



GAUTENG  
LEGISLATURE

Your View — Our Vision



ADJUSTED

# ANNUAL PERFORMANCE PLAN

FOR THE 6<sup>TH</sup>  
LEGISLATURE

# 2020-2021





# Acronyms

<b>4IR</b>	Fourth Industrial Revolution
<b>AGSA</b>	Auditor-General South Africa
<b>APP</b>	Annual Performance Plan
<b>CFO</b>	Chief Financial Officer
<b>CIP</b>	Committee Inquiry Process
<b>CWP</b>	Commonwealth Women Parliamentarians
<b>EA</b>	Executive Authority
<b>FMPA</b>	Financial Management of Parliament Amendment Bill
<b>GDP</b>	Gross Domestic Product
<b>GPG</b>	Gauteng Provincial Government
<b>GPL</b>	Gauteng Provincial Legislature
<b>HR</b>	Human Resources
<b>IC</b>	Integrity Commissioner
<b>ILR</b>	Inter-legislature Relations
<b>IT</b>	Information Technology
<b>MPL</b>	Member of the Provincial Legislature
<b>MPWC</b>	Multi-Party Women's Caucus
<b>MTEF</b>	Medium-Term Expenditure Framework
<b>NGOs</b>	Non-Governmental Organisations
<b>OCPOL</b>	Oversight Committee on the Premiers Office and the Legislature
<b>OCoC</b>	Office of the Chairperson of Committee Chairpersons
<b>OHS</b>	Occupational Health and Safety
<b>RSA</b>	Republic of South Africa
<b>SADC</b>	Southern African Development Community
<b>SALS</b>	South African Legislative Sector
<b>SO</b>	Strategic Outcome
<b>SoCATT</b>	Society of Clerks-at-the-Table
<b>SOM</b>	Sector Oversight Model
<b>SONA</b>	State of the Nation Address
<b>SOPA</b>	State of the Province Address
<b>TIDs</b>	Technical Indicator Descriptors

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**Oversight** to be intensified to focus more on specific government programmes and commitments;



**Law-making** to become more proactive and responsive to the needs of the people;



**Public Participation** to become more community-based and representative;



**Cooperative Governance** processes to become more sector-orientated and supportive of local legislatures; and



**Administrative** processes to become more efficient, enabling and reflective of good governance standards.

# Executive Authority Statement



HON L N MEKGWE  
Speaker of the Gauteng Provincial Legislature

**O**n behalf of the Presiding Officers and the Gauteng Provincial Legislature “GPL” as a whole, it gives me a great honour to present to the people of Gauteng, the GPL Adjusted Annual Performance Plan “APP” for the 2020/2021 financial year. The APP details the plans, targets and indicators that the institution will work towards in realising our goal, “to be a legislature that fosters public confidence”.

**As we stand at the beginning of the Sixth Legislature, we take guidance from our relevant global, regional, national and local priorities when developing our strategic plan for the 2020-2025 Term to grow the Gauteng Province together.**

The United Nations Sustainable Development Goals, Africa Agenda 2063, SADC Master Plan, National Development Plan and Outcomes, and SONA/SOPA priorities as well as governing party priorities will be considered when developing strategic policy direction for this Term.

In this regard, on oversight and scrutiny, we will work harder to create a legislature programme that is even more conducive to committee work as well as constituency work.

On oversight and scrutiny, we will work harder to create a legislature programme that is even more conducive to committee work as well as constituency work. Our oversight will be more proactive through intensified use of field-based oversight approaches and better usage of oversight tools (such as the Committee Inquiries Process “CIP”) to probe critical areas of governance in the province, which would otherwise not have been uncovered through the regular oversight processes.

On law-making, we will do more to give effect to Section 120(3) of the Constitution by establishing budgetary powers for the legislature and we will fast-track the draft Bill to amend the Electoral Act in order to increase the size of the provincial legislature. We will play a greater role in pursuing policies and legislation that facilitate the provincial priorities, governing party priorities and the democratic project. We will also focus on the capacity of MPLs to initiate legislation. We will play a greater role in pursuing policies and legislation that facilitate the provincial priorities, governing party priorities and the democratic project. We will also focus on the capacity of MPLs to initiate legislation.

With respect to public participation, we will lead the process of developing a provincial framework for integrating current public participation processes across the city region so as to achieve alignment and greater value for citizens. These processes will become more meaningful and impactful, and we will focus on improving feedback provided to communities that have raised issues with the GPL. We will focus heavily on enhancing the petitions process and reducing the petitions backlog.

On cooperative governance, we will continue strengthening the work of the legislative sector, inclusive of all municipal councils in the province. We will work on aligning oversight, public participation and law-making functions of municipalities and the provincial legislature. We will also focus on the international partnerships, cooperation, and agreements that the GPG has entered into to ensure



that the province remains fully aligned and compliant with all our obligations.

With respect to good governance and fiduciary compliance, we remain committed and fully supportive of good governance processes, codes of cooperate governance as well as relevant oversight structures. We remain committed to regaining our annual clean audits going forward.

As the COVID-19 pandemic grips the world, we continue to respond and innovatively adapt to the changing work environment. Our innovation and responses is focused on the health and safety of all our Members, staff and stakeholders while limiting the negative impact on our operations and discharge of our mandates.

In discharging our mandates and protecting the most vulnerable in our society, especially women and children, we will maintain heavy focus on turning the tide against the scourge of Gender Based Violence.

We will increase our endeavours in the relentless pursuit of a robust and focused oversight, meaningful public participation, responsive law-making and purpose-driven cooperative governance.

This Adjusted APP bears testament that as an institution, the GPL stands ready to serve the people of Gauteng for the current and forthcoming years.

Thank you.



Hon L N Mkgwe

Speaker of the Gauteng Provincial Legislature





# Accounting Officer's Statement



**MR P SKOSANA**  
Secretary to the Legislature

**This is the Adjusted Annual Performance Plan for the first year of the Gauteng Provincial Legislature for the Sixth Term covering the period 2020 through to 2025 financial years.**

The five-year strategy builds on achievements and lessons learnt in the implementation of the Fifth Term.

The development of this strategy is an outcome of consultative processes directed by the Executive Authority and Presiding Officers in the development of priorities for the Sixth Term.

Based on the Presiding Officers' priorities, the Accounting Officer prepared this five-year plan and subsequently the Annual Performance Plan in compliance with Section 15 of the Financial Management of Parliament and Provincial Legislatures (FMPPLA) Act No. 10 of 2009, which stipulates that the legislature must prepare and present a strategic plan that:

- » covers the following year and two financial years thereafter;
- » specifies the priorities of the legislature as set out in the strategic plan;
- » updates projections of revenue and expenditure;

- » includes targets and performance measures aligned to each performance measure and indicator for assessing the legislature's performance against planned outcomes detailed in the strategic plan.

The plan details the GPL's intended outputs that will enable it to achieve the outcomes and impact statement in the strategic plan, highlighting estimated performance for the year in question as well as forward projections for the medium-term period.

It is through the implementation of the APP for the first year of the Fifth Term that will lay the foundation that will lead towards the desired change that the GPL would make in discharging its mandate by contributing to improvements in the quality of life of the people of Gauteng. This in line with what is envisioned by the Constitution and the National Development Plan – with the latter aiming to reduce inequality, unemployment and poverty by 2030. Further, it is aligned to the Growing Gauteng Together, which details priorities for the province.

Thus, for the Sixth Term, the legislature's focus will be on priorities to enhance oversight and accountability towards improved service delivery, increase responsiveness of laws to meet the needs of the people, enhance meaningful public participation, improve alignment and collaboration between organs of state as well as enhance compliance with relevant fiduciary requirements and principles of good governance.

This Annual Performance Plan is aligned to the Sixth Legislature's Strategic Plan. The GPL strives to ensure adherence to public governance, performance and accountability requirements in ensuring that the institutional mandate is discharged in an efficient and effective manner within available resources.

I hereby submit the Adjusted Annual Performance Plan for the first year of the Sixth Legislature in accordance with Section 15 of FAMPPLA.

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**Mr P Skosana**  
Secretary to the Legislature

## Official Sign-Off

It is hereby certified that this Strategic Plan:

was developed by the management of the Gauteng Provincial Legislature under the guidance of the Speaker, Honourable Lentheng Ntombi Mekgwe.

takes into account all the relevant policies, legislation and other mandates for which the Gauteng Provincial Legislature is responsible.

accurately reflects the impact, outcomes and outputs which the Gauteng Provincial Legislature will endeavour to achieve over the five-year period, 2020-2025.



**Mr Ismail Rawat**  
Chief Financial Officer



**Ms Mathabo Molobi**  
Senior Manager: Strategy, Planning, Monitoring and Evaluation

pp 

**Mr Peter Skosana**  
Secretary to the Gauteng Provincial Legislature



Approved by:  
**Hon. Lentheng, Ntombi Mekgwe**  
Speaker to the Gauteng Provincial Legislature

OFFICIAL  
SIGN-OFF



# 01 | OUR MANDATE



# 01 Our Mandate

## 01 The constitutional mandate

**T**he Gauteng Provincial Legislature (GPL) derives its mandate from the provisions of the **Constitution of the Republic of South Africa, 1996**, which include representing the people of Gauteng, making laws as well as overseeing the government's delivery of services.

The GPL is established in terms of Chapter 6 of the **Constitution of the Republic of South Africa, 1996**, herein after referred to as the Constitution. The following are the responsibilities of the GPL as enshrined in the Constitution, key extracts most relevant in this regard being:

Section 114(1) confers the power to make laws on provincial legislatures. The **Standing Rules of the GPL** articulate the role of the House and committees in the legislative process.

**Section 114(2) provides that legislatures must provide for mechanisms –**

1	to ensure that all provincial executive organs of state in the province are accountable to it; and
2	to maintain oversight of:
	the exercise of provincial executive authority in the province, including the implementation of legislation; and
	any provincial organ of state.

Section 115 provides, among other things, for a provincial legislature or any of its committees to summon any person to appear before it and to give evidence; to require any person or provincial institution to report to it, and to receive petitions, representations or submissions from any interested persons or institutions.

**Section 116(1) provides that a provincial legislature may –**

1	determine and control its internal arrangements, proceedings and procedures; and
2	make rules and orders concerning its business with due regard to representative and participatory democracy, accountability, transparency and public involvement.

Section 117 elaborates on the privileges and immunities that Members of a provincial legislature enjoy. This section provides further that salaries, allowances and benefits payable to Members of a provincial legislature are a direct charge against the Provincial Revenue Fund. The powers and privileges of Members have been codified in the Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004 (Act 4 of 2004).

Section 118 places an obligation on the provincial parliament to facilitate public involvement in the legislative and other processes of the provincial parliament and its committees, and to conduct its business in an open manner. The GPL involves the public in its law-making, oversight and petitions processes by means of educational and outreach programmes. It also adheres to the principles of cooperative governance as set out in Chapter 3 of the Constitution.

The provincial parliament has structures in place that deal with its internal arrangements and proceedings as provided for in the Standing Rules. The Standing Rules of the GPL provide for several mechanisms of oversight. These include Questions to the Premier without notice, Questions for oral and written reply, interpellations, and so forth. Similarly, the Standing Rules make provision for the powers of committees to perform oversight.



## 02 Legislative and policy mandates

The following are key legislative mandates that further outline the responsibilities of the Gauteng Provincial Legislature:

» **The Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004 (Act 4 of 2004).** This Act articulates the powers, privileges and immunities of parliament and the provincial legislatures.

» **Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act 10 of 2009), as amended.** This Act came into effect on 1 April 2015. It regulates the financial management of parliament and the provincial legislatures, and provides for oversight over the financial management of parliament and the provincial legislatures.

» **Money Bills Amendment Procedure and Related Matters Act, 2009 (Act 9 of 2009).** This Act provides for a procedure to amend Money Bills in parliament and for norms and standards for the amendment of Money Bills in provincial legislatures.

» **Gauteng Petitions Act, 2002 (Act 5 of 2002).** This Act provides for the right to submit a petition to the Gauteng Provincial Legislature; to provide for the general principles and procedures for the submission of a petition to the legislature; to provide for the consideration of a petition by the standing committee of the legislature assigned to deal with petitions; to provide for the repeal of the Gauteng Petitions Act, 1998, as amended; and to provide for incidental matters thereto.

» **National Key Points Act, 1980 (Act 102 of 1980).** This Act provides for the identification of national key points and for the safeguarding of such places. It also makes provision for security arrangements in respect of national key points. The precinct of the Gauteng Provincial Legislature was declared a national key point.

» **Mandating Procedures of Provinces Act, 2008 (Act 52 of 2008).** This Act provides for uniform procedures in terms of which provincial legislatures confer authority on their delegations to cast votes on their behalf in the National Council of Provinces, as required by Section 65(2) of the Constitution.

» **Public Audit Act, 2004 (Act 25 of 2004).** This Act assigns the supreme auditing function to the Auditor-General (AG). The AG audits and reports on all provincial government departments and provincial organs of state, including the administrations of provincial legislatures. The audit reports are tabled in the provincial parliament.

