



**PARLIAMENT**  
OF THE REPUBLIC OF SOUTH AFRICA



MAKING YOUR FUTURE  
**WORK BETTER**

*Sharing Outcomes of Strategic  
Review Session  
NCOP Strategic Planning Session  
28 Feb 2023*



# Strategic Context



# ENVIRONMENTAL ANALYSIS

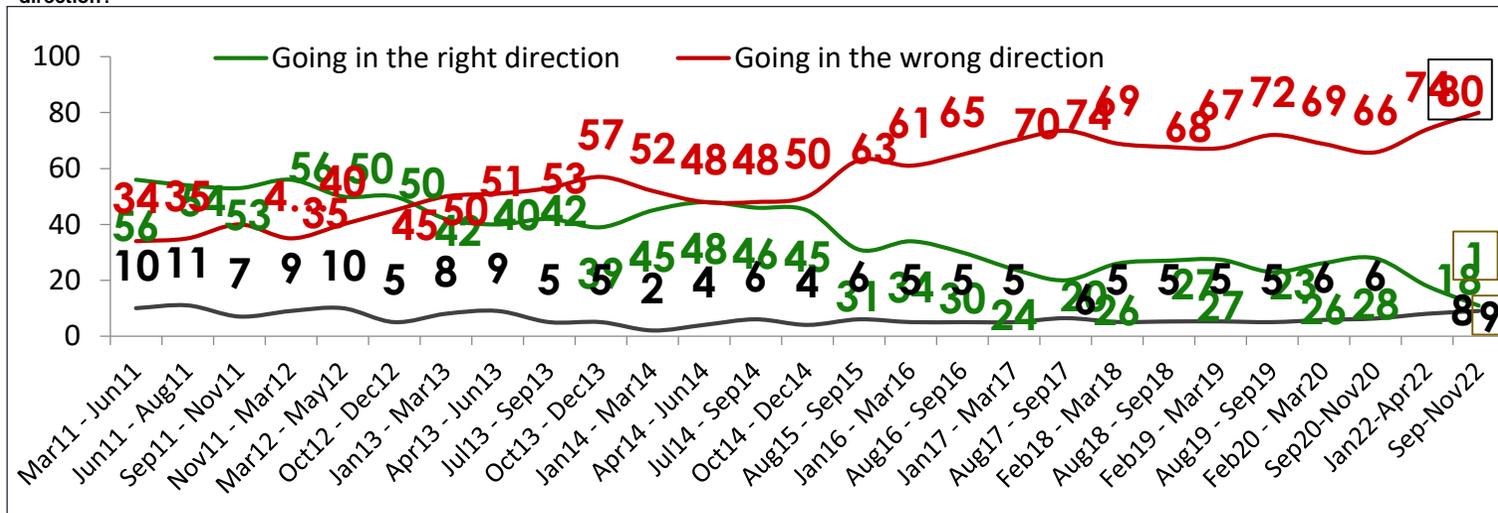
- **Rising public discontent**
- Low **trust levels** in parliament and the executive (HSRC - slow recovery path from 64.9 in 2004 to 25% in 2017 – 1/3<sup>rd</sup> in 2022)
- High levels (& perceptions) of **unemployment, crime and corruption, poverty**, and unprecedented **energy supply challenges** (load shedding)
- **Awareness of Parliament** and increasing participation levels (IPSOS)
- Confusion iro various **roles of 3-Arms of the State** (IPSOS)
- **Access and participation** levels in Parliamentary processes (*5% above world average of 14%*)



# ENVIRONMENTAL ANALYSIS

## PUBLIC OPINION | DIRECTION OF THE COUNTRY

Question: If you think of the direction in which the country is going, would you say that the country is going in the right direction or going in the wrong direction?



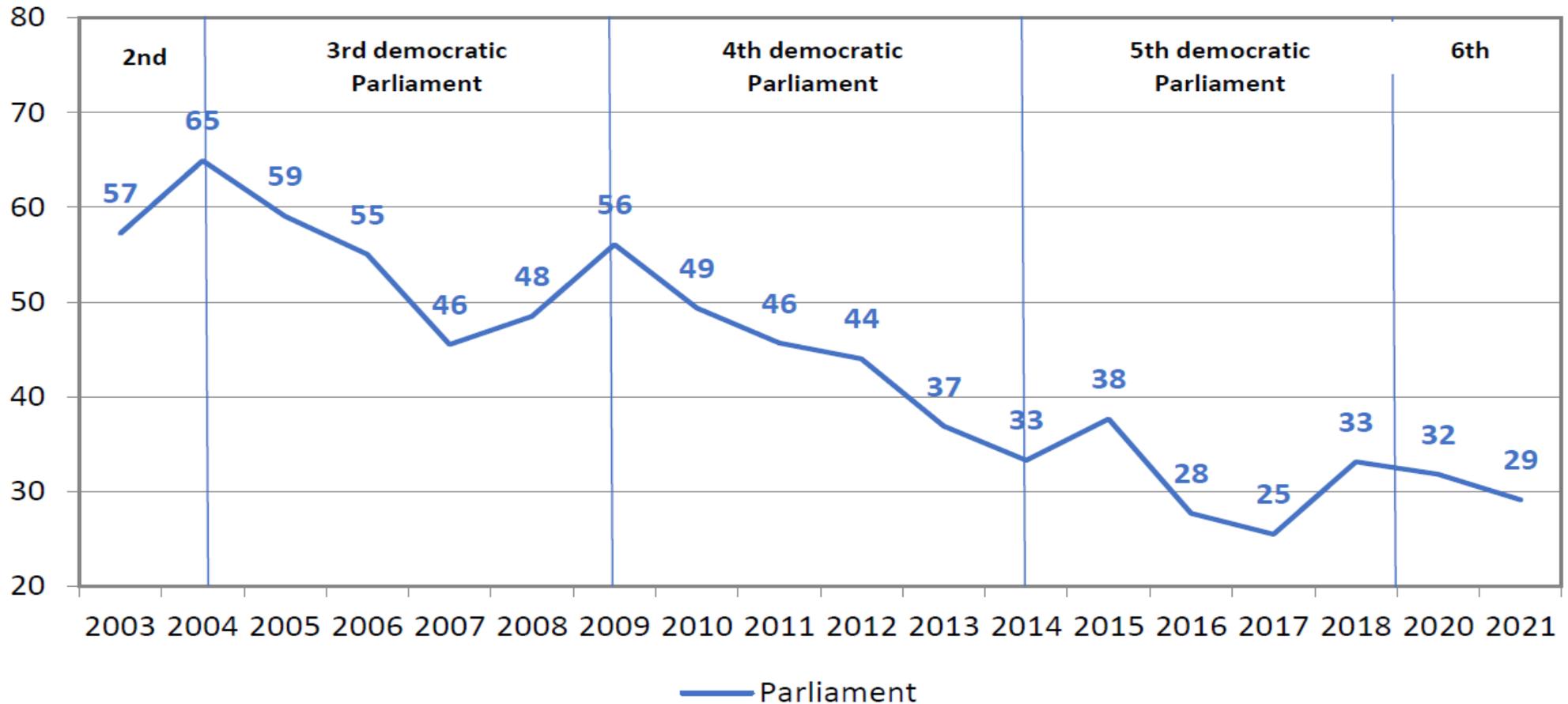
- The mood of the country as measured by the direction in which the country is heading can be influenced by a number of issues relating to government performance and the lived experiences of South Africans.
- The research findings depict the discontentment and weariness that the majority of South Africans are feeling in the manner in which the country is headed.
- A significant shift can be seen from the little bit of optimism that some citizens still felt in the last reporting quarter to now unequivocally negative.

Source: GCIS Tracker Data – Wave 15 (Sep – Nov) | 2022 – sample size 3500 – representative of the South African population



