

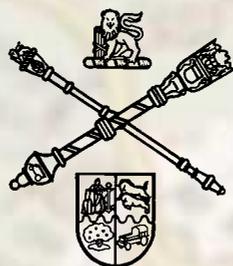
MAPPING THE FUTURE

Strategic Plan of Parliament 2004-2008

Parliament is elected to represent the people, to ensure government by the people under the Constitution, and to represent the provinces in the national sphere of government.



PARLIAMENT OF THE REPUBLIC OF SOUTH AFRICA



STRATEGIC PLAN FOR PARLIAMENT

2004 – 2008

INTRODUCTION

Today, as was the case even centuries ago, people find great value and importance in charting and obtaining a real sense of direction. Our very existence as human beings is driven by realising our most inner ideals and objectives: this guides us in living our lives to the fullest. In our travels of the highways and byways of life, we often ask for directions – advice on how to get where we want to go. We look for a shining light to guide us, the beacon of hope. Our journeys are made easier by setting milestones and measuring our distance to go, as we map out our future – the place we are yet to arrive at!

We often map out our future. We draw it in the sand, even on a piece of paper. Sometimes we map it out in our minds, or we discuss with others what we are about to do. Our map takes on different forms and shapes, our objectives and milestones defined peculiarly according to our own style. Sharing and mapping our future is nothing new. History has shown that maps were drawn on stone, papyrus, paper, animal skin, trees, ostrich eggs, in the sky ... everywhere!

We therefore felt it appropriate that Parliament should share its ideals and objectives by mapping them out in a simple and understandable form – in a unique way so that all can comprehend and make out the strategic intent of Parliament at a glance.

Our Strategic Plan is therefore in the form of a map, which is augmented and further explained by this publication.

The Strategic Map embodies the strategic intent, ideals and objectives of Parliament for the ensuing years. It carries the new vision and strategic objectives we want to achieve. It is based on our planning policy and model, implemented since 2001.

The policy and model are based on a grouping of extracts of concepts from general management theory, long range planning, strategic planning, strategic management, as well as business planning and the like. New developing trends such as an improved level of management involvement, financial management and accountability, service delivery, transparency, integrated planning, and teamwork have all been incorporated.

A distinct South African flavour has been added to this “planning pot”, thereby recognising the influences brought about in the South African planning environment by the White Paper on the Transformation of the Public Service, the White Paper on Transforming Service Delivery (Batho Pele), the Public Service Act and Public Service Regulations, and the Public Finance Management Act and Treasury Regulations. As such, planning concepts and terminology were customised to suit the needs of Parliament.

The Strategic Map creates a common vision for all at Parliament, establishing a high level of synergy and understanding regarding the direction in which the organisation is moving, whilst also directing the operational components in their daily activities. In this, our strategic planning is aimed at positioning the organisation “many years from now,” whilst our business planning is directed at implementing this within “the next few years,” aligning planning with the MTEF cycle (medium term expenditure framework).

We believe that this Strategic Map sets out the future for Parliament and we invite you to take this journey with us.

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HOW THE STRATEGIC MAP WORKS

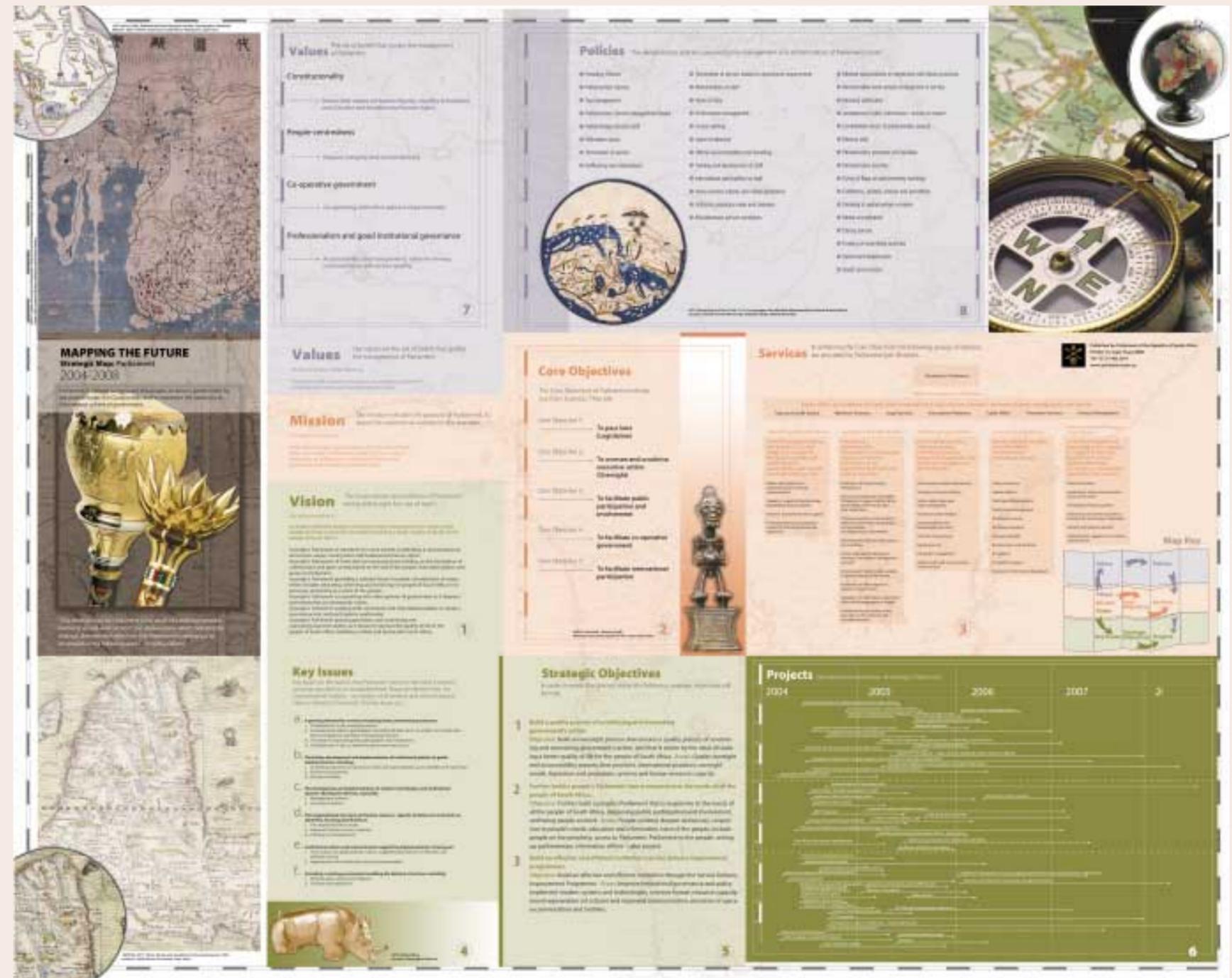
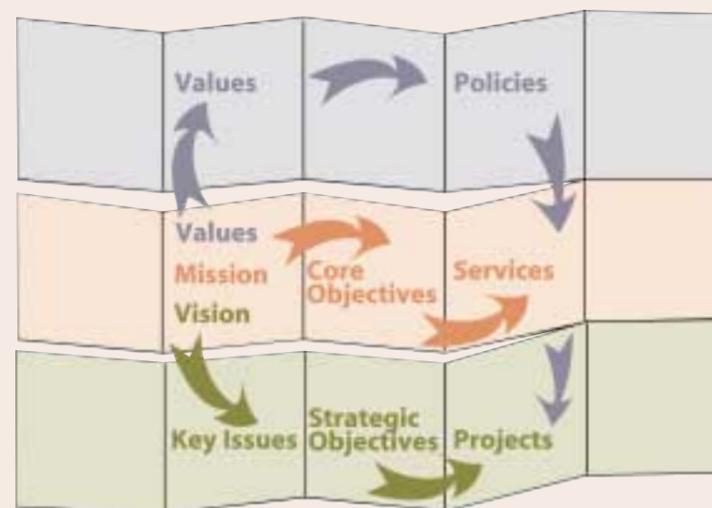
The Strategic Map of Parliament embodies the strategic intent of the institution, whilst also providing executive information to drive the strategic management processes of planning, budgeting, performance management and reporting.

The map comprises three main streams: **Mission, Vision** and **Values**.

The **Mission** deals with the purpose and business of Parliament. It is further unpacked in the **Core Objectives** (core businesses), which in turn are divided into **Services**, provided by the various divisions of Parliament.

The **Vision** deals with the future dream and ambition of Parliament. It acknowledges the **Key Issues**, and indicates the **Strategic Objectives** that will be implemented to achieve the vision. Each Strategic Objective is sub-divided into several **Projects**.

The **Values** are the set of beliefs that guide the management of Parliament. The **Values** are the foundation upon which all **Policies** are based. Our **Policies** guide the daily implementation of services and projects.



SETTING STRATEGIC DIRECTION - MAPPING THE FUTURE

Vision The future dream and ambition of Parliament, being within sight but out of reach.