The Auditor-General may determine the relevant criteria, standards, guidelines, and frameworks in respect of which provincial legislatures are audited.

» **Electoral Act, 1998 (Act 73 of 1998).** This Act provides for the election of the National Assembly, provincial legislatures and municipal councils.

## 03 Institutional policies and strategies over the five-year planning period

The following pieces of legislation will be reviewed:

1	Gauteng Petitions Act, 2002 (Act 5 of 2002);
2	Gauteng Provincial Legislature Service Amendment Act, 1999 (Act 6 of 1999);
3	Money Bills Amendment Procedure and Related Matters Act, 2009 (Act 9 of 2009);
4	Legislature Services Act;
5	Sector Oversight Model (SOM); and
6	Gauteng Provincial Legislature Standing Rules.

## 04 Relevant Court Rulings

The following court judgments had a significant impact on the operations of the South African Legislative Sector (SALS) and the operations of the Gauteng Provincial Legislature as they relate to financial management and public participation/involvement.

» **Financial Management.** In the matter involving the Premier: Limpopo Province v Speaker: Limpopo Provincial Legislature and Others ZACC 25 [2011], the Premier of Limpopo asked the Constitutional Court to determine whether:

1	Sections 2(e) and 3 of the FMPA, read with Schedule 1, expressly assign to provincial legislatures the power to regulate their own financial management; and
2	financial management of provincial legislatures is a matter for which the Constitution envisages the enactment of provincial legislation.

The majority of Justices in the Constitutional Court ordered that the Financial Management of the Limpopo Provincial Legislature Bill, 2009 [A06-2009] was unconstitutional, and that the Speaker of the National Assembly, the Chairperson of the National Council of Provinces and the Minister for Finance must file affidavits dealing with the constitutional validity of the Limpopo provincial legislation.

To remedy the unconstitutionality of similar financial management legislation, which had been enacted by other provincial legislatures such as Eastern Cape, Free State, Gauteng, Mpumalanga and North West, parliament amended the Financial Management of Parliament Act (FMPA) to incorporate provincial legislatures. As a result of this amendment, the Gauteng Provincial Legislature repealed its Financial Management of Gauteng Provincial Legislature Act and replaced it with Financial Management of Parliament and Provincial Legislatures Act (FMPPLA).

» **Public Participation.** The Supreme Court of Appeal in *King and Others v Attorneys' Fidelity Fund Board of Control and Another* found that founding values of the Republic of South Africa, as set out in the Constitution, is a system of democratic government to ensure accountability, responsiveness and openness, and that the rules and orders of the National Assembly for the conduct of its business must be made with due regard not only to representative democracy but also to participatory democracy.

The court further found that the founding values “find expression in the National Assembly’s power to receive petitions, representations or submissions from any interested persons or institutions; its duty to facilitate public involvement in its legislative and other processes and of those of its committees; its duty, generally, to conduct its business in an open manner and hold its Sittings and those of its committees in public; and its duty, generally, not to exclude the public or the media from sittings of its committees”.

The Supreme Court of Appeal gave content to the concept of public involvement in the case of *King*, and defined public involvement as follows:

“Public involvement” is necessarily an inexact concept, with many possible facets, and the duty to facilitate it can be fulfilled not in one, but in many different ways. Public involvement might include public participation through the submission of commentary and representations: but that is neither definitive nor exhaustive of its content.

The public may become involved in the business of the National Assembly as much as by understanding and being informed of what it is doing as by participating directly in those processes. It is plain that by imposing on parliament the obligation to facilitate public involvement in its processes, the Constitution sets a base standard, but then leaves parliament significant leeway in fulfilling it. Whether or not the National Assembly has fulfilled its obligation cannot be assessed by examining only one aspect of public involvement in isolation of others, as the applicants have sought to do here. Nor are the various obligations Section 59(1) imposes to be viewed as if they are independent of one another, with the result that the failure of one necessarily divests the National Assembly of its legislative authority.

Public participation, therefore, includes the duty to facilitate public involvement in legislative and other processes; the duty to conduct the business of a legislature in an open manner and hold plenary Sittings and those of committees in public; and the duty not to exclude the public or the media from Sittings of the House or committees unless it is reasonable and justifiable to do so in an open and democratic society.

The definition of the Supreme Court of Appeal was endorsed by the Constitutional Court in *Doctors for Life International v Speaker of the National Assembly and Others* and in *Matatiele Municipality and Others v President of the RSA and Others*.

The value of accountability, responsiveness and openness finds expression in the Constitution also in relation to the National Council of Provinces and provincial legislatures in much the same manner as set out above.



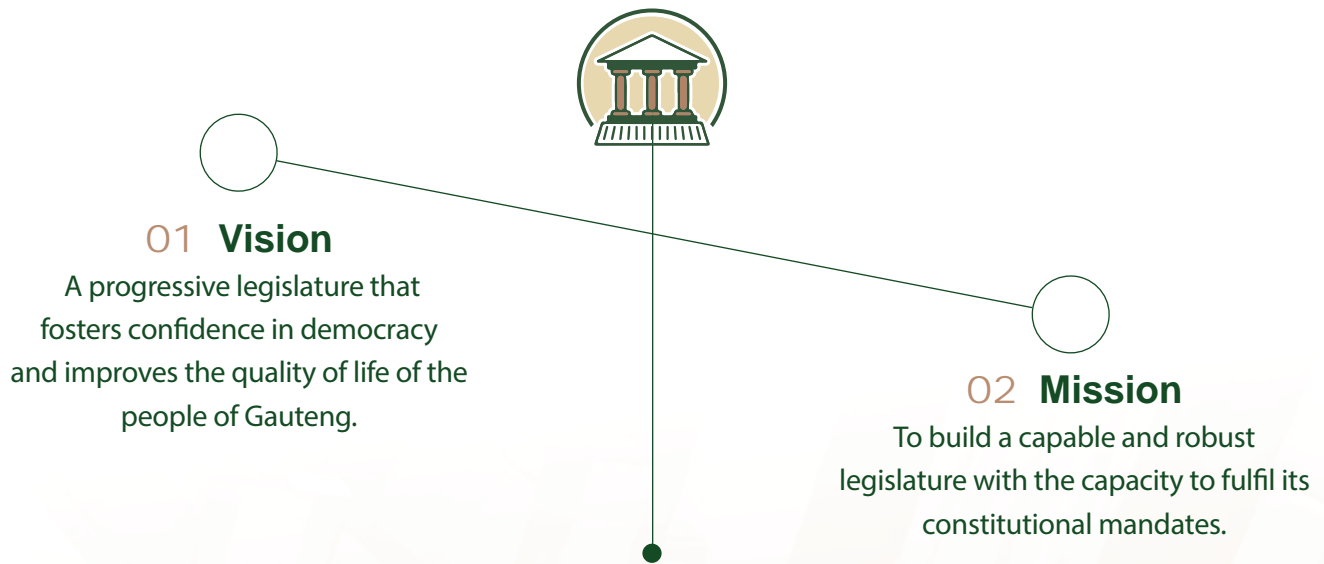




# 02 | OUR STRATEGIC FOCUS



## 02 Our Strategic Focus

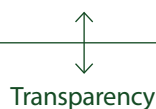


The GPL is guided by the following principles:

The work of the GPL is guided by the following values as determined by the Presiding Officers. These values are embedded into our processes, procedures and systems, practices and culture, and they support the GPL's relationship with the people of Gauteng in the context of our democracy. These place the highest value on transparent and impartial service to the legislature. The values form the foundation and are essential to the GPL's performance and support good governance and administration. They give rise to policies which underpin the way work is completed, and regulate our behaviour and relationships with each other and our stakeholders.

### Social Equity

Promote non-racialism, non-sexism and respect for religious and cultural diversity and honour our integrity.



Transparency

Forthright and candid in discussions.

### Outcome-orientated

Work diligently to achieve results, remain customer-focused and committed to service delivery.



Accountability

Responsible for, and communicating our commitment to the people of Gauteng, take ownership of our actions and be accountable to each other.

### Ubuntu

Display compassion, humanity and care to staff and stakeholders.



Integrity

Honest, respectful, ethical, competent, independent and professional.



## 04 Strategic Overview

The strategic analysis of setting the Sixth Legislature takes into account the local, national and global contexts within which the GPL operates. It considers the internal and external environmental issues that may influence the performance of the GPL. These include weak global economic growth, effects of evolving democracies, emerging contestations, increased demands, changing forces and global governance.

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» **Global, national and local contexts.** A healthy democracy is marked by a legislature that is transparent and accountable, and can respond to constituents in such a way that they are motivated to participate actively in the policymaking and decision-making processes of their countries. The legislature needs to give special consideration to the most vulnerable and marginalised in communities.

Scholars contend that an evaluation of a nation's democracy rests on whether its elections exhibit contestations and participation. The recent 2019 elections definitely showed great levels of political contestation, but voter turnout demonstrated a decrease in voter participation. As a body representing the interests of the people, the Sixth Legislature must be concerned about the decline in voter participation, as this may also be a reflection on the effectiveness of its oversight and scrutiny mechanisms.


The GPL must strengthen the effectiveness of executing its constitutional mandates and develop strategies to foster pride and confidence in our democratic system.

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» **External Environment Analysis.** The emergence of the Coronavirus (COVID-19) pandemic, towards the end of 2019, has spared no industry or country globally. The outbreak has had significant and unprecedented effect across the world. Although planning for the 2020/2021 financial year was conducted in 2019/2020 as per FMPLLA requirements, its impact on the way business has to be conducted cannot be underestimated or ignored. Many countries have resorted to extraordinary measures to combat this public health emergency. Within a very short space of time, the COVID-19 pandemic has had negative socioeconomic implications globally and created many challenges for the continuity of legislative functions.

During March 2020, the President of the Republic of South Africa, Cyril Ramaphosa, declared a state of national disaster over the COVID-19 pandemic. Although Section 26 of the Disaster Management Act (Act 57 of 2002) confers primary responsibility in coordinating the response to a national disaster on the national Executive, it does not exclude the responsibilities of government at provincial and local levels. Whilst the national Executive has a leading role in the management of a national disaster, the role of parliament and the provincial legislatures remain intact. The provincial Executive remains accountable to the legislature even in the execution of its authority under the Act at all levels. Therefore, key GPL responsibilities of scrutiny and oversight over the Executive, law-making and promoting public participation remain. As a result, the Members of the Provincial Legislature were designated as essential services during the state of disaster. Delving into some of the factors impacting on how the GPL conducts its business during this disruptive period point to the following:

- South Africa, like many nations across the globe, has declared a national state of disaster and subsequently a national state of emergency, which resulted in an almost complete shutdown mode with stringent social distancing restrictions in the face of the coronavirus concerns.
- Given these stringent measures, this meant that a number of public participation initiatives, plenary functions as well as House Sitzings and committee meetings had to be cancelled.
- Public participation remains critical and necessary to make sure that the people of Gauteng can influence government decisions that will impact on their quality of life.
- The work of the Members remained even more important than ever, as the declaration by the President meant that the GPL had to ensure that it oversees the Executive on service delivery to relieve the burden of the COVID-19 pandemic as well as fulfil its constitutional mandate at the constituency level.



Given that COVID-19 will be here for a long time to come, the GPL cannot continue to function in a 'business as usual' manner. This necessitates the review of its plan on how to conduct business and still be able to contribute positively to the quality of lives of the people of Gauteng during these unprecedented times and in the foreseeable future.

Since 2018, the world economy has experienced a slowdown, and global growth momentum slowed down to 3.0% in 2019 and the 2020 growth has been revised downwards. Global risks are increasingly impacting on growth, mainly caused by trade wars between the USA and China, uncertainty about Brexit and its impact, prevailing financial market sentiment, and slower economic growth in China, Europe and Japan. The growth in Emerging Market and Developing Economies (EMDEs) is expected to remain higher than most regions, driven by strong growth in India and China. The Sub-Saharan African countries' 2020 economic growth is projected at 3.6% at the back of an improved growth projects for Nigeria (from 1.9% in 2018 to 2.3% in 2019) (IMF, 2019).

The South African economy slowed down in 2019 to 0.7% from 0.8% in 2018. A slight improvement to 1.1% is expected in 2020 (IMF, 2019). The deteriorating financial position of state-owned enterprises has put additional pressure on the public finances. Faster growth is needed to expand employment and raise the revenues needed to support social development. Although several initiatives have been implemented in the last 25 years to address the triple challenges of poverty, inequality, and unemployment, these persist unabated.

The country's projected weak economic growth in the medium term is having a causal effect on the current levels of unemployment. Based on Statistics South Africa's 2019 **Quarter Labourly Force Survey (QLFS)** for the fourth quarter, South Africa's unemployment rate increased by 0.1 of a percentage point to 29.1% in the third quarter of 2019, which is the highest unemployment rate since the QLFS started in 2008.

Youth unemployment in the 25-34 age group with matric was at 34.1% and those with some form of tertiary education was at 30.2% based on the latest **Quarterly Labour Force Survey** for the third quarter. Coupled with a widened inequality gap (Gini Coefficient of 0.69) and high levels of poverty, this has several implications for the GPL in terms of discharging its core mandate to enhance oversight and accountability towards service delivery.

