



**PARLIAMENT**  
OF THE REPUBLIC OF SOUTH AFRICA



MAKING YOUR FUTURE  
**WORK BETTER**

*Core Business Support Division:*  
Presentation to SCOA on 6<sup>th</sup> Parliament Strategic Plan  
18 August 2021



# Strategy execution

## *6<sup>th</sup> Parliament*

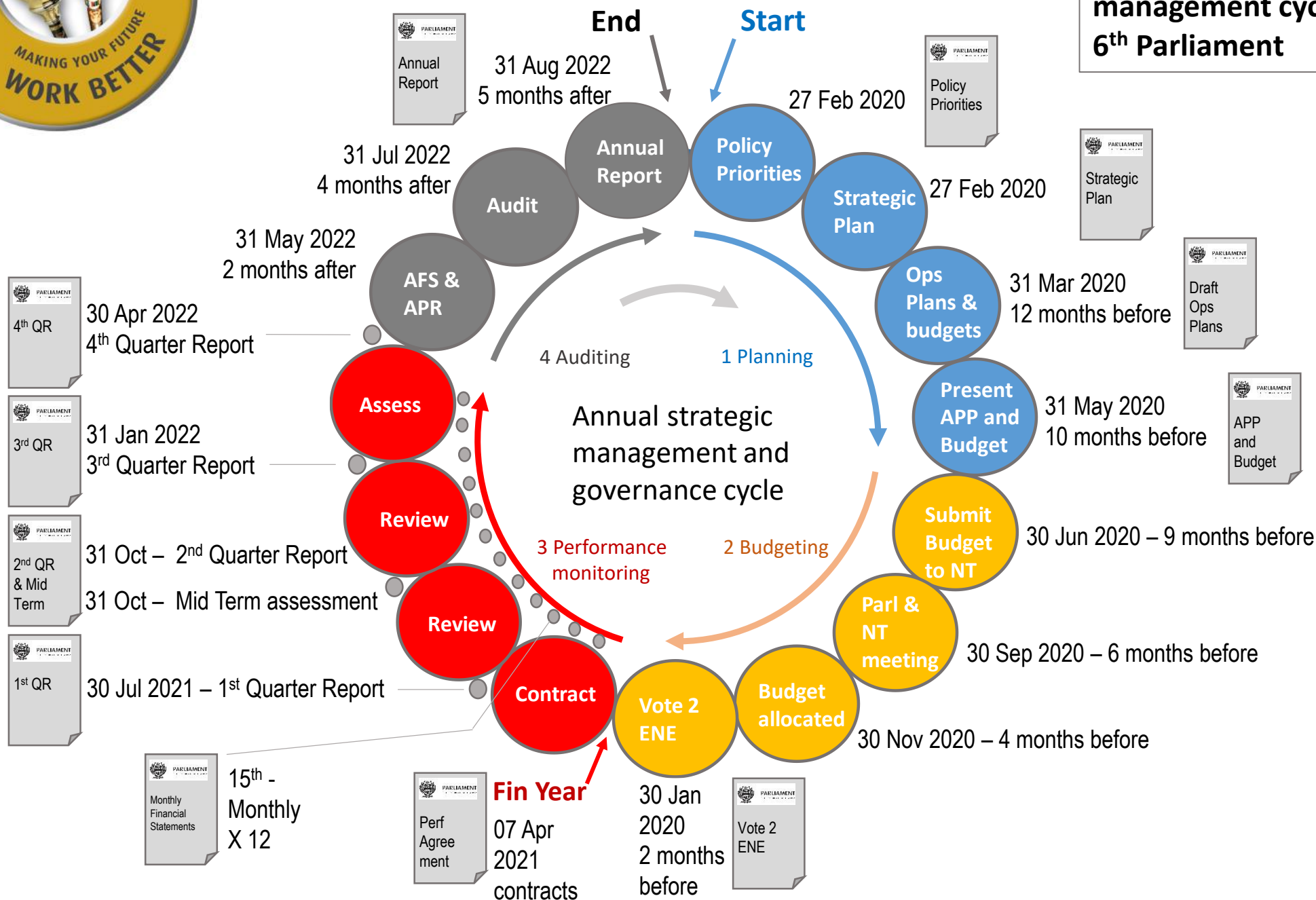
1. Strategic Management Cycle
2. *Strategic Management Framework*
3. From strategy formulation to execution
4. Vision and Mission
5. Impact 2030 and Outcome 2024
6. Strategy map as direction for implementation
7. Parliament logic framework
8. Strategic initiatives
9. Oversight Plan
10. Public Participation Strategy