# ENVIRONMENTAL ANALYSIS

**Figure 1: Trust in Parliament 2003-2020 (% that trust or strongly trust Parliament)**

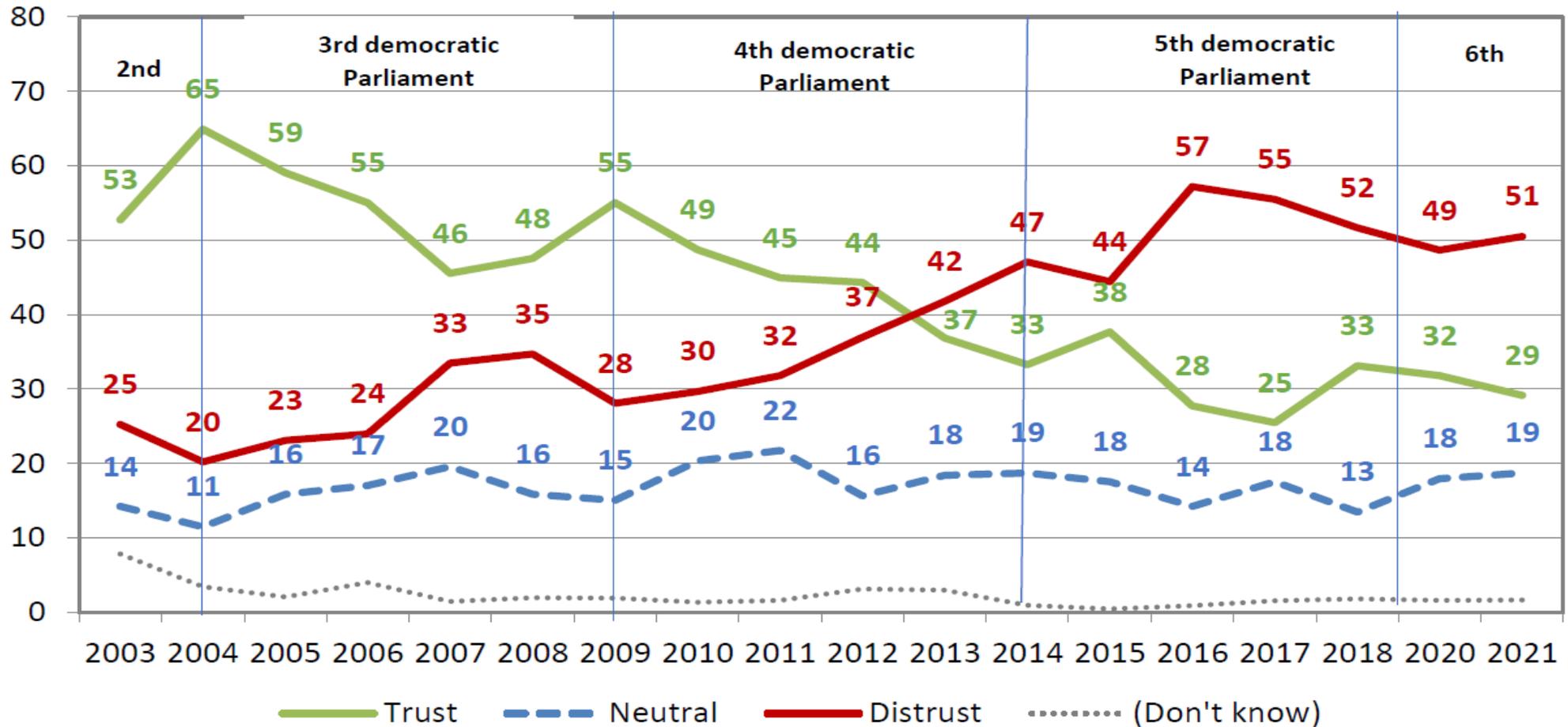


Source: HSRC South African Social Attitudes Survey (SASAS), 2003-2021.



# ENVIRONMENTAL ANALYSIS

Trust in Parliament 2003-2021 (%)

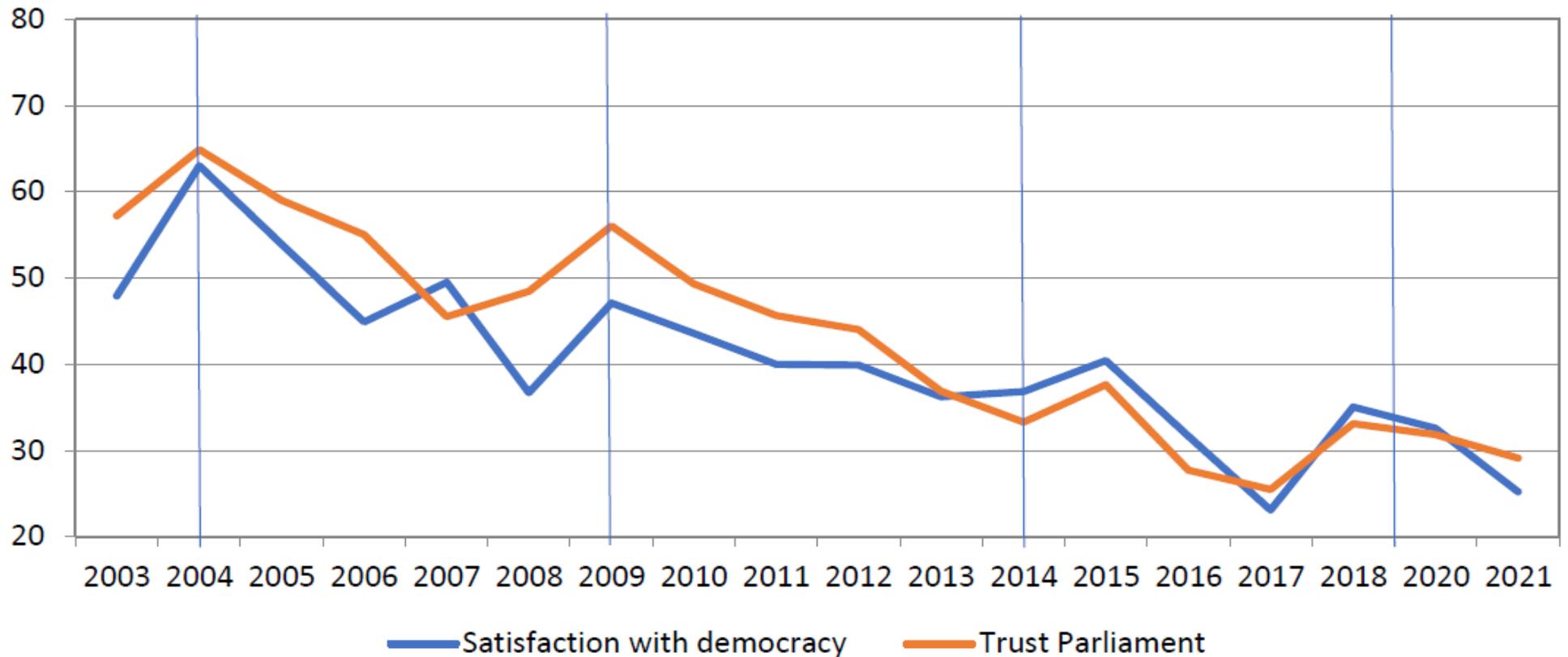


Source: HSRC South African Social Attitudes Survey (SASAS), 2003-2021.



# ENVIRONMENTAL ANALYSIS

Figure 3: Comparing trends in trust in Parliament with overall satisfaction with democracy, 2003-2021 (%)



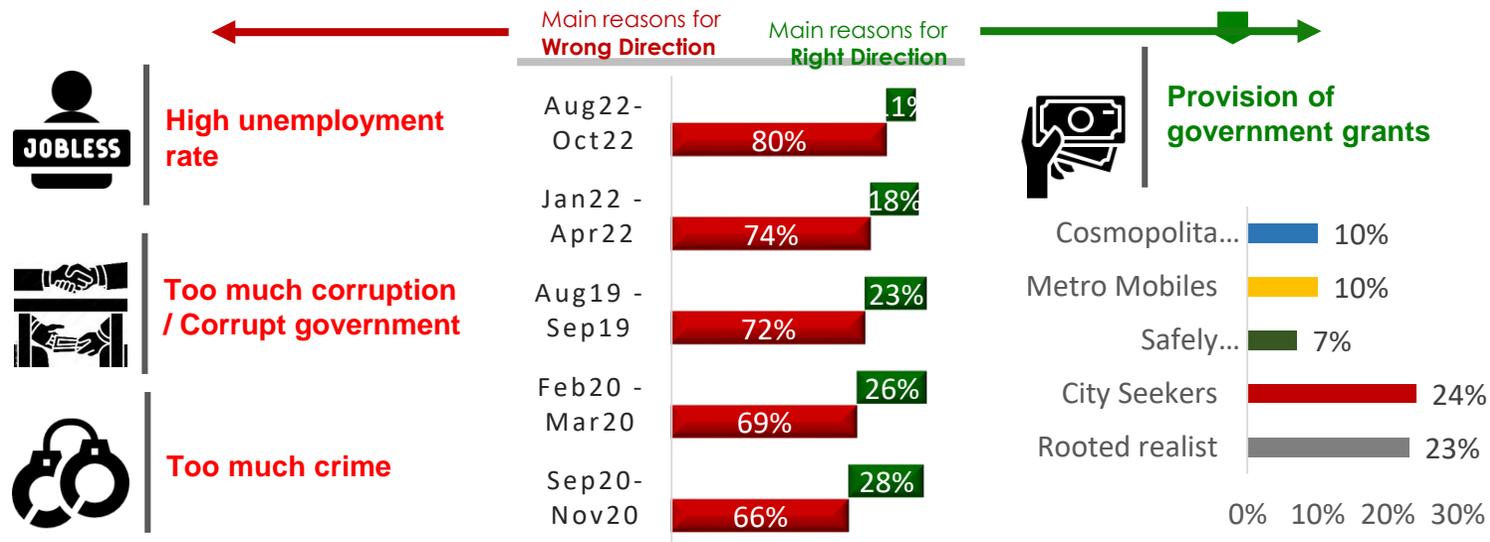
Source: HSRC South African Social Attitudes Survey (SASAS), 2003-2021.



# ENVIRONMENTAL ANALYSIS

## PUBLIC OPINION | REASONS FOR DIRECTION OF THE COUNTRY

Question: If you think of the direction in which the country is going, would you say that the country is going in the right direction or going in the wrong direction?  
 Question: What makes you say the country is going in the right direction? | What makes you say the country is going in the wrong direction?



