IV. ANNEXURES

IV. ANNEXURES

4.1 PROJECTS

The Strategic Objectives are further divided into 64 strategic projects spread across the five-year term of the third Parliament. These projects are illustrated in the diagram on page 40. Since 2004 Parliament has successfully implemented 33 projects, 16 are currently managed at different stages of the project cycle (initiation, planning, execution or closure) and 15 projects are still to be initiated.

4.1.a. Completed Projects

The following strategic projects have been completed:

4.1.a.i Build a quality process of scrutinizing and overseeing government's action

1. Constitutional Landscaping

TThe Ad Hoc Joint Subcommittee on Oversight and Accountability recommended that Parliament, through the Joint Rules Committee, compile a document landscaping the constitutional provisions dealing with the interrelated themes of oversight, accountability, transparency and responsiveness, and outlining international trends. The subcommittee further recommended that following the tabling of the abovementioned document, debates, workshops and discussions should be programmed and organised within Parliament, first amongst Members themselves, and then later on expanded to include other stakeholders with the objective to develop a broad understanding of the oversight role and functions of Parliament within our constitutional democracy.

The document builds on the view of the subcommittee that oversight is not only the responsibility of the National Assembly based on section 55(2) as an "obligatory minimum standard". Instead, oversight should be established on a broad approach based on the underlying values of the Constitution with the idea of building a strongly entrenched democratic culture operating within the ambit of these underlying values and spirit of the Constitution whilst taking cognisance of the vision of Parliament.

The Constitutional Landscape aims to provide a perspective on provisions of the Constitution that are cited as the constitutional provisions relating to the interrelated themes of oversight, accountability, transparency and responsiveness. The central argument of this paper is that Parliament must maintain oversight with reference to the Preamble and the Founding Provisions of the Constitution, including democratic values, social justice and human rights. This paper has been utilised in the development of the oversight model.

2. Constitutional Negotiators and Institutions Supporting Democracy (ISD) Interviews on Oversight

One of the Joint Rules Committee resolutions was the need for the development of an understanding of oversight. This objective was to be attained through interviews with constitutional negotiators and ISDs. The report in relation to this project has been completed. The report presents the findings that emerged from a survey of the views of constitutional negotiators and ISD regarding issues surrounding oversight and accountability. The survey was conducted through the use of a questionnaire, which was responded to in written form or through interviews. Inputs received from these constitutional negotiators and ISDs have been utilised in the development of the oversight model.

3. Audit of public-funded institutions

The need for Parliament to pay greater attention to overseeing and holding constitutional, statutory and executive bodies accountable for the implementation of legislation was identified. This project conducted research to identify all public-funded institutions accountable to Parliament due to constitutional or legislative requirements. A total of 750 institutions were identified which are functioning at the national, provincial and local spheres of government. Parliament is in the process of determining their lines of accountability to Parliament.

The research explored how parliamentary oversight could be linked with organs of state. The rationale for this approach was intended to discern how lines of accountability are arranged across the three spheres of government, and how this accountability chain impacts on organs of state exercising public powers and performing public functions. It also attempted to situate the practicalities of performing oversight in the context of a web of constitutional provisions coupled with evolving intergovernmental statutes.

4. Development of the Parliamentary Oversight Model completed

The Oversight Model captures the result of the Task Team's efforts and starts off by first sketching constitutional precepts guiding the vision and mission of Parliament and requirement for mechanisms on oversight. Furthermore the mandate of Parliament as exercised jointly, as well as separately by the National Assembly (NA) and National Council of Provinces (NCOP) is explored. Specific emphasis is given to the role of Parliament in relation to oversight and accountability as mandated by the Constitution and its powers and functions. The concepts of oversight and acccountability are elaborated on with the view to enhancing the notion "oversight", specifically in line with Parliament's strategic objective to ensure that it remains a people's Parliament.

Current institutional mechanisms and tools for oversight are revisited with recommendations for enhancement and new mechanisms being proposed. In light of the Task Team's findings after interaction with various bodies and organisations, the document also proposes a more co-ordinated approach to dealing with substantive and transversal issues captured in reports of public bodies, institutions, committees and delegations representing Parliament.

The development of traditional mediums for deliberation, engagement and debates on broader and complex issues provides a refreshing alternative to the Westminister system. New institutional structures proposed include the Joint Parliamentary Oversight and Government Assurance Committee and Oversight Advisory Section. A proposed public participation model will be interlinked with the oversight model.

The oversight model strives to present a framework within which Parliament's oversight role can be structured without being prescriptive, so as to enhance Parliament's oversight capacity, as well as bring current practices in line with Parliament's strategic path. This oversight model will be a process that can enrich itself adapting to a situation that permeates from one Parliament to another. It is a model intended to give the broad framework for Parliament to conduct oversight on an annual basis with the integration of various instruments and tools of oversight within its five-year term.

The annual oversight cycle feeds into a longterm view of oversight in order to ensure effective oversight and sustainable delivery. It therefore provides a means through which Parliament can monitor government delivery in terms of long-term commitments, as well as on annual commitments, annual planning and performance assessments thus providing for continuity in Parliament's oversight activities from year to year. The model was finalised, presented to and adopted by the Joint Rules Committee in March 2008.

5. Best Practice on Oversight

The Best Practice Guide derives its mandate from the Joint Rules Committee. The Task Team on oversight and Accountability is in the process of finalising the Best Practice Guide for Committees as the Oversight Model has been adopted. It purports to capture in a single document, for ease of reference, both new ideas on oversight as well as those already contained in different parliamentary documents prepared over the past decade.

The need was identified for the Best Practice Guide to address key procedural components of best practice identified within committees. It recognises that flexibility has to be obtained in the preparation of committee programmes for oversight, as many exigencies arise from time to time and have to be immediately accommodated. It will become a practical institutional tool to improve the effectiveness of committees. The Best Practice Guide is being developed to take cognisance of the Oversight Model.

6. Develop Legislative Framework for Oversight

In terms of Section 77(3) an Act of Parliament must provide for a procedure to amend money Bills before Parliament. The mandate from the Joint Rules Committee to the Task Team was that the Task Team develops draft legislation incorporating a procedure to amend money Bills. The draft legislation has been finalised and has been presented for consideration to the Joint Rules Committee and the Presiding Officers who will in due course refer the same to the relevant committee.

7. Refurbish and upgrade committee rooms

This project was aimed at the refurbishment of existing committee rooms, and the identification and development of additional committee rooms across Parliament. The project refurbished 7 committee rooms and created 10 new committee rooms and two members' lounges.

8. Review of Chapter 9 and Associated Institutions

In 2005 the Cabinet Committee on Governance identified the need for an overall review of state institutions supporting constitutional democracy (also known as the Chapter 9 institutions in the Constitution).