To build an effective people's Parliament that is responsive to the needs of the people and that is driven by the ideal of realising a better quality of life for all the people of South Africa.

This means:

- A people's Parliament to transform an entire society. Establishing a society based on democratic values, social justice and fundamental human rights.
- A people's Parliament of freely elected representatives building on the foundation of a democratic and open society based on the will of the people, their participation and access to Parliament.
- A people's Parliament providing a national forum for public consideration of issues, which includes educating, informing and involving the people of South Africa in its processes and acting as a voice of the people.
- A people's Parliament co-operating with other spheres of government as it deepens and entrenches our democratic values.
- A people's Parliament working with continental and international bodies to create a new democratic and participatory world order.
- A people's Parliament passing good laws, and scrutinising and overseeing executive action, as it moves to improve the quality of life of the people of South Africa, building a united and democratic South Africa.

SETTING STRATEGIC DIRECTION - MAPPING THE FUTURE

vision » strategic objectives » projects

1.1 Foreword by the Presiding Officers: Charting a way forward - towards a people's Parliament

South Africans have just finalised the commemorations of the first decade of our new democracy and the achievements reached in this time. Our 11th anniversary of freedom also marks a full year into the second decade of emancipation. We celebrate our accomplishments in our efforts to establish a society based on democratic values, social justice and fundamental human rights. The significant role played by Parliament, as one of the contributors in laying a foundation for the transformation of our entire society, is acknowledged by our people, our continent, and the broader international community.

A new vision and mission statement was adopted by both Houses of Parliament on 22 February 2005. Crafting this vision involved many work sessions and deliberations, and much fine-tuning, ensuring that it captures the common threads and thrusts of the diverse views it encompasses. Parliament is set to accomplish the objectives based on the clear strategic direction given by the vision and mission in the coming years. We have the broad parameters for the implementation of several projects in the future, that is unfolding.

Our new vision is clear. It seeks to build an effective people's Parliament that is responsive to the needs of our people, and that is driven by the ideal of realising a better quality of life for all the people of South Africa.

Parliament remains committed to its values of constitutionality, people-centredness, co-operative government, professionalism and good institutional governance.

We welcome the first publication of Parliament's Strategic Plan, in the form of a map, which embodies and describes the detail of how this vision, our strategic intent, will be reached. In this, you hold in your hand today, a truly unique publication - in many ways the first of its kind, a very simple way of charting our way forward.



BM Mbete
Speaker
National Assembly



MJ Mahlangu
Chairperson
National Council of Provinces

1.2 Accounting officer at the helm – setting the course

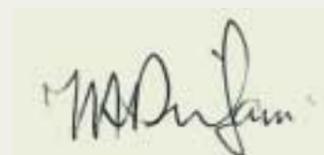
Parliament has taken a new direction by adopting its new vision on 22 February 2005. It charted a new course, necessitating a change in direction – a realignment of its energy, a re-routing of its rudder. This change of direction leads to the development of Parliament's first Strategic Plan, cast in the form of a map, setting the new strategic intent.

The Strategic Plan provides the conceptual framework of how the new vision will be implemented, and complies with the relevant regulatory frameworks. It describes and unpacks our strategic objectives, detailing the envisaged route of implementation in our efforts to reach the vision. The Strategic Plan provides milestones and measurable objectives on this journey.

Our strategic objectives are focussed on a quality process of scrutinising and overseeing government's action, ensuring a people's Parliament that is responsive to the needs of all the people of South Africa, and building an effective and efficient institution.

In steering steadily towards this new vision, we accept that several opportunities and challenges await us on our journey. We are, however, committed to reaching our destination.

I wish to thank all who charted the creation of the latitudes and longitudes of our strategic map. Your continued contribution to the vision for Parliament is appreciated.



ZA Dingani
Secretary to Parliament

SETTING STRATEGIC DIRECTION - MAPPING THE FUTURE

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1.3 Strategic overview and developments in the environment

Building a democratic Parliament, that is transparent and responsive to the electorate, and that develops and follows a legislative agenda aimed at accelerating the transformation of South African society, has been Parliament's overriding policy and strategic objective since 1994. Recent years have seen a sharper focus being placed on Parliament's function of exercising oversight and of participating in international organisations, events and forums. At the same time, a renewed emphasis is being placed on public participation and involvement in parliamentary processes.

In 2004, the third democratic Parliament was ushered in. Shortly after the election results were made official, new members of the third Parliament were called to the first sittings of the National Assembly and the National Council of Provinces. Almost a third of the members of the third Parliament are new.

In early January 2003 Parliament started to articulate a new vision, facilitated by the National Assembly and the National Council of Provinces. In July 2004 Parliament was presented with the draft vision. The vision was adopted by both Houses of Parliament on 22 February 2005. The new vision sets the new direction for Parliament, and acknowledges the challenges and key issues facing the institution.

1.4 Key Issues

Key Issues are the aspects that Parliament needs to attend to if services are to be provided at an acceptable level. These are derived from the Environmental Analysis – an analysis of all external and internal aspects likely to influence Parliament.

The Key Issues facing Parliament are:

- a. A growing demand for services emanating from parliamentary processes, including:**
 - i. Developments in the oversight process
 - ii. Increased international participation (including African Union structures such as the Pan-African Parliament; SADC Parliament)
 - iii. The need for improved public participation and involvement
 - iv. Developments in co-operative government processes
- b. The further development and implementation of institutional policies to guide implementation, including:**
 - i. Institutional governance (processes, roles and responsibilities, accountability and reporting)
 - ii. Parliamentary policies
 - iii. Divisional policies
- c. The development and implementation of modern institutional systems allowing for delivery, especially:**
 - i. Management systems
 - ii. Functional systems

d. The organisational structure and human resource capacity to deliver the Core Objectives as identified, focusing specifically on:

- i. The organisational structure
- ii. Improved human resource capacity
- iii. Training and development

e. Institutional culture and communication supporting implementation, focusing on:

- i. The creation of a culture for Parliament supporting the delivery of effective and efficient services
- ii. Improvement of internal and external communication

f. Providing a working environment enabling the delivery of services, including:

- i. Working space and accommodation
- ii. Facilities and equipment

1.5 Vision

The vision for Parliament is the future dream and ambition. It is within sight, but out of reach.

The new vision is:

To build an effective people's Parliament that is responsive to the needs of the people and that is driven by the ideal of realising a better quality of life for all the people of South Africa.

This means:

- A people's Parliament to transform an entire society. Establishing a society based on democratic values, social justice and fundamental human rights.
- A people's Parliament of freely elected representatives building on the foundation of a democratic and open society based on the will of the people, their participation and access to Parliament.
- A people's Parliament providing a national forum for public consideration of issues, which includes educating, informing and involving the people of South Africa in its processes and acting as a voice of the people.
- A people's Parliament co-operating with other spheres of government as it deepens and entrenches our democratic values.
- A people's Parliament working with continental and international bodies to create a new democratic and participatory world order.
- A people's Parliament passing good laws, and scrutinising and overseeing executive action, as it moves to improve the quality of life of the people of South Africa, building a united and democratic South Africa.

The vision will be reached through the implementation of Strategic Objectives.

SETTING STRATEGIC DIRECTION - MAPPING THE FUTURE

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1.6 Strategic Objectives

In order to reach the desired vision the following strategic objectives will be met:

1. Build a quality process of scrutinising and overseeing government's action.

Objective:

Build an oversight process that ensures a quality process of scrutinising and overseeing government's action, and that is driven by the ideal of realising a better quality of life for the people of South Africa.

Areas:

Quality oversight and accountability process, best practices, international practices, oversight model, legislation and procedure, systems and human resource capacity.

2. Further build a people's Parliament that is responsive to the needs of all the people of South Africa.

Objective:

Further build a people's Parliament that is responsive to the needs of all the people of South Africa, deepening public participation and involvement, and being people-centred.

Areas:

People-centred, deepen democracy, responsive to people's needs, education and information, voice of the people, include people on the periphery, access to Parliament, Parliament to the People, setting up parliamentary information offices (pilot project).

3. Build an effective and efficient institution (service delivery improvement programme).

Objective:

Build an effective and efficient institution through the Service Delivery Improvement Programme.

Areas:

Improve institutional governance and policy, implement modern systems and technologies, improve human resource capacity, moral regeneration (of culture) and improved communication, provision of space, accommodation and facilities.