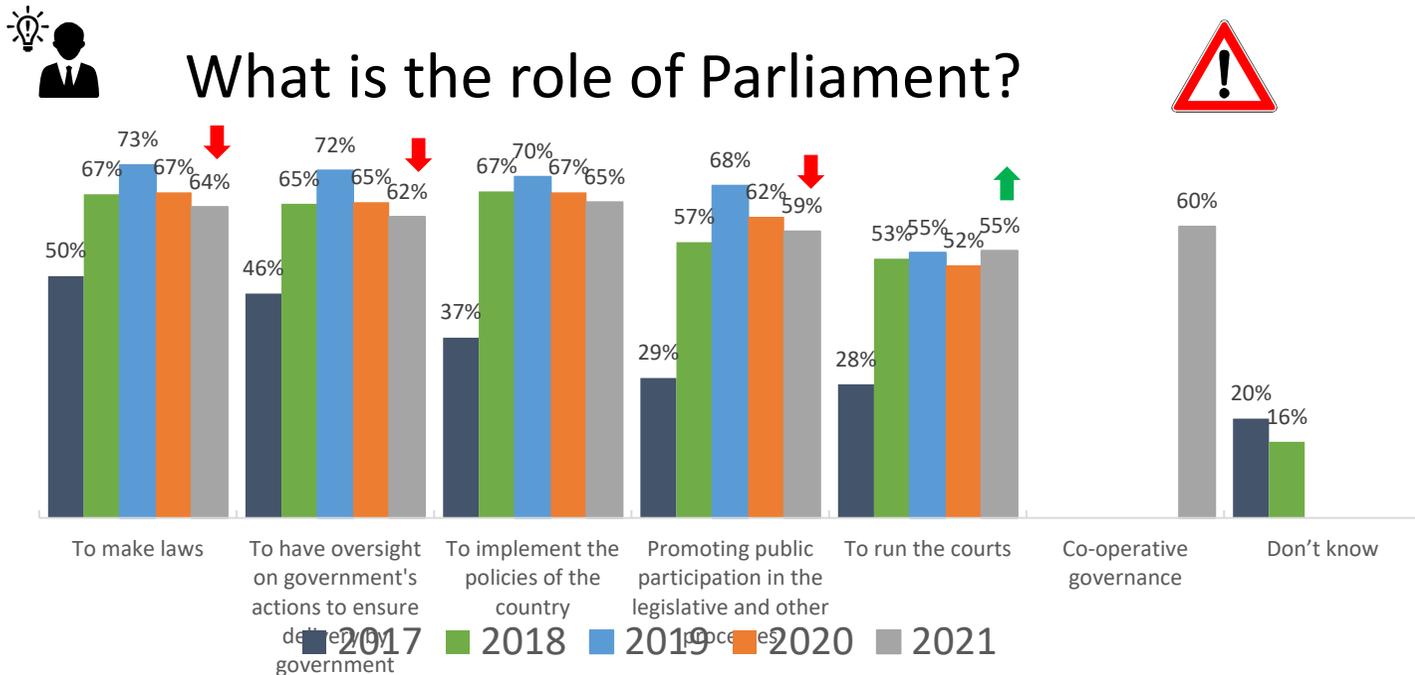
- Citizens attribute their cynicism to **high levels of unemployment, corruption and crime**.
- The provision of grants by the government is the most prominent reason that citizens believe the country is headed in the right direction. **Rooted Realists and City Seekers being the main recipients of government grants are of the view that the country is doing well in this regard** – this should give the government more encouragement to continue providing good service.

Source: GCIS Tracker Data – Wave 15 (Sep – Nov) | 2022 – sample size 3500 – representative of the South African population



# ENVIRONMENTAL ANALYSIS

**Crucial:** Need to **reduce confusion** into the ROLES of the 3 Arms of the State, rebuild understanding of Parliament's three legged constitutional mandate

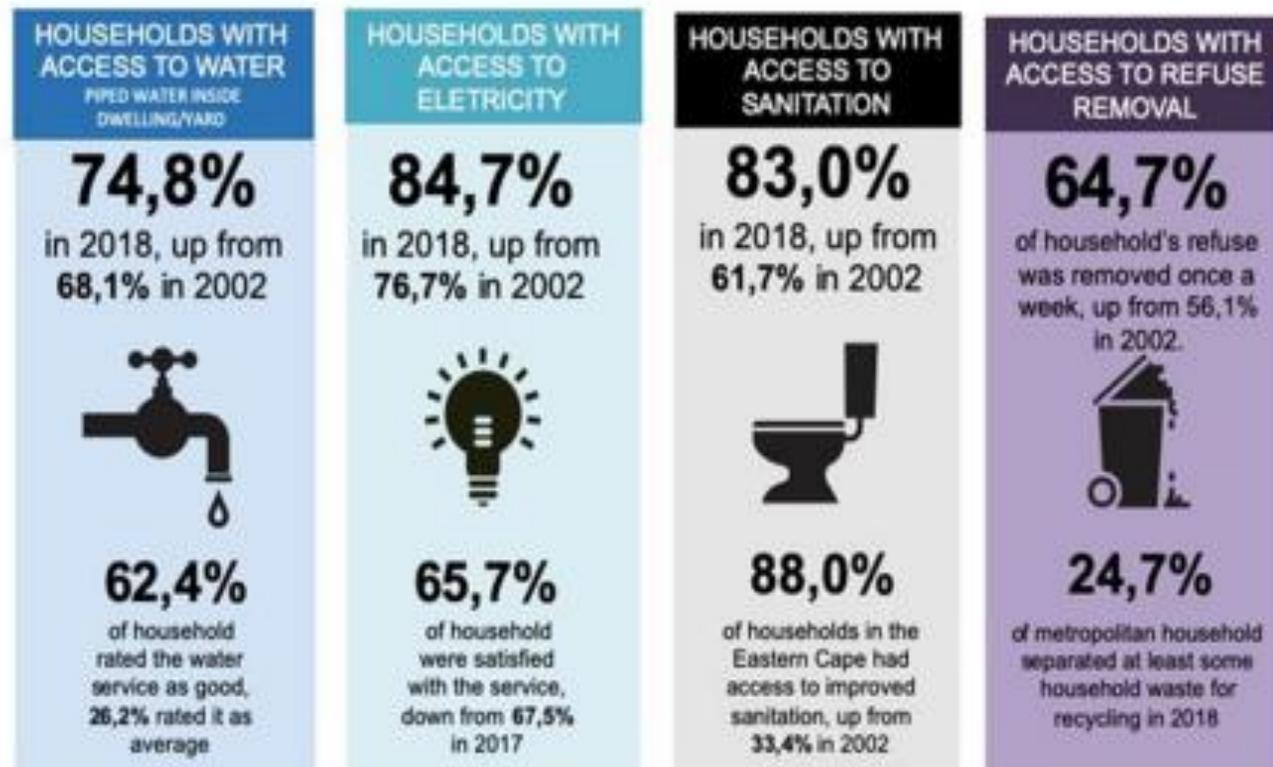


2018/2019: QJ3.1. For each of the following statements about the role of Parliament could you please tell me whether you think it is true or false.  
 2017: QJ3.1. What is the role of Parliament? Choose all that you think are applicable.