In 2006 the National Assembly agreed to a motion to establish an ad hoc committee to review state institutions supporting constitutional democracy and the Public Service Commission. The committee also extended its review to the following associated institutions, namely the Independent Communications Authority of South Africa, the National Youth Commission, the Pan South African Language Board, and the Financial and Fiscal Commission. The committee focused broadly on the role and function of these institutions, their relationships with other bodies, institutional governance, their interaction with the public, and their financial and other resource matters. The committee interacted with the institutions and based on their responses to a questionnaire compiled its report. The committee also received written and oral submissions from individuals, civil society organisations, government departments

and ministries, and chairpersons of parliamentary committees, the results of which will be factored into the committee's report. The committee report is to be tabled with its findings and recommendations.

9. Implemented the Parliamentary Content Management System (PCMS)

The first phase of Parliament's Content Management System (PCMS) went live in May 2007. The functionalities implemented under this phase entail the following:

a. Implementation of Electronic Document Management system with document routing capability and electronic signatures;
b. Implementation of Electronic Records Management with a capability to manage Parliament's electronic file plan and records retention schedule;
c. Establishment of Document Management Facility (DMF) which serves as a scanning bureau for all important institutional documentation; and,
d. Electronic faxing solution.

The Electronic document management system has been implemented to all staff members in Parliament while other functionalities have been implemented only to relevant divisions.

The second phase entailed implementing automated workflows to the core business of Parliament. The workflows automated include the Legislation and Committee Processes and the Questions Process. The legislation process went live in Legislation & Proceedings (L & P) in January 2008. This process will be implemented in the Committee Section once training of staff

in the section has been completed. The Questions Process also went live at the end of last year. However, there were a few problems experienced by users with regards to the use of the workflow. This has led to the review of the Questions Process with a view to making it more efficient. There will be continued focus with regards to ensuring that the system is adopted and institutionalised as a tool of trade in Parliament.

10. Unified Communications Project

In order to fulfil the core objectives of Parliament successfully, members engage in the following activities away from their offices: study groups, committee work, plenaries, caucus meetings, public participation meetings, constituency work and international participation. Members of Parliament also spend their time divided between their constituencies and Cape Town, and their international participation activities often result in international travel. The nature of the activities mentioned above decreases the time that Members of Parliament are able to work from their offices.

Unified Communications provides members with a single mobile communication tool that integrates all communications to one device: a pocket PC or a Personal Digital Assistant (PDA) with cell phone capabilities. The system avoids the time and effort it takes in accessing messages from different communication tools such as e-mail, voice mail, fax and SMS. It also allows extensive mobile access to parliamentary information, calendaring and communications when not in the office.

The Unified Communications Project ran a pilot project during April 2007. Subsequently a survey was done amongst Members of Parliament that took part and the overwhelming answer was that this technology would provide major benefits to their work. A study was also done to assess what the impact on Parliament ICT infrastructure should be. Adjustments were implemented and final deployment took place during March 2008. More than 75% of all Members of Parliament responded to and are successfully set up on the mobile email and calendaring function. Future deployment of Voice over IP and Voice over Wifi technology to route landline calls to a pocket PC and to save costs are currently under consideration.

11. Enhanced Capacity for Oversight

In order for Parliament to effectively conduct oversight, the institution requires increased research and analytical capacity for committees. The enhancing capacity for committees project was aimed at facilitating the rapid recruitment of specialised support capacity to committees over a period of three years.

Newly appointed researchers for Parliament.

Alongside recruitment, the project facilitated the provision of temporary office space and office equipment for the new staff complement of the Research Unit.

These support capacities are to provide Members of Parliament (Committee Chairpersons) and committees with substantive knowledge and specialised information to aid committees to shoulder their oversight mandate. Alongside the recruitment of the above resources, the project was mandated to facilitate provision of office space and equipment for each new staff member.

The project recruited 55 staff for the Research Unit (8 Senior Researchers, 29 new Researcher and 11 replacement Researcher positions, and 7 Admin Assistants) and 11 Content Advisors for the Committee Section. The remaining future recruitment of content advisors for committees will be handled by the normal processes of the Human Resources Section.

12. Established a training programme for members and staff in oversight-related areas

Parliament has appointed a consortium of service providers to develop a curriculum for Members of Parliament to better equip them for the role of oversight. The project not only developed the curriculum but through a series of accredited courses, provides Parliament with a virtual university for the future development of parliamentary skills.

Four certificate courses were developed and accredited by Rhodes University, namely:

- Certificate in Information and Knowledge Management
- Certificate in Leadership Communication
- Certificate in Public and Parliamentary Leadership
- Certificate in Government and Business Policy Studies

All the above-mentioned courses were facilitated in 2006, 2007 and 2008. To date more than 150 Members of Parliament have registered and attended the courses: 59 members have completed the requirements of the course and were awarded certificates accredited at NQF level six (6) by Rhodes University. The last group estimated at 50 will be graduating in May or June 2008.

The project also designed the construction of hi-technology classrooms to facilitate learning during study school and tutorial sessions. Two classrooms able to accommodate 60 members in total were built. This includes a multi-purpose computer facility with 30 computers. Also built in the centre was a lounge for consultation between students and lecturers and offices for the programme management.

The Steering Committee is busy with the evaluation of the completed project with a view to implementing a similar project in the 4th Parliament.

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

13. Develop new parliamentary symbols

Parliament had been using the symbols that reflected the composition of the Union of South Africa. These symbols did not reflect the diversity, unity and values of the new democracy and as such in 1999, Parliament embarked on a process to change these symbols. The project was completed with the installation of the People's Mace in the National Assembly and the Black Rod in the National Council of Provinces.

14. Develop a new parliamentary image and position

This project introduced the new Parliamentary Emblem that promotes the vision, mission and values of Parliament to the people of South Africa. The emblem was developed through a nationwide public participation process that led to the selection of designers from across the country to develop an emblem that represents the people's Parliament. The emblem was unveiled at a Joint Sitting of Parliament on 27 March 2007. The project also developed the identity manual and organisational communications standards.

15. Pan-African Parliament Establishment

The Parliament of the Republic of South Africa played a vital and leadership role in the establishment of the Pan-African Parliament. This project was completed in 2004 when parliamentary resources were used to support the establishment of the Pan-African Parliament (PAP). Whilst the PAP is now operating independently with

its own structures and staffing, the Parliament of the Republic of South Africa continues to play a leadership role in the functioning of the PAP.

16. African Peer Review Mechanism (APRM) Assessment

The African Peer Review Mechanism (APRM) is a key accountability and self-assessment element of Africa's development project, the New Partnership for Africa's Development (Nepad). The APRM seeks to ensure that governance and national management conform to agreed political, economic and corporate governance values, codes and standards. It further aims to ensure that the mutually agreed objectives for socioeconomic development detailed in Nepad are achieved.