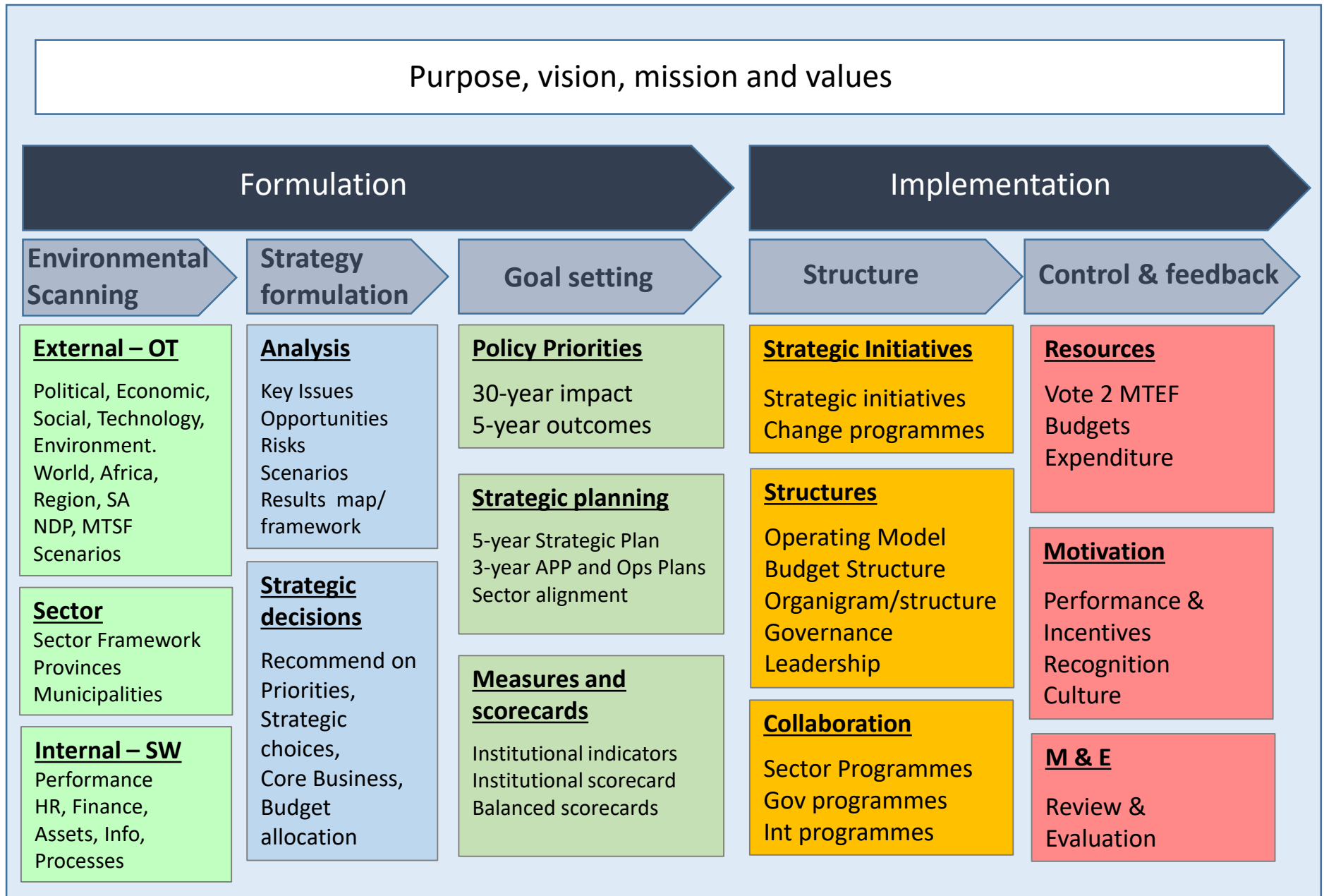
# From strategy formulation to execution



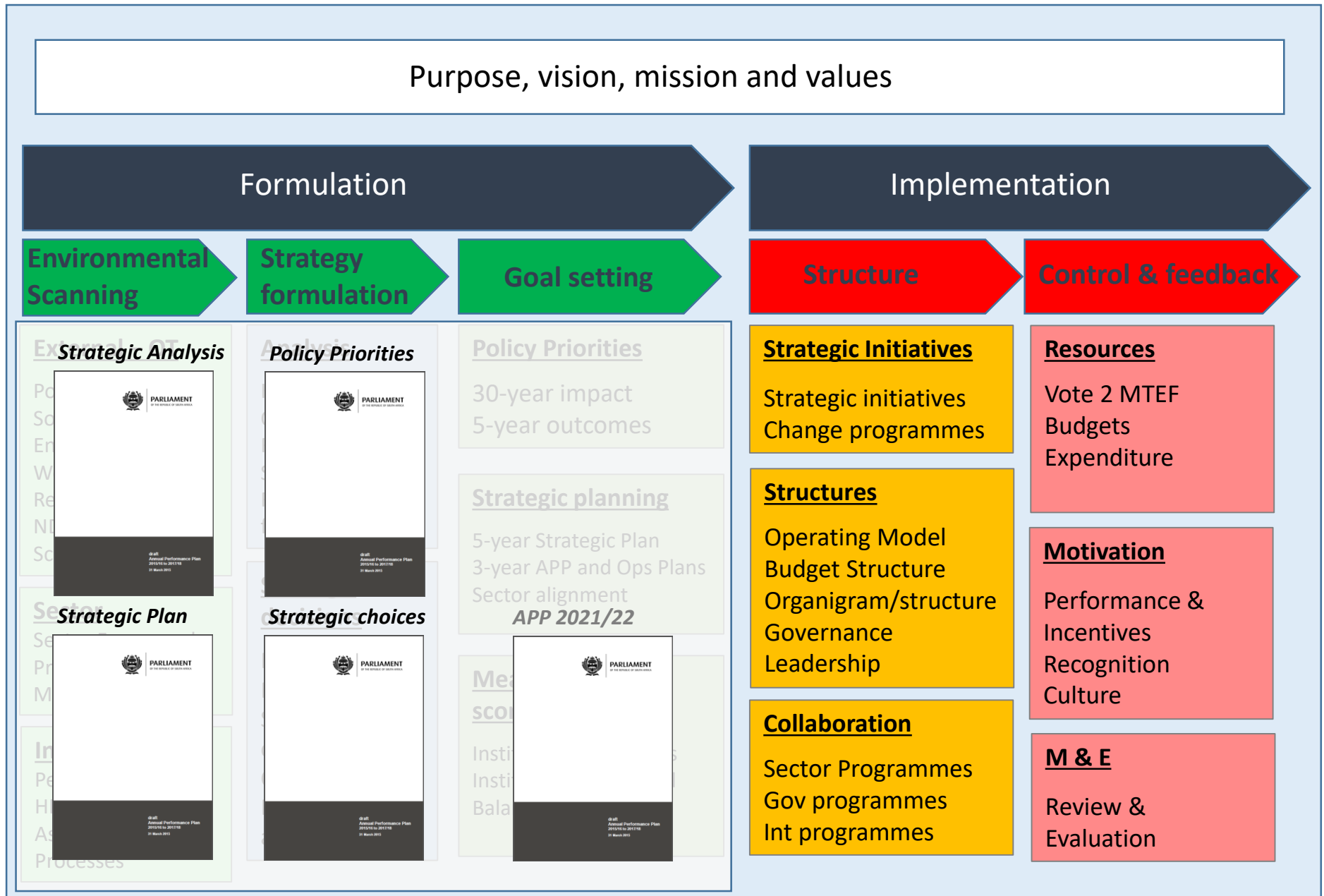
# Strategic management cycle 6<sup>th</sup> Parliament