This may impact the GPL budget by putting pressure on the fiscus. Aiming for greater efficiency, the GPL's major opportunity is to improve the quality of life of the people of Gauteng and contribute to creating a transparent, democratic and equal society. According to the results of the Gauteng City Region Observatory's (GCRO) 5th Quality of Life Survey (2017/2018), despite deepening inequality and very challenging economic conditions, the overall quality of life in the province continues to improve.

Being South Africa's economic hub comes with some ramifications, as urban centres attract many people from across the provincial and national borders into Gauteng looking for better opportunities. Based on the Statistics SA's 2019 mid-year population estimates, South Africa's population is estimated at 58 million and more than half of the population lives in three provinces, i.e. Gauteng, KwaZulu-Natal and Western Cape, and the highest being Gauteng with 15.17 million people, that is 25.8% of the estimated population. This is largely due to both interprovincial and international migration.

The Gauteng Province, followed by the Western Cape, remains the province attracting the highest number of migrants as compared to other provinces. The high economic activities in these two provinces justify the high inflow, as people tend to move in search of greener pastures. The trend is similar to international migrants who tend to settle in Gauteng (47,5%) while the least are found in the Northern Cape Province (0,7%). Other



provinces such as Eastern Cape, Limpopo Province and KwaZulu-Natal show the biggest losses respectively. This is where most people migrate from into the Gauteng. Most migrants to Gauteng are attracted mainly by possible economic and/or study opportunities offered by the province. Based on the last national census, which was conducted in 2011, the results indicate that the majority of migrants entering Gauteng from 1996 to 2011 originated from Limpopo, accounting for 23.2% of the migrant population, followed by KwaZulu-Natal at 15.0% and 12.6% from the Eastern Cape. This pattern, however, changed substantially over the next decade with the Census 2011 results indicating that 32% of migrants to Gauteng between 2001 and 2011 are foreign migrants from outside South Africa, followed by 20.3% from Limpopo and 13.1% from KwaZulu-Natal (Landau, Segatti & Misago, 2011, p. 100).

Moreover, Statistics SA's 2019 Mid-Year Population Estimates further show the population flows into Gauteng, illustrating the population density pressures Gauteng is experiencing. There is a relationship between the high population density due to migration flows into Gauteng, the unemployment rate in Gauteng and inefficient service delivery. The lack of economic opportunities creates tensions amongst communities as they scabble for scarce and limited resources. In such a situation people begin to look for reasons to exclude and eliminate others as they compete for limited opportunities. This is one of the ways through which xenophobic attacks originated. Unemployment and the seemingly large numbers of foreign nationals in the province are some of the key drivers of dissatisfaction as cited by the 2013 **Quality of Life Survey**.

Gauteng is the growth engine of the country, for every additional 1% growth in population in the province, 1.6% is added to its contribution to the national growth, resulting in higher productivity than in other parts of the country. This economic bustle also creates friction with those that claim to belong more than others. The province's rapid demographic and economic development have also reinforced the spatial segregation instituted under apartheid. Whilst a lot of work has been done to unite the country, racial geographies and social tensions stubbornly remain. An important caveat to the reality of migration into Gauteng is that it alters communities and impacts services. Gauteng, thus, need to develop with the realities of migration in mind.

The Fifth Legislature was marked by political turbulences. This was caused by an increase in political contestation, both within parties and among parties. At a national level, the number of political parties contesting the elections has more than doubled since the dawn of democracy from 19 to 48. Despite the foregoing challenges, there is a general appreciation that in order to improve the quality of life of the people of Gauteng and the country, the focus must be on addressing the triple challenges of inequality, poverty and unemployment as outlined in the National Development Plan.

Thus, changes in global geo-political forces, the focus on cooperative government and increased contestation in the political arena with the advent of younger Members who are tech-savvy have a potential influence on the GPL and present opportunities. These include influencing international engagement policy; and cooperate and collaborate in pursuit of strengthening representative and participatory democracy. Modernisation of internal business processes would be required to ensure ongoing efficiency.

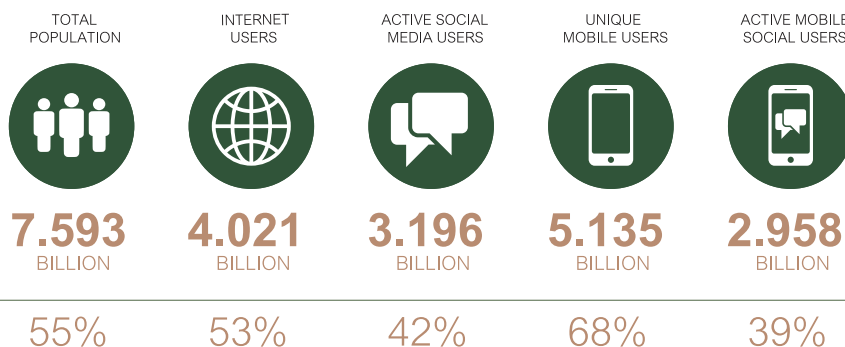
There is no doubt that the advent of information and communication technology (ICT) has changed the way we do things and related expectations in the delivery of services. The GPL is made up of the elected public representatives who are best placed to advocate for harnessing ICT to empower citizens within their constituencies. According to the 2018 World **e-Parliament Report (IPU)**, parliaments are not early adopters of new technologies and, therefore, take much longer to use digital tools and open data.

On the contrary, the GPL is one of the few legislatures that was an early adopter of cloud-based technology and this achievement has been recognised by Microsoft. In the previous political term, the GPL made remarkable strides towards the establishment of a paperless legislature that is accountable, responsive,

efficient and effective. However, the area of improved access to the GPL information still needs focused attention as the public expects instantaneous, effective and efficient access to information so as to make a meaningful contribution towards the processes of the legislature. Members can facilitate the shape of the current information society and improve their own roles within it.

JAN  
2018

## DIGITAL AROUND THE WORLD IN 2018



There seems to be a general inadequate awareness on the benefits of ICT in the legislature. This is exacerbated by limited policy strategies as well as relevant skills and capacity to effect the transformation process that would realise the full potential of ICT. Thus, there is a need to deploy ICT in a manner that would enhance the effectiveness of Members to improve scrutiny of decision-making and interact with the electorate. Consideration should be on fostering a systematic use of ICT, enhancing ICT capabilities among staff and MPLs as well as strengthening the institutional framework for ICT and GPL Information System Operation Policy.

The Sixth Legislature finds itself with increased dynamism in the history of ICT given the unprecedented rapid growth and adoption of digital technologies with over 54% of South Africans having access to the internet. According to the Independent Communications Authority of South Africa, ICASA, (2019), South Africa has had a high adoption of mobile phones with at least 82% of smartphone owners using these devices to access the internet compared to 43.5% in 2016. The increasing adoption of the internet has implications for South Africa including the work of the legislature. It is of paramount importance to understand how the GPL is perceived by the people of Gauteng. The social media plays a very critical role in this regard as they convey and disseminate information to the public. Media portrayal of the GPL needs to be explored.

» **Internal Environment Analysis:** The GPL is composed of diverse professionals with competencies, skills, knowledge and attitudes that have contributed to the legislature being one of the respected and admired legislatures locally and internationally. Even though diverse and specialised skills exist and good institutional memory is evident within the GPL, this capacity is not optimally utilised.

Another consideration is that present skills are becoming outdated. Therefore, current staff should be upskilled and when positions become available, people with different skill sets need to be recruited. The GPL has a current workforce of 489 positions, with 84 in the highly skilled and professional level. A Perception Audit conducted in the 2017/2018 financial year illustrated that there is low morale and the overall environment is toxic. The audit is a useful instrument to test the climate in an institution and allows the leadership to consider how internal dynamics may be influencing the support provided to the Members. According to the audit, factors that resulted in this state of affairs are inadequate communication, autocratic management style, inadequate job information and performance management, and inadequate growth and development opportunities.



Further revelations of the audit suggest that the GPL leadership is well-positioned to take advantage of the institution's strengths, i.e. vision/strategy and resourcing. There is further scope for the leadership to mitigate institutional weaknesses found in systems datedness, procedural infidelity, inconsistent management practices as well as the restrictive learning environment. The study recommends that middle managers must be empowered with people and workplace management skills; apply a servant leadership approach; use coaching and communication skills; apply participatory management styles; promote job information, and use constructive performance management skills. Further to this, the credibility of this and future perception audits is essential in building trust, cooperation and transparency in the institution. Credibility can be strengthened through demonstrating a firm commitment to addressing the findings of the audit, ensuring that Members and staff are involved in solutions building; as well as communicating the results of the audit widely across the institution.

With regard to processes, systems and technology, to a large extent, the GPL has leap-frogged by introducing the state-of-the-art systems in the Chamber, by implementing the Electronic Legislature Information System (e-LIMS), and by utilising the social media, email and SharePoint document management systems to conduct its work. The general application of these systems, with a particular focus on e-LIMS, has been lagging with a preference of manual systems that result in inefficiencies. The Standard Operating Procedures are not well-documented resulting in quality control challenges. The advent of the fourth industrial revolution requires that the GPL reviews its operations especially since the benefits to investing in systems such as e-LIMS have not realised the intended benefits. This impacts the quality of service provided resulting in inefficiencies and ineffectiveness. There is a need to improve systems to support the business of the legislature in line with the fourth industrial revolution (4IR) to incorporate a centralised information management system - an electronic platform to deliver quick and easily accessible information to Members.

Furthermore, the results of the Perception Audit reflected weaknesses regarding individual performance monitoring systems as well as inconsistent institutional knowledge and business continuity process, with resultant opportunities including systematic responses to well-articulated trends and to remedy organisational influences by leveraging strengths. A review of the adequacy of current facilities to accommodate the requirements of an open, democratic legislature that is easily accessible to the people of Gauteng points to the reality that the facilities are not totally fit for purpose. Key to this matter is the lack of available space for committee business as well as office space for both Members and officials, limiting the work of committees. The Main Building of the legislature is deteriorating with the actual design restricted by heritage requirements, the layout of facilities inhibits effective meetings, and operating in two buildings is a risk and results in poor access control.

Recent trends regarding facilities and the world of work include the fact that legislative employees of the future require different working conditions as well as support services not to be integrated into work environment. The GPL received unqualified audit outcomes without any matters of emphasis (clean audits) for four consecutive years since the beginning of the Fifth Legislature. However, the 2018/2019 financial year saw a decline in performance that resulted in an unqualified audit with matters of emphasis.

The GPL performed on an average of 86% of planned non-financial performance, a general indicator that most of the targets set were achieved and at 99% on financial performance. The leadership transition at an executive management level creates a sense of instability and loss of institutional memory. Almost all contracts of senior managers will come to an end around June 2021. The GPL will have to avoid facing a similar situation it faced when all contracts expired at the same time. Part of the strategy to overcome a similar situation could include advertising positions prior to their expiry date to better manage the transition. An impact related to the continuous changes of senior management teams is the inconsistencies of planning and implementation, leading to constant reviews of institutional strategies and priorities, and inconsistent interpretation of the internal policy. The priorities for the Sixth Legislature include policy reviews; empowerment and development of policies that are more appropriate as well as stabilising the senior/executive management.



## 05 The business of the GPL

The GPL is the legislative arm of the provincial government in the Gauteng Province, as stipulated in the South African Constitution. The Constitution provides for a governance matrix of three arms of government, which are independent, distinctive and interrelated, i.e. the executive branch, the legislative branch and the judicial branch. These are at three spheres of government - the national, provincial and local level.

The executive arm of government comprises the Premier and Members of the Executive Council (MECs). The MECs are responsible for the government departments as well as their entities. The GPL, through the House and its committees, oversees the work of the Executive. The GPL is the largest of all the nine provincial legislatures in South Africa, with 73 public representatives elected based on a proportional representation system. Gauteng is the smallest province in geographic size, but it accounts for the highest proportion of the national economy, contributing approximately 33% to the South African GDP and 7% of the African GDP. Gauteng accommodates just over more than 15 million people, approximately 26% of South Africa's population.

The GPL represents the aspirations of the people of Gauteng; it oversees the work of the Executive and holds it accountable without fear, favour or prejudice; passes laws that are responsive to the needs of the people; involves the people in its business, and cooperates with other organs of state to the ultimate benefit and improvement of the quality of life of the people.

## 06 The Operational Model

The diagram on the right shows the model that the legislature follows when doing its work, what we call our operational model. The model puts the House as a central point for implementing the constitutional mandates of the GPL, supported by committees of the House, the Legislature Services Board (LSB) and its committees, the Secretariat and the Administration structure, which provides support services to the House and its committees. Committees are a vehicle through which the legislature fulfils its constitutional mandate.