President Thabo Mbeki formally submitted South Africa to the peer review process on 28 September 2005. The self-assessment process is based on a questionnaire which is divided into four sections, i.e. Democracy and Good Political Governance; Economic Governance and Management; Corporate Governance; and Socioeconomic Development. Parliament used the themes identified in the questionnaire as guidelines to focus on the strategic issues to which Parliament could add value and formed a Joint Co-ordinating Committee, co-chaired by the Presiding Officers, and joint ad hoc committees along the lines of each of the sections of the questionnaire. The mandate of the joint ad hoc committees included, among other things, identifying key strategic issues necessitating a parliamentary response, facilitating public participation activities and drafting a parliamentary response under the thematic sections of the questionnaire.

After report-backs by the joint ad hoc committees, the Joint Co-ordinating Committee published its final report on 10 February 2006.

In engaging with the APRM process, it became evident that the role of Parliaments in this continental mechanism was not adequately elaborated. It is envisaged that the South African Parliament's process will contribute to independent participation of Parliaments in the peer review process, and thereby contribute significantly to strengthening of other Parliaments in Africa.

In the Report of the Joint Co-ordinating Committee on the African Peer Review Mechanism tabled in Parliament, the Presiding Officers proposed that Parliament embarks on a comprehensive self-assessment to be conducted by an independent panel. In this regard the report by the Panel for the Assessment of Parliament is due to be completed during mid 2008.

17. Parliament since 1994 – achievements and challenges

This project conducted a review of all the achievements and challenges of Parliament since 1994. The review was compiled in a publication launched in 2007. The publication covered the development of the democratic Parliament, procedural developments and parliamentary transformation since 1994.

18. Implemented video-conferencing system

This project is part of a national video conferencing project supported by the EU-Legislature Support Programme (EULSP), aimed at linking all nine provincial legislatures with the national legislature via video conferencing. The project is intended to provide members of Parliament with a virtual meeting facility that will enable a fast, practical and cost-effective means of communication.

The scope of work in Parliament includes the provision of video conferencing units, a main control unit/bridge and data connections to all nine provinces to the following parliamentary venues:
· S12 Committee Room, located on the Ground Floor of the NCOP Building;
· V454 Committee Room, located on the 4th floor of the Old Assembly building;
· E370 Main Control Room, located on the 3rd floor of the New Wing building.

The system was tested and commissioned in July 2007.

The new emblem was unveiled at a Joint Sitting of Parliament on 27 March 2007.

19. Parliamentary Website Project

The primary objective of this project was to build a new integrated, interactive and dynamic website in order to provide a two-way participative relationship between Parliament and the citizens of South Africa, Members of Parliament, relevant stakeholders, international governments and the media, using the web channel.

The new website:

- Enables greater public participation;
- Provides a holistic view of Parliament's business;
- Provides a singular view of parliamentary information to all stakeholders and customers;
- Established and maintained an Internet presence to inform the stakeholders (nationally and internationally) of legislation, oversight, public participation and international participation activities; and
- Provides an interactive and/or feedback facility for the public to engage with Parliament's public participation processes.

The design, development and deployment phases of the project were completed in November 2007 with the website going live on 8 February 2008.

20. 118th Inter-Parliamentary Union Assembly

Parliament hosted the 118th Inter-Parliamentary Union Assembly from 10-18 April 2008. The theme of the Assembly was pushing back the frontiers of poverty. The Assembly was attended by 1,467 delegates from 130 countries which included 700 members of national parliaments, 51 presiding officers, 42 deputy presiding officers and 196 women MPs.

The Assembly discussed the issues of:
- Political, economic and social situation in the world with special emphasis on pushing back the frontiers of poverty
- The role of parliaments in striking a balance between national security, human security and individual freedoms, and in averting the threat to democracy
- Parliamentary oversight of state policies on foreign aid
- Migrant workers, people trafficking, xenophobia and human rights

4.1.a.iii Build an effective and efficient institution

21. Improve institutional governance

This project was completed with the adoption by the Joint Rules Committee of the new governance model of Parliament, which provides structures for the effective and efficient management of the institution. The Parliamentary Oversight Authority was created under this new model to consider administrative issues affecting the institution, thus freeing the Joint Rules Committee to focus on political responsibilities.

22. Enterprise Resource Planning (ERP)

Parliament implemented a new ERP solution for Finance, Human Resources, Members' Travel and Procurement. In April 2006 the Oracle-based ERP system went live and provided Parliament with many efficiency features such as employee self-service for leave applications and electronic pay-slips.

23. National Assembly sound and voting system

In 2004 Parliament implemented a new sound and voting system for the NA chamber to improve the service quality of plenary sessions. The system provides the National Assembly chamber with better multimedia and broadcasting facilities, in addition to public address and members' attendance systems.

24. Implement a digital recording system

Parliament has implemented a digital recording system to enable the digital recording of proceedings in both Houses, thus reducing the turnaround time related to the distribution and production of parliamentary records (Hansard). This digital recording system contributes significantly to increase the speed of service delivery of the Reporting Unit of the Language Services Section.

25. Upgrade of the IT network

This project, completed in 2004, provided Parliament with a new network backbone with sufficient speed and bandwidth for Parliament to operate future technology systems such as the ERP and Parliamentary Content Management System (PCMS). In addition the new network provides greater redundancy and a backup mirror site for the datacentre.

26. Conduct a skills audit

The skills audit project was completed with the development of a competency model for the institution. This was subsequently used in the Competency Assessment Project.

27. Competency Assessment Project

This project assessed the competencies of all senior parliamentary officials to determine the existing competencies against the future requirements of Parliament and their positions. The assessment allows Parliament to start developing individual skills development programmes to address the developmental gaps and evaluate the suitability of staff to fulfil their functions.

28. Team development programme

This project established a number of sporting codes, wellness programmes and other events to foster greater teamwork, development and co-operation. Parliament's wellness programme has now become an annual programme influencing the culture of the organisation as a caring organisation.

29. Datacentre Infrastructure Project

This project implemented Parliament's server and storage infrastructure to cater for the growing demands due to increases in the staff numbers and content systems. The project provides the Parliamentary Content Management System with sufficient storage capacity to archive all the institution's information electronically.

30. Relocation to 90 Plein Street

This project, completed in early 2005, relocated over 400 parliamentary staff to new offices in 90 Plein Street where modern facilities and a better working environment were created.

31. Asset tracking and management system

The asset tracking and management system provided Parliament with a fixed asset register for the management of parliamentary assets. This includes the re-evaluation of the parliamentary artworks. The evaluation of Parliament's fixed assets and artwork collection was completed in 2005.

32. Institutional administrative services restructuring (Finance, Human Resources, ICT and Procurement)

This project supported by the new Organisational Development Unit will develop and implement the required institutional restructuring in order to improve the effectiveness and efficiency of the Finance Management Office, the Human Resources Section, the ICT Section and the Procurement Unit.