# Strategic Management Framework - Parliament



# Strategic Management Framework - Parliament





# From strategy formulation to execution

## *6<sup>th</sup> Parliament*

1. Policy Priorities and Strategic Plan for the 6<sup>th</sup> Parliament were tabled on 09 March 2020.
2. The draft 2021/22 APP was tabled on 23 June 2020.
3. A revised 2020/21 APP was submitted on 10 July 2020.
4. A *Strategy Choices* document was submitted together with the Strategic Plan, proposing certain strategy choices and decisions required for implementation.
5. Management is now aligning and implementing the key elements of strategy execution.
6. We are now executing the strategy!



# The strategy of the *6<sup>th</sup> Parliament*

- **Vision**

*An activist and responsive people's 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.*





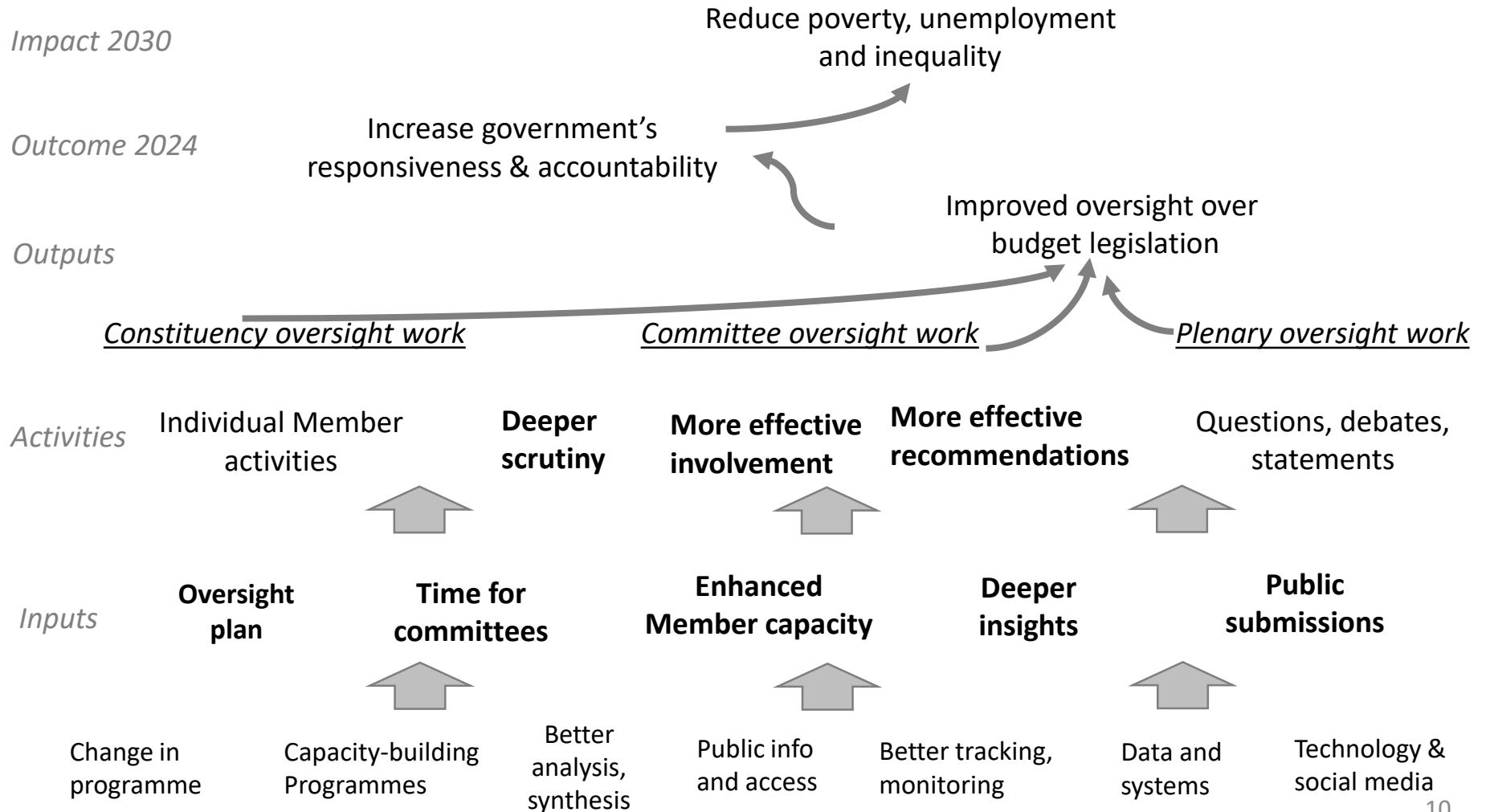
# The strategy of the *6<sup>th</sup> Parliament*

- **Impact 2030: *Improving quality of life***
  - Impact indicators: Poverty, unemployment, inequality (StatsSA)
  - Single strategic **outcome 2024**:  
“*a more responsive and accountable government*”
    - more involved citizenry in policy making
  - **Outcome 2024 – *Increase government’s responsiveness and accountability***
  - **Outcome statement:** Increase government accountability by strengthening oversight over the Executive by 2024
- Pg 17-18