# Service delivery: Access vs Reliability

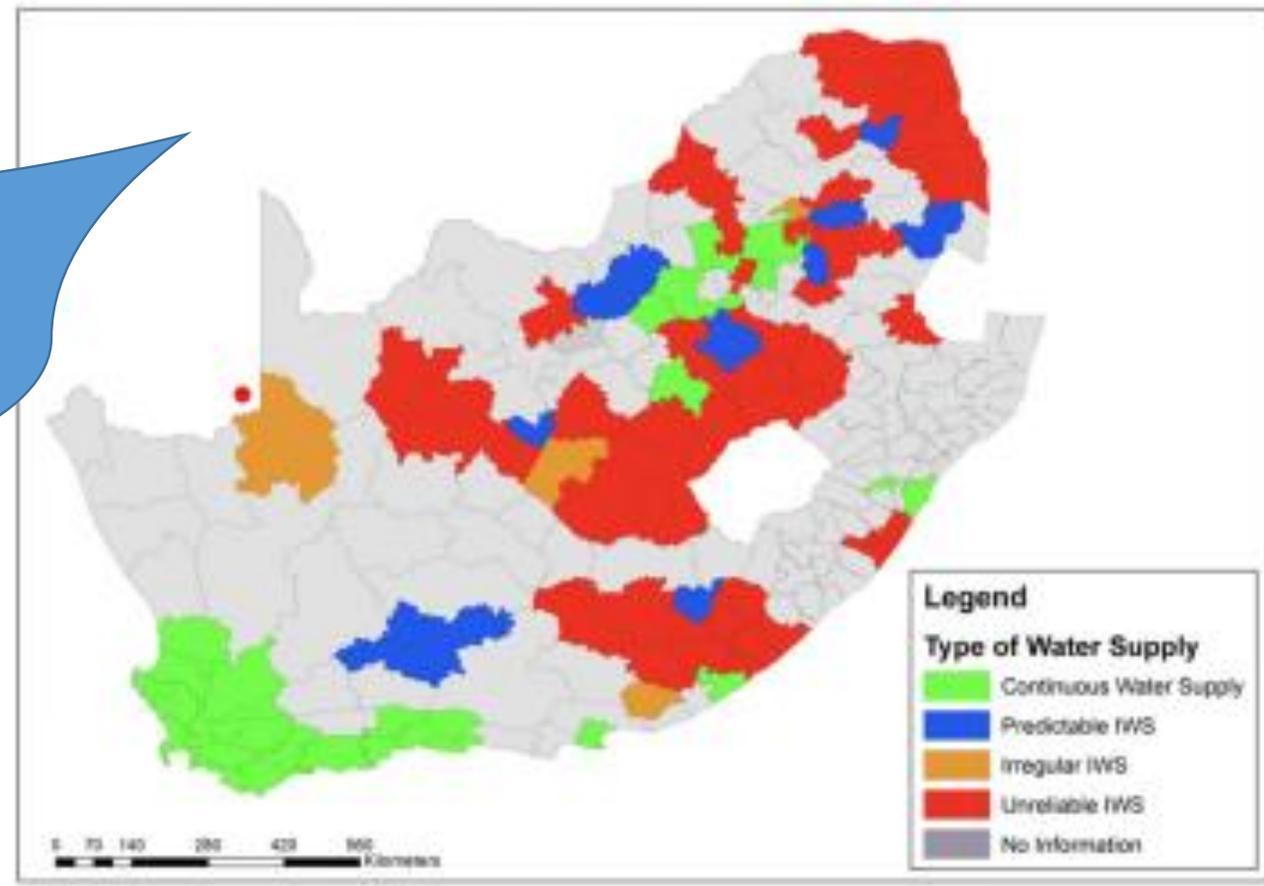
- Official statistics show that **tremendous progress** has been made particularly in historically neglected areas like former homelands;
- despite the reality that we are continually **chasing a moving target** due to our population growth and in-migration rapidly giving rise to new settlements;





# Current Water Services Situation

Unreliable water supply is a reality in Many parts of South Africa

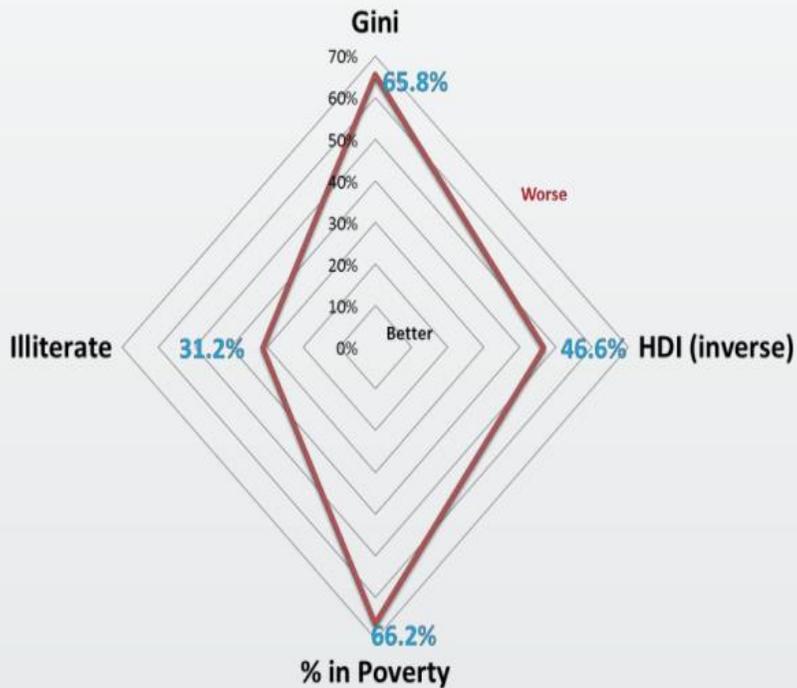


Source: Louber et al (2021)

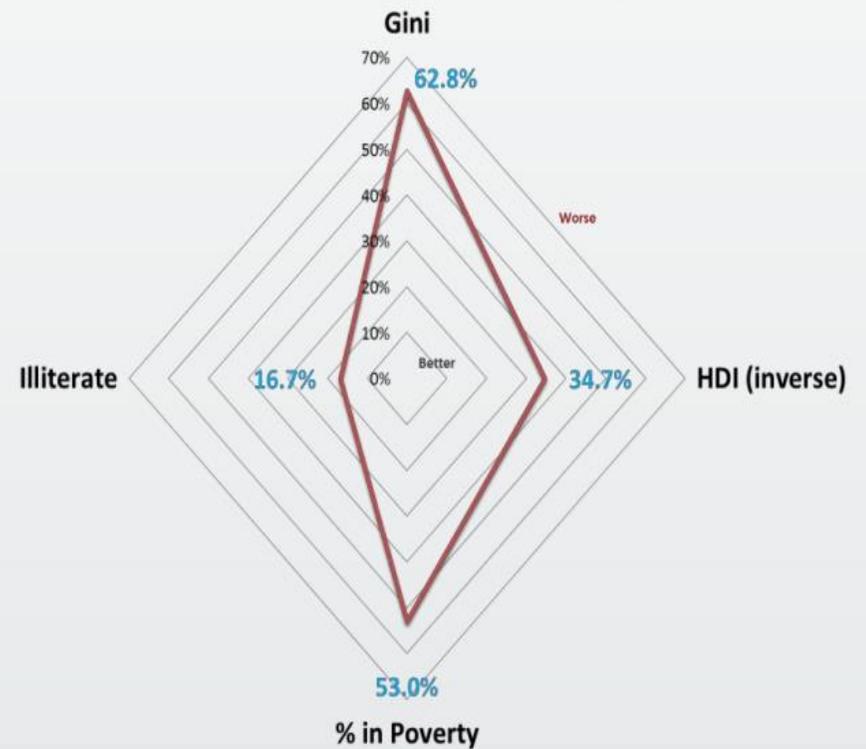


# Development Diamond

National Total, 2000



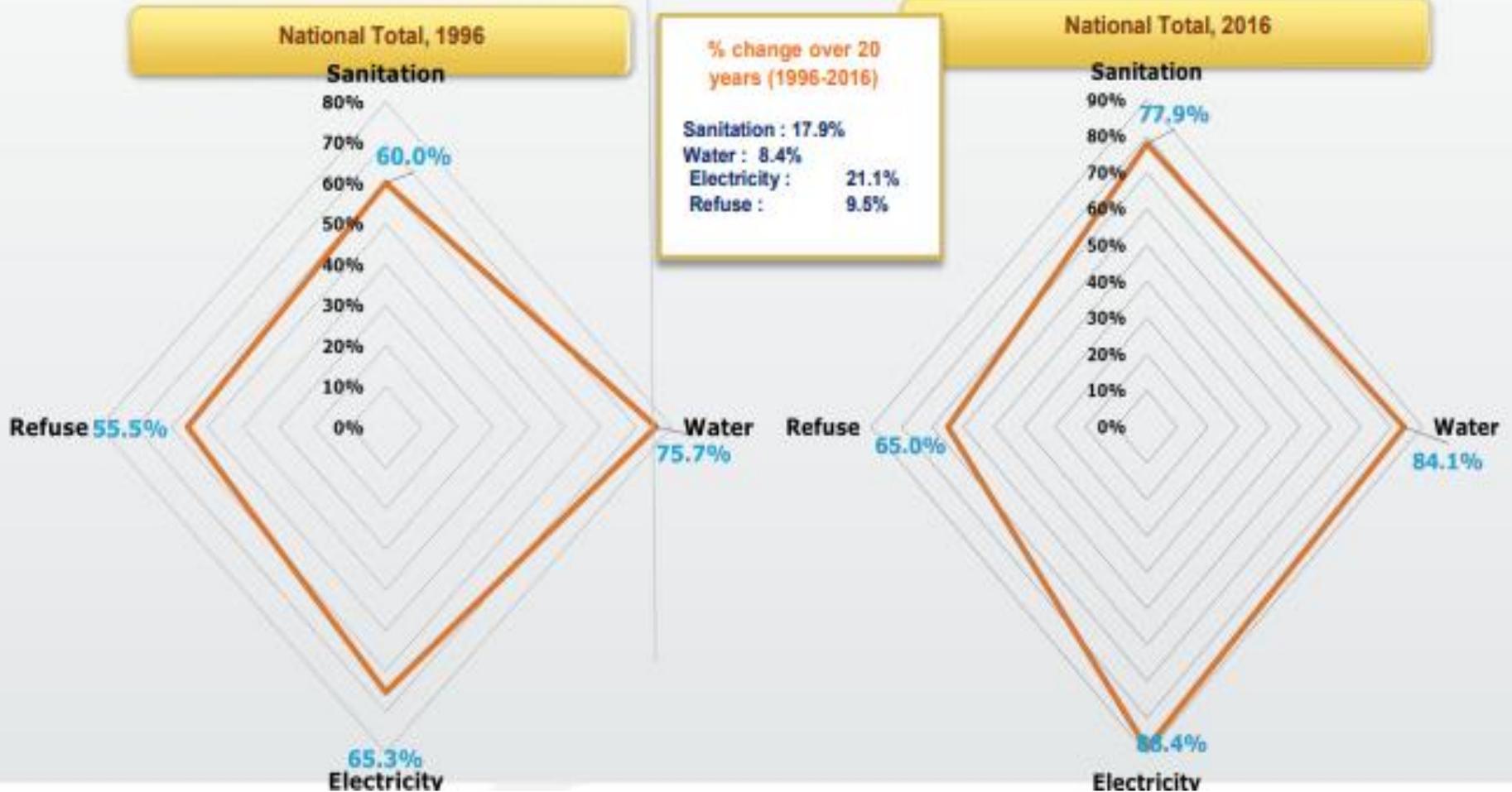
National Total, 2016



Changes to development indicators have been minute



# % Households by access to services 1996 to 2016





# Weight of Expectations



Growing Needs;  
Dwindling tax Base;  
Recession; Corruption;  
Increasing Population;  
Infrastructure backlogs;  
ageing infrastructure;  
Migration;  
Poor funding models  
versus the obligations