1.7 Projects

The Strategic Objectives are further divided into projects. The projects envisaged per Strategic Objectives are:

1. Build a quality process of scrutinising and overseeing government's action

- Provide a planning framework for implementation
- Conduct research to establish international best practices around oversight
- Conduct research to establish best practices around oversight in Parliament
- Develop an oversight model
- Develop a legislative framework for oversight
- Develop rules for the oversight model
- Integrate delegated legislation
- Implement an integrated document management system
- Provide committee rooms with systems and technologies
- Develop oversight systems for monitoring and evaluation mechanisms
- Develop and implement a programming system
- Determine the human resource capacity needs for implementation of the oversight system
- Implement the human resource capacity needed – legal, research, analytical & other technical capacity
- Establish a training programme for members in oversight-related areas
- Provide staff training in oversight-related areas
- Establish a communication and co-ordination mechanism across committees and clusters
- Refurbish and upgrade committee rooms

2. Further build a people's Parliament that is responsive to the needs of all the people of South Africa

- Implementation of the language policy
- Improve the public participation model
- Implement a video-conferencing system
- Implement a single intranet for Parliament
- Provide translation systems
- Implement a radio project
- Develop public participation systems
- Implement the MA TV upgrade
- Establish a SADC participation system
- Provide people-centred training for staff
- Develop new parliamentary symbols
- Develop a new parliamentary image and brand
- Establish parliamentary information offices
- Provide support for the South African delegation to the Pan-African Parliament
- Facilitate SADC co-operation
- Provide for Members' telephones upgrade
- 10-Year Review project



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3. Build an effective and efficient institution (service delivery improvement programme)

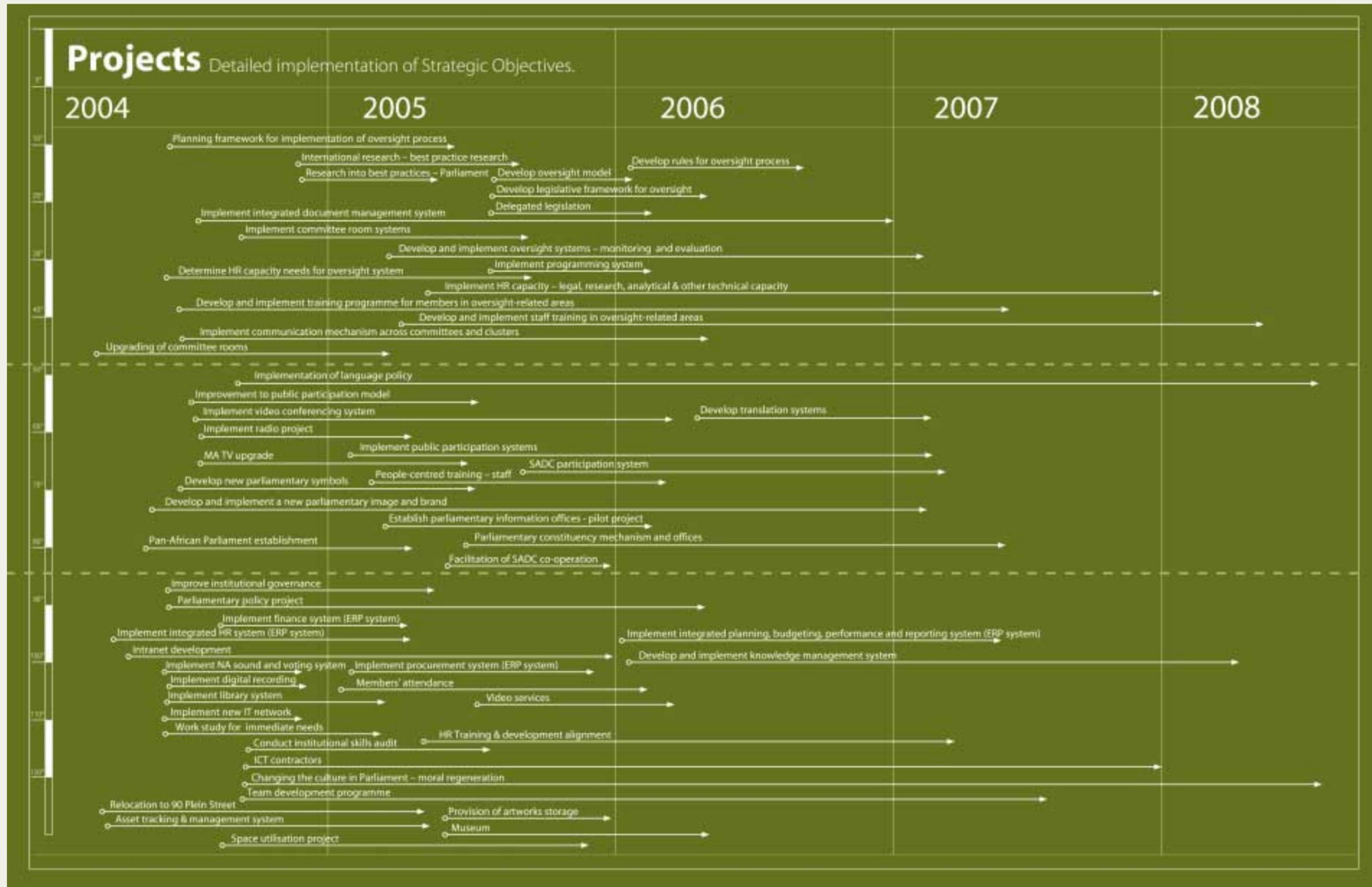
- Improve institutional governance
- Parliamentary policy project
- Financial Administration of Parliament and Provincial Legislatures Bill
- Finance System (Enterprise Resource Planning system - ERP)
- Integrated HR System (ERP system)
- Integrated planning, budgeting, performance, reporting (ERP system)
- Project Management System
- National Assembly sound and voting system
- Procurement system (ERP system)
- Implement a digital recording system
- Provide a system to record Members' attendance and information
- Integrate the library system
- Provide video services
- Upgrade of the IT network
- Provide human resource training and development alignment
- Conduct a skills audit
- Provide Information Communication Technology contractors
- Changing the culture in Parliament – moral regeneration
- Parliamentary process review and change management
- Team development programme
- Relocation to 90 Plein Street
- Provide for artworks storage
- Asset tracking and management system
- Museum



SETTING STRATEGIC DIRECTION - MAPPING THE FUTURE

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1.8 Projects envisaged within the medium term expenditure framework (2004 - 2008)



SETTING PROGRAMME OBJECTIVES - BUILDING THE FUTURE

Mission

Our mission indicates the purpose of Parliament, its reason for existence as outlined in the mandate.

As the freely elected representatives of the people of South Africa, our mission is to represent, and to act as a voice of the people, in fulfilling our constitutional functions of passing law and overseeing executive action.

SETTING PROGRAMME OBJECTIVES - BUILDING THE FUTURE

mission » core objectives » services

2.1 Mission

The mandate of Parliament determines its reason for existence. It is the origin of the institution, and is based on the provisions of the Constitution of the Republic of South Africa, Act 108 of 1996, establishing Parliament and setting out the functions it performs.

Parliament is elected to represent the people and to ensure government by the people under the Constitution, and to represent the provinces in the national sphere of government.

Parliament fulfils its mandate by performing the following functions:

- Function 1:** Pass legislation (laws)
- Function 2:** Scrutinise and oversee executive action (keep oversight of the executive and organs of state)
- Function 3:** Facilitate public participation and involvement in the legislative and other processes
- Function 4:** Facilitate co-operative government
- Function 5:** Facilitate international participation (participate in regional, continental and international bodies)

The demand for support services is derived from the need for services by members of Parliament, as they perform their functions outlined in the Constitution. The mission indicates the purpose of Parliament, its reason for existence as outlined in the mandate.

The mission is:

As the freely elected representatives of the people of South Africa, our mission is to represent, and act as a voice of the people, in fulfilling our Constitutional functions of passing laws and overseeing executive action.

Our mission indicates our core business as described in the Core Objectives.

2.2 Core Objectives

The Core Objectives of Parliament are to pass legislation (laws), to scrutinise and oversee executive action (keep oversight of the executive and organs of state), to facilitate public participation and involvement in the legislative and other processes, to facilitate co-operative government and to facilitate international participation (participate in regional, continental and international bodies).

The outputs for the Core Objectives include Bills passed, questions put to the executive, annual reports tabled and scrutinised, public participation facilitated, participated in international forums and organisations, approved international agreements, appointed public office bearers, and discharged statutory functions.

The Core Objectives of Parliament indicate our main business. They are:

Core Objective 1: To pass laws (Legislation)

Bills are introduced in Parliament by the executive or initiated by Parliament itself. Bills are classified in terms of the Constitution as section 74 Bills (Constitutional amendments), section 75 Bills (ordinary Bills not affecting provinces), section 76 Bills (ordinary Bills affecting provinces), and section 77 Bills (money Bills).

Core Objective 2: To oversee and scrutinise executive action (Oversight)

As part of the oversight function of Parliament, members put questions to the executive for oral or written reply. Questions may be put to the President, Deputy President or Ministers. In addition to questions and replies, the oversight function includes the tabling of reports in Parliament by institutions accounting to it. Annual reports are tabled by national departments, state institutions supporting constitutional democracy, public entities, and sector education and training authorities. Further oversight activities include site visits, reports and briefings to committees, and the budget process.

Core Objective 3: To facilitate public participation and involvement

The participation of the public in the processes of Parliament, their access to the institution and its members, and information provided to the public remain a vital focus of Parliament. Public participation activities include public hearings, outreach programmes, radio programmes and broadcasts, television broadcasts, publications, newsletters, promotional material, the website, the people's assembly, and Parliament to the People campaign.