# Strategy map

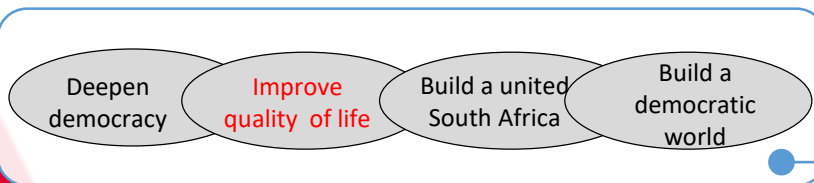
## 6<sup>th</sup> Parliament



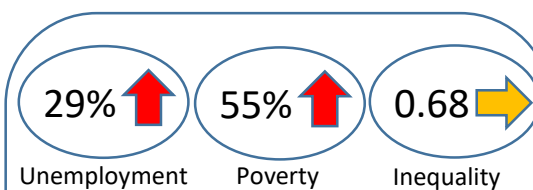
# Parliament - logical framework

# Indicators & Targets

Impact



NDP



Outcome

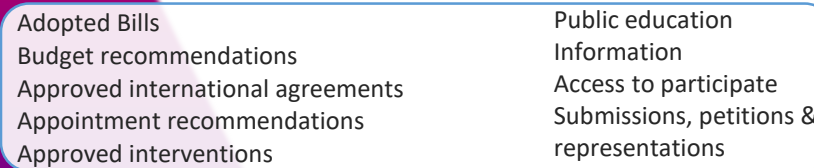


Representation

Participation



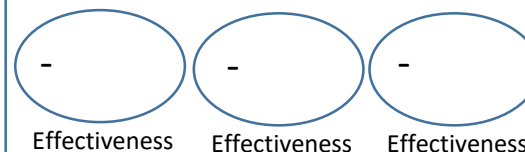
Output(s)



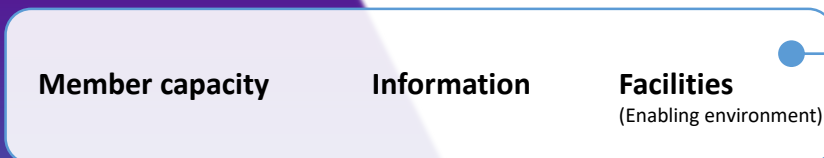
100% →

Sector

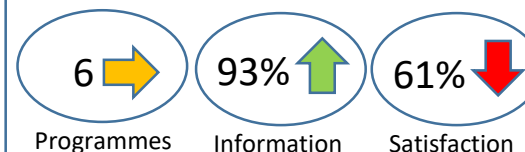
Activities



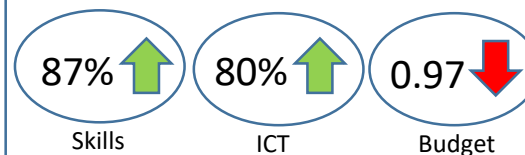
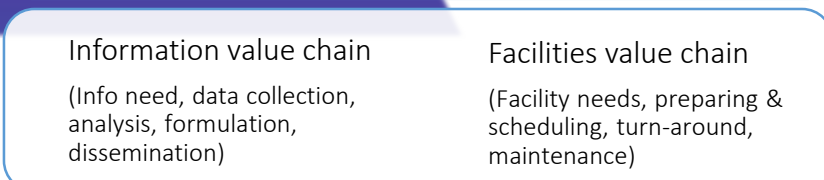
Inputs



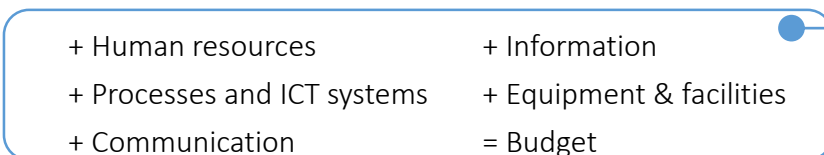
Outputs



Activities



Inputs





# Impact *Strategic Plan*

## 3.1.1 *Impact statement*

1.

<b>Impact statement</b>	Improve quality of life
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## 3.1.2 *Impact indicators*

Nr	Indicator	2030 target
Ind 1	Poverty	NDP targets *
Ind 2	Unemployment	NDP targets *
Ind 3	Inequality	NDP targets *

*\*The NDP impact targets for 2030 will be reviewed. Parliament will use StatsSA information to track the impact indicators and will therefore not collect this information.*



# Outcome *Strategic Plan*

## 3.2.1 Outcome statement

<b>Outcome statement</b>	Increase government accountability by strengthening oversight over the Executive by 2024
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## 3.1.2 Outcome indicators

Nr	Indicator	2024 target
Ind 4	Performance rate (% planned performance met - financial and non-financial)	100% *
Ind 5	Responsiveness rate (% plans and reports, replies to questions, undertakings implemented)	100% *

\* The strategic plan was adjusted to align with the new guidelines issued by government. As a consequence, new indicators were required for the outcome level. The new indicators will be finalised, including baselines and 2024 targets.



# Strategy execution – Strategic initiatives



# Strategy Implementation

## *Institutional strategic initiatives*

Institutional strategic initiatives:

- a. Oversight Plan/Programme** to coordinate oversight priorities and activities of Committees, Houses, and Legislatures;
- b. Public participation strategy** to enhance public information, access and participation;
- c. A knowledge management strategy** to manage information and knowledge for the benefit of Members, the institution and stakeholders;
- d. Digital technology strategy** allowing the implementation of e-Parliament principles;
- e. A human capital strategy** to unleash capacity and skills;
- f. Governance framework** to ensure effective institutional governance and decision-making.



# Strategy Execution

## *Core Business*

- Large parts of the strategy, and the business of Parliament, relies on the successful implementation of:
  - An Oversight Programme/Plan, including improved co-ordination through the new parliamentary programme,
  - The public participation strategy (PPM), ensuring active involvement and participation,
  - Providing deeper insights through research and analysis,
  - The empowerment of Members through capacity-building, and
  - Ensuring sustainable capabilities through a knowledge management strategy.
- The Core Business Branch must also ensure that employees work smarter and more efficiently, improve skills and capacity, and improve the working climate so as to ensure an engaged workforce.