The procurement section has successfully moved toward supply chain management with a name change and the appointment of additional staff. The section has also developed a draft supply chain management policy. The ICT section has also increased in capacity and now has a special project unit to support the implementation of the parliamentary Master Systems Plan. The Finance Management Office has also improved its capacity and efficiency in line with the processes of the new Parliamentary ERP System.

33. Parliamentary policy project

The project aims at realigning the policies of Parliament with the vision, mission and values of the organisation. The establishment of the Policy Management Unit has helped the management, facilitation and implementation of this project.

The PMU in consultation with the Policy Advisory Forum and Organised Labour have reviewed all existing policies. The process of reviewing these policies began in February 2007 with the PMU holding review sessions with Divisions, Sections, Offices, Units and individual employees. The policies were also submitted to Legal Services for legal vetting. The following policies have been reviewed and are ready for approval:

1. Policy on Smoking
2. Policy on Travel, Accommodation and S&T
3. Policy on Acceptance of Gifts and Benefits
4. Policy on Performance Management
5. Policy on Employee Conduct
6. Policy on Leave of Absence
7. Policy on HIV & AIDS
8. Policy on Donor Funding
9. Policy on Cell Phones
10. Policy on Code of Ethics and Conduct for Managers and Designated Employees
11. Policy on Parliamentary Records
12. Policy on International Participation by Employees
13. Policy on Promotions
14. Policy on Career Management
15. Policy on Succession Planning
16. Policy on Learning and Development
17. Policy on Recruitment and Selection
18. Policy on Library Collection and Development
19. Policy on Sexual Harassment

As part of its ongoing duties the PMU continues to develop and update existing policies and draft new policies within the institution.

4.1.b Projects in implementation

The following strategic projects by Strategic Objective have been initiated and are in different phases of delivery:

4.1.b.i Build a quality process of scrutinizing and overseeing government's action

1. Develop Rules for Oversight Processes

To accommodate the implementation of the Oversight Model, the Parliamentary Rules will have to be reviewed. Once the Joint Rules Committee adopts the Oversight Model, the Task Team would have to finalise the review of the Parliamentary Rules and they would have to make recommendations to the Joint Rules Committee as to the proposed amendments that need to be effected. The review process would assist in identifying areas where the rules are silent on certain current practices and to identify the rules which would cater for current unwritten practices and which would support the Oversight Model.

Project Outputs:
• Identification of rules to be added or modified;
• Adoption of the new rules.

2. Provide committee rooms with systems and technologies

This project was approved in 2005 and has resulted in the implementation of modern digital committee room systems in the National Assembly, NCOP and Old Assembly buildings. During 2007 seven committee rooms have been electronically refurbished. The further upgrade of the electronic

systems of committee rooms E249, M46 and the Old Assembly Chamber, where systems were outdated, started during March 2008 and will be completed by the end of 2008.

• 8 modern committee rooms systems implemented (completed)
• E249, Old Assembly and M46 new systems implemented
• Training of parliamentary staff to utilise and maintain these systems.

3. Establish a communication and coordination mechanism across committees and clusters

One of the resolutions of the Task Team was the development of guidelines for select and portfolio committees for joint planning and protocols to assist committees with joint planning. The Task Team is currently in the process of developing these guidelines based on the Oversight Model.

Project Outputs:
• Adoption of guidelines for joint planning and protocol
• Implementation of rules, system and capacity to facilitate joint planning and protocol.

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

4. The Language Policy implementation Project (LPIP)

Parliament gives expression to our democracy and entrenches representivity. The LPIP refines and inculcates these constructs by integrating multilingual communication into the daily activities and outreach of the institution.

The political mandate of the LPIP emanates from the linguistic rights as entrenched in the Constitution of South Africa. This project contributes significantly to the incorporation of the linguistic wealth as part of the indigenous knowledge obtainable in the country, critically positioning the institution for the 21st century. Data published by Statistics SA underline the importance of this project with the fact that more than 38,7 million or more than 90% of the current South African population do not use English as their mother tongue. This project aligns functional multilingualism as constitutional requirement with the institutional value of people-centredness and provides the impetus to change the institutional culture to become a more inclusive and representative reflection of our diversity.

One of the aims of the LPIP is to develop sufficient capacity, both at a functional system and human resource level, increasing and balancing the linguistic output and input. This implies the building of sufficient internal capacity of the project's primary customer, the Language Services Section (LSS), and ensuring quality multilingual service delivery in all 11 official languages and SA Sign Language (SASL) to the customers of the institution, internally and externally, by using a phasing-in approach over a proposed period of six years.

Milestones achieved by the project were the undertaking and implementation of the work-study analysis results to optimise changes to the organisational structure in order to meet the additional demands created by the language policy; also a linguistic quality control level was introduced to the organisational structure to ensure quality service delivery in

all official languages in the reporting, translation, and interpreting units of the LSS. Prior to the aforementioned work-study, simultaneous interpreters were appointed to address the immediate demands of the interpreting services in both parliamentary Houses. As a direct result of the project the simultaneous interpreting service outputs in the Houses increased with 550%, providing a continuous service in all official languages during parliamentary proceedings. The further introduction of a system that enables the broadcasting of South African Sign Language (SASL) Interpreting in both Houses of Parliament during the 2007/08 period, further contributes to the advancement of the usage of all official languages and SASL in the processes of Parliament. In addition to this a report of a high-level benchmarking study visit that was undertaken to the European Union was presented to the LSS. Included is a wealth of operational solutions to streamlining some of the existing and future operational challenges. Various infrastructure, technical and functional systems have been introduced into the institution, which also meet industry standards in order to render simultaneous interpreting, reporting and translation services in all official languages. The digital recording system is one of the notable achievements.

Other milestones are the development of reporting and translation and to optimise multilingual service delivery in all official languages. Upcoming phases of the project have an additional directive to deal with appointing staff on a sessional basis, which will present unique opportunities and challenges.

Numerous project challenges exist that are related to innovative problem-solving

demands on the project team and balancing cost-effectiveness with quality service delivery. Interdepartmental co-operation, as a project strategic objective to grow and share the limited skilled resources and the optimisation of existing resources, remains an issue. A long-term mature funding approach, similar to the general accepted project management approach to support implementation sustainability will further maximise the impact this project has on its customers. Short-term and medium-term spatial constraints of the institution have a further negative impact on the lifecycle of the project and remain a challenge.

