 095	326 344	342 431
Transfer: Political Party Allowances	627 815	656 206	687 704
Transfer: Parliamentary Budget Office	22 127	23 657	25 671
Total	**958 037**	**1 006 207**	**1 055 806**
Economic classification			
Current payments	**330 222**	**350 001**	**368 102**
Compensation of employees	123 599	133 427	144 034
Goods and services	206 623	216 574	224 068
Transfers and subsidies	**627 815**	**656 206**	**687 704**
Payments for capital assets	**0**	**0**	**0**
Total	**958 037**	**1 006 207**	**1 055 806**

DRAFT

PART D: TECHNICAL INDICATOR DESCRIPTIONS

DRAFT

5. Technical Indicator Descriptors (TID)

Outcome 1: Improved performance and effectiveness

Output Indicator & No.	1.1. Number of systems developed to automate core parliamentary processes
Definition	Measures the extent to which parliamentary processes are transitioned to digital platforms as part of the digital transformation strategy.
Targets	Develop three systems to automate core parliamentary processes: • Online bill tracking • Digital Service Delivery Dashboards • Online submissions for public office bearers' nominations
Method of calculation	Simple count
Source of data & Means of verification	Business process automation records, and IT system implementation reports.
Assumptions	Assumptions: Stakeholder participation in all change management, workshops for digital transformation initiatives.
Calculation type	Non- cumulative
Reporting cycle	Quarterly
Indicator responsibility	Division Manager: ICT

Output Indicator & No.	1.2. Percentage implementation of annual Human Capital strategy initiatives
Definition	Measures the implementation of the Human Capital Strategy aimed at enhancing workforce planning, skills development, and talent management.
Targets	100% of implementation of annual Human Capital strategy initiatives.
Method of calculation	Nr of initiatives implemented per year/ number of initiatives planned x 100.
Source of data & Means of verification	Human Capital strategy document, consultation records, and final approval documentation. Human Capital strategy implementation plan. Document review and verification of approval by the Accounting Officer.
Assumptions	Assumptions: Commitment from stakeholders to participate in implementation initiatives.
Calculation type	Cumulative
Reporting cycle	Quarterly
Indicator responsibility	Division Manager: Human Capital Division

DRAFT

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

Output Indicator & No.	2.1. Annual status report on Executive Responsiveness to House Resolutions
Definition	Provides a detailed annual status report on Executive Responsiveness detailing percentage of responses received in proportion to the communicated resolutions that have reached deadlines for all applicable quarters.
Targets	Annual Target (2026–2027): Annual status report on Responsiveness to Resolutions by the Executive submitted to Executive Authority.
Method of calculation	Completion and submission of Annual status report to Executive Authority
Source of data & Means of verification	Resolution tracking system, parliamentary reports, and Executive response records. Review of response records and verification of received responses.
Assumptions	(a) Assumptions: The Executive prioritises timely responses to resolutions. (b) All Resolutions clearly defined and communicated to the Executive.
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Indicator responsibility	Secretary to the NA & Secretary to the NCOP

Output Indicator & No.	2.2. Number of recommendations from the Accountability Report implemented
Definition	Measures the number of recommendations from the Accountability Standards Report implemented.
Targets	Annual Target (2026–2027): Number of recommendations from the Accountability Report implemented
Method of calculation	Simple count
Source of data & Means of verification	Accountability Standards Report with recommendations. Implementation Report of Recommendations.
Assumptions	(a) Assumptions: Access to necessary data and cooperation from stakeholders. (b) Recommendations will be prioritised for implementation.
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Indicator responsibility	Division Manager: Core Business Support

DRAFT

Output Indicator & No.	2.3. Percentage annual implementation of Oversight Priority Plan for identified Committees
Definition	Measures the percentage of planned oversight activities implemented for identified committees in line with the Oversight Priority Plan.
Targets	Annual Target (2026–2027): 90% Annual implementation of Oversight priority plan for identified Committees
Method of calculation	Number of committees where OPP is implemented/ total number of committees planned to implement OPP x 100
Source of data & Means of verification	Oversight Priority Plan and committee reports. Review of committee reports and tracking of oversight activities.
Assumptions	Assumptions: Committees adhere to oversight schedules, and adequate resources are available.
Calculation type	Cumulative
Reporting cycle	Quarterly
Indicator responsibility	Division Manager: Core Business Support

Outcome 3: Meaningful and adequate involvement and participation by citizens

Output Indicator & No.	3.1. Percentage implementation of identified annual public participation improvements
Definition	Measures the implementation of public participation initiatives to improve the overall outcome
Targets	90% implementation of annual identified public participation improvements
Method of calculation	Number of initiatives implemented for year/ Number of initiatives planned for the year x 100
Source of data & Means of verification	Public participation improvement plan, quarterly reports, approved initiatives
Assumptions	Assumptions: all initiatives planned will be realised through Committee support, and all identified stakeholders.
Calculation type	Cumulative
Reporting cycle	Quarterly
Indicator responsibility	Division Manager: Core Business Support