# Strategy execution – Oversight Plan for the 6<sup>th</sup> Parliament

# Developing key oversight themes (cont.)

Five themes are proposed for the oversight implementation plan. The themes are:

1. Better Budgetary oversight;
2. Increased Governmental Response and Accountability;
3. Reduce poverty, unemployment and inequity; and
4. Social cohesion and Safe Communities, incorporating the GBVF Framework; and
5. Regional and International Relations

# Developing key oversight themes

Proposed Oversight Implementation themes	MTSF Pillars	NDP Key Elements	MTSF OUTCOMES	PRESIDENCY Prioritised Outcomes
Better budgetary oversight	Driving a Strong and Inclusive Economy	Sustainable investment and growth	A capable, ethical and developmental state	A capable, ethical and developmental state
		.	Consolidating the social wage through reliable and quality basic services	
Increased government response and accountability	Achieving a more capable State	A capable development state	Spatial integration, human settlements and local government	
Reduced poverty, unemployment and inequity	Building and Strengthening the capabilities of South Africans	Decent jobs and sustainable livelihoods	Economic transformation and job creation	Economic transformation and job creation
		Expanding opportunities	Education, skills and health	

# Developing key oversight themes (cont.)

Proposed Oversight Implementation themes	MTSF Pillars	NDP Key Elements	MTSF OUTCOMES	PRESIDENCY PRIORITISED OUTCOMES
Social cohesion and Safe Communities (GBVF)		Inclusive social and economic development;	Social cohesion and safe communities	Social cohesion and safe communities
Regional and International relations	To increase foreign direct investment, increase the country's exports, support and implement decisions of AU and its structures, to advance SA's foreign policy objectives.	Deepening SA's integration Regionally (Sub-Saharan), continentally (Africa) and globally (by strengthening relations with BRICS)	A better Africa and world	

# Integrating themes into the oversight structures of Parliament

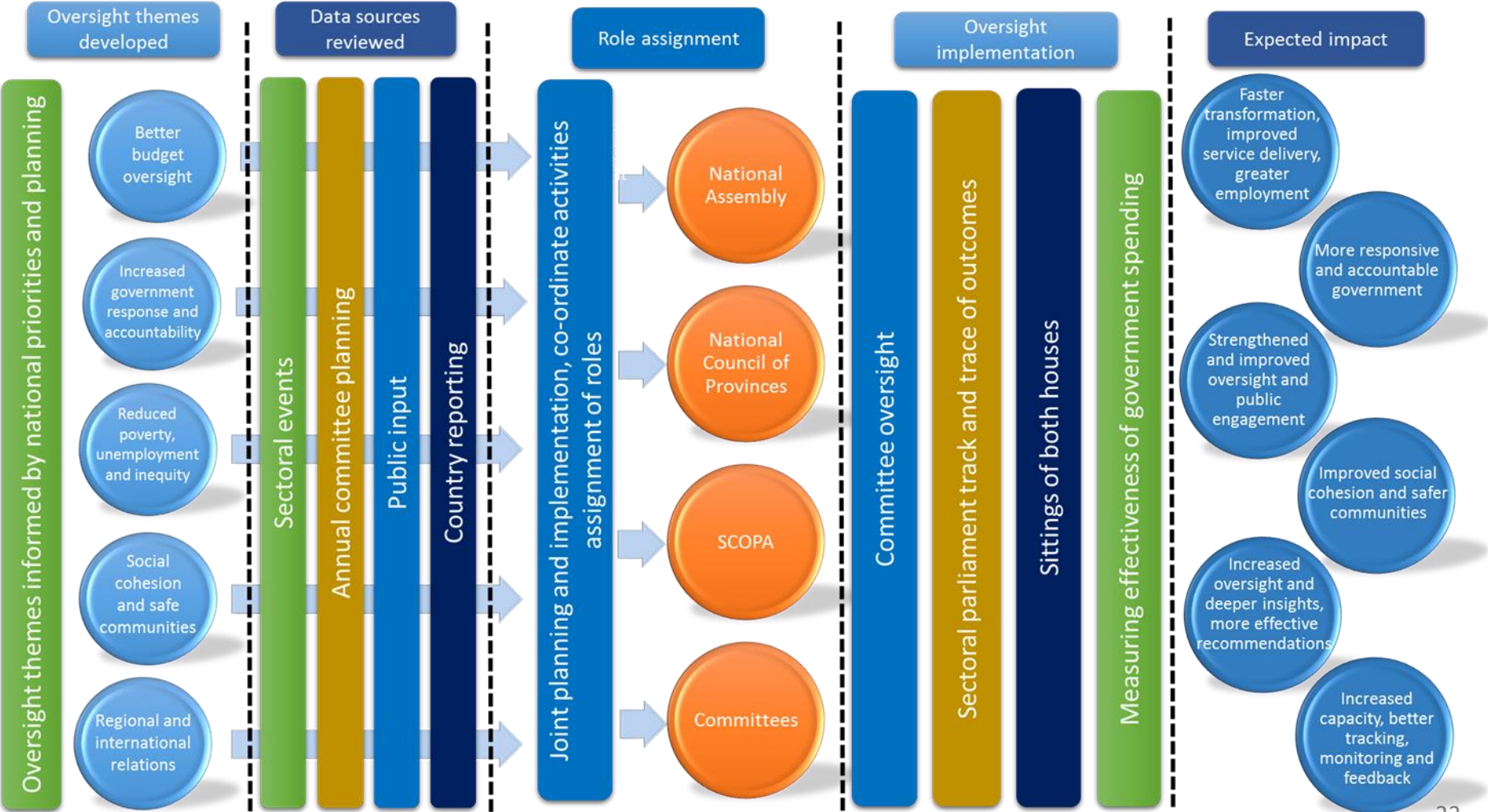
- The oversight implementation plan is closely aligned to the Strategic Plan of Parliament, and therefore strives to integrate all of the functions of oversight housed in Committees, the Budget Office and the two Houses of Parliament;
- The planning for, implementing, sharing of oversight outcomes towards achieving improved oversight, monitoring and evaluation thereof are important steps to improve on Executive scrutiny;
- While roles and responsibilities are assigned to committees, the two Houses of Parliament and the Budget Office, this plan aims to minimise silo functioning by focusing on the discrete roles of each of the oversight entities and maximise the oversight capacity that can be achieved when each operates within its designated competency and jointly when required.