## 07 The GPL Planning Process

The planning process of the GPL is in compliance with the Financial Management of Parliament and Provincial Legislatures Act (FMPPLA), 2009 (Act 10 of 2009) as amended, which gives direction on the requirements for the institutional planning process and outputs of such a process. Sections 13 and 14 of FMPPLA stipulate provisions applicable to the planning process of parliament, that the Executive Authority (EA) must, on the one hand, oversee the planning process, while the Accounting Officer, on the other hand, must prepare and submit the legislature's strategic plan, annual performance plan, and budget and adjustment budgets to the Executive Authority. In line with FMPPLA, the GPL, in 2018, developed an integrated strategic management framework that serves as a guideline for planning, budgeting and performance monitoring process, as aligned to the legislative sector frameworks.

In adherence to the mentioned provisions of FMPPLA, the EA of the legislature undertook to oversee the planning process soon after the May 2019 elections, where the Presiding Officers developed the key priorities for the





Sixth Legislature. Upon confirmation of the priorities, the Standing Committee of Chairpersons was mandated to determine the cluster priorities aligned to the term priorities. Thereafter, the committee engaged in a planning process to align these priorities to their work. The process ensured the active involvement by the Executive Authority, Office Bearers and Members of Parliament in the development of the policy priorities for parliament. The Accounting Officer directed the development of a draft strategic plan based on this policy direction. This process cascaded down to the development of the annual performance plan, operational plans for committees and administration; and ultimately, individual performance contracts were aligned to the said priorities.

However, given the unprecedented challenges faced at the beginning of the 2020/21 Financial Year as a result of the need to respond to COVID-19 Pandemic. The President declared the State of National Disaster and subsequent State of Emergency, which warranted a review of approved plans which characterised a different way of conducting business. The review process took into account the following matters:

- The establishment of a COVID-19 Steering Committee and Task Team on Digital Parliament to look into new ways of working in the light of the COVID-19 restrictions to ensure continuity of the Business of the Legislature
- Key principles for the review included the fact that plans had to be refocused to improve the ability of the GPL to deliver on its mandate, with primary adjustment made on the mode of delivery, towards a digital Legislature; short-term deprioritisation of some interventions, especially face-to-face activities that may undermine proposed relief measures and also took into account review of medium to long-term interventions to ensure stability and resilience in the delivery of GPL mandate including anticipation of any future disruptions of similar nature. This meant that some KPIs, outputs, targets, activities, budgets and timelines were adjusted to take this reality into account.
- All Committees under the guidance of the Chairpersons of Committees embarked on a review and reprioritization of their plans and budget
- Once adopted, Programmes under the guidance of the Secretary to the Legislature, reviewed their plans in line with adjustments made to committee plans to ensure that the business of the House and its Committees would be supported in an efficient and effective manner
- Annual Performance Plan adjustments finalised under the leadership of the Executive Authority in line with FMPPLA. The adjustments ensure that the COVID-19 relief measures were prioritized, both in terms of planned activities and corresponding budget. These also ensure that overall action plan and interventions put in place have a measured response to the changed circumstances.

## 08 Alignment with the Provincial Priorities, National Development Plan, Regional and Global Plans

In planning for the Sixth Legislature, the GPL ensured that there is strong alignment with relevant provincial, national, regional and global priorities. The strategic planning process has considered the common themes emerging which will be developed into cluster priorities for the committees, ultimately setting the scene for committee focus areas. By doing so, the GPL will ensure that all priorities in the GPL planning value chain are legitimate, will lead to relevant oversight and ultimately towards service delivery in line with government commitments.

**Some of the priorities considered are outlined as follows:**

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» **Sustainable Development Goals** - the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries which recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth, all while tackling climate change and working to preserve our oceans and forests.

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» **Beijing Platform for Action** - focuses on gender equality and empowerment. It imagines a world where each woman and girl can exercise her freedoms and choices, and realise all her rights, such as to live free from violence, to go to school, to participate in decisions and to earn equal pay for equal work. It unleashes remarkable political will and worldwide visibility; and connects and reinforces the activism of women's movements on a global scale. The Beijing Platform for Action, therefore, offers important focus in rallying people around gender equality and women's empowerment.

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» **Africa Agenda 2063** - is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance.

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» **SADC Master Plan** - is a Regional Infrastructure Master Plan expected to guide development in key infrastructure such as road, rail and ports. Ultimately, the master plan should allow the region to come up with an efficient, seamless and cost-effective trans-boundary infrastructure network that would promote socio-economic growth in Member States as a thriving economy depends on a reliable infrastructure base at both the national and regional levels.

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» **National Development Plan** - aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. To eliminate poverty and reduce inequality, the economy must grow faster and in ways that benefit all South Africans.

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» **SONA plus budget** - the State of the Nation Address, at the annual opening of parliament, is an address to the nation by the President of the Republic of South Africa, which does not only focus on the current political and socio-economic state of the nation, it also sets out government policy priorities for the upcoming year.

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» **SOPA plus budget** - like the State of the Nation Address sets out priorities for the entire country, the State of the Province Address (SOPA), unpacks the SONA and accordingly sets out relevant and respective priorities for the province.

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» **Growing Gauteng Together (GGT)** - is a Gauteng Provincial 11-year roadmap to achieve the NDP through revitalised focus on:

- Economy, jobs, infrastructure
- Education, skills revolution, and health
- Integrated human settlements and land release
- Safety, social cohesion, and food security
- Building a capable, ethical and developmental state

**Under those focuses their priorities will be:**

- Growing an inclusive economy that creates decent jobs
- Delivering quality education that equips children with skills for the future
- Improving the public healthcare system
- Accelerating the building of sustainable human settlement and spatial transformation
- Intensifying the fight against corruption and promoting integrity
- Building a reliable, safe and affordable integrated public transport system
- Building social cohesion

In considering these strategic policy priorities both at global as well as national and local levels, the GPL is in an advantageous position to align its plans accordingly and also conduct oversight and hold government to account on the commitments and key determinants of these plans. This will ultimately ensure that the GPL oversight is legitimate, relevant and valid.

## 09 2020-2024 Desired Impact and Strategic Outcomes

**Impact statement: Improve the quality of life of the people of Gauteng**



Reduced poverty








Increased employment opportunities



Reduced inequality

In line with the spirit of the South African Constitution of improving the quality of life of all South Africans, the desired impact that the GPL envisions in the long-term is to contribute to improving the quality of life of the people of Gauteng, which in turn means that there will be a reduction of inequality, poverty and unemployment in line with the aims of the National Development Plan. **In order to make such a contribution, the GPL identified five (5) outcomes aligned to its constitutional mandate of law-making, conducting scrutiny and oversight on the work of the executive, facilitating public participation, as well as ensuring cooperative government at all levels, will form building blocks towards the envisioned impact:**

Strategic Outcome	Policy Priority	Description
 <p><b>Enhanced oversight and accountability towards service delivery</b></p>	Oversight to be intensified to focus more on specific government programmes and commitments	The GPL will enhance its oversight over the Executive and facilitate improved accountability by the Executive in accordance with strategic priorities, specific government commitments, and planned projects. This will ensure that oversight is focused and driven towards ensuring that services are rendered, thereby improving the quality of life of all the people of Gauteng.
 <p><b>Increased responsiveness of laws to meet the needs of people of Gauteng</b></p>	Law-making to become more proactive and responsive to the needs of the people	The GPL will improve its law-making capacity and processes to make, amend and pass laws that are responsive to the needs of the people of Gauteng. The legislature will also be vigilant and monitor the implementation of policies and legislation that it has passed. The GPL will also participate in an effective manner in the national law-making processes.
 <p><b>Enhanced meaningful public participation</b></p>	Public Participation to become more community-based and representative	The GPL will rally the people of Gauteng to participate in the delivery of its mandates in a meaningful manner. The GPL will improve its accessibility by people as well as its access to the people to ensure that it is indeed a beacon for the people. The focus will be on the youth and marginalised sectors of society. Furthermore, the work of the GPL will facilitate public participation, public pride and active citizenry through effective awareness and access to information.

Strategic Outcome	Policy Priority	Description
 <p><b>Improved alignment and collaboration between organs of state</b></p>	Cooperative Governance processes to become more sector-orientated and supportive of local legislatures	The GPL will lead by example - while it oversees the work of the Executive, it will ensure that it conducts its own business and associated processes in accordance with all relevant financial and legal prescripts, thereby upholding the GPL's image as a supreme oversight body in the province.
 <p><b>Enhanced compliance with relevant fiduciary requirements and principles of good governance</b></p>	Administrative process to become more efficient, enabling and reflective of good governance standards	The GPL will lead by example - while it oversees the work of the Executive, it will ensure that it conducts its own business and associated processes in accordance with all relevant financial and legal prescripts, thereby upholding the GPL's image as a supreme oversight body in the province.

This Annual Performance Plan details the key outputs that are required to ensure that the set outcomes are achieved in executing its mandate. This will result in the people of Gauteng having confidence in the GPL and this will ultimately result in improved service delivery, thereby, quality of life will improve. Activities that create an enabling environment and contribute to the achievement of outputs and outcomes as reflected in the APP and SP will be detailed in the Operations Plan. Some operational outputs not reflected in the APP will be incorporated in the Operations Plan.

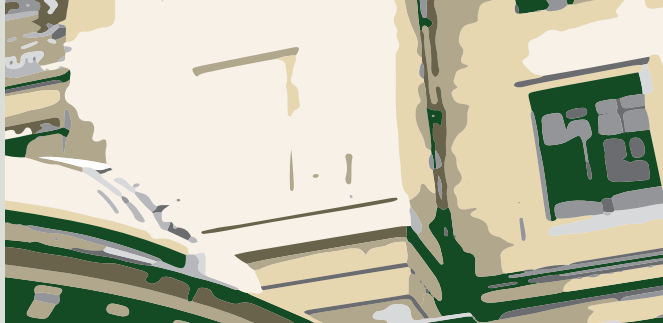


03

## MEASURING OUR PERFORMANCE







## 01 Aligning Performance with the Constitutional Mandate

The **Constitution of the Republic of South Africa** sets out that the parliament and provincial legislatures must maintain genuine oversight over the Executive. This is a minimum requirement that will ensure that there is an accountable and responsive government premised around the delivery of service to improve the lives of South Africans.

Furthermore, the National Development Plan (NDP) highlights that there must be robustness in the way that legislatures enforce accountability to ensure timely, relevant and transformative delivery of basic services in an equitable manner. Central to accountability is the need to use the scarce resources economically, effectively and efficiently.

**The legislature's mandates, as outlined in the Constitution, covers the following:**

- |   |  |
|---|--|
| 1 | to ensure that all provincial executive organs of state in the province are accountable to it; and             |
| 2 | consider, amend, pass or reject provincial laws;<br>conduct oversight functions over the provincial Executive; |
| 3 | ensure public participation in driving democracy in the province; and  |
| 4 | provide and encourage effective, transparent, accountable and coherent government for the Republic as a whole. |

### ***Performance information approach***

The GPL takes on a results-based approach to planning, performance monitoring, and reporting. Thus, the focus in the Sixth Legislature is on the achievement of results towards promoting positive socioeconomic change in the lives of the people of Gauteng.

## 02 Institutional performance information by programme

### PROGRAMME 1:

#### » LEADERSHIP AND GOVERNANCE

The purpose of Programme 1 is to provide overall strategic leadership and direction to the institution. The core function of the programme is to ensure alignment of the legislature processes as outlined in the GPL's Five-year Strategy, and to monitor and oversee the execution of institutional obligations. In addition, the programme provides leadership and direction to the Legislature Services Board (LSB) as well as safeguards the strategic political management of the Presiding Officers and Office Bearers, including the strategic management of committees to ensure political outcomes. This programme is composed of three subprogrammes (Directorates) as detailed below:

#### *Subprogrammes in Leadership and Governance and their Purpose:*

##### Strategic Oversight and Liaison

**The Directorate:** Oversight and Strategic Liaison comprises two subprogrammes (Office of the Chairperson of Committees as well as Office of the Deputy Chairperson of Committees). The primary role of the Office of the Chairperson of Committee Chairpersons (OCO) is to monitor and evaluate the discharge of mandates by the House committees and to ensure strategic management of committees and committee business, thereby ensuring that the mandate of the institution as a whole is delivered.

##### Inter-legislature Relations

**The Directorate:** Inter-legislature Relations [ILR] is aimed at enhancing and enabling cooperative governance of the Gauteng Legislature to foster inter-legislature cooperation and position the Gauteng Legislature at the epicentre of legislative relations and reform, and to implement bilateral and multilateral agreements of the GPL and other legislatures at intercontinental, continental, national and provincial levels of the sector.