Core Objective 4: To facilitate co-operative government

Parliament plays a major part in facilitating co-operative government by approving international agreements, the appointment of public office bearers, and the discharge of certain statutory functions as prescribed in legislation.

Core Objective 5: To facilitate international participation

Parliament facilitates and participates in several international forums and organisations. These include the Pan-African Parliament, SADC Parliamentary Forum, Commonwealth Parliamentary Association, Inter-Parliamentary Union, and the African, Caribbean, Pacific-European Union forum. Several incoming visits and outgoing visits are facilitated annually.

SETTING PROGRAMME OBJECTIVES - BUILDING THE FUTURE

mission » core objectives » services

2.3 Core Objectives and Services - outputs

The outputs for the Core Objectives are delivered through a range of Services provided by the various divisions of Parliament. These are:

Overall procedural advice and guidance on, and support in respect of, National Assembly and parliamentary proceedings, and related administrative services		
Responsibility/level	Secretary to the National Assembly	
Service	Output	KPI
Advice and guidance on parliamentary proceedings and procedures	Advice and guidance on parliamentary proceedings and procedures provided	Comprehensive, reliable, clear and timely advice and guidance
Support in respect of parliamentary proceedings and procedures	Support in respect of parliamentary proceedings and procedures provided	Comprehensive, accurate and clear processes and procedures
Chamber and administrative support	Chamber and administrative support rendered	House functioning smoothly
Procedural advice and support in respect of external parliamentary interaction	Procedural advice and support in respect of external parliamentary interaction provided	Timely, comprehensive, clear

Overall procedural and legal advice and support in respect of National Council of Provinces and parliamentary proceedings, and related administrative services		
Responsibility/level	Secretary to the National Council of Provinces	
Service	Output	KPI
Procedural advice	Procedural advice provided and procedural guide produced	No constitutional comebacks; smooth functioning of the House
Legal advice relating to procedural issues in the NCOP	Legal advice provided	Timely, well reasoned, functional
Scheduling of House business	Programme for NCOP delivered	100% accurate
Information and communication to facilitate the processing of legislation	Information provided	100% accurate, timely
Security and protocol services	Safe chamber; controlled access; protocol services rendered	No incident; no unauthorised access; no breach of protocol
Administrative support to committees and the House	Minutes of plenaries and House committees prepared	100% accurate records

Procedural, administrative, information and language support services to Parliament in its legislative, oversight and related functions		
Responsibility/level	Divisional Manager Legislation and Oversight	
Service	Output	KPI
Facilitation of the processing of legislation	Bills published for introduction	Accurate and timely
	Amended Bills processed	Accurate and timely
	Acts produced in printed form	Accurate and timely
Processing of questions and replies	Questions processed	Accurate and timely
	Question Papers published Official record of Questions and Replies published	Accurate and timely
Production of papers relating to the proceedings of the Houses and their Committees	Order Papers published	Accurate and timely
	ATCs published	Accurate and timely
	Minutes of Proceedings published	Accurate and timely
Procedural guidance and advice in relation to committee proceedings and procedures (excluding House committees)	Procedural advice and guidance provided on committee proceedings and procedures	Appropriate and timely
Administrative and logistical support to committees	Administrative and logistical support provided to committees	Timely, appropriate, accurate and efficient
Library and research services to members, committees, management and staff	Research services provided Library services provided	Timely, analytic, relevant, and appropriate
Simultaneous interpretation services in plenary sittings of the Houses	Simultaneous interpretation service provided	Accurate and fluent
Production of official report of debates in both Houses	Official report of debates in both Houses produced	Timely and accurate
Translation of official documents from other official languages into English	Official documents translated from other official languages into English	Timely and accurate
Facilitation of participation of the executive in the legislative and oversight functions	Participation by executive facilitated	Timely

SETTING PROGRAMME OBJECTIVES - BUILDING THE FUTURE

mission » core objectives » services

<i>Provisioning services, catering services, household services, artwork management, and document management for Parliament</i>		
Responsibility/level	Divisional Manager	Institutional Support
Service	Output	KPI
Procurement of goods and services	Goods and services procured	Timely delivery, quality goods, according to procurement procedure
Transport and travel service	Transport and travel service provided	Timely, accurate
Assets, stock, stores and shop management	Assets, stock, stores and shop managed	Accurate, available, timely
Telephone Administration	Telephone system managed	Accurate billing, contracts implemented
Accommodation and housekeeping services	Accommodation and housekeeping services managed	Availability, clean, timely
Artworks management	Artworks managed	Preserved, recorded and maintained, accessible
Catering service	Catering service provided	Timely, quality, within budget
Document management	Paper-based artefacts and records preserved	Timely, quality preservation
	Records of Parliament archived	Accessibility, ease of retrieval
	Parliamentary papers distributed	Timely
	Registry managed	Complete, accessible, ease of retrieval
Documents printed	Books and documents bound	Timely, quality
		Timely, quality
		Timely, quality
Safety, health and environmental control service	Occupational Health and Safety Act implemented	Safe and healthy environment

<i>Human resource services and information communication technology services</i>		
Responsibility/level	Divisional Manager	Corporate Services
Service	Output	KPI
Human resources	Human resources provided	Professionally, according to needs and PS policy
Labour relations	Platforms created for fostering and maintenance of Labour Relations	Professionally, according to needs and PS policy
Training and development	HR development services provided	Professionally, according to needs and PS policy
Performance management	Provided support for the utilisation of performance management system	Professionally, according to needs and PS policy
Employment equity	Provided support for Employment Equity	Professionally, according to needs and PS policy
Employee assistance	Employee Assistance services provided	Professionally, according to needs and PS policy
Employee benefits	Processed employee benefits	Professionally, according to needs and PS policy
Remuneration and job levels	Managed Remuneration and Job Levels	Professionally, according to needs and PS policy
ICT systems	ICT systems provided	As per requirement
ICT systems support	ICT systems supported	As per requirement
Provision of information (broadcast)	Information (broadcast) provided	As per requirement

SETTING PROGRAMME OBJECTIVES - BUILDING THE FUTURE

mission » core objectives » services

Public participation, communications, international relations, finance management, legal services, members' interests, strategic management, and security		
Responsibility/level	Secretary to Parliament	
Service	Output	KPI
Public Affairs	Involvement of the public in the legislative and other processes facilitated	Positive feedback from public and members
	Image of Parliament promoted	Positive feedback from public and members
	Mutual relations with public maintained Relations built with media Media liaison provided	
International relations	Administrative and logistical support for international relations provided	As per requirement
Finance management	Budget prepared	According to budget guidelines, accurate and complete
	Transactions processed	Valid, accurate and complete
	Control exercised Facilities for members administered Members' support provided	Reconciled with budget According to PS policy As per request
Legal services	Legal services provided	Timeous, well reasoned, functional
Recording of members' interests	Register of Members' Interests	100% accurate
Treasury advice and audit	Treasury advice provided	As per requirement
Office administration	Office administration provided	As per requirement
Strategic and business planning	Strategic plan, business plans	According to planning policy
Protection services	Users and property of Parliament protected	Secure environment

2.4 Resource Plan

The aim of the Budget Vote is to provide the support services required by Parliament to fulfill its Constitutional functions, to assist political parties represented in Parliament to secure administrative support and service constituents, and to provide members of Parliament with the necessary facilities.

Parliament's budget is divided into three programmes: Administration, Members' Facilities, and Associated Services.

- **Administration** manages Parliament, providing procedural and legal advice and support to Parliament; facilitates public involvement in parliamentary processes; facilitates Parliament's legislative and oversight processes; and provides institutional support and corporate services.
- **Members' Facilities** provides telephone, travel and other facilities for MPs, and funds medical aid contributions and travel facilities for certain former members.
- **Associated Services** provides financial support to political parties represented in Parliament and pays membership fees to certain inter-parliamentary bodies.