Project Outputs:
- Building simultaneous interpreting capacity to render a quality service to the institution in all the 11 official languages and SASL – 296 Language Practitioners (Interpreters).
- Create translation capacity to render a quality service to the institution in all the 11 official languages – 117 Language Practitioners (Translators).
- Install and establish adequate equipment, infrastructure and workspace in the organisation to support multilingual service outputs by building and equipping booths and offices to support service delivery in the current 22 committee venues of Parliament.
- Establishing and implementing a functional organisational structure to ensure the delivery of quality multilingual language services through the establishment of an Interpreting Unit and additional managerial support structures, creating a quality control level of 35 Senior Language Practitioners and the related required Controller positions according to internal policies (completed).

- Research and implement appropriate business processes and technology systems to maximise service delivery enabling multilingual publishing outputs of the institution are installed and established reducing turnaround time required, such as the digital recording system and the interpreting quality control system.

To ensure that Parliament, as a leading institution in South Africa, remains vigilant in the establishment and deepening of our democracy and to align this with public participation as instructed, it is essential that we remain vigilant and ensure that we create the proper multilingual environment in Parliament to meet the legal and procedural requirements of the Constitution.

5. Development of Translation Systems

This project intends to apply technology to reduce the turnaround time required to translate parliamentary content into the 11 South African official languages. This solution will increase the quality of multilingual service delivery output of translation-related activities relating to the production and publication of Hansard, the translation of general documents and the translation of Bills and other legal documents, contributing to the objective of an effective and efficient institution.

The mandate of this project is founded in the language clause of the Constitution of South Africa, supporting and upholding the implied linguistic rights of the population of South Africa. This project, driven by the institutional values of constitutionality and people-centredness will use available technologies and systems to incorporate written indigenous knowledge produced in the institution into all daily activities,

positioning the institution to lead the cultural renaissance in South Africa.

Effective multilingual communication, an essential building block of the institutional vision to take Parliament to the people, will be established through the building of a database and systems in the official languages and add efficiency to the translation process by making it easier to deal with multilingual text or different variations.

The broad objectives of this project will enable Parliament to build a database of corpora for the 11 official languages by using available parliamentary linguistic content and by further developing related content to enhance the translation turnaround time. Translation quality will be assured through standardisation with the added value of nationally contributing to language development in South Africa.

Project Outputs:
- Develop systems specification (completed)
- Acquire and implement system
- Train Language Services staff on the System

Project challenges that are experienced relates to the limited availability of existing software solutions in the market, which can sufficiently service the African content environment in specific. A long-term developmental approach together with the mature funding approach will resolve outstanding challenges in order to provide a sustainable solution which will benefit the operational outputs of the institution.

6. Public Affairs Restructure

In July 2006, the Secretary to Parliament constituted and mandated a Task Team on Public Affairs, Protocol and International Relations (IR), to work with the respective structures on transformational processes aimed at enabling better performance of the Public Affairs section of Parliament.

The proposal developed proposed the establishment of the Parliamentary Communications Service with the objectives of:
- Promoting the image and a better understanding of Parliament and its role
- Promoting public education and public participation in the processes and activities of Parliament
- Providing communication support to the legislative and oversight role of Parliament

The Parliamentary Communication Service would provide strategic political and communication support to the institution through internal communication, media management and productions, public relations, public education, content development and specialist communication services.

Project Outputs:
- Strategy developed (completed)
- Job developed and graded (completed)
- Structure designed (completed)
- Staff matched and placed in new structure (completed).
- Budget allocated (completed)
- Priority posts advertised (completed)
- Recruitment under way (completion date May 26).

7. Establishment of a Parliamentary Call Centre

Parliament requires a professional call centre to handle queries from members of the public who wish to participate in the public processes of committees with regard to oversight and the passing of legislation. This project will establish such a call centre. The Parliamentary Content Management System will provide the call centre with relevant parliamentary information.

A technology upgrade of the switchboard was completed. A renewed look was required to ensure the focus of the project is in line with the business requirement of an improved public participation model.

Project Outputs:

Upgrade switchboard:
- Implement new technologies to improve the service
- A monitoring system to measure performance of switchboard operators (completed)
- An auto attendant that will automatically route calls to high volume receiving areas (completed)

Establish Call Centre
- Conceptualisation of a call centre for improved public participation (under way)
- Recruit and train call centre staff
- Develop call centre content (linking to PCMS and PCS Content Hub)
- Develop and implement call centre operational guidelines

8. Upgrade of Parliament's publishing systems

This project will upgrade the publishing equipment of Parliament to enable the institution to publish large volumes of information internally with a quick turnaround time. This will also effect a long-term financial saving for the institution and assist the institution to produce more parliamentary publications for the public. This project will also link to the Parliamentary Content Management System, which will manage the storage and flow of information for publication.

Project Outputs:
- Acquire and install new printing systems
- Develop workflows and processes within PCMS for rapid internal publication of parliamentary daily papers, committee reports and other parliamentary documents that integrate with the new printing equipment
- Training staff on new system

The project will be completed with the delivery of the Digital Colour Imaging and Printing Offset Press in May 2008.

9. Establish Parliamentary Democracy Offices (PDOs)

Parliament, in its effort to expand Parliament's access, opportunity and space to directly be in touch with and engage continuously with the people who are ordinarily outside national debates in society, is establishing Parliamentary Democracy Offices throughout the country in each province. An ongoing key activity in a Parliament Democracy Office would be political discussion to get people's views on matters of national importance, major policy or legislation before Parliament.

In addition they will:
* Assist with realizing the public participation objectives of Parliament
* Create an immediate parliamentary presence in the provinces
* Ensure a greater level of efficiency in accessing communities and providing ground support for parliamentary programmes

Project Outputs:
• Phase One:
The first three Parliamentary Democracy Offices have been established in the Northern Cape, Limpopo and North West and the staff members have been appointed.

• Phase Two:
The roll-out of the other offices in Kwa-Zulu Natal, Gauteng, Free State, Eastern Cape and the Western Cape will be done the following year.

10. Improve the public participation model

This project is aimed at developing and implementing a model for public participation that will integrate with the Oversight and Accountability Model in order to make Parliament more responsive to the needs of the people.

Project Outputs:
* Adoption of the Public Participation Model for Parliament
* Training of staff and members on the model
* Implement the model.

11. Implement the Parliamentary Broadcasting Project

This project aims at implementing capacity, processes and systems to ensure the development and distribution of content from Parliament to radio, television and other media. The project also aims at a holistic solution to the development of content and its distribution. Also included is the upgrading of Parliament's existing broadcast infrastructure to meet the demands of digital technology and delivery formats. This project will also look at the storage and digital retrieval of volumes of parliamentary video footage currently inaccessible by the public.

Project Outputs:
* Plans and cost estimation of project (completed)
* Needs analysis and system requirements
* Acquisition and installation of systems
* Increase the facilities of Sound and Vision to house these new systems
* Training of Sound and Vision staff to utilise systems

- Alignment with Parliamentary Communications Services to produce and manage better public content.