#### *Outcomes, Outputs, Performance Indicators and Targets*

##### ● Outcomes, Outputs, Performance Indicators and Targets

No	Outputs	Output Indicators	Sub programme	Annual targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024
Strategic outcome 1: Enhanced oversight and accountability towards service delivery										
1.1	Quarterly oversight reports on the performance of committees produced	Number of quarterly oversight reports on the performance of committees produced		3	4	4	4	4	4	4
Strategic outcome 2: Increased responsiveness of laws to meet the needs of the people of Gauteng										
2.1	Annual oversight reports on law-making mandate	Number of annual oversight reports on discharge of law-making mandate		N/A	N/A	N/A	1	1	1	1

No	Outputs	Output Indicators	Sub programme	Annual targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024
Strategic outcome 4: Emproved alignment and collaboration between organs of state										
4.1	ILR Strategy implemented	Percentage achievement of targets in ILR Strategy implementation plan		N/A	N/A	N/A	80%	80%	80%	80%
Strategic outcome 5: Enhanced compliance with relevant fiduciary requirements and principles of good governance										
5.1	Initiatives undertaken to promote ethical conduct	Number of initiatives undertaken to promote ethical conduct		N/A	N/A	N/A	4	4	4	4

● **Indicators, Annual and Quarterly Targets**

No	Output Indicators	Annual Target	Reporting Cycle	Subprogramme	Q1	Q2	Q3	Q4
<b>Strategic outcome 1:</b> Enhanced oversight and accountability towards service delivery								
1.1	Number of quarterly oversight reports on the performance of committees produced	4	Quarterly	OSL	1	1	1	1
<b>Strategic outcome 2:</b> Increased responsiveness of laws to meet the needs of the people of Gauteng								
2.1	Number of annual oversight reports on discharge of law-making mandate	1	Annual	OSL	-	-	-	1
<b>Strategic outcome 4:</b> Improved alignment and collaboration between organs of state								
4.1	Percentage achievement of targets in ILR Strategy implementation plan	80%	Quarterly	ILR	-	-	40%	80%
<b>Strategic outcome 5:</b> Enhanced compliance with relevant fiduciary requirements and principles of good governance								
5.1	Number of initiatives undertaken to promote ethical conduct	4	Quarterly	ODS	1	3	1	4

**Planned Performance over the Medium Term**

The programme contributes directly to the outcomes listed above and make indirect contributions to other outcomes listed in the programmes. By overseeing committees' own performance through oversight reports on the performance of committees, committees will function optimally and will therefore contribute positively to the outcome of enhanced oversight and accountability. Furthermore, overseeing discharge of the GPL law-making mandate through the annual oversight reports on discharge of the law-making mandate in the GPL, the legislature's law-making process will be optimised and will therefore contribute positively to improved responsiveness of laws to meet the needs of the people of Gauteng. Thus, furthering good



governance and ethical conduct through implementing initiatives to promote ethical conduct, the GPL administration and fiduciary requirements will be satisfied and upheld. Ultimately this work, together with proposed indicators for the institution as a whole, is aimed at making a contribution to the improved standard of living for the people of Gauteng in line with the National Development Plan (NDP).

### Programme Recourse Considerations

- Summary of payments and estimates by subprogrammes: Programme 1:

Leadership and Governance	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
1. Office of the Executive Director	15 464	19 449	22 342	26 656	26 913	26 913	25 252	26 740	27 983
2. Administrative Operations	12 323	3 126	3 132	3 468	3 985	3 985	5 431	4 631	2 549
3. Inter-legislature Relations	–	6 048	8 576	12 955	10 223	10 223	23 072	24 105	15 238
4. Oversight and Liaison	12 383	18 873	12 594	2 567	4 525	4 525	2 915	3 031	2 573
Total payments and estimates	40 170	47 496	46 644	45 646	45 646	45 646	56 670	58 507	48 343

- Summary of Payments and Estimates by Economic Classification: Programme 1:

Leadership and Governance	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
Current payments	40 170	47 496	46 644	45 646	45 646	45 646	56 670	58 507	48 343
Compensation of employees	15 464	19 321	21 749	25 839	25 948	25 948	24 635	26 087	27 549
Goods and services	24 706	28 175	24 895	19 807	19 698	19 698	32 035	32 420	20 794
Total economic classification	40 170	47 496	46 644	45 646	45 646	45 646	56 670	58 507	48 343

The programme's expenditure increases by 8% on average between the 2016/2017 and 2018/2019 financial year, from R40.2 million to R46.6 million. Compensation of employees accounted for 42%, and goods and services accounted for 58% of the total expenditure over the past three financial years.

The goods and services expenditure is mostly driven by committees' study tours and international conferences, as well as continued programme participation in the Legislative Sector and Parliamentary Exchange Programmes such as the regional and international Commonwealth Parliamentary Association (CPA), National and Provincial Speakers' Forums and National Conference of State Legislatures (NCSL). Increased staff complement and annual salary adjustments contributed to compensation of employees' growth. In 2020/2021,



the programme expenditure is expected to increase by 24% on average, from R45.6 million to R56.7 million. The increase is due to provision made for committees travelling which was suspended in the previous financial year in order to focus on national general elections. Compensation of employees decreases from R25.9 million in 2019/2020 to R24.6 million in 2020/2021, representing a decrease of 5% on average. The decline is due to realignment of annual cost of living adjustments to lower inflationary estimates as well as reduction in overtime. Over the MTEF period, compensation of employees increases by 6% on average from R24.6 million to R27.5 million.

Goods and services reflects an increase of 62% on average from R19.7 million in 2019/2020 to R32 million in 2020/2021 due to reincorporation of committees' study tours in the budget. The allocation for 2020/2021 also includes domestic and international sector forums and conferences that aim to build collaboration and cohesion within the legislative sector. Over the MTEF, goods and services decreases by 19% on average, from R32 million to R20.8 million. Over the MTEF, the programme estimated expenditure decreases by 8%, from R56.7 million to R48.3 million



## PROGRAMME 2:

### » OFFICE OF THE SECRETARY

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The Office of the Secretary serves as the custodian of the development and implementation of the strategy and provides strategic, tactical and operational leadership to the GPL administration for the achievement of the institutional mandate of oversight and scrutiny, law-making, public participation and cooperative governance. The office is established to enable the Secretary to the Legislature to fulfil administrative and financial obligations in line with applicable legislation and legal directives. The office is also accountable for the institutional strategic planning, reporting, budgeting, monitoring, contract management, transversal mainstreaming, evaluation and project governance as detailed below:

#### ***Units in Office of the Secretary and their Purpose:***

##### **Office of the Integrity Commissioner (IC)**

The Office of the IC is mandated with the implementation of a code of conduct which sets out to outline the minimum ethical standards of behaviour that South Africans expect of elected representatives, including upholding propriety, integrity and ethical values in their conduct. Hence the key focal point of the code is to foster a culture of a high degree of ethical conduct by Members of the Gauteng Provincial Legislature and to ensure that Members do not place themselves in positions that conflict with their responsibilities as public representatives. The code serves as a code of good practice. It is intended to provide the legislature with a set of values to guide the conduct of Members in their capacity as public representatives. Since this code seeks to encourage appropriate conduct in the context of the legislature it therefore also seeks to regulate conflicts of interests. The minimum standards of disclosure and the establishment of a Register of Interests fall within the scope of this code.

##### **Project Governance Office**

The Project Governance Office aids project managers and the GPL community to better understand as well as apply project management best practices. Furthermore, the office provides project support comprising, amongst others, enterprise project management reporting, development of methods and standards, consulting as well as mentorship & training.

##### **Transversal Mainstreaming**

The purpose of the Transversal Mainstreaming function is to provide strategic direction, technical support and transversal mainstreaming tools to the political and administration structures of the GPL, including supporting the GPL Multi-Party Women's Caucus (MPWC) and the GPL Branch of the Commonwealth Women Parliamentarians (CWP).

The Transversal Mainstreaming function is intended to promote the mainstreaming of gender, race, disability and youth within the mandates of the GPL, to contribute to the improved standard of living for the people of Gauteng, by promoting inclusive oversight, law-making, public participation and cooperative governance.

##### **Corporate Legal**

The Corporate Legal Unit provides legal support services to the Secretary and the GPL administration processes to address and mitigate possible legal risks and issues, drafts and vets contracts between the GPL and service providers, and produces and monitors the contract register and legal management reports.

##### **Strategy, Planning, Monitoring and Evaluation (SPME)**

The SPME Unit provides support and promotes integrated strategic planning, non-financial performance monitoring and reporting.

## Outcomes, Indicators and Targets

### Outcomes, Outputs, Performance Indicators and Targets

NO	Outputs	Output Indicators	Sub-programme	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2017 2018	2018 2019	2019 2020	2020/2021	2021 2022	2022 2023	2023 2024
Outcome 5: Enhanced compliance with relevant fiduciary requirements and principles of good governance										
5.2	Improved performance against planned APP targets	Percentage performance achievement against planned APP targets	SPME	84%	86%	76%	88%	90%	92%	94%
5.3	Transformed organisation and improved performance	Number of transformation initiatives undertaken to nurture leadership and a high-performance culture	Office of the Secretary	N/A	N/A	N/A	2	2	2	2

### Indicators, Annual and Quarterly Targets

NO	Output Indicators	Annual Target	Reporting Cycle	Q1	Q2	Q3	Q4
<b>Outcome 5:</b> Enhanced compliance with relevant fiduciary requirements and principles of good governance							
5.2	Percentage performance achievement against planned APP targets	88%	Quarterly	-	88%	-	88%
5.3	Number of transformation initiatives undertaken to nurture leadership and a high-performance culture	1 transversal mainstreaming Initiative	Quarterly	-	1	1	1
		1 leadership initiative	Quarterly	1	1	1	1

### Planned Performance over the Medium Term

The two indicators under Programme 2 are compound indicators. Data is consolidated from all programmes to present a holistic view of the institution's performance. The GPL aims at inculcating the culture of performance, hence the move from measuring the number of reports to the actual desired performance. Performance against the legislature's Annual Performance Plan will be undertaken quarterly, annually and a mid-term review against the strategic plan.

## Programme Recourse Considerations

### • Summary of Payments and Estimates by Subprogrammes: Programme 2:

Office of the Secretary	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
1. Office of The Secretary	17 080	16 177	21 623	24 909	24 222	24 222	25 663	26 676	26 856
2. Office of The Integrity Commissioner	47	65	87	340	251	251	211	219	209
Total payments and estimates	17 127	16 242	21 710	25 249	24 473	24 473	25 874	26 895	27 065

### • Summary of Payments and Estimates by Economic Classification: Programme 2:

Office of the Secretary	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
Current payments	17 127	16 242	21 710	25 249	24 473	24 473	25 874	26 895	27 065
Compensation of employees	11 004	12 378	13 194	16 005	17 062	17 062	18 360	19 381	20 518
Goods and services	6 123	3 864	8 516	9 244	7 411	7 411	7 514	7 514	6 547
Total economic classification	17 127	16 242	21 710	25 249	24 473	24 473	25 874	26 895	27 065

The programme's expenditure increased from R17.1 million to R21.7 million between 2016/2017 and 2018/2019, illustrating an increase of 13% on average. Of the total reported expenditure, compensation of employees accounted for 66% and goods and services for 34%. The goods and services expenditure comprises Transversal Mainstreaming activities, including the Multi-party Women's Caucus, participation in the South African Legislative Sector (SALS), CPA conferences and the printing of the annual report. During 2019/2020, the programme's budget was adjusted downwards by R776 000 from International Travel to Corporate Support Services to finance the first phase of the project relating to the rehabilitation of the concrete sheet roof portion in the main building.

In 2020/2021, the programme's expenditure is estimated to increase from R24.5 million to R25.9 million, representing an average increase of 6%. Compensation of employees increases by 8% on average and caters for annual cost of living adjustments and benefits. Goods and services increases faintly by 1% on average and includes Multi-Party Women's Caucus activities, transversal mainstreaming, the printing and publication of the institutional annual report. The Multi-Party Women's Caucus is a forum constituting the GPL women parliamentarians from across party lines, who are united by a common interest in respect of the economic and socio-political wellbeing of women in Gauteng. In addition, the budget caters for continued participation in the Legislative Sector and Parliament Exchange Programmes such as the CPA, Society of Clerks-at-the-Table (SoCATT), SALS and National Conference of State Legislatures.

Over the MTEF, the programme's estimated expenditure grows slightly by 2% on average from R25.8 million to R27.1 million in the outer year. The growth is mainly attributed to annual personnel costs adjustments.

## PROGRAMME 3:

### » CORPORATE SUPPORT SERVICES

The purpose of the Corporate Support Services is to give support to all internal stakeholders. These include provision of enabling facilities and benefits for Members and their political parties, rendering human resource and Members' facilities management services; providing household, security and logistical services, including facilitation of occupational health and safety services; rendering administrative and user support services, as well as enhancing and maintaining information technology infrastructure as detailed below:

#### ***Subprogrammes***

This support imperative is delivered through four directorates constituted as follows:

##### **Members Affairs Directorate:**

Its composition includes Member's Facilities and Member's Relations. The Directorate is responsible for managing the interface between Members and the rest of the GPL staff in terms of all service areas which are facilitated on behalf of Members.

##### **Institutional Support Services:**

The composition of this Directorate includes the Administration Unit, Human Resources Unit and Logistics Unit. The Directorate provides a variety of services, viz. telecommunications function, fleet management, air travel, venue management, stationery & refreshments, remuneration, talent attraction, talent development, wellness, employee relations and HR administration.

##### **Operational Support Services:**

Operational Support is composed of Safety & Security Unit, Health and Building and Maintenance Unit. The Directorate provides occupational health and safety (OHS) services as well as security services of a National Key Point standard. The Building and Maintenance Unit provides the physical infrastructure needed by the Members and staff to conduct business.