Expenditure estimates

Programme	Expenditure outcome			Adjusted appropriation	Revised estimate	Medium-term expenditure estimate		
	Audited	Audited	Preliminary outcome			2005/06	2006/07	2007/08
R thousand	2001/02	2002/03	2003/04	2004/05				
1. Administration	153 950	172 188	264 458	328 934	328 934	401 837	458 481	490 703
2. Members' Facilities	76 575	99 919	112 000	169 720	169 720	179 172	189 027	199 423
3. Associated Services	56 494	60 947	80 007	77 490	77 490	96 246	101 539	107 124
4. Revenue Not Surrendered to NRF	(17 463)	(20 583)	(47 193)	-	-	-	-	-
Subtotal	269 556	312 461	409 272	576 144	576 144	677 255	749 047	797 250
Direct charge on National Revenue Fund	162 335	172 829	183 407	208 527	208 527	208 306	220 804	231 844
Members' Remuneration	162 335	172 829	183 407	208 527	208 527	208 306	220 804	231 844
Total	431 891	485 290	592 679	784 671	784 671	885 561	969 851	1 029 094
Change to 2004 Budget estimate				-	-	64 000	85 000	100 001
Economic classification								
Current payments	370 488	417 326	467 063	659 864	659 864	736 062	808 624	858 291
Compensation of employees	270 313	295 261	339 477	406 268	406 268	458 468	481 574	508 060
Goods and services	117 638	142 658	174 779	253 598	253 598	279 594	327 050	350 231
of which:								
Consultants and contractors	9 263	7 568	18 578	40 215	40 215	49 128	56 053	59 993
Travel and subsistence	69 954	88 686	83 734	154 889	154 889	180 212	193 731	205 118
Communication	12 570	14 767	13 274	13 893	13 893	15 511	16 901	17 940
Inventory	14 131	14 965	17 275	12 091	12 091	14 771	16 853	18 037
Financial transactions in assets and liabilities	(17 463)	(20 583)	(47 193)	-	-	-	-	-
Transfers and subsidies to:	57 064	61 587	80 823	78 371	78 371	97 171	102 510	108 144
Provinces and municipalities	590	640	816	881	881	925	971	1 020
Foreign governments and international organisations	1 092	1 365	705	533	533	793	836	883
Non-profit institutions	55 402	59 582	79 302	76 957	76 957	95 453	100 703	106 241
Payments for capital assets	4 319	6 377	44 793	46 436	46 436	52 328	58 717	62 659
Machinery and equipment	4 319	6 377	44 793	46 436	46 436	52 328	58 717	62 659
Total	431 891	485 290	592 679	784 671	784 671	885 561	969 851	1 029 094

SETTING PROGRAMME OBJECTIVES - BUILDING THE FUTURE

mission » core objectives » services

2.5 Programme 1: Administration

The objective of Administration is to provide the core support services required by Parliament to fulfil its legislative and oversight functions, and to provide the auxiliary support services required to enable the institution to function smoothly. It carries out its functions through five subprogrammes, whose activities include providing procedural support to the National Assembly and the National Council of Provinces, human resources and ICT services, and general administrative and support services.

Expenditure estimates

Subprogramme	Expenditure outcome				Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted			
R thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Office of the Secretary	32 836	41 031	60 791	145 686	192 462	204 651	207 888
National Assembly	3 736	3 447	5 597	6 735	10 039	10 591	11 174
National Council Of Provinces	5 564	5 414	5 758	12 989	17 865	23 064	24 332
Legislation And Oversight	60 639	59 197	61 764	90 065	91 946	118 327	134 835
Corporate Services	14 757	14 885	75 068	24 624	32 979	39 604	41 782
Institutional Support	36 418	48 214	55 490	48 835	56 546	62 244	70 692
Total	153 950	172 188	264 458	328 934	401 837	458 481	490 703
Change to 2004 Budget estimate				(11 993)	36 844	57 593	89 771

Economic classification

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Current payments	149 041	165 171	219 138	294 617	360 065	410 906	439 803
Compensation of employees	98 742	111 012	144 412	181 729	231 272	242 951	257 417
Goods and services	50 299	54 159	74 726	112 888	128 793	167 955	182 386
of which:							
Consultants and contractors	9 263	7 568	18 578	40 215	49 128	56 053	59 993
Travel and subsistence	14 308	15 595	17 181	34 362	41 978	47 895	51 261
Communication	4 228	4 792	5 106	5 120	6 255	7 136	7 638
Inventory	14 131	14 965	17 275	12 091	14 771	16 853	18 037
Transfers and subsidies to:	590	640	816	881	925	971	1 020
Provinces and municipalities	590	640	816	881	925	971	1 020
Payments for capital assets	4 319	6 377	44 504	33 436	40 847	46 604	49 880
Machinery and equipment	4 319	6 377	44 504	33 436	40 847	46 604	49 880
Total	153 950	172 188	264 458	328 934	401 837	458 481	490 703

2.6 Programme 2: Members' Facilities

Members' Facilities provides logistical facilities for MPs, and also funds medical aid contributions and travel facilities for certain former members.

There are two subprogrammes:

- **National Assembly** provides telephone, travel and other logistical facilities for members of the National Assembly
- **National Council of Provinces** provides telephone, travel and other logistical facilities for members of the National Council of Provinces.

Expenditure estimates

Subprogramme	Expenditure outcome				Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted			
R thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
National Assembly	67 291	85 026	98 584	148 225	155 282	163 823	172 833
National Council of Provinces	9 284	14 893	13 416	21 495	23 890	25 204	26 590
Total	76 575	99 919	112 000	169 720	179 172	189 027	199 423
Change to 2004 Budget estimate				-	13 049	12 936	14 527

Economic classification

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Current payments	76 575	99 919	111 711	156 720	167 691	176 914	186 644
Compensation of employees	9 236	11 420	11 658	16 010	16 890	17 819	18 799
Goods and services	67 339	88 499	100 053	140 710	150 801	159 095	167 845
of which:							
Travel and subsistence	55 646	73 101	66 553	120 527	138 234	145 836	153 857
Communication	8 342	9 975	8 166	8 773	9 256	9 765	10 302
Payments for capital assets	-	-	289	13 000	11 481	12 113	12 779
Machinery and equipment	-	-	289	13 000	11 481	12 113	12 779
Total	76 575	99 919	112 000	169 720	179 172	189 027	199 423

SETTING PROGRAMME OBJECTIVES - BUILDING THE FUTURE

mission » core objectives » services

2.7 Programme 3: Associated Services

This programme has four subprogrammes:

- **Political Party Support** provides financial support to political parties represented in Parliament.
- **Constituency Support** provides financial support to the constituency offices of political parties represented in Parliament to enable them to engage administrative support and services.
- **Party Leadership Support** provides financial support to leaders of political parties represented in Parliament.
- **Membership Fees** funds fees to certain inter-parliamentary bodies so that Parliament may continue its involvement in international participation programmes and in the activities of inter-parliamentary associations.

Expenditure estimates

Subprogramme	Expenditure outcome				Medium-term expenditure estimate		
	Audited	Audited	Preliminary	Adjusted			
R thousand	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Political Party Support	20 759	23 086	37 855	31 932	31 688	33 431	35 270
Constituency Support	32 688	34 971	37 439	40 797	60 041	63 343	66 827
Party Leadership Support	1 929	1 149	3 675	3 991	3 474	3 665	3 867
Membership Fees	1 118	1 741	1 038	770	1 043	1 100	1 160
Total	56 494	60 947	80 007	77 490	96 246	101 539	107 124
Change to 2004 Budget estimate				-	-	-	15 703
Economic classification							
Transfers and subsidies to:	56 494	60 947	80 007	77 490	96 246	101 539	107 124
Foreign governments and international organisations	1 092	1 355	705	533	793	836	883
Non-profit institutions	55 402	59 592	79 302	76 957	95 453	100 703	106 241
Total	56 494	60 947	80 007	77 490	96 246	101 539	107 124

Details of transfers and subsidies:

Foreign governments and international organisations							
Current	1 092	1 355	705	533	793	836	883
International associations	1 092	1 355	705	533	793	836	883
Total foreign governments and international organisations	1 092	1 355	705	533	793	836	883
Non-profit institutions							
Current	55 402	59 592	79 302	76 957	95 453	100 703	106 241
Association staff membership	27	386	333	236	250	264	278
Political party support	20 758	23 086	37 855	31 933	31 688	33 431	35 269
Constituency allowance	32 688	34 971	37 439	40 797	60 041	63 343	66 827
Party leadership support	1 929	1 149	3 675	3 991	3 474	3 665	3 867
Total non-profit institutions	55 402	59 592	79 302	76 957	95 453	100 703	106 241

2.8 Financial management

At present, the financial administration of Parliament is regulated by provisions in various Acts. Parliament's financial management is regulated by section 31 of the now repealed Powers and Privileges of Parliament Act. Section 1 remains operative by virtue of transitional provisions in the Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004. The Treasury Regulations, in terms of the Public Finance Management Act (PFMA), do not include Parliament.