4.1.b.iii Build an effective and efficient Institution

12. Financial Management of Parliament Bill

This project is aimed at improving the financial management of Parliament.

Project Outputs:
- Passing of the Financial Management of Parliament Bill into an Act
- Configuring Parliament's internal processes to comply with the Act.

13. Implement the parliamentary intranet

The primary objective of the project is to build a new intranet for Parliament to provide a single integrated access to its various information systems.

The intranet will:
- Be the primary communication tool for the Presiding Officers and the Secretary to Parliament to communicate with Members of Parliament and parliamentary staff;
- Provide parliamentary staff and Members of Parliament with a facility where notices and announcements can be made available;
- Provide Parliament with a single log-in facility and a portal into other parliamentary systems such as:
- The ERP to access individual services such as salary reports, leave reports and applications, travel arrangements, members benefits, telephone bills, etc.
- The PCMS for parliamentary policies, joint rules decisions as well as management decisions and other parliamentary documentation;
- Other divisional systems such as budgeting, planning, project management;
- electronic directories, venue booking, suggestion boxes, etc
- Provide parliamentary staff and the Members of Parliament with a collated institutional calendar;
- Provide a separate area on the intranet for each Division, Section, Unit where their notices, information can be posted and e-services rendered.

Project Outputs:
- Analyse Parliament's current systems environment (completed)
- Develop user requirements (completed)
- Design content management model (completed)
- Provide data take-on plan (completed)
- Develop technical requirements (completed)
- Prepare business requirements specifications (completed)
- Prepare functional and technical specifications (completed)
- Prepare IT architecture (completed)
- Content integration (in progress)
- Test the system (in progress)
- Deploy the system

14. Implement integrated Planning, Budgeting, Performance and Reporting Systems

With the successful implementation of the ERP solution for Parliament, Parliament still needs to implement tools to enhance its planning, budgeting, performance management and reporting systems that will integrate with the ERP solution.
Project Outputs:
· Develop user requirements
· Develop technical requirements
· Prepare business requirements specifications
· Prepare functional and technical specifications
· Determine suitable service providers
· Build and deploy prototype
· Test the systems
· Deploy the systems

To date the budgeting module has been completed.

15. Refurbishment of Members' Offices

Parliament has the difficult role of allocating offices and furniture to political parties based on the proportions determined during elections and floor-crossing periods. Currently furniture is allocated without systematic thought to the members' standing within Parliament. There is no uniformity in what a member may receive in terms of furniture and often the furniture items are broken, mismatched or have been haphazardly repaired, making it difficult for members to conduct official business with members of the public effectively within their offices.

One of the strategic objectives of Parliament is to build an effective and efficient institution. A component of this objective is the provision of space, accommodation and facilities. In line with this objective Parliament has identified the need for new office furniture for Members of Parliament.

The objectives for the project are:
· To establish a furniture standard within Parliament that takes into consideration the members' standing within their party as well as the institution of Parliament.
· To ensure that all Members of Parliament have adequately and appropriately furnished offices which allow them to conduct their business effectively.
· Through the furniture project, Parliament has gone through a comprehensive consultation process with various key stakeholders to obtain approval for a furniture standard that reflects the status of the institution and is flexible to accommodate the challenges of elections and floor-crossings.

Project Outputs:
· Development of furniture standard (completed)
· Development of prototype show offices (completed)
· Appointing furniture manufacturers for Phase 1 (completed)
· Space planning & consultation process
· Manufacturing, delivery and installation
· Appointing of service providers for Phase 2
· Disposing of old furniture

16. Space Utilisation Project

This project is meant to address the spatial problem and a lack of adequate facilities in Parliament. The need for banqueting and hosting facilities, a need for a joint seating chamber with a public gallery, VIP facilities to receive foreign dignitaries and additional space provision for identified offices.

The project aims at:
- Building a joint seating chamber with a bigger public gallery;
- Building a banqueting hall and VIP receiving lounges for foreign dignitaries;
- Providing for the need for office space for the office of the Speaker to the National Assembly;
- Providing for the need for office space for the office of the Leader of Government Business;
- Providing for institutional office spatial needs such as: 450 additional secretarial support for members, 97 additional committee support staff, 361 language practitioners and additional growth requirements due to the establishment of the Parliamentary Communications service and protocol, HR, ICT and Finance restructures
- Providing additional parking space for the institution.

Project Outputs:
- A holistic plan to address the institution's growth needs
- Architectural plans for new buildings and renovations of existing buildings
- Acquisition of land
- Approval of the land by municipality
- Appointment of contractors
- Approval of plans, site assessments
- Beginning of construction
- Layout of finishes, interior design, ICT infrastructure, etc
- Furnishing of buildings
- Hand-over of buildings to Parliament
- Relocation or allocation of offices to staff and members

Construction has already commenced in Africa House which will be used by the Protocol Section and the Joint Standing Committee on Intelligence. The New Wing National Assembly building is being renovated for Presidential suites as well as the suite of the Speaker of NA. In addition, the 8th floor of 90 Plein Street has become available to accommodate the growing parliamentary staff spatial needs.

Demolitions are due to happen as soon as funding approvals have been finalised and construction of the new buildings will start thereafter.

4.1.c Projects to be implemented

The following strategic projects by Strategic Objective have yet to be initiated through the allocation of resources and appointment of project teams:

4.1.c.i Build a quality process of scrutinizing and overseeing government's action

1. Delegated Legislation

The interim report of the Joint Subcommittee on Delegated Legislation was presented to the JRC in 2005. Political parties were required to make inputs and comment on the interim report. The delegated legislation project will look at the recommendations of the final adopted report and implementation of processes for Parliament to conduct effective oversight over delegated legislation.

Project Outputs:
- Implement delegated legislation report recommendations to rules and policies
- Implement delegated legislation monitoring systems
- Enhance capacity for the monitoring of delegated legislation

2. Core business retention and development of capacity

This project is aimed at developing long-term retention and career pathing strategies for essential staff working within the core businesses of legislation and oversight.

Project Outputs:
- Developed retention strategy
- Implement retention strategy

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

3. Develop public participation systems

This project relates to the integration of existing public participation systems and the development of new systems to support the Public Participation Model for Parliament. It also will look at the alignment of information received through public participation with the PCMS committee workflow processes.

Project Outputs:
- Evaluate effectiveness of existing systems
- Identify the system requirements for public participation
- Develop/acquire new systems
- Integrate content flow with PCMS

4. Facilitate SADC-PF co-operation

This project is aimed at facilitating improved parliamentary co-operation and participation within SADC.

Project Outputs:
- SADC Parliamentary Forum to continue engaging with the SADC Executive on establishing a regional assembly
- Facilitate agreement on processes to ensure partnership with executive authorities
- Educate members with regard to their roles, responsibilities and political framework
- Ensure that SADC Parliaments and the public in general are briefed on the work being done Oversee and participate in implementation of SADC protocols

5. Implementation of Pan-African Parliament (PAP) protocols through establishing participation systems

The PAP protocol makes provision for consultative forums with the regional economic community Parliaments (RECs), ensuring that through our participation PAP realises the provisions of its protocol.