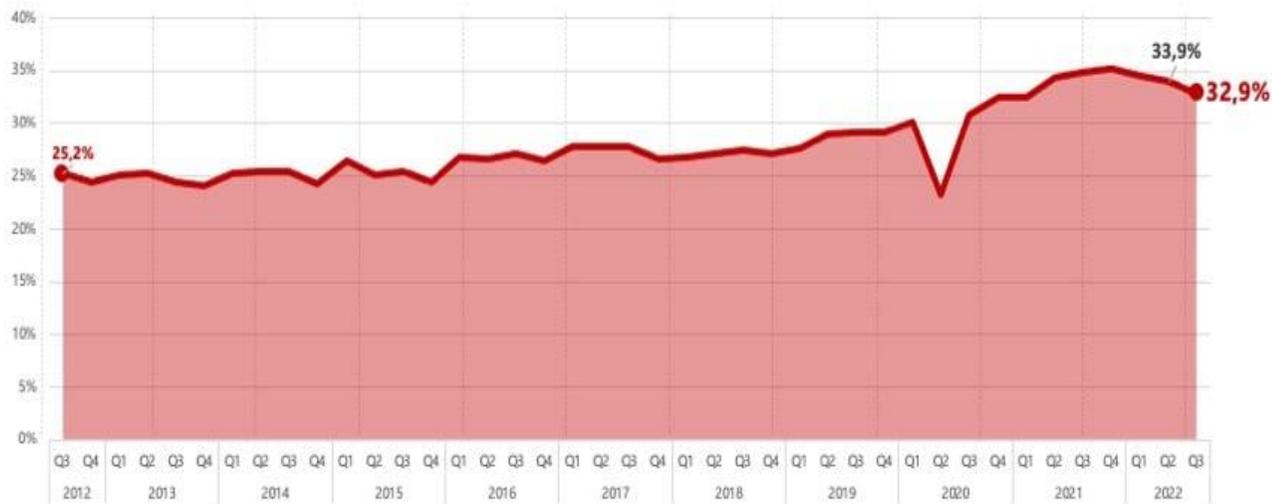


# Unemployment Rate

- In South Africa economic growth is expected to average 1.6% over the MTEF, whilst poverty, unemployment and inequality remain stubbornly high.

South Africa's **unemployment rate decreased** by 1,0 percentage point to **32,9%** in Q3:2022 compared to Q2:2022.

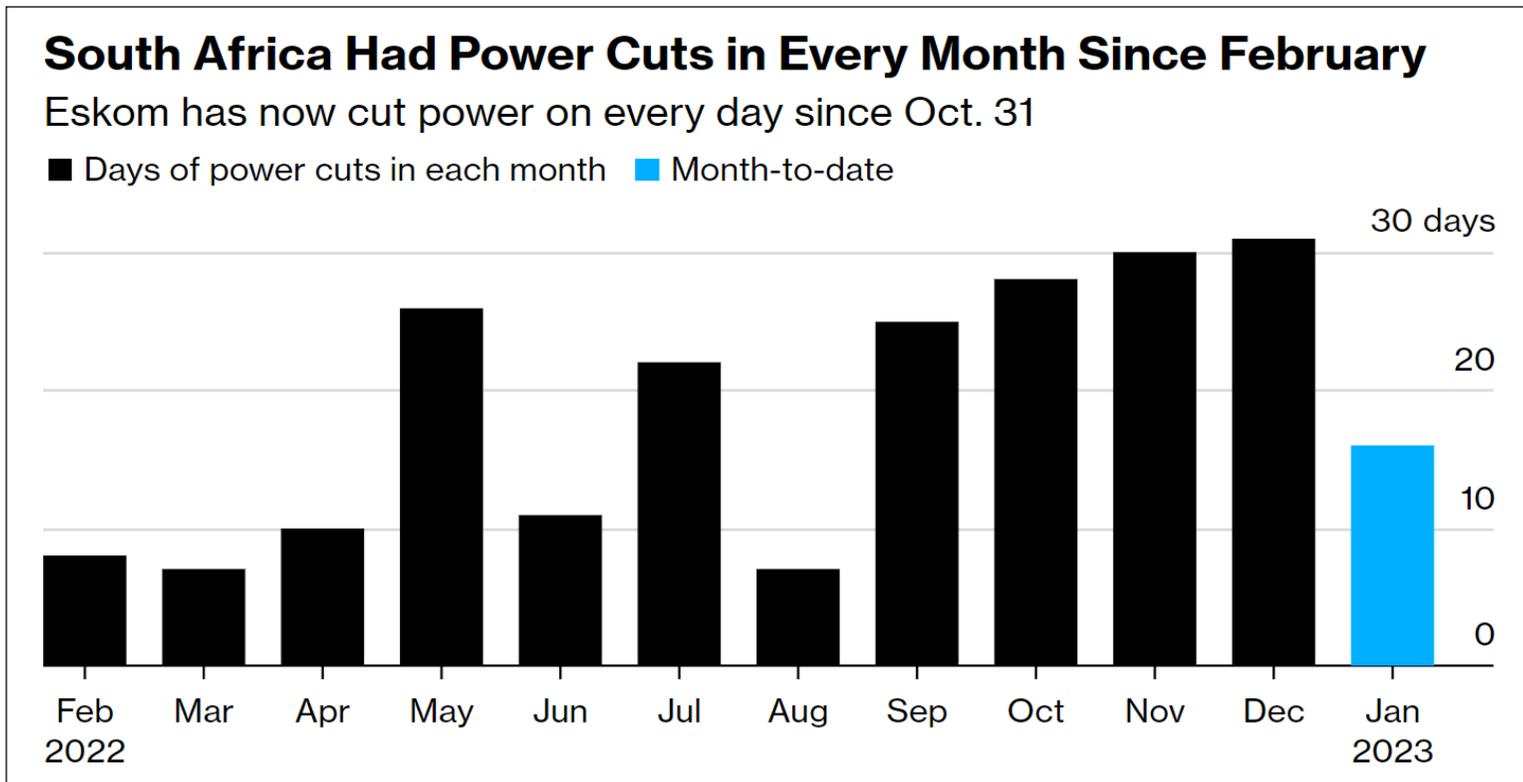
Unemployment rate trends: Q3:2012 to Q3:2022





# Energy Crisis Exacerbating the situation

- Unreliable electricity supply the greatest threat to the economy
- Since February 2022, South Africa endured escalating levels of load shedding, on more days – a total of 205 days for 2022





# State of Service Delivery



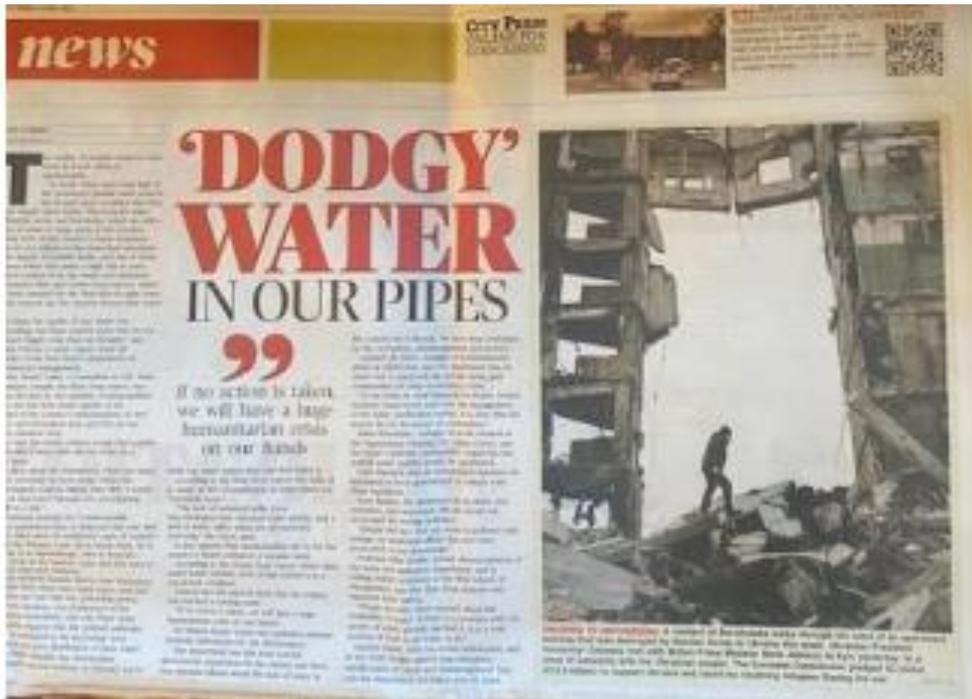
*Pupils crossing the river to get to school. Picture: Doctor Ngcobo African News Agency (ANA)*

Published Jan 24, 2020

<https://twitter.com/i/status/1626261765116887041>



# Quality of Water not up to standard



How did we get here?