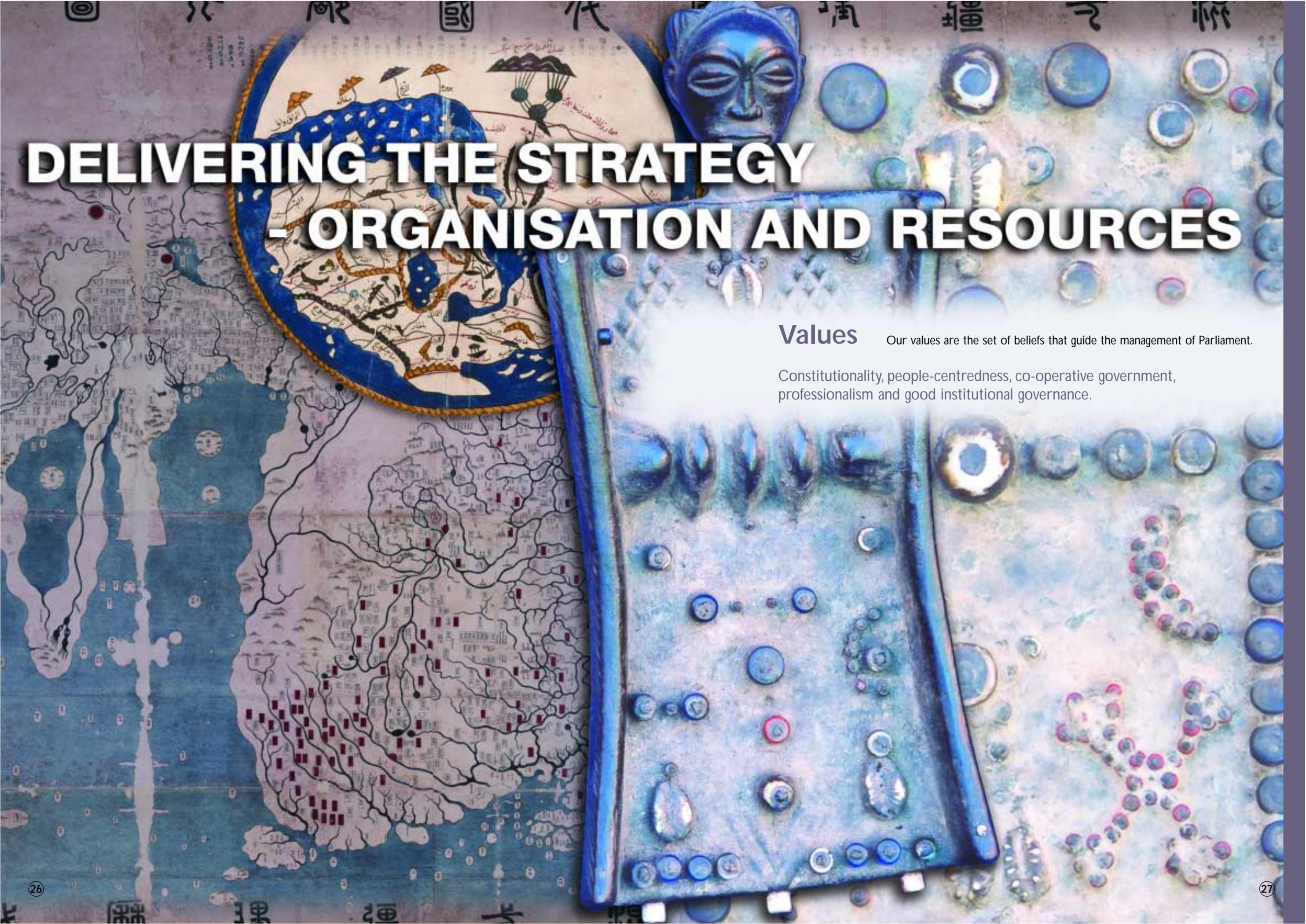
Section 216 of the Constitution requires Parliament to establish uniform Treasury norms and standards for all spheres of government. In compliance with this section, the PFMA deals with the financial management of the national and provincial spheres of government (mainly the executive branch), and the Municipal Finance Management Act does likewise in relation to local government. There is no comprehensive legislation which deals with the financial management of Parliament (although the provisions of the Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, Exchequer Act and the PFMA apply to various degrees) and Provincial Legislatures.

A draft Financial Administration of Parliament and Provincial Legislatures Bill is in progress to regulate financial management in the legislative sector. This will be in line with Parliament's constitutionally based power to determine and control its internal arrangements.

The Treasury Advice and Audit Office is responsible for the internal audit function of Parliament, facilitates the external audit by the Office of the Auditor-General and monitors the fraud prevention plan.

The internal audit function works from an audit plan based on risk assessments undertaken with all internal stakeholders. This plan is approved by the Secretary to Parliament and was adopted by the Audit Committee. A risk matrix containing 46 areas of concern has been created and is being addressed, as a matter of priority, within the institution.

Future audits will focus on issues pertaining to governance and cohesion and alignment of processes as we work to achieve the vision for Parliament.

The background is a rich, textured collage. On the left, a map of Africa is depicted with various geographical features and labels in Arabic script. A large, blue, stylized mask with closed eyes is positioned at the top center. To the right, there are several circular, metallic-looking objects, some resembling buttons or rivets, arranged in a pattern. The overall color palette is dominated by blues, greys, and earthy tones, with a sense of depth and complexity.

DELIVERING THE STRATEGY - ORGANISATION AND RESOURCES

Values Our values are the set of beliefs that guide the management of Parliament.

Constitutionality, people-centredness, co-operative government, professionalism and good institutional governance.

DELIVERING THE STRATEGY - ORGANISATION AND RESOURCES

values » policies

3.1 Values

Our values are the set of beliefs that guide the management of Parliament. This is the foundation of our policies that provides guidance in the implementation of services and projects.

We keenly believe in the following:

Constitutionality

We subscribe to social justice, fundamental human rights and the democratic values of human dignity, equality and freedom as listed in the Bill of Rights, a cornerstone of democracy in South Africa.

People-centredness

We respect all our people, honour our integrity and are committed to service delivery.

Co-operative government

We co-operate with other spheres of government.

Professionalism and good institutional governance

We are accountable and transparent, provide value for money, are customer-focused and strive for the highest service quality.

3.2 Policies

The parliamentary policies seek to guide and regulate the daily implementation of services and projects. These cover:

- Presiding Officers
- Parliamentary Service
- Top management
- Parliamentary Service Management Board
- Parliamentary Service staff
- Affirmative action
- Termination of service
- Inefficiency and misconduct
- Termination of service based on operational requirements
- Remuneration of staff
- Hours of duty
- Performance management
- Career-pathing
- Leave of absence
- Official accommodation and travelling
- Training and development of staff

- International participation by staff
- Home-owners subsidy and rental assistance
- Uniforms, protective wear and footwear
- Miscellaneous service conditions
- Medical examinations in connection with labour practices
- Remunerative work outside employment in service
- Personal particulars
- Acceptance of gifts, commission, money or reward
- Confidential nature of parliamentary papers
- Missing staff
- Parliamentary precincts and facilities
- Parliamentary security
- Flying of flags on parliamentary buildings
- Exhibitions, posters, notices and pamphlets
- Smoking in parliamentary complex
- Media accreditation
- Library service
- Funding of committee activities
- Retirement dispensation
- Goods and services

3.3 Organisational design

The organisational structure is designed to ensure proper operational and administrative management of Parliament. The structure is based on commonality of functions with a view to preventing unnecessary duplication. The structure is subdivided into Divisions, Sections, Units and Offices. The main components include Office of the Secretary to Parliament, National Assembly Division, National Council of Provinces Division, Legislation and Oversight Division, Corporate Services Division, and Institutional Support Division.

DELIVERING THE STRATEGY - ORGANISATION AND RESOURCES

values » policies

3.4 Personnel

The personnel establishment consists of 961 personnel. In terms of the occupational levels, the establishment consists of:

Occupational level	African male	Asian male	Coloured male	White male	African female	Asian female	Coloured female	White female	Total
Professional & mid management	15	3	5	3	5	0	4	4	39
Semi skilled	43	3	85	29	98	1	70	16	345
Senior management	9	6	3	3	2	2	2	1	28
Skilled technical & academically qualified	95	4	38	20	61	3	51	42	314
Top management	2	0	2	1	2	0	0	0	7
Unskilled & defined decision making	7	0	55	8	29	1	106	22	228
Permanent	156	13	183	61	190	5	225	81	914
Non-permanent	15	3	5	3	7	2	8	4	47
Total	171	16	188	64	197	7	233	85	961