Project Outputs:
- Detailed analysis of requirements involved in tracking PAP issues
- Development of systems requirements
- Acquire/develop appropriate systems
- Train members and staff on the systems.

6. Provide people-centred training for staff

As the institution moves towards becoming a People's Parliament that is responsive to the needs of the people, it is important that the internal culture of the organisation becomes more people-centred through adequate training of staff.

Project Outputs:
• Identify the customer service and people-centred training requirements
• Identify training providers
• Implement People-centred training programme

7. Visualising Democracy (including Museum and art storage projects)

Parliament owns a unique and valuable collection of artworks, artifacts and heritage items. These items represent the history and development of South Africa. Parliament has undertaken to maintain and keep the collection as an entity while striving to update the collection with new pieces that are a reflection of our national diversity and the values of our democracy. Part of this responsibility involves the display of the collection and to this end establishing special exhibition space within the precinct.

Project Outputs:
• Identify and renovate suitable spaces within Parliament for the display of artworks
• Initiate a programme with provincial legislatures to display and acquire artworks while developing and promoting new South African artists
• Increase public access to the parliamentary collection through regular themed exhibitions and educational tours.

8. Parliamentary Constituency Mechanisms and Offices

This project is aimed at improving the effectiveness of constituency work by improving mechanisms and support to constituency offices.

Project Outputs:
• Study on the effectiveness of Constituency Offices and recommendation for improvements
• Develop a plan to effect the necessary improvements in mechanisms and support
• Implement the improvement plan

4.1.c.iii Build an effective and efficient institution

9. Provide a system to record members' attendance and information

The members' attendance system would provide Parliament with systems to validate member attendance and supply relevant information to members.

Project Outputs:
• Develop system requirements
• Acquire and install system
• Train IT staff to support the system

10. Business Continuity (including Disaster Recovery System)

This project is aimed at developing business continuity plans and systems to cater for any unforeseen eventuality that may cause Parliament to temporarily relocate. This includes disaster recovery systems for parliamentary information.

Project Outputs:
- Business continuity plan for Parliament
- Operational guidelines for core businesses to ensure business continuity
- Disaster recovery system for parliamentary information

11. Integrate the library system

The Parliamentary Library is a national deposit library, which has a valuable collection of books and resources found nowhere else in the world. Parliament's library requires a modern library system to manage the library collection and provide greater access and services to the public.

Project Outputs:
- Scope and identify suitable system
- Acquire and install library system
- Training of ibrary and IT staff to manage and support the system

12. Provide human resource training and development alignment

The competency assessment project will help determine the institution's key development and training requirements for the institution to deliver on its mission and vision. This project is aimed at establishing and implementing an organisational programme to provide the required training and development. In addition, this project will develop programmes to upskill and develop staff who currently have administrative skills, to enable them to work in a knowledge environment.

Project Outputs:
- Develop training programmes to address competency and skills gap within the institution to meet future objectives
- Implement institutional skills development programme
- Develop unique parliamentary material for training of parliamentary officials and management

13. Institutional Change Project (vision, values and culture alignment)

This project aims at developing and implementing a long-term programme to introduce and promote Parliament's values within the institution. It will deal with issues of moral regeneration, performance culture, unpacking and living the institution's values, developing a people-centred institution and reputation management.

Project Outputs:
- Institutional culture assessment
- External survey of Parliament's profile and international benchmarking
- Development of democracy measurements and parliamentary performance measurements
- Development of a change strategy
- Implementation of the strategy

A people's Parliament co-operating with other spheres of government as it deepens and entrenches our democratic values.

14. Integration of knowledge management (KM) systems

As Parliament moves toward becoming a knowledge environment with knowledge workers, the institution requires this project to ensure that institutional knowledge is cultivated, preserved and accessed by members and staff and that all knowledge systems are eventually integrated.

Project Outputs:
· Development of an institutional knowledge management strategy
· Implementation of KM policies and systems
· Capacity to manage and develop the institution's knowledge
· Development of a KM culture in Parliament

15. Establishment of the fourth Democratic Parliament

In 2008 Parliament will initiate this project in preparation for the 2009 general elections to establish the fourth Democratic Parliament. The project will deal with all aspects of establishing the fourth Parliament, including the swearing-in of members and the formal induction processes.
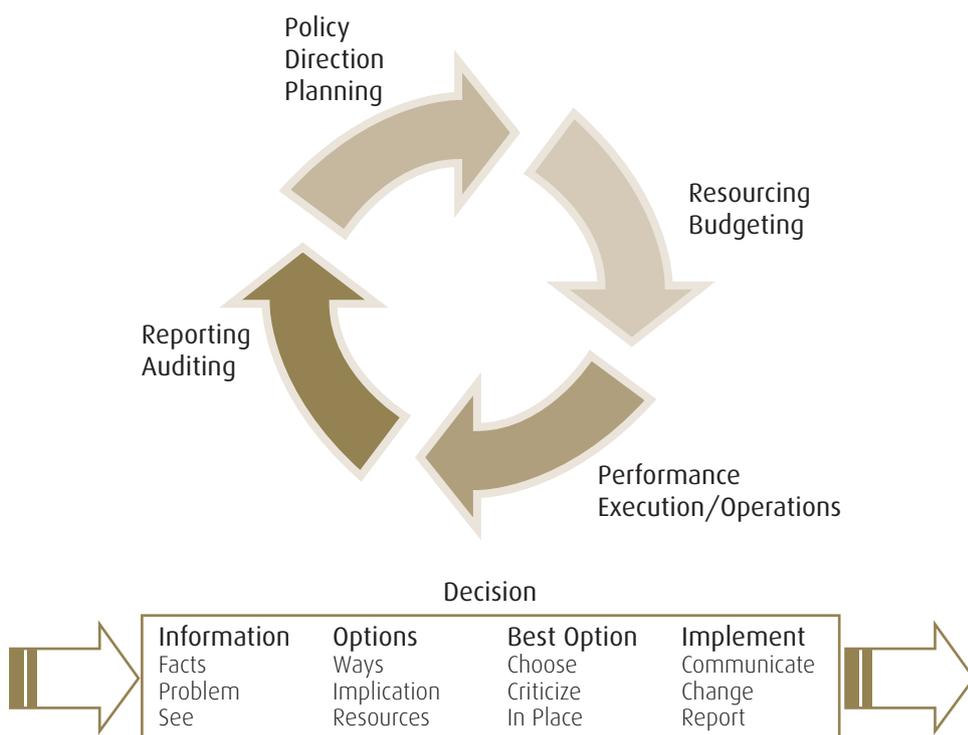
Project Outputs:
· Swearing-in of new and returning Members of the NA and NCOP
· Election of the Presiding Officers by Members of the NA and NCOP
· Election of the President by Members of the NA
· Induction and training of members

4.2 STRATEGIC MANAGEMENT PROCESSES OF PARLIAMENT

Parliament embarked on a road to improve the overall management and administration of the institution. As part of a holistic strategic management process, Parliament decided to cast the institution's strategic intent in the form of a Strategic Plan. The Strategic Plan 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 everyday activities. This Strategic Plan of Parliament embodies the strategic intent, ideals and objectives of Parliament for the future, and provides milestones and measurable objectives of how this strategic intent will be realised.