# Quality of roads also poor



What are the implications for oversight?



# Challenges associated with Rural Roads

- District municipalities own most of the gravel roads in the country
- Paved and gravel roads in DM's are in a poor to very poor condition

Authority	Road distance (km)			Network split
	Paved	Gravel	Total	
SANRAL	22 197	0	22 197	3.0%
Provinces	48 945	173 732	222 677	29.7%
Metropolitan municipalities	51 682	14 461	66 143	8.8%
District municipalities	40 648	266 416	307 064	40.9%
Unproclaimed roads	Uncertain	Uncertain	131 919	17.6%
<b>Total</b>	<b>163 472</b>	<b>454 609</b>	<b>750 000</b>	<b>100%</b>

*Ownership of South African Roads 2017 (SATC 2019, Ross, D. Townsend, M)*

- There is a need for a structured program programme to upgrade rural roads that includes, funding, municipal skills, capacity and partners to respond

Parliament to push the executive to complete the road proclamation and to allocate funding commensurate with responsibility and capacity



# Parliament needs to bite when needed





# Section 44 (2) of the Constitution

- (2) Parliament may intervene, by passing legislation in accordance with section 76(1), with regard to a matter falling within a functional area listed in Schedule 5, when it is necessary—
  - (a) to maintain national security;
  - (b) to maintain economic unity;
  - (c) to maintain essential national standards;
  - (d) to establish minimum standards required for the rendering of services; or
  - (e) to prevent unreasonable action taken by a province which is prejudicial to the interests of another province or to the country as a whole.



# Jurisprudence on the role of Parliament

- Constitutional Court's view of Parliament's role
  - New Nation Movement NPC: "When it was so long delayed, Parliament should have taken steps to introduce a bill, without reliance on the Minister."
  - Women's Legal Centre Trust: "Parliament has the responsibility to make laws; the President and Cabinet merely have a discretionary power to prepare and initiate legislation."
  - This sentiment of the Court requires that Parliament appoints / identify policy developers, impact assessment experts and more legislative drafters
- Oversight duties increased
  - Zondo report



# Laws Passed by Parliament over the last 6 terms

Bills passed, per Parliament:\*\*

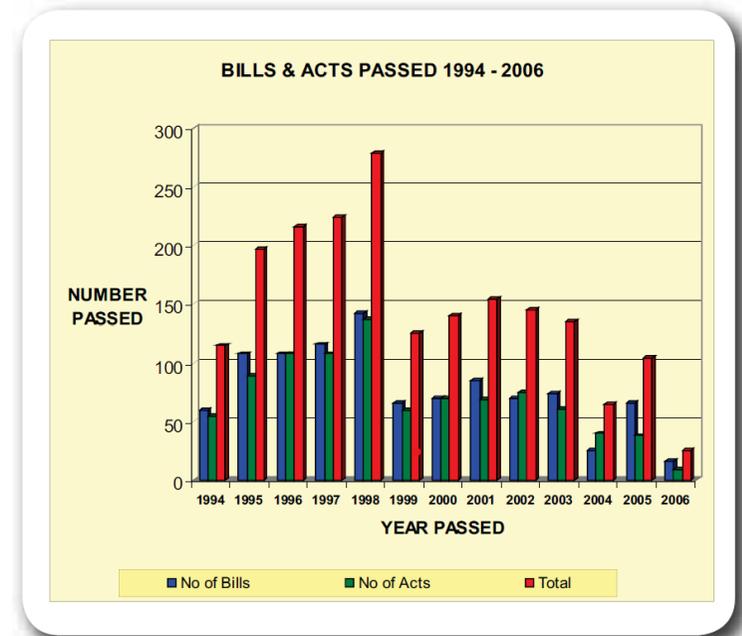
- 1st Parliament (1994-1999) - 531
- 2nd Parliament (1999-2004) - 312
- 3rd Parliament (2004-2009) - 230
- 4th Parliament (2009-2014) - 167
- 5th Parliament (2014-2019) - 119
- 6th Parliament (2019- as at Nov 2022) - 83\*

Total: 1577 Bills passed

- In the First and Second Parliaments, the legislative programme in the main focused on the repeal of discriminatory legislation and on legislation giving effect to constitutional imperatives.