##### **Information, Communication and Technology:**

The composition of the Directorate includes the Audio-Visual and IT Units. Overall, the Directorate is responsible for the provisioning, managing, securing and supporting information and audio-visual assets. The Audio-Visual Unit plays a critical role in ensuring that law-making, oversight and public participation activities are supported by provisioning audio-visual services to the Chamber, committee boardrooms and internal and external public events. The Information, Communications and Technology Unit provides information technology infrastructure to the institution and ensures that information assets are secured and protected from data loss and malicious attacks.

## Outcomes, Indicators and Targets

### Outcomes, Outputs, Performance Indicators and Targets

NO	Output	Output Indicators	Sub-programme	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2017 2018	2018 2019	2019 2020	2020/2021	2021 2022	2022 2023	2023 2024
Strategic Outcome 5: Enhanced compliance with relevant fiduciary requirements and principles of good governance										
5.4	Scheduled Members' training	Percentage implementation of scheduled Members' training	Members Affairs	-	-	60%	50%	70%	75%	80%
5.5	ICT Strategy implemented to modernise GPL business	Percentage achievement of milestones in the ICT Strategy's annual implementation plan	ICT		96%	-	80%	85%	90%	95%
5.6	HR Strategy aligned to 2020-2024 Strategy implemented	Percentage achievement of milestones in the HR Strategy's annual implementation plan	HR	-	-	-	100%	100%	100%	100%

### Indicators, Annual and Quarterly Targets

NO	Output Indicators	Annual Target	Reporting Cycle	Q1	Q2	Q3	Q4
<b>Strategic Outcome 5: Enhanced compliance with relevant fiduciary requirements and principles of good governance</b>							
5.4	Percentage implementation of scheduled Members' training	50%	Quarterly	-	15%	35%	50%
5.5	Percentage achievement of milestones in the ICT Strategy's annual implementation plan	80%	Quarterly	-	Strategy developed & approved	80%	80%
5.6	Percentage achievement of milestones in the HR Strategy's annual implementation plan	100%	Quarterly	-	-	Strategy developed & approved	100%

## Planned Performance over the Medium Term

The planned performance over the medium term as represented in the three indicators include but not limited to improving Members' capacity to discharge their constitutional mandates, the development and implementation of a comprehensive strategy to greater enhance/leverage of technologies, strategies to increase the availability of strategic competencies, talent and skills and an enabling environment to optimise facilities management. The Members' training schedule will be informed by an annual analysis undertaken to determine the training needs of Members. This will focus mainly on building the capacity of Members with regard to law-making, effective use of oversight tools, different modes and/or platforms to facilitate public participation.

It is envisaged that the GPL will take advantage of available technology to enhance efficiencies in how it conducts its business. An ICT Strategy will be developed to provide a roadmap on possible initiatives that will be undertaken in the Sixth Legislature. These will include securing and application of business solutions, relevant platforms and tools to enhance oversight, law-making, public participation as well as administrative governance.

In keeping with the principle that 'structure follows strategy', a five-year Human Resource Strategy with an annual implementation plan will be developed aligned to the Sixth Term Organisational Strategy. The strategy will primarily respond to the outcomes of the 2018 Perception Audit and the organisational development initiative that is currently underway to align the structure with fit for purpose skills, finalise the Service Charter and decisive intervention to improve the organisational culture towards that of performance. In addition, focus will also be on strengthening the application of the balanced scorecard, overall performance as well as enhancing Members' and employee wellness programme.

To ensure effective functioning of the legislature, the maintenance of a facilitative and conducive working environment is critical. Thus, acknowledging the budgetary constraints on capital projects, the GPL will also develop a five-year plan that will provide a roadmap for the facilities management (usage and management of the GPL precinct, property), medium to long-term safety and security plans as well as business continuity plan aligned to the new corporate strategy.

### **Programme Recourse Considerations**

- Summary of payments and estimates by subprogramme: Programme 3:

Corporate Support Services	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
1. ED Corporate Support Services	90 165	101 980	109 918	121 469	121 310	121 310	130 226	138 971	147 214
2. Members Affairs	118 955	122 164	131 433	143 130	139 183	139 183	156 530	164 417	165 269
3. Institutional Support Services	31 631	23 950	23 704	29 906	27 060	27 060	31 332	31 565	25 549
4. Operational Support Services	48 752	37 338	38 525	40 986	42 375	42 375	46 153	47 456	39 286
5. IT and Technology	13 827	18 167	23 268	19 578	25 917	25 917	18 372	20 783	19 760
Total payments and estimates	303 330	303 599	326 848	355 069	355 845	355 845	382 613	403 192	397 078



● Summary of payments and estimates by economic classification: Programme 3:

Corporate Support Services	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
Current payments	180 259	187 397	196 819	224 049	216 527	216 527	239 337	249 383	239 216
Compensation of employees	89 439	101 540	109 069	120 146	120 146	120 146	129 504	138 220	146 628
Goods and services	90 820	85 857	87 750	103 903	96 381	96 381	109 833	111 163	92 588
Transfers and subsidies to:	110 585	114 907	121 572	126 420	126 420	126 420	142 580	150 909	155 326
Non-profit institutions	110 585	114 907	121 572	126 420	126 420	126 420	142 580	150 909	155 326
Payments for capital assets	12 486	1 295	8 457	4 600	12 898	12 898	696	2 900	2 536
Buildings and other fixed structures	9 823	1 295	1 716	–	4 000	4 000	–	–	–
Machinery and equipment	2 663	–	6 741	4 600	8 898	8 898	696	2 900	2 536
Total economic classification	303 330	303 599	326 848	355 069	355 845	355 845	382 613	403 192	397 078

Between 2016/2017 and 2018/2019 financial years, the programme expenditure has increased from R303.3 million to R326.8 million mainly on transfers to political parties and followed closely by compensation of employees and goods and services. During 2019/2020, the programme budget was increased by R776 000, from R355.1 million to R355.8 million to fund the first phase of the project relating to the rehabilitation of the concrete sheet roof portion in the main building. In 2020/2021, the programme's estimated expenditure is expected to increase from R355.8 million in 2019/2020 to R382.6 million, showing an increase of 8% on average. Compensation of employees increases by 8% on average from R120.1 million to R129.5 million. The increase is due to estimated annual salary adjustments, employee benefits, funded vacancies and inclusion of political support staff. Over the MTEF, compensation of employees is expected to increase by 6% on average to cover annual salary increases and benefits.

Goods and services are expected to increase by R13.5 million or 14% on average, from R96.4 million in 2019/2020 to R109.8 million in 2020/2021. The increase caters for Members' facilities, contractual obligations and operational costs such as security services, insurance, ICT, rent, municipal rates and taxes as well as other costs like training and development, staff and Members' bursaries and recruitment. Transfers to political parties increases from R126.4 million in 2019/2020 to R142.6 million in 2020/2021, representing an increase of 13% on average. Over the MTEF, transfers are expected to grow at steady rate of 3% on average.

Payments for capital assets are expected to decrease from R12.9 million in 2019/2020 to R696 000 in 2020/2021. The allocated budget caters for monitors, screens and Macbook for graphic designers. The overall budget decreased as laptops due for replacement were procured in 2019/2020. Over the MTEF, capital assets are expected to increase from R696 000 to R2.5 million to provide for laptops that need replacement in line with the policy. Over the MTEF, the programme's overall expenditure is expected to increase by 2% on average from R382.6 million to R397.1 million as a result of compensation of employees and transfers to political parties.

## PROGRAMME 4:

### » CORE BUSINESS

The purpose of the Core Business Programme is to provide comprehensive support to the House and its committees to be able to advance the constitutional mandates of law-making, oversight and scrutiny over the work of the Executive, public participation and cooperative governance. Core Business ensures involvement by the people of Gauteng in the business of the legislature through the provision of adequate support to different public participation initiatives and creation of platforms that ensure effective participation. This programme is composed of three (3) subprogrammes as detailed below:

#### *Subprogrammes*

**Information and Knowledge Management:** is responsible for the provision of information services that support the House and committees. It plays a key role in the production of the record of the House through recording, production of transcripts and publication of Hansard. It ensures that the legislature is accessible to the people through the use of interpretation services utilising the eleven official languages and sign language. Institutional memory management is one of the roles of the subprogramme advanced through knowledge management, documents and services.

**Parliamentary Business:** provides professional and administrative value chain support services to the political process in the following areas: passing and overseeing the implementation of national and provincial legislation as well as overseeing the actions of the Provincial Executive and provincial state organs. Furthermore, the subprogramme provides effective professional support to public involvement in the legislative processes; and lastly, supporting the cooperative governance initiatives of the legislature between the three spheres of government as well as between the legislative institutions that are within the provincial, national and local government. The support straggles substantive, professional and expert support, inclusive of procedural and legal as well as research and administrative support provided to the House and its committees.

**Communication, Public Participation and Petitions:** plays a crucial role in the profiling of the legislature and its Members. Through utilising different media, the subprogramme ensures that the business of the legislature is communicated to the people of Gauteng. The subprogramme also provides administrative support to the House and committees by encouraging the involvement of the people of Gauteng in the governance processes of the legislature. This is done through the public participation processes which include public/civic education, public outreach programmes and public participation mechanisms. These processes ensure that platforms are created for effective public participation of the people of Gauteng in the business of the legislature.

## Outcomes, Indicators and Targets

### • Outcomes, Outputs, Performance Indicators and Targets

NO	Outputs	Output Indicators	Sub-programme	Annual Targets						
				Audited / Actual Performance			Estimated Performance	MTEF Period		
				2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024
Strategic Outcome 1: Enhanced oversight and accountability towards service delivery										
1.2	Adoption of oversight reports	Number of adopted SOM oversight reports	Parliamentary Business	94	130	130	120	130	130	130
1.3	Consideration of responses to oversight (House) resolutions by committees	Percentage of responses to SOM oversight House resolutions considered by committees	Parliamentary Business	100%	100%	95%	95%	95%	95%	95%
1.4	Production of oversight question papers	Number of oversight question papers produced	Parliamentary Business	-	-	-	34	42	42	42
1.5	Adoption of Motions by the House	Number of Motions adopted by the House	Parliamentary Business		23	9	5	23	23	23
1.6	Adoption of Committee Inquiries reports	Number of adopted Committee Inquiries reports	Parliamentary Business	-	1	-	1	2	3	1
Strategic Outcome 2: Increased responsiveness of laws to meet the needs of people of Gauteng										
2.2	Laws that improve lives of the people of Gauteng	Percentage of laws passed	Parliamentary Business	-	-	-	100%	100%	100%	100%
2.3	Laws that improve lives of the people of Gauteng	Percentage of Bills processed	Parliamentary Business	100%	100%	100%	100%	100%	100%	100%
2.4	Relevant regulations	Number of approved regulations	Parliamentary Business	4	4	4	4	4	4	4
Strategic Outcome 3: Enhanced meaningful public participation										
3.1	Consideration of petitions by the legislature	Number of Petitions considered by the Legislature	Public Participation & Petitions	-	-	120	120	120	120	120

NO	Outputs	Output Indicators	Sub-programme	Annual Targets						
				Audited / Actual Performance			Estimated Performance	MTEF Period		
				2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024
3.2	People participating in GPL business reached	Number of Gauteng people reached through digital platforms	Public Participation & Petitions	-	-	-	120 000	120 000	120 000	120 000
Strategic Outcome 5: Enhanced compliance with relevant fiduciary requirements and principles of good governance										
5.7	Integrated Communication Strategy implemented	Percentage achievement of milestones in the annual implementation plan of the Integrated Communication Strategy	Communications	-	-	-	80%	80%	80%	80%

● **Indicators, Annual and Quarterly Targets**

NO	Performance Indicators	Annual Target	Reporting Cycle	Q1	Q2	Q3	Q4
<b>Strategic Outcome 1: Enhanced oversight and accountability towards service delivery</b>							
1.2	Number of adopted SOM oversight reports	120	Quarterly	31	16	46	27
1.3	Percentage of Responses to SOM oversight House resolutions considered by committees	95%	Quarterly	95%	95%	95%	95%
1.4	Number of oversight question papers produced	34	Quarterly	7	13	8	6
1.5	Number of Motions adopted by the House	5	Quarterly	1	1	2	1
1.6	Number of adopted Committee Inquiries reports	1	Annually	-	-	-	1
<b>Strategic outcome 2: Increased responsiveness of laws to meet the needs of the people of Gauteng</b>							
2.2	Percentage of laws passed	100%	Annually	-	-	-	100%
2.3	Percentage of Bills processed	100%	Quarterly	100%	100%	100%	100%
2.4	Number of approved regulations	4	Quarterly	1	2	1	-
<b>Strategic Outcome 3: Enhanced Meaningful Public Participation</b>							
3.1	Number of Petitions considered by the Legislature	120	Quarterly	30	30	30	30
3.2	Number of Gauteng people reached through digital platforms	120 000	Quarterly	30 000	30 000	30 000	30 000
<b>Strategic Outcome 5: Enhanced compliance with relevant fiduciary requirements and principles of good governance</b>							
5.7	Percentage achievement of milestones in the annual implementation plan of the Integrated Communication Strategy	80%	Quarterly	-	-	80%	80%

## Planned Performance over the Medium Term

Programme 4 aims to enhance the support provided to the House and its committees over the medium term. This is aimed at realising the constitutional mandates of the legislature. Part of this includes supporting the legislature in effectively holding the Executive accountable through intensive oversight, realised by quality House resolutions and questions, amongst others. Other interventions will include the review of the implementation of the Sector Oversight Model, aimed at alignment and synchronisation of the model with the existing legislature context.