The policy and model are based on a grouping of extracts of concepts from general management theory, 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.

Policy Direction Planning

Resourcing Budgeting

Reporting Auditing

Performance Execution/Operations

Decision

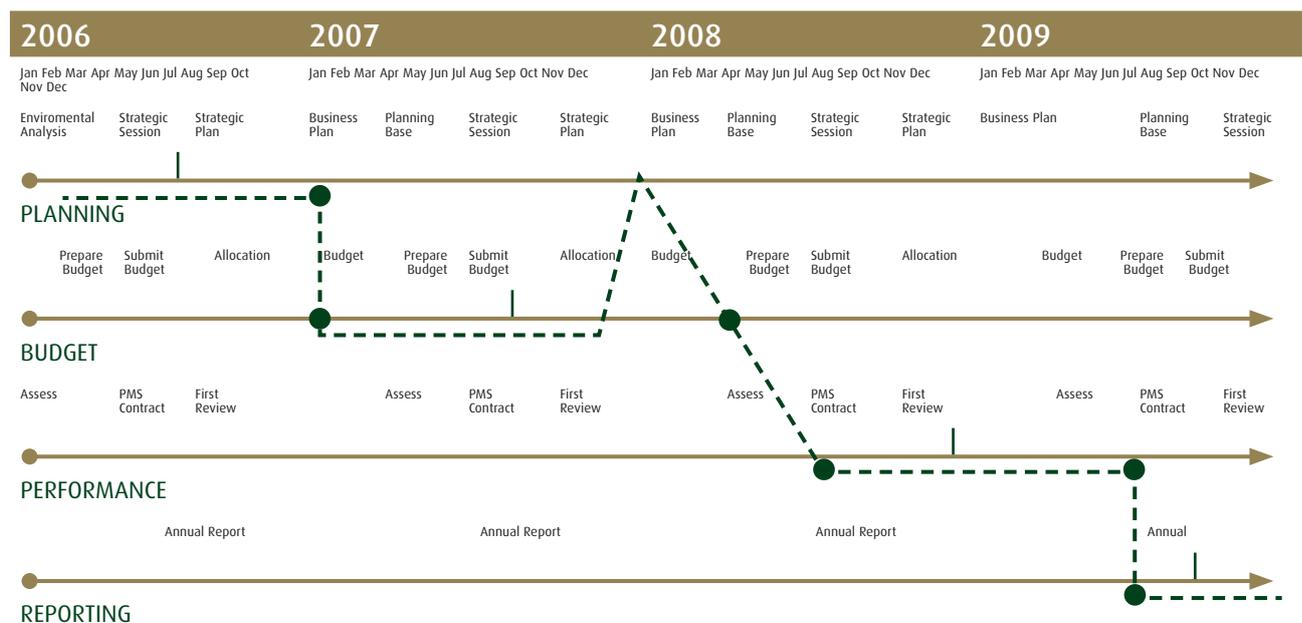| Information	Options	Best Option	Implement
Facts	Ways	Choose	Communicate
Problem	Implication	Criticize	Change
See	Resources	In Place	Report

The Strategic Plan 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).

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.

4.3 HOW THE STRATEGIC FRAMEWORK WORKS

The Strategic Framework 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.
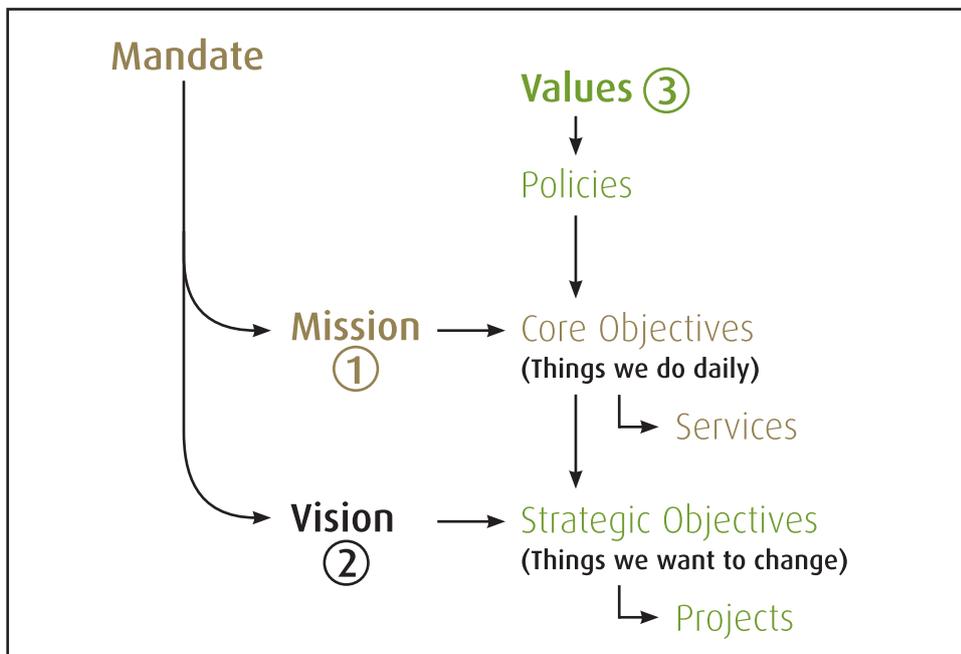
The framework comprises three main streams: Mission, Vision and Values.

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 subdivided into several Projects.

The Values are the set of beliefs that guides 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.

```
Mandate                    Values ③
                              |
                              ↓
                           Policies
                              |
                              ↓
         Mission ——→ Core Objectives
           ①          (Things we do daily)
                              |
                              ↓  ↳ Services
         Vision  ——→ Strategic Objectives
           ②          (Things we want to change)
                                ↳ Projects
```

4.4 TERMS AND DEFINITIONS

"environmental analysis"
– 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 guides 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

"ISD"
– Institution Supporting Democracy

"APRM"
– African Peer Review Mechanism

"EU-LSP"
– European Union Legislative Support
Programme

"ENE"
– Estimates of National Expenditure

"MSP"
– Master Systems Plan