# Maximising oversight efficiency

Improved oversight implementation will create some focus shift or detail differences with existing practice and this need to be highlighted:

- Weaknesses in oversight are identified in each theme and solutions are proposed;
- Corruption and mal-administration has led to significant challenges in the administration, but poor integration between the identification of problems in government administration and focused oversight and reporting results in a breakdown in tracing expenditure from national programmes;
- Joint planning, information sharing and co-operation between Houses of Parliament need to be improved in order to ensure that budget items assigned to national priorities are effectively overseen across all spheres of government;
- Better co-operation with provincial and local government legislatures is required, and it is proposed that a Sector Legislative Oversight Forum is formed for each sector. It should include representation from all legislatures committees (national and provincial) and SALGA.

# Implementation process for oversight themes





# Theme 1: Better Budget oversight

- The focus of this theme is on how Parliament can better exercise budget oversight within the full budget cycle of government, performing oversight over National Treasury budget allocations and better oversight over public resources appropriated by Parliament in terms of the Money Bills Act.
- Budget oversight **should actively involve all spheres of government**, including civil society.
- Budget oversight **must include improved tracking of infrastructure expenditure** by State Owned Companies (SOEs) and grants (DORA) through the lower spheres of government, focusing on the legislative requirements placed on the national sphere of government regarding tracking, monitoring, reviewing and reporting on budget expenditure.
- Parliament should view and treat the budget process as a cornerstone in building the architecture of trust between government and the citizens and ensure that the impact of spending on service delivery, NDP, and MTSF is assessed and aligned to the developmental mandate of the state.

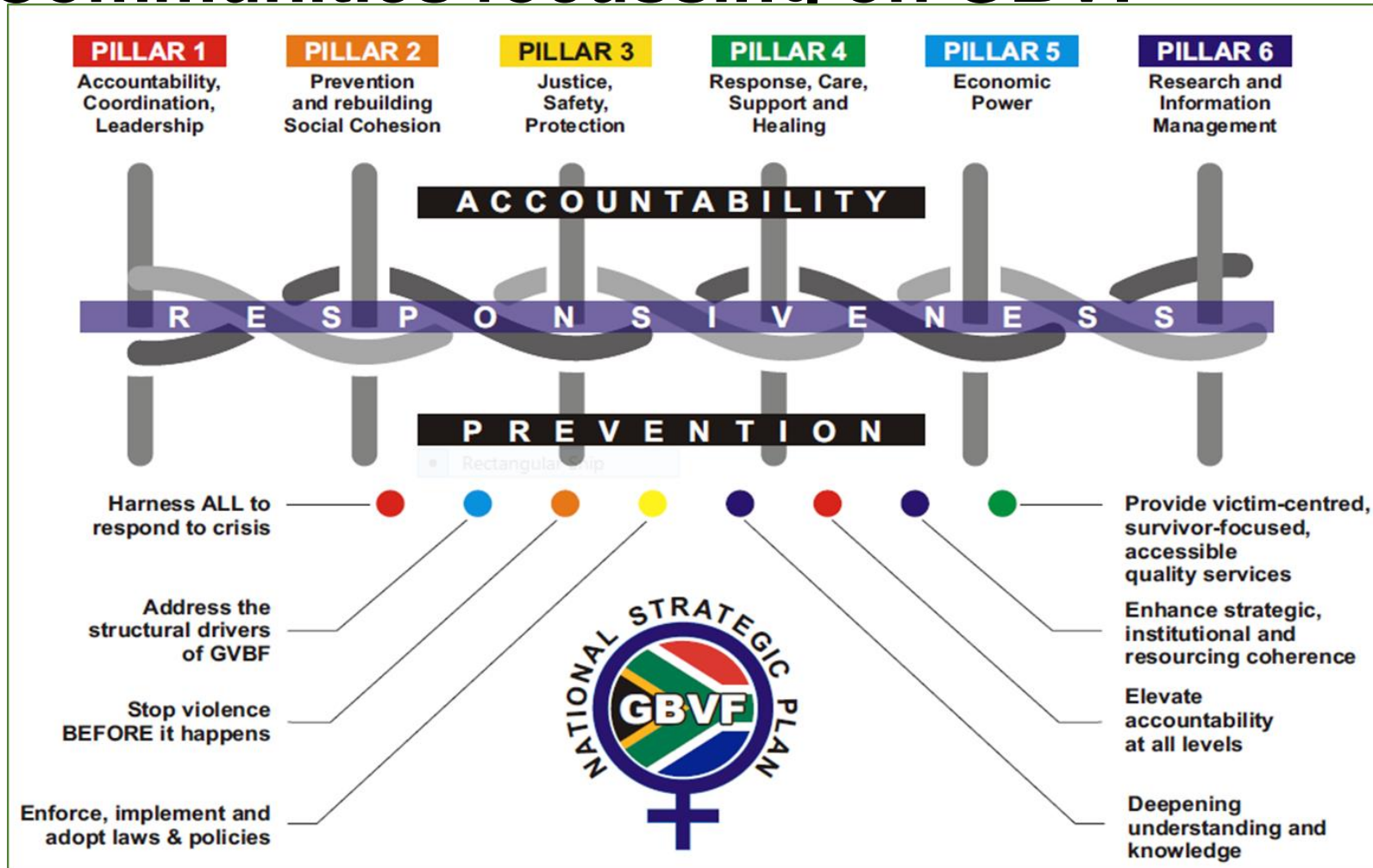


# Theme 1: Better Budget oversight cont.

In closing the gaps from the existing practice, the following should be prioritised:

- Better focus on all **reporting available to committees**, and **tracing of expenditure** through all spheres of government to **determine channels and efficacy of spending** of all allocated resources, and their impact thereof.
- Focussed budget oversight in the NCOP on provincial and local areas of competence together with the NA committees focussing on national priorities will be required.
- Incorporate greater details of BRRR, SCOPA and Audit Reports into budgeting decisions, while also incorporating FFC recommendations.
- The Offices of the Presiding Officers should play a leading role in ensuring that government institutions respond to Committee recommendations through improved tracking of House resolutions and departmental responses. – closing the oversight loop
- Ensuring compliance with Section 134 of the MFMA wherein the Minister of COGTA is required to report annually to Parliament on actions taken by the MECs of local government to address issues raised by the AG.