\*\*Source: Parliament Bills Office

\*\*\* Pic sourced from Independent Panel assessment of Parliament Report p28



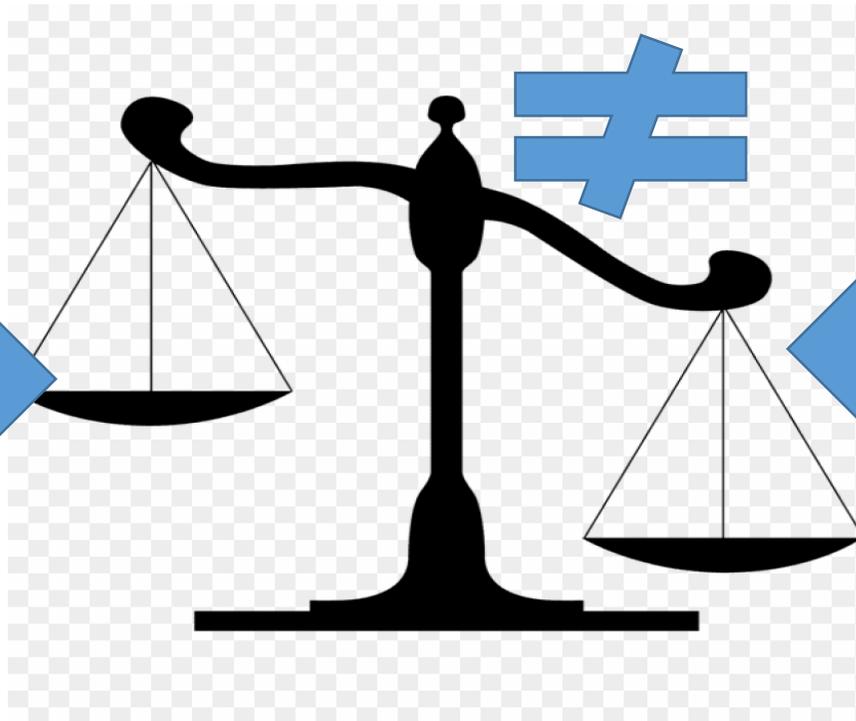


# R2.6 billion Vs R2.3 trillion

## trillion

The Budget is very small

Research support for members



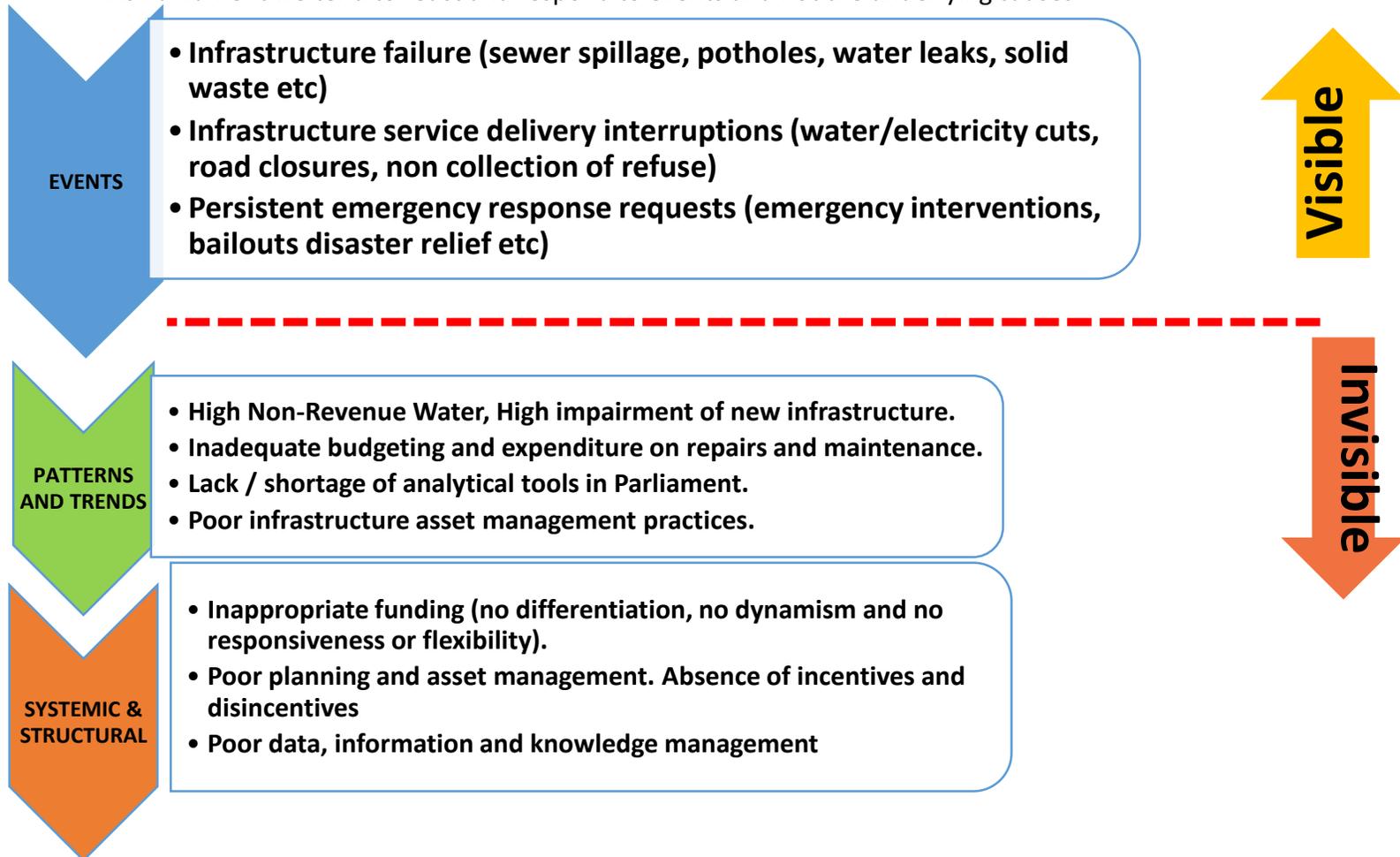
The work of Parliament weighs heavier than the budget that it receives



# Research, Analysis and Development of appropriate responses

## PEELING THE ONION: FORMING A PROPER UNDERSTANDING

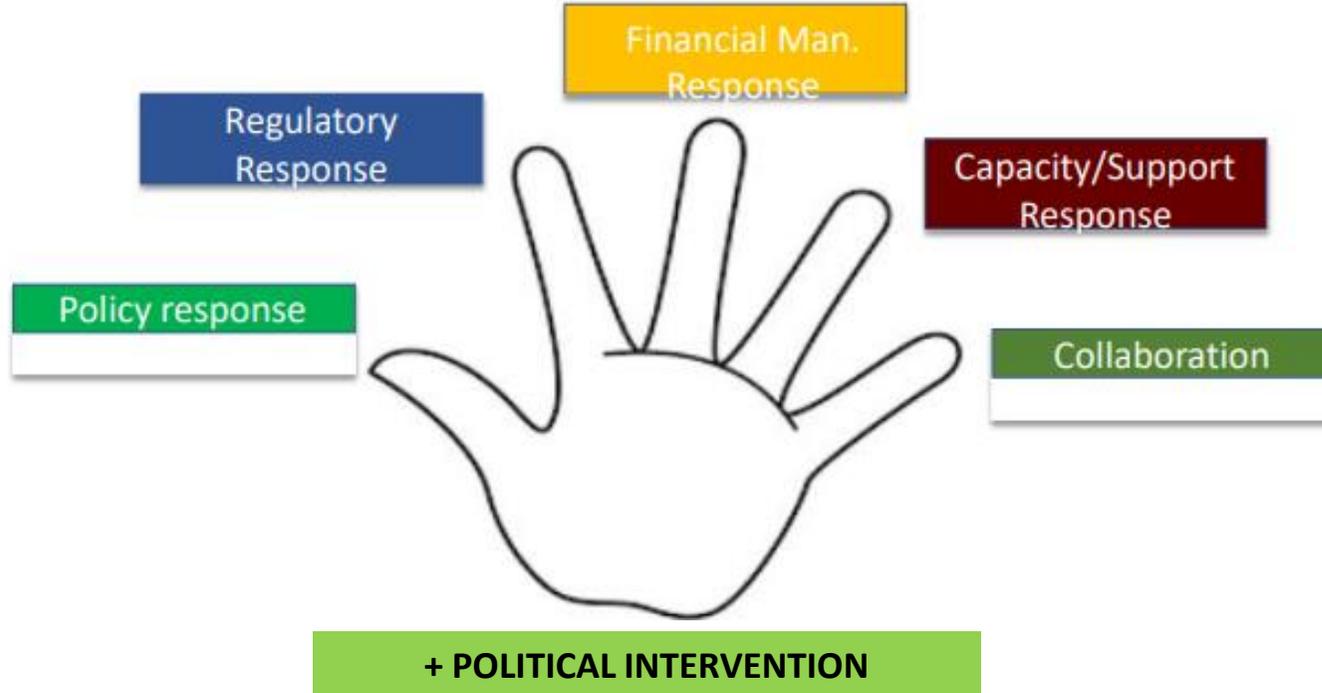
- Infrastructure development is a complex specialist field, that needs a proper diagnosis, lest we develop a response that is not appropriate
- An appropriate response requires a distinction between the events, patterns & trends vs the systemic & structural issues. Followed by an informed response
- As Parliament we tend to react and respond to events and not the underlying causes





# Strategic Response to Challenges

- Only through a multi-pronged response with other stakeholders:





# November Strategy Session Summary



# Introduction & Background

- Parliament hosted a 4-day strategy review session from 08-11 November 2022 with the theme of “Improving the Quality of Governance and Accountability through Enhanced Oversight”.
- Session was attended by the Executive Authority, Presiding Officers and Management Team Members.
- External speakers and panel members were invited to participate the session to share insights on how Parliament is doing and what can be improved going forward.
- The session focussed on how the institution can redefine itself, to effectively respond to the demands of citizens, within the ambit of democracy and the prescripts of the Constitution, and the type of leadership and capacity that would be required to enable and transform the institution.
- The constitutional mandate of Parliament of legislation and oversight, international engagement, public participation, and co-operative government was discussed.



# Introduction & Background

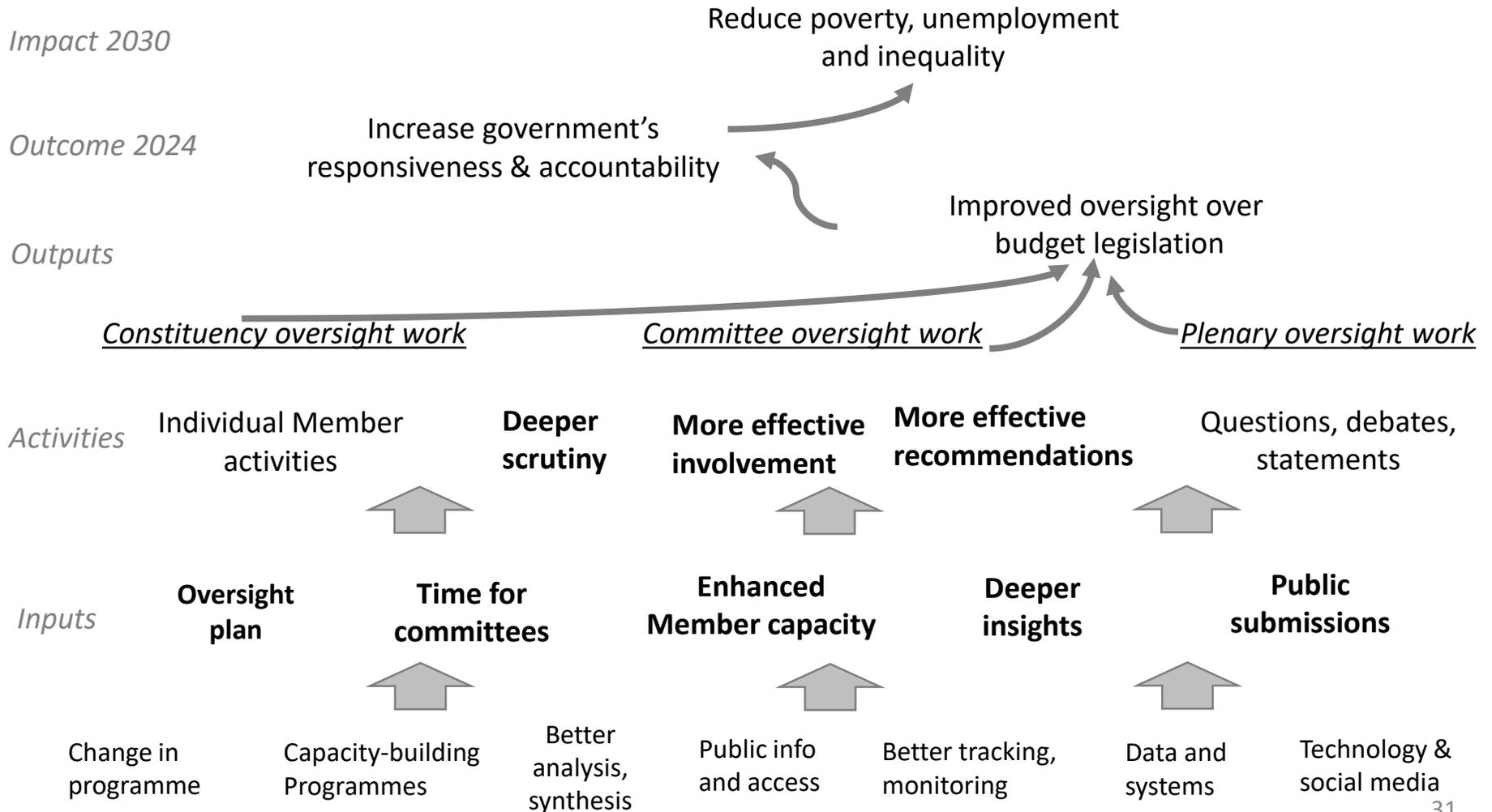
The session provided critical inputs toward the following outputs:

- A programme of action for executing Parliament's strategy.
- Selection of critical indicators which capture the work of Parliament from an impact and outcome level.
- A review of the 2023/2024 APP of Parliament for 31 March 2023.
- Creation of a draft macro strategy framework for the 7th Parliament.