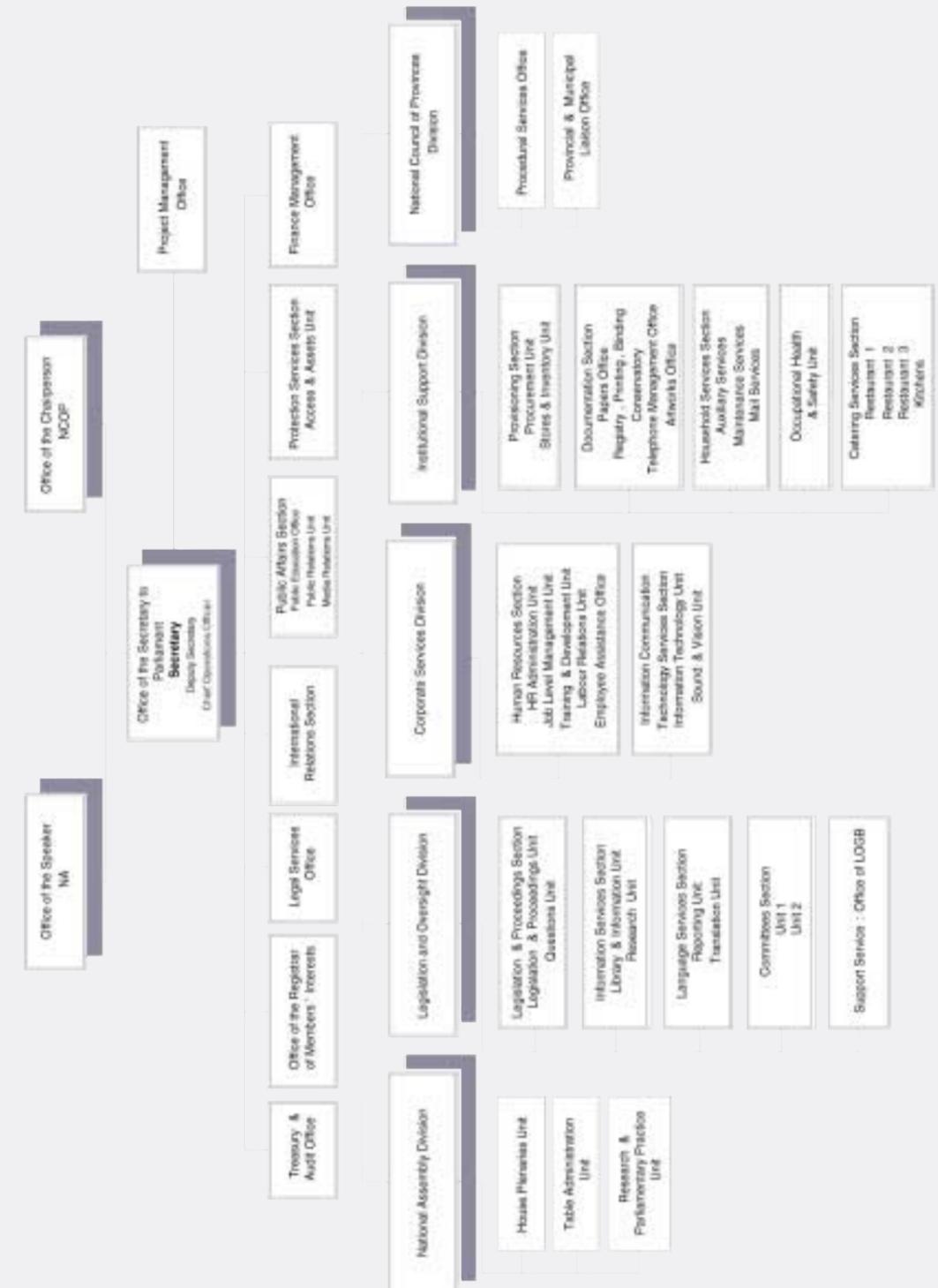
3.5 Performance management

Parliament implemented a performance management system in 2002. The performance management system is part of the strategic management processes of planning, budgeting, performance management and reporting. The system is now in its third cycle.

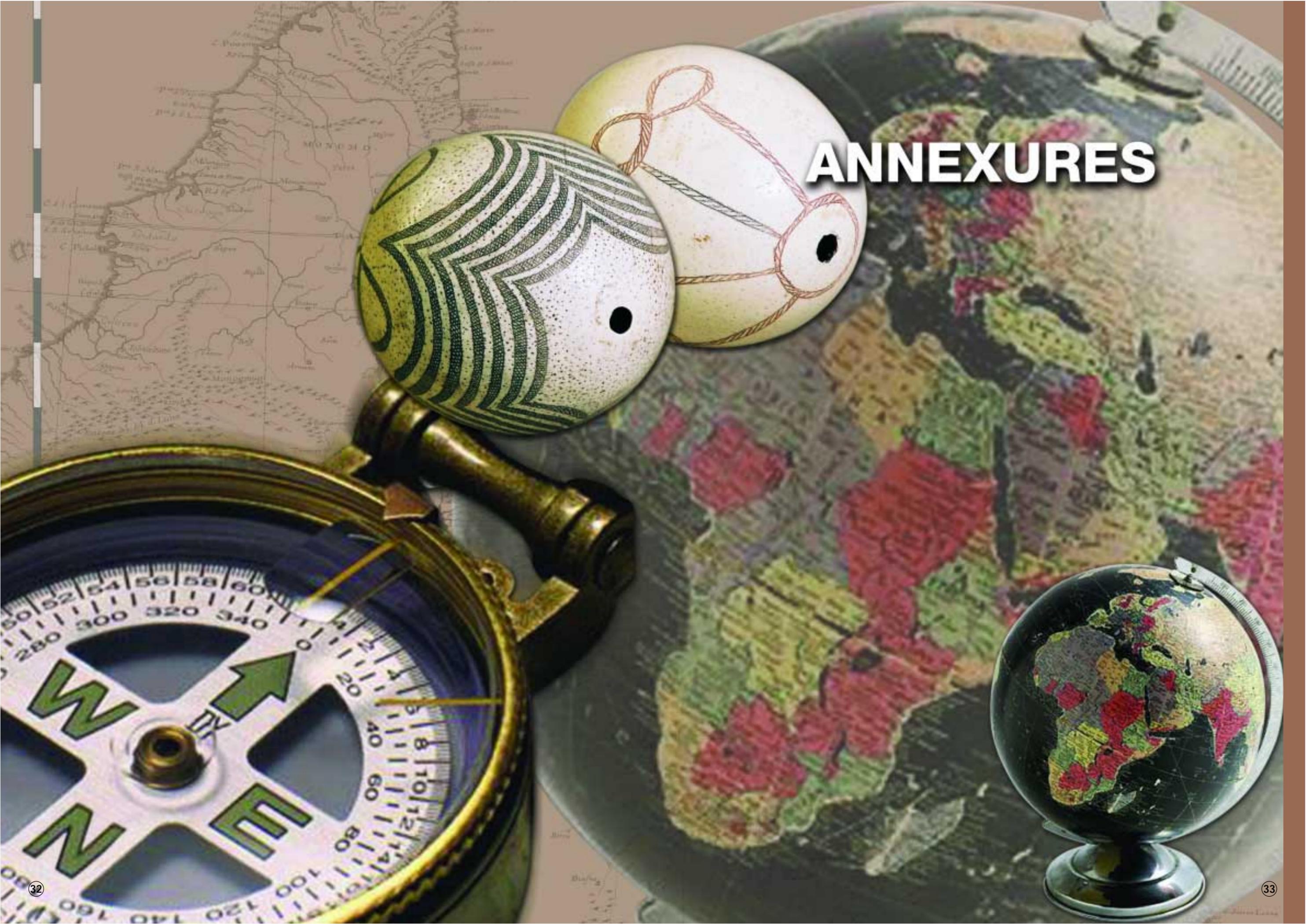
3.6 Institutional policies and delegations

A policy review project was established in 2004 to systematically review all institutional policies so as to assess their applicability and their effective furthering of the values of Parliament.

3.7 Organisational structure



ANNEXURES



ANNEXURES

planning » budgeting » performance » reporting

4.1 Strategic management processes of Parliament

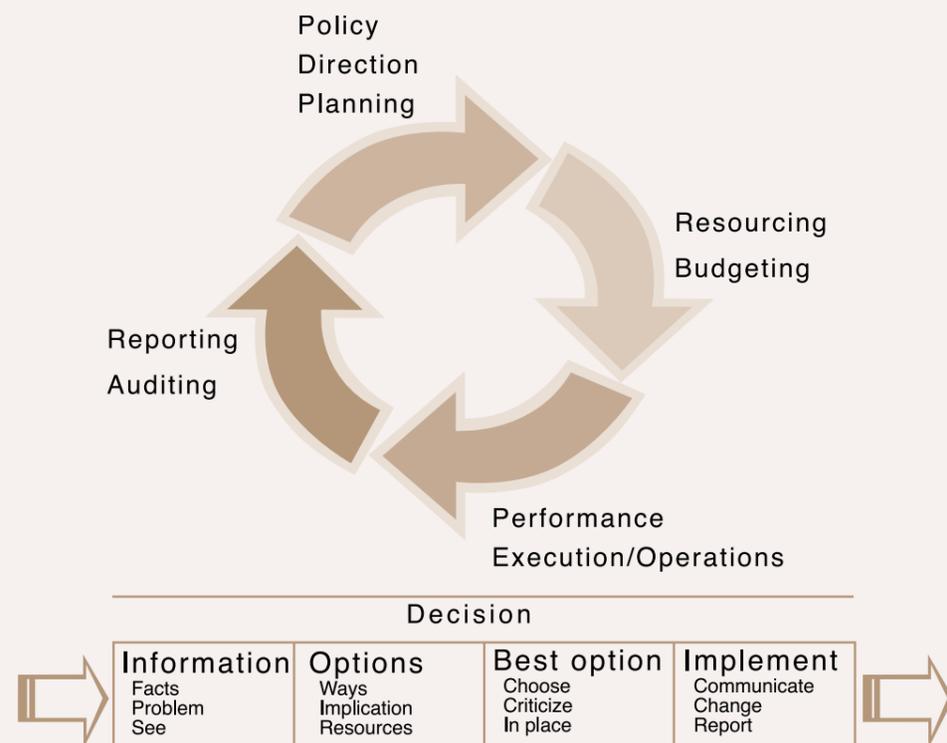
Parliament designed and implemented a strategic management system in 2001 with the assistance of Danish International Development Agency (DANIDA). The system consists of the processes of planning, budgeting, performance management and reporting.