# Theme 4: Social cohesion and Safe Communities focussing on GBVF



# Critical success factors

- It is critically important to increase parliamentary accountability through **effective oversight mechanisms** with the aim of promoting accountability and transparency over the action of the executive authorities.
- **Parliament can increase its accountability when there are effective oversight systems in place to promote a culture of integration, coherence, collaboration and cooperation in the work of committees.**
- Programming Committees of both Houses of Parliament have the responsibility to drive focus areas of committees towards collaboration on matters of common interest.
- A collaboration of the work of committees has to be encouraged among clusters.

# Critical success factors (cont.)

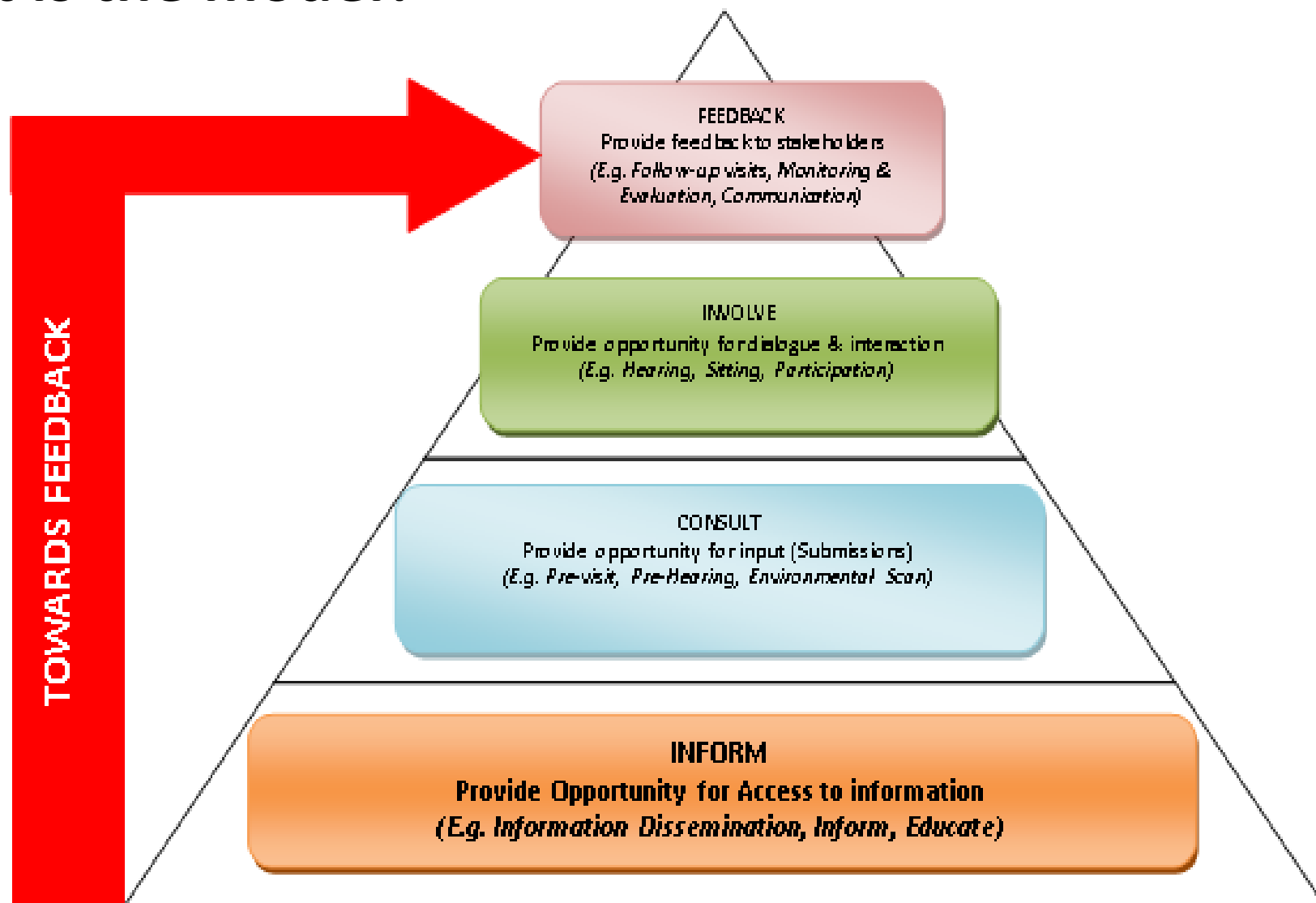
- Adoption of Oversight Plan
- Joint Planning and Programming
- Dedicated slots for focussed oversight
- Content and Research and related support documents
- Accurate data
- Entrenching M&E practices in the work of committees
- Regular reporting
- Regular review of implementation of the Oversight Plan