# Strategy map

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



# *7<sup>th</sup> Parliament Macro Framework themes*

Transformative  
Parliament

Responsive  
Parliament

Collaborative  
Engagement

Effective  
Stakeholder  
engagement

Operational excellence



# 1. Transformative Parliament

The Transformative Parliament theme relates to the very mandate of Parliament; building a society based on democratic values, social justice and fundamental human rights

These transformation ideals will necessitate Parliament to drive the attainment of national development outcomes,

Acting and intervening where appropriate using its constitutional powers.





## 2. Responsive Parliament

Relates to the shortcomings of Parliament, as pointed out by civil society and others.

Recommendations from various commissions, panels and task teams to improve functions of Parliament (oversight, lawmaking, public involvement etc)

Review recommendations and identify those for implementation





# 3. Collaborative Engagement



The *Collaborative Engagement* theme relates to the formation of a new collaborative partnership framework including:

- Members, management, staff and labour (internal)
- Public and civil society,
- Legislative sector,
- National, Prov, Local govt,
- International partners
  - Bilateral
  - Multi-lateral (BRICS, PAP, SADC, IPU, CPA etc).



# 4. Effective Stakeholder Engagement



The *Effective Stakeholder Engagement* theme relates to reviewing stakeholder needs and expectations; developing and maintaining stakeholder relations

- Ensure performance to exceed expectations
- Enhancing service culture,
- Reviewing delivery mechanisms,
- Focus on value add,
- Integrated service delivery model



# 5. Operational Excellence

The *Operational Excellence* theme relates to the management approach of the institution, where problem-solving, teamwork, and leadership results in the continuous improvement of Parliament



- New business model for Parliament
- Implement a new Operating Model for the Parliamentary Service to ensure effectiveness and efficiency
- Using technology (5 IR), business processes, structure and capacities, resource allocation to enhance performance culture.
- Restoration of Parliamentary precinct



# Gap analysis Summary: Parliament

## Current situation

- Weak oversight and accountability
- Poor public participation, and stakeholder management
- Poor co-ordination of effort with key partners
- Lack of implementation of previous recommendations
- Public trust diminishing
- Lack of technical tools to support oversight
- Ineffective support for constituency work
- Fragmented governance and ineffective decision-making
- Lack of clarity of powers, functions, decision-making and limitations of structures
- Uneven resource allocation
- Weak strategy execution
- Poor outcomes for institution

## Gap

- Strategic clarity
- Instruments supporting oversight – modeling
- Institutional indicators and scorecards
- Implementation plan for Zondo recommendations
- New partnership framework to lead and co-ordinate oversight activities
- Develop an oversight priority model
- Develop and Committee Planning Framework
- Review support for constituency offices
- Develop impact assessment framework for Bills
- Review petitions system
- Develop stakeholder engagement framework

## Future desired state

- Transformative Parliament
- A responsive and accountable Parliament
- Effective stakeholder management and participation
- Effective decision-making
- Optimal resource allocation according to strategy
- Effective strategy execution

A close-up photograph of a human eye, showing the iris, pupil, and eyelashes. The eye is looking slightly to the right. The image is partially obscured by a blue graphic element on the left side of the slide.

# A Compelling New Value Proposition Required

A transformative Parliament  
requires things to be done  
differently

# Step-Change in Trajectory of Strategy



Business as Usual (Incremental Improvement)



Transformational (Future Focused & Paradigm Shift in impacts and outcomes)



A clear programme of action emerged from the session as we close the 6<sup>th</sup> term of Parliament and move to the 7<sup>th</sup> Parliamentary term.



# High Level Programme of Action

1.	<b>Institutional process on Strategic Clarity.</b> Facilitate an institutional process on Strategic Clarity to ensure focus and priority setting. 4 Symposiums (quarterly) are planned per year.
2.	<b>Scenario planning and modelling.</b> Develop technical instruments of scenario planning and economic modelling to support oversight work.
3.	<b>Institutional indicators.</b> Design impact, outcomes, outputs, activities, inputs indicators for Parliament to ensure the application of the outcomes approach in institutional planning and measuring processes. The outcome approach is required for attainment of national developmental outcomes.
4.	<b>Cascading of scorecards.</b> Scorecards are required, to devolve indicators, responsibility and ensure action. Scorecards are required for: <ul style="list-style-type: none"><li>• Parliament as an institution,</li><li>• National Assembly and NA Committees,</li><li>• National Council of Provinces and NCOP Committees,</li><li>• Parliamentary Service, Management and staff</li></ul>



# High Level Programme of Action

5.	<b>Implementation plan for Zondo Commission recommendations.</b> Develop an implementation plan for Parliament, to address recommendations from Zondo Commission & previous reports for implementation
6.	<b>New partnership framework on oversight.</b> Parliament to lead and coordinate oversight activities – develop and implement a new partnership framework on oversight
7.	<b>Committee planning framework.</b> Develop a committee planning framework, based on the outcomes and strategy of Parliament, to guide to work of the Committees, especially around legislation, oversight and public participation.
8.	<b>Oversight priority model.</b> Develop and implement an oversight priority model by which Parliament can identify and prioritise specific themes for oversight focus.
9.	<b>Review the support provided for parliamentary constituency offices.</b> Review the support provided for constituency offices, and make recommendations ensuring that adequate support is provided, thereby improving the effectiveness of these offices.



# High Level Programme of Action

10.	<b>Integrated petitions system.</b> Implement an integrated petitions system, using digital and other technologies, to ensure the effectiveness of the petition process in Parliament.
11.	<b>Impact assessment framework for tabled bills.</b> Develop an impact assessment framework for Bills, whereby tabled Bills must be accompanied by a detailed impact assessment, proposed budget requirements, and an implementation plan.
12.	<b>Collaborative partnership framework.</b> Develop and implement a new collaborative partnership agreement ensuring that oversight work and collaboration with key partners are coordinated and communicated
13.	<b>Stakeholder Engagement Framework</b> Develop and implement a new stakeholder engagement framework ensuring all stakeholders are included in parliamentary processes, and that the institution becomes responsive to the inputs made in the public participation processes.



# High Level Programme of Action

## 14. **Oversight monitoring and tracking system**

Develop and implement an Oversight monitoring and tracking system ensuring that resolutions are followed up, and a system of escalation and parliamentary sanction are developed as part of the rules on Oversight

## 15. **Restoration plan for Parliament**

Develop and implement a plan for the restoration of Parliamentary buildings

## 16. **Alternative accommodation plan**

Develop and implement an alternative accommodation plan

## 17. **Review and optimise the business model for Parliament**

As a result of the Covid pandemic, the institution was compelled to swiftly adopt changes in its rules, processes, technologies and skills sets, leading to the current hybrid business model. The review of the business model will consider changes in the institution's value proposition to clients and stakeholders, and set out the requirements to meet these propositions, including the structure, people and skills required to perform the work; where work will be done and where clients will be served; what information systems people will use to perform work; where inputs to the value chain will be sourced from; and how the operating system is managed and controlled. 45



# High Level Programme of Action

18.	<b>Change management plan</b> Develop and implement a high-level change management plan to ensure transformation of the institution
19.	<b>Revised 2023/2024 APP by end March 2023</b> Revise the draft APP to ensure the APP framework is based on the outcomes of the Strategy Reviews Session
20.	<b>Macro framework for 7<sup>th</sup> Parliament Strategy</b> Develop and draft macro framework to steer strategy development and execution for the 7 <sup>th</sup> Parliament

# High-level change management plan

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A re-invigorated implementation strategy with credible delivery mechanisms and priorities;

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A focused and committed leadership across Parliament;

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Improvement in the quality and efficiency of our planning processes;

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A focus on governance and service delivery;

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Sound procurement systems, as well as greater competition and productivity in the economy;

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Professionalizing Parliamentary Service.

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Parliament Needs to burn the candle from both sides



# The Parliament we want