The strategic management cycle enables Parliament to:

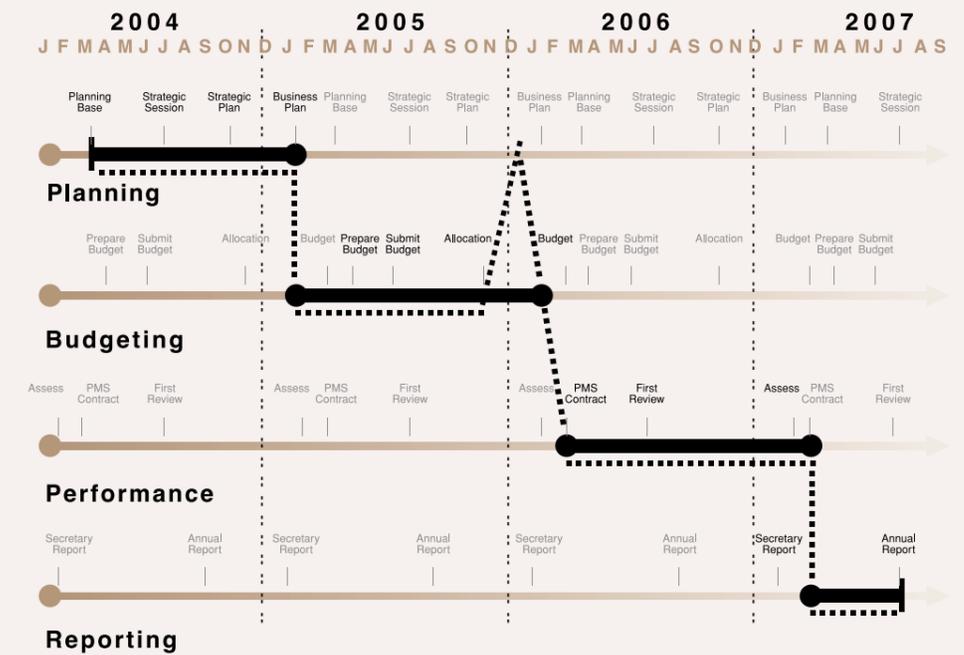
- assess the current situation in each division, including available resources, skills and capacities;
- assess the needs of the parliamentary stakeholders and the external environment;
- prioritise these needs in order of urgency and importance;
- set core objectives to meet these needs;
- devise strategic objectives to be achieved within a set time-frame;
- develop and implement actions and activities to achieve core and strategic objectives;
- budget effectively to achieve the core and strategic objectives with limited resources;
- set standards in the form of key result and performance indicators and targets and milestones, so that performance can be measured;
- regularly report, monitor and reassess the management programme and make changes to it where necessary.

Parliament developed an internal training programme for senior management in co-operation with the University of Stellenbosch Business School (Executive Development), aimed at training managers in these strategic processes.

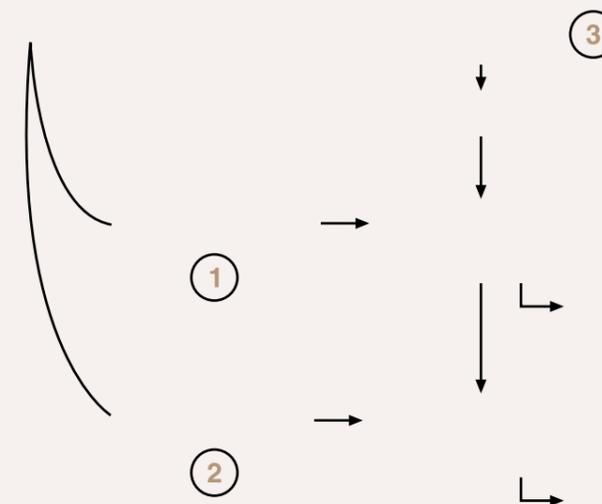
Strategic management process of Parliament



Timeline



Planning model



ANNEXURES

planning » budgeting » performance » reporting

4.2 Terms and definitions

"planning base"

- an analysis of all external and internal aspects which are likely to influence Parliament

"vision"

- the future dream and ambition of Parliament, being within sight but out of reach

"mission"

- the purpose of Parliament, its reason for existence as outlined in the mandate

"values"

- the set of beliefs that guide the management of Parliament

"core objectives"

- the set of objectives identified for the ongoing business of Parliament as derived from the mission

"key result indicator" (KRI)

- the set of indicators measuring the successful implementation of core objectives

"services"

- the deliverables provided in order to meet the core objectives

"key issue"

- aspects to attend to if services are to be provided at an acceptable level

"strategic objectives"

- the set of objectives aimed at changing any aspect or area of Parliament

"service standards"

- the specified levels at which services are rendered

"service delivery improvement programme" (SDIP)

- the programme aimed at improving the services to be rendered and their levels

"structure"

- the organogram of Parliament

"policies"

- a description of how to manage and deliver services

"strategic plan"

- the plan for Parliament describing the strategic intent

"main tasks"

- the cluster of activities derived from the core objectives and services at division level

"key objectives"

- the set of objectives at divisional level, as derived from the identified strategic objectives, specifically within the division for effecting changes

"output/target"

- the deliverable at divisional level for the accomplishment of main tasks and key objectives

"activities"

- the work to be performed at divisional level for the accomplishment of main tasks and key objectives in order to reach the identified targets

"key performance indicator" (KPI)

- the set of indicators measuring the successful implementation of main tasks and key objectives

"responsibility"

- the component responsible for reaching a set target

"time-frames"

- the time duration set for reaching a target

"actions"

- the work to be performed at sectional level for the accomplishment of main tasks and key objectives in order to reach the identified targets

"output/milestone"

- the deliverable at sectional level for the accomplishment of actions

"business plan"

- the plan of implementation for the fulfilment of Parliament's strategic plan

"division business plan"

- the plan of implementation for the said Division

"section business plan"

- the plan of implementation for the said Section

"office business plan"

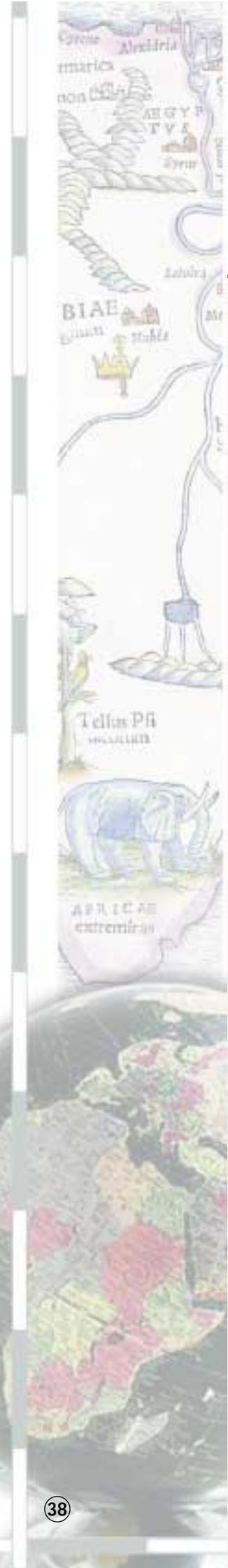
- the plan of implementation for the said Office

"planning cycle"

- the planning process, indicating outputs at specific events

"component"

- a Division, Section, Unit or Office



ANNEXURES

4.3 Images used in this publication

Maps and objects of antiquity used in this publication are courtesy of "Perspectives on and of Africa", an exhibition which explores some of the perceptions, beliefs and prejudice reflected in different forms of mapping. An exhibition of the Parliamentary Millennium Project, the exhibits contrasted foreign perspectives with indigenous ones, and through this aimed to encourage an understanding of our differing past experiences, challenge received history, and to promote the construction of a shared South African and African identity.

The following images were used:

- Page 1: 'Africa' by Giacomo Gastaldi and Giovanni Ramusio, 1550.
Location: South African Parliament, Cape Town.

Golden Rhino. Location: Mapungbwe Museum.
- Page 13: Africa, Libya, Morland with their kingdoms to date.
Cartographer: Sebastian Münster. Date: 1544-45.
Collection: South African Parliament, Cape Town.

Luba Staff - (Memory Staff).
Mnemonic device that speaks of time, space and history.

Abyssinia, The Land of Prester John. 1573.
Cartographer: Abraham Ortelius. South African Parliament, Cape Town.
- Page 27: Yoktae chewang honil kangnido (Map of Historical Emperors and Kings and of Integrated Borders and Terrain). Date: 1420.
Location: Ryuoko and Kyoto Universities (Japan).

World Map of al-Idrisi. Date: 1154. Cartographer: Abu Abdullah Mohammed Ibn al-Sharif al-Idrisi (Edrisi).
Location: Oxford Pococke Manuscript, Bodleian Library, Oxford University.

Lukasa memory board. Democratic Republic of Congo. Luba culture.
- Page 33: Ostrich eggs. South African Museum. San of Southern Africa.