# **Strategy execution – A Public Participation and Communication strategy for the 6<sup>th</sup> Parliament**

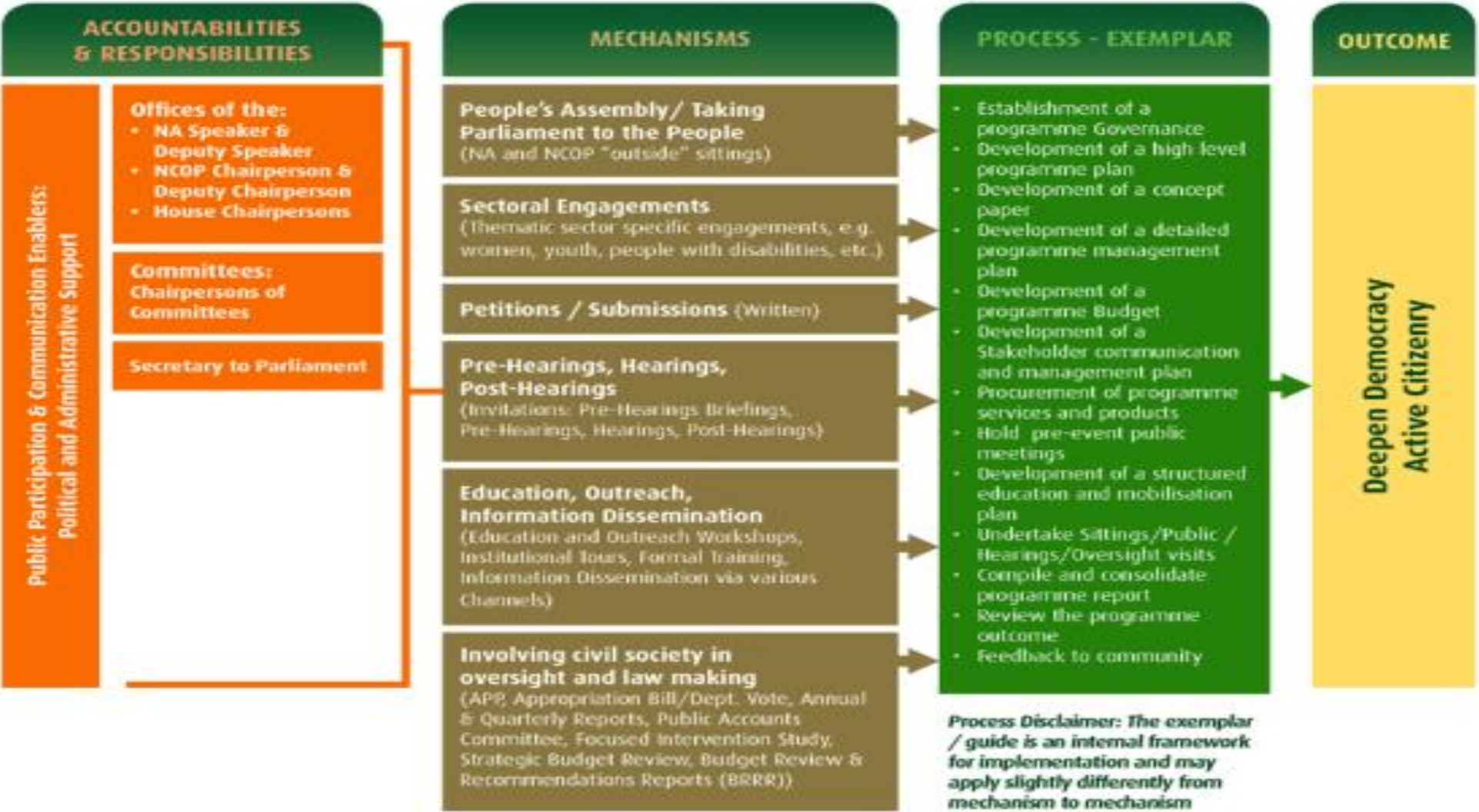
# PARLIAMENT'S PUBLIC PARTICIPATION MODEL

## "What is the model?"





# Best Fit Approach – Public Participation Model



# IMPLEMENTATION OF THE STRATEGY

- The implementation of the strategy will be located within the following dimensions:

**Dimension 1 – Inform:** Information dissemination and informing the public about Parliament to ensure they participate meaningfully in the decision-making processes regarding issues that affect their lives. Communicate key messages of Parliament to the public.

**Dimension 2 – Educate:** Educating the public about Parliament to ensure they participate meaningfully in the decision-making processes regarding issues that affect their lives.

**Dimension 3 – Access:** Physical (Virtual /in person) access to Parliament (or events) and access via Dimensions 1 and 2 by means of focused publications/media/units.

**Dimension 4 – Consultation, Involvement and Participation:** The key component of this stage typically involves stakeholder engagements and the distribution of information by request, for public comments or submissions on the information provided or gathered. It is an opportunity for public dialogue and interactions.

**Dimension 5 - Feedback:** Opportunity for Parliament to provide feedback to communities and stakeholders



# “New normal”

Public participation /involvement tools	Details
<ul style="list-style-type: none"> <li>• Advertise for written submissions</li> </ul>	Traditional approach to source public inputs by advertising in mainstream media
<ul style="list-style-type: none"> <li>• E-mail submissions</li> </ul>	Written submissions e-mail to e-mail address of Committee Secretary/ Bill
<ul style="list-style-type: none"> <li>• SMS</li> </ul>	SMS to a cell phone allocated to a Committee staff member. The sms's are transferred to an e-mail account linked to the Bill
<ul style="list-style-type: none"> <li>• WhatsApp</li> </ul>	Similar to SMS process
<ul style="list-style-type: none"> <li>• Video recording of input</li> </ul>	In the same way SMS and WhatsApp is used, video clips can be considered as an alternative submission mode.
<ul style="list-style-type: none"> <li>• Oral submissions via community radio stations</li> </ul>	PCS books a slot with Community Radio station. Chairperson of the Committee or committee member encourage citizens to phone in and submit their inputs.
<ul style="list-style-type: none"> <li>• Use of virtual platforms to host public hearings</li> </ul>	Participants who indicate that they want to make an oral submission are invited to the virtual platform to make these inputs.
<ul style="list-style-type: none"> <li>• Virtual “imbizo” public hearings</li> </ul>	Virtual engagement in which participants can engage through community radio stations, TV channels and social media
<ul style="list-style-type: none"> <li>• Social media: Facebook, Twitter</li> </ul>	Inputs can be submitted via these social media

# CONCLUDING REMARKS

- Oversight Plan – thematic areas – implementation plans
- House Chairpersons: Committees lead implementation
- Public Participation and Communication Plan – implementation plans
- Changes to APP – Member perception surveys