The programme further plans to effectively support the law-making process of the legislature to ensure quality legislation that positively improves the quality of life of the people of Gauteng. Part of this will be continued capacity building for Members (and staff) as well as to provide meaningful advice to the House and committees throughout the legislative process.

Furthermore, the programme will enhance its support towards public involvement in the business of the legislature. Amongst others, it is intended that support be provided to increase the number of the people who participate in the business of the legislature. This will be done by ensuring that public participation continues to be a driver of the business of the legislature. Through coordinated public participation programmes, synergies in the delivery of House and committee business will be enhanced. The public education and outreach will be at the centre of the institution's public participation programme.

The programme will foster collaboration with external stakeholders through increased public participation efforts. These efforts will guarantee increased participation by the youth and minority racial groups. On an annual basis, the legislature will ensure that the Public Participation Programme is embedded in the entire value chain of the business of the legislature.

In addition to reaching out to the people of Gauteng by deploying different public participation mechanisms, the programme will effectively support the legislature's efforts to reduce the petitions backlog and assist in the efficient processing of incoming petitions. The programme will continue to profile the legislature and its Members with a view to enhancing people's understanding of the business of the legislature. This will include implementing the reviewed Integrated Communication Strategy. Overall, these plans are supported by measurable indicators that are outlined in this Annual Performance Plan to ensure that these are achieved.

## Programme Recourse Considerations

### ● Summary of payments and estimates by subprogramme: Programme 4:

Core Business	Outcome	Main appropriation	Adjusted appropriation	Revised estimate			Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
1. ED Core Business	133 083	142 135	161 628	177 429	179 251	179 251	185 632	198 539	211 924
2. Parliamentary Business	26 454	33 857	39 672	40 047	37 871	37 871	40 167	41 774	42 085
3. Information and Knowledge Management	13 912	15 754	17 270	16 597	16 436	16 436	18 326	18 725	14 605
4. Communication	29 350	32 925	44 394	41 058	41 369	41 369	39 331	40 242	31 742
Total payments and estimates	202 799	224 671	262 964	275 131	274 927	274 927	283 456	299 280	300 356

- Summary of payments and estimates by economic classification: Programme 4:

Core Business	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
Current payments	202 799	224 671	262 964	275 131	274 927	274 927	283 456	299 280	300 356
Compensation of employees	131 307	141 091	157 013	176 183	178 313	178 313	185 099	197 995	211 454
Goods and services	71 492	83 580	105 951	98 948	96 614	96 614	98 357	101 285	88 902
Total economic classification	202 799	224 671	262 964	275 131	274 927	274 927	283 456	299 280	300 356

The programme's expenditure has increased from R202.8 million to R263 million between 2016/2017 and 2018/2019 financial years. Compensation of employees accounted for 66% of the total expenditure due to increase in staff complement and implementation of annual salary adjustments.

The programme plays a crucial role in supporting the execution of the GPL constitutional mandate by providing professional support for the House and committees, including facilitating communication and public participation, amongst others, hence the large number of staff and huge personnel costs. Goods and services accounted for 38% of the total expenditure and is largely spending on committees' activities and outreach programmes, public education workshops, House Sitzings and the annual opening of the legislature.

During 2019/2020, the programme's budget was adjusted downwards by R204 000 to fund the procurement of assets-ware scanners in the Office of the CFO.

In 2020/2021, the programme's estimated expenditure increases from R274. million in 2019/2020 to R283.5 million, representing an increase of 3% on average. Compensation of employees increases by 4% on average, from R178.3 million in 2019/2020 to R185.1 million in 2020/2021. The increase can be ascribed to provision made for inflationary salary adjustments and benefits. Over the MTEF, compensation of employees increases by 7% on average. In addition, goods and services increases slightly by 2% on average, from R96.6 million in 2019/2020 to R98.4 million in 2020/2021.

The increase is minimal due to implementation of cost-efficiency measures in accommodation, conferences, use of external venues and gifts and promotional items. Equally, the budget includes committees' activities and outreach programmes, public education workshops, sector parliaments, public participation as well as other initiatives supporting committee activities through radio and television broadcasts, advertorials, newsletters and publications amongst others. Furthermore, the allocated budget includes the NCOP's Taking Parliament to the People, public hearings and Hansard outsourcing, in support of House Sitzings and committee programmes as well as the opening of the legislature.

Over the MTEF, the programme expenditure is estimated to increase by 6% on average from R283.5 million to R300.4 million to augment against the expected annual salary increases.



## PROGRAMME 5:

### » OFFICE OF THE CHIEF FINANCIAL OFFICER

The purpose of the programme is to provide professional, financial, risk and supply chain management services to the stakeholders for the realisation of the GPL's strategic goals and objectives. The office strives to provide financial resources equitably to ensure adequate funding for the implementation of the institution's strategic plan whilst promoting effective financial management in respect of revenue, expenditure, assets and liabilities. The programme consists of two (2) subprogrammes as detailed below:

#### Subprogrammes

**Executive Office of the CFO:** The Executive Office of the CFO provides strategic guidance and leadership to the overall programme.

**Financial Management:** The purpose of the Finance Directorate is to execute financial accounting, accounts payable and management accounting functions to all internal and external stakeholders. The directorate is also responsible for the development and implementation of appropriate policies and procedures to ensure effective financial management and reporting, and also to provide professional support on budget formulation and control in line with the strategic goals and objectives of the GPL.

**Supply Chain Management (SCM):** The purpose of the SCM Directorate is to ensure that there is efficient, effective and uniform planning for the acquisition of all goods and services required for the proper functioning of GPL while promoting the principles of consistency, fairness, equitability, transparency, competitiveness and cost-effectiveness.

**Audit, Risk and Governance:** The purpose of the Audit, Risk & Governance Directorate is to improve the system of internal controls, risk management and governance processes within GPL. The directorate provides limited assurance to management and the legislature as a whole.

#### Outcomes, Indicators and Targets

##### • Outcomes, Outputs, Performance Indicators and Targets

NO	Outputs	Output Indicators	Sub-programme	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF period		
				2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024
Strategic Outcome 5: Enhanced compliance with relevant fiduciary requirements and principles of good governance										
5.8	Improved audit outcomes	Audit opinion of AGSA	Audit, Risk & Governance	Clean audit outcomes	Unqualified audit opinion with no matters of emphasis for 2017/18 FY	Unqualified audit opinion with no matters of emphasis for 2019/20 FY	Unqualified audit opinion with no matters of emphasis for 2020/21 FY	Unqualified audit opinion with no matters of emphasis for 2021/22 FY	Unqualified audit opinion with no matters of emphasis for 2022/23 FY	Unqualified audit opinion with no matters of emphasis for 2023/24 FY

- Indicators, Annual and Quarterly Targets

No	Output Indicators	Annual Target	Reporting Cycle	Sub-Programme	Q1	Q2	Q3	Q4
<b>Strategic Outcome 5:</b> Enhanced compliance with relevant fiduciary requirements and principles of good governance								
5.8	Audit opinion of AGSA	Unqualified audit opinion with no matters of emphasis for 2019/20 FY	Annual	Audit, Risk & Governance		Unqualified audit opinion with no matters of emphasis 2019/20 FY		

### Planned Performance over the Medium Term

Programme 5's performance indicator to improve the GPL audit outcomes, is a composite indicator that encompasses non-financial performance, compliance and financial performance. It contributes directly to enhanced compliance with all relevant fiduciary requirements and principles of good governance, thereby enhancing public confidence in the governance and leadership of the legislature thus upholding the integrity of the GPL.

### Programme Recourse Considerations

- Summary of payments and estimates by subprogramme: Programme 5:

Office of the CFO	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
1. Chief Financial Officer	39 530	41 140	44 075	49 981	49 981	49 981	56 234	59 709	62 594
2. Finance	239	186	413	539	539	539	606	583	510
3. Supply Chain Management	1 875	10 153	7 787	7 936	8 140	8 140	10 598	8 141	7 023
4. Audit, Risk and Governance	1 079	1 838	1 144	1 879	1 879	1 879	1 700	1 768	1 651
Total payments and estimates	42 723	53 317	53 419	60 335	60 539	60 539	69 138	70 201	71 778

● Summary of payments and estimates by economic classification: Programme 5:

Office of the CFO	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2016 2017	2017 2018	2018 2019	2019/2020			2020 2021	2021 2022	2022 2023
R thousand									
Current payments	41 183	48 177	49 711	59 305	59 211	59 211	65 602	69 404	71 444
Compensation of employees	33 655	35 943	38 197	44 254	44 254	44 254	50 739	54 094	57 515
Goods and services	7 528	12 234	11 514	15 051	14 957	14 957	14 863	15 310	13 929
Transfers and subsidies to:	–	–	–	–	–	–	–	–	–
Payments for capital assets	1 540	5 140	3 708	1 030	1 328	1 328	3 536	797	334
Buildings and other fixed structures	–	–	–	–	–	–	–	–	–
Machinery and equipment	1 540	5 140	3 708	1 030	1 328	1 328	3 046	797	334
Software and other intangible assets	–	–	–	–	–	–	490	–	–
Payments for financial assets	–	–	–	–	–	–	–	–	–
Total economic classification	42 723	53 317	53 419	60 335	60 539	60 539	69 138	70 201	71 778

Between 2016/2017 and 2018/2019 financial years, the programme's expenditure has increased from R42.7 million to R53.4 million. The major portion of the expenditure can be credited to compensation of employees which accounts for 72% of the total expenditure. Goods and services accounted for 21% and capital payments accounted for 7% of the total expenditure.

During 2019/2020, the programme's expenditure increased by R204 000 to augment spending pressures relating to procurement of asset-wear scanners. The amount was received from Core Business. The 2020/2021 expenditure is expected to increase by 14% on average from R60.5 million in 2019/2020 to R69.1 million. The increase is mainly on compensation of employees and capital assets. Compensation of employees increases by 14% on average due to expansion of the Supply Chain Management structure and provision made for the staff annual salary increases and benefits. Over the MTEF, compensation of employees increases by 6% on average, from R50.7 million to R57.5 million in the outer year.

Capital assets increases by 166% or R2.2 million, from R1.3 million in 2019/2020 to R3.5 million in 2020/2021 mainly due to replacement of GPL old fleet and Presiding Officers' vehicles. Capital assets also include office furniture and equipment, computer screens, as well as asset management system. Over the MTEF, capital assets decreases by 69% from R3.5 million to R334 000 and the allocation is earmarked for office furniture.

Goods and services decreases from R15 million to R14.9 million due to implementation of cost-efficiency measures on accommodation, conferences and use of external venues. The allocation for goods and services includes internal and external audit fees, suppliers' workshop, operating expenses, fraud awareness initiatives, budget system maintenance, asset verification and artwork curator. Over the MTEF, goods and services are expected to decrease further by 3%, from R14.9 million to R13.9 million in line with the expected decline in inflation. Over the MTEF, the programme expenditure is expected to increase by 2% on average from R69.1 million to R71.8 million mainly due to compensation of employees.

### 3. Key Risks

One of the key strategic risks within the GPL is the reputational risk, which is attributable to the loss of confidence in the legislature by the people of Gauteng. The table below provides a high-level summary of key risks, which may affect the achievement of the identified outcomes listed in 5.2 above as well as measures to mitigate the identified risks.