DRAFT

Outcome 4: Enhanced capacity of Members

Output Indicator & No.	4.1. Member capacity-building programme implemented
Definition	Measures the implementation of an integrated Parliamentary Capacity Building programme for Members.
Targets	Annual Target (2026-2027): Implement annual member capacity-building programme
Method of calculation	Implementation of identified training needs for members for the year.
Source of data & Means of verification	Training needs survey and analysis for 7th Term draft schedule/list of programmes for members for 7th Term, Training reports, Members & relevant Parliament Divisions. Integrated parliamentary capacity-building programme for Members (*The programme integrates all training delivered for Members of Parliament and consists of a menu/list of all training programmes available to Members*) Training Reports (*Number of members enrolled, Course registration, Programme / Certificate / Qualification, Results*) Report on Review of capacity building for Members of Parliament
Assumptions	Assumptions: Provision for training in parliamentary programme, satisfactory enrolment and completion, adequate capacity and knowledge resources, stakeholder buy-in, and funding.
Calculation type	Cumulative
Reporting cycle	Quarterly
Indicator responsibility	Executive Director: Legislative Sector Support

Output Indicator & No.	4.2 Percentage implementation of annual integrated member capacity strategy initiatives
Definition	Measures the implementation of the member capacity-building strategy initiatives
Targets	Annual Target (2026-2027): 100% implementation of annual integrated member capacity strategy initiatives.
Method of calculation	Implementation: Number of initiatives DIVIDED BY the total number of initiatives x 100
Source of data & Means of verification	Integrated member capacity strategy Annual Implementation plan for the initiatives
Assumptions & Risks	Assumptions: Stakeholder participation in the implementation of initiatives
Calculation type	Cumulative
Reporting cycle	Quarterly
Indicator responsibility	Executive Director: Legislative Sector Support

DRAFT

Outcome 5: Impactful lawmaking

Output Indicator & No.	5.1. 90% annual implementation of Impact assessment for identified committees
Definition	Measures the extent to which Impact Assessments are implemented annually for selected parliamentary committees, ensuring that legislative decisions are informed by evidence-based impact analyses.
Targets	Annual Target (2026–2027): 90% implementation of Impact Assessment for identified committees (NA 8, NCOP 2).
Method of calculation	Percentage of committees completing PPIALF implementation per quarter.
Source of data & Means of verification	List of laws passed post-1994 used as a framework. Committee implementation reports. PPIALF progress reports. Identification of applicable legislation and committees. Tracking quarterly progress reports on implementation. Review of implementation outcomes.
Assumptions	Assumptions: Committees actively participate, and resources are available for legislative impact assessments.
Calculation type	Cumulative
Reporting cycle	Quarterly
Indicator responsibility	Division Manager: Core Business Support

DRAFT

References

- *Constitution of the Republic of South Africa*. (1996). Retrieved from https://www.gov.za/documents/constitution-republic-south-africa-1996

- *World Economic Outlook*. Apr 2025. International Monetary Fund. Retrieved from https://www.imf.org

- *Global risks report, 2025.* World Economic Forum. Retrieved from https://www.weforum.org

- *Megatrends.* Sydney Business Insights, 2023. Retrieved from https://www.youtube.com/watch?v=WmmCIvXZp0g

- *World Urbanisation Prospects*, 2014. UN Department of Economic and Social Affairs.

- *2025 Budget* - March 2025. National Treasury. Retrieved from http://www.treasury.gov.za

- *Digital Economy Report 2024. UN Trade and Development.* Retrieved from https://unctad.org/publication/digital-economy-report-2024

- *Towards a 25 Year Review, 1994-2019*. Nov 2019. Retrieved from https://www.gov.za/documents/towards-25-year-review-8-nov-2019-0000

- *National Development Plan*. (2012). Retrieved from
- https://www.gov.za/issues/national-development-plan-2030

- *Unemployment in South Africa*. Statistics South Africa. Retrieved from http://www.statssa.gov.za/?p=11129

- *Quarterly Labour Force Survey*. (2023). Statistics South Africa. Retrieved from http://www.statssa.gov.za/

- *Poverty trends in South Africa*. (2017) Statistics South Africa. Retrieved from http://www.statssa.gov.za/?p=10341

- *Poverty on the rise in SA*. Stats SA 2018. Retrieved from http://www.statssa.gov.za/?p=10334

DRAFT

DRAFT