Outcome	Key Risks	Risk Mitigation
Enhanced oversight, accountability and service delivery aligned to strategic provincial priorities	Poor oversight by the legislature resulting in lack of accountability by the Executive	<ul style="list-style-type: none"> <li>Effective implementation of Sector Oversight Model (SOM) and other oversight tools</li> <li>Enforce compliance with rules and oversight mechanisms</li> </ul>
Increased responsiveness of laws to meet the needs of the people of Gauteng	<p>Inadequate research conducted to inform the relevance of proposed Bills, which may result in poorly informed legislation</p> <p>Poor oversight by the legislature on the implementation and impact of laws passed</p>	<ul style="list-style-type: none"> <li>Implement the recommendations of the assessment and evaluation of the laws passed</li> <li>Capacitate the elected representatives to initiate Private Members' Bills</li> <li>Conduct assessments and evaluation to public on laws passed and the impact thereof to the people of Gauteng</li> </ul>
Enhanced meaningful public participation by the GPL	Ineffective public participation in the legislature business	<ul style="list-style-type: none"> <li>Capacitate the Public Participation Programme of the legislature</li> <li>Continuous provision of feedback sessions to communities</li> <li>Intensify the public outreach programme</li> </ul>
	<ul style="list-style-type: none"> <li>Reduced levels of the Gauteng Citizenry public participation from the business of the Legislature due to COVID-19.</li> <li>Changed public participation approach (i.e. face to face involvement/ interaction for the people of Gauteng to participate in the Legislature Business) due to COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li>Promote public participation of the people of Gauteng through multi-media platforms (i.e. Social Media, Community &amp; Regional TV &amp; Radio)</li> </ul>
Improved alignment and collaboration between the organs of state	Ineffective cooperative governance processes within the legislative sector	<ul style="list-style-type: none"> <li>Adopt an effective implementation of the Inter-institutional Relations Strategy</li> <li>Advocate for better and improved inter-governmental relations, cooperative governance and an integrated approach in pursuit of the NDP</li> </ul>
Enhanced compliance with relevant fiduciary requirements and principles of good governance	Non-adherence to regulatory environment	<ul style="list-style-type: none"> <li>Improve audit outcomes through focused strategies to strengthen the GPL's control environment</li> <li>Enhance good governance practices and culture within the institution</li> <li>Responding to the outcome of the perception audit</li> </ul>

Outcome	Key Risks	Risk Mitigation
	Poor Business Continuity Plans	<ul style="list-style-type: none"> <li>• Ensure effective retention of skills and succession planning in response to the current recruitment plan for executive and senior management positions</li> <li>• Review and update the Business Continuity Strategy and Plan to be responsive to alternative methods of executing the GPL's mandate</li> <li>• Appoint Transactional Advisor and conduct feasibility study on GPL office space options</li> </ul>
	Lack of effective response to the socioeconomic and technological factors that affect the legislature business, i.e. 4IR, Eskom power disruptions, etc.	<ul style="list-style-type: none"> <li>• Develop strategy to respond to the outcomes of the sector 4IR impact assessment</li> <li>• Encourage innovative 4IR communication processes with the people of Gauteng</li> <li>• Benchmark with NGOs and select institutions with massive ICT infrastructure and capabilities</li> <li>• Implementation of business solutions</li> </ul>
	Inadequate budget to cater for all current GPL requirements due to pending budget cuts planned by Treasury in the next three years	<ul style="list-style-type: none"> <li>• Implement cost-cutting measures and realign budget to key priorities</li> <li>• Development, adoption and implementation of the GPL Revenue-generating Strategy</li> <li>• Effective implementation of the Investment Policy</li> </ul>
	Poor records management	<ul style="list-style-type: none"> <li>• Develop a File Plan and implementation plan aligned to the Records Management Policy</li> </ul>
	Inability to successfully execute projects	<ul style="list-style-type: none"> <li>• Fully implement the Project Management Framework</li> <li>• Conduct risk assessments per project</li> </ul>



# 04 TECHNICAL INDICATOR DESCRIPTIONS (TIDs)





## PROGRAMME 1:

### **SO1** Enhanced oversight and accountability towards service delivery

Indicator Protocol Reference Sheet (IPRS) Number: 1.1	
Indicator Title	Number of quarterly oversight reports on the performance of committees produced
Purpose/importance	This indicator seeks to measure the performance of GPL committees in line with the COVAC focus areas, thereby responding to the oversight role of the Leadership and Governance Programme to oversee the performance of committees Reports contain important information on GPL committee performance
Means of verification	4 x reports on performance of committees
Indicator Achievement	Indicator is deemed achieved when 4 x quarterly reports on committees' performance have been prepared and submitted to the Chairperson of Committees
Method of Calculation	Simple count (Number in units)
Assumptions	There are three clusters (ETC, STC and GAC); each cluster is headed by a GCC OCoC is responsible for measuring performance of committees, in terms of the rules
Type of indicator	Output
New indicator	No
Data limitations	Submission of performance reports by individual committees; quality assurance of committee reports by GCCs; scheduling and sitting of the Standing Committee of Chairpersons Review Sessions
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Quarterly
Baseline	4
Desired performance	Performance in line with planned target
Indicator Responsibility	Dir: OSL

### **SO2** Increased responsiveness of laws to meet the needs of the people of Gauteng

Indicator Protocol Reference Sheet (IPRS) Number: 2.1	
Indicator Title	Number of annual oversight reports on the effectiveness of the law-making mandate in the GPL
Purpose/importance	The reports are aimed at evaluating the implementation of laws passed and their effectiveness in changing the lives of the people of Gauteng
Means of verification	1 x report on annual oversight on effectiveness of the law-making mandate in the GPL
Indicator Achievement	Indicator will be deemed as achieved when one (1) annual oversight report on discharge of the law-making mandate in the GPL has been prepared for submission to oversight structures.
Method of Calculation	Simple count (number in units)
Assumptions	Committees will oversee and report on implementation of laws passed
Type of indicator	Output
New indicator	YES
Data limitations	None
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative (Year-end)
Baseline	To be established in the 2020/2021 financial year
Reporting Cycle	Annually
Desired performance	Planned performance in accordance with APP target
Indicator Responsibility	Dir: A&O

## SO4 Improved alignment and collaboration between organs of state

Indicator Protocol Reference Sheet (IPRS) Number: 4.1	
Indicator Title	Percentage achievement of milestones in the ILR Strategy's implementation plan
Purpose/importance	Measures the implementation of ILR Strategy to foster a coherent legislative sector. To report on the participation and facilitation of inter-legislature relations within the legislative sector at political and administrative level. Fostering a coordinated legislative sector refers to Gauteng Legislature participation in the legislative sector (locally and internationally), and implementation of the resolutions of the forums (e.g. Speakers' Forum, South African Legislative Sector, Legislative Sector Services; Commonwealth Parliamentary Association (CPA/CWP), National Conference of State Legislatures (NCSL), International Legislative Sector activities, etc.). Additionally, cooperation includes the legislature's partnerships and cooperation with other institutions (e.g. Chapter 9 Institutions).
Means of verification	Approved ILR Strategy, approved annual implementation plan and quarterly project reports submitted to the project governance office
Indicator Achievement	<b>ILR strategy</b> - The target will be counted as achieved when 4 quarterly reports on ILR's annual implementation plan are compiled and tabled at the Secretariat. Q1 and Q2 reports will provide progress made towards the development and approval of the strategy, while Q3 and Q4 will detail 80% achievement of planned milestones for 2020/21 financial year.
Method of Calculation	$\% = \frac{\text{no of milestones achieved/completed}}{\text{no of planned annual milestones}}$
Type of indicator	Percentage
New indicator	Yes
Data limitations	None
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly
Baseline	80% of the plan for 2020/2021 is within control of GPL management
Desired performance	Planned performance in accordance with APP target of 80%
Indicator Responsibility	Director ILR

## SO5 Enhanced compliance with relevant fiduciary requirements and principles of good governance

Indicator Protocol Reference Sheet (IPRS) Number: 5.1	
Indicator Title	Number of initiatives undertaken to promote ethical conduct
Purpose/importance	To promote sound ethical conduct informed by GPL Code of Conduct on Ethics. The initiatives are aimed at regulating the conduct of public representatives and officials in the GPL
Means of verification	Initiative 1 - Seminar - Concept paper, agenda, attendance register, report with recommendations (end of Q4) Initiative 2 - Fraud prevention awareness initiatives: Fraud Prevention Plan; agenda, attendance register, report with recommendations (Q1-4) Initiative 3 – Members' Register – Members' Register is published within prescribed prescripts, Code of Conduct/Standing Rules (Q2) Initiative 4 – E-disclosure- Code of conduct and ethics framework, awareness workshops registers and status report (Q2)
Indicator Achievement	The indicator will be considered as achieved when each of the four (4) types of initiatives to promote ethical conduct have been implemented and respective outputs submitted to Secretariat
Method of Calculation	Simple count
Assumptions	The GPL continues to prioritise initiatives to promote ethical conduct in the GPL
Type of indicator	Output
New indicator	No
Data limitations	The GPL continues to prioritise initiatives to promote ethical conduct in the GPL and that both Members and officials will comply with the requirements
Disaggregation of Beneficiaries	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Baseline	1 initiative
Desired performance	Performance in line with planned target
Indicator Responsibility	c/o Dir: A&O

## PROGRAMME 2:

### **SO5** Enhanced compliance with relevant fiduciary requirements and principles of good governance

Indicator Protocol Reference Sheet (IPRS) Number: 5.2	
Indicator Title	Percentage performance achievement against planned APP targets
Definition	Percentage achievement of APP targets refer to the overall performance achievement of GPL against its annual set targets
Purpose/importance	To assess the institutional performance against its annual set performance targets
Means of verification	Quarterly Performance Reports and Annual Performance Report
Indicator Achievement	Indicator will be achieved when the performance calculation reflects 88% achievement against the annual set targets.
Method of Calculation	$\% = \frac{\text{no.of targets achieved}}{\text{no.of set targets}}$
Type of indicator	Output indicator
New indicator	Yes
Data limitations	N/A
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Annual
Baseline	86%
Desired performance	Planned performance in accordance with APP target
Indicator Responsibility	Office of the Secretary – Strategy, Planning, Monitoring and Evaluation

Indicator Protocol Reference Sheet (IPRS) Number: 5.3	
Indicator Title	Number of transformation initiatives undertaken to nurture leadership and a high-performance culture
Purpose/importance	The indicator measures the frequency of initiatives that promote transformation in leadership development and transversal mainstreaming in the GPL. To strengthen leadership development for management and enhance the mainstreaming of transversal issues of gender, race, disability and youth in the GPL.
Means of verification	Initiative 1 - Leadership Development (LD) implementation plan, management charter and communication plan. Initiative 2 - Transversal Mainstreaming (TM) – TM Implementation Plan, reports, registers, analysis reports. Quarterly reports against approved plans.
Indicator Achievement	Indicator will be deemed as achieved when two (2) transformation initiatives have been implemented and quarterly progress reports presented at the Secretariat
Method of Calculation	Simple count, number in units
Type of indicator	Output indicator
New indicator	Yes
Data limitations	N/A
Disaggregation of Beneficiaries	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Baseline	1 Initiative
Desired performance	Planned performance in accordance with APP target
Indicator Responsibility	Office of the Secretary and transversal mainstreaming focal point

### PROGRAMME 3:

## **SO5** Enhanced compliance with relevant fiduciary requirements and principles of good governance

Indicator Protocol Reference Sheet (IPRS) Number: 5.4	
Indicator Title	Percentage implementation of scheduled member training
Definition/purpose	Number of training programmes that are planned to capacitate Members of the Provincial Legislature (MPLs). Implementation of scheduled training ensures that Members have the required skills and competencies to discharge their constitutional mandate
Indicator Achievement	Indicator will be considered achieved when a report indicating 50% achievement of scheduled Members' training has been tabled at the Secretariat
Method of Calculation	$\% = \frac{\text{achieved scheduled Members' training}}{\text{scheduled Members' training}}$
Means of verification	Approved Training Plan, Training Implementation Report, Registers and Evaluation Report
Assumptions	That the designed programmes will meet the interest of the intended participants
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative - year to date
Reporting Cycle	Quarterly
Baseline	60%
Desired performance	50% is the target performance
Indicator Responsibility	Director Members Affairs

Indicator Protocol Reference Sheet (IPRS) Number: 5.5	
Indicator Title	Percentage achievement of milestones in the ICT Strategy annual implementation plan
Definition	Measure implementation of ICT plan and modernisation of the GPL business
Purpose/importance	To support efficient achievement of GPL strategic outcomes and to modernise its business
Means of verification	Approved ICT Strategy, approved annual implementation plan and quarterly reports submitted to the project governance office
Indicator Achievement	Indicator/Target will be achieved when 4 quarterly reports are compiled and submitted to the project governance office. Q1 and Q2 reports will provide progress made towards development and approval of the strategy and IP while Q3 and Q4 will indicate 80% achievement of the milestones planned
Method of Calculation	$\% = \frac{\text{no of milestones achieved/completed}}{\text{no of planned annual milestones}}$
Type of indicator	Percentage
New indicator	Yes
Data limitations	Delays in procurement process and external dependencies
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Baseline	96% implementation of the Business Enhancement Project
Desired performance	Annual ICT Strategy plan's targets achieved at 80%
Indicator Responsibility	Director ICT



Indicator Protocol Reference Sheet (IPRS) Number: 5.6	
Indicator Title	Percentage achievement of milestones in the Human Resource Strategy's annual implementation plan
Purpose/importance	Measure implementation of HR Plan - provide human resource management and development services in an efficient and effective manner to provide client-centric services to the Members
Means of verification	Approved HR strategy, approved annual implementation plan and quarterly reports reflecting 100% achievement of planned milestones
Indicator Achievement	Indicator/target will be counted as achieved when 4 quarterly reports on the Human Resource Strategy's annual implementation plan are compiled and tabled at the Secretariat. Q1- Q3 reports will provide progress made towards the development and approval of the strategy and IP, while Q3 and Q4 will detail 100% achievement of planned milestones for 2020/21 financial year.
Method of Calculation	$\% = \frac{\text{achieved milestones}}{\text{planned annual milestones}}$
Type of indicator	Percentage
New indicator	Yes
Data limitations	None
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Baseline	To be established
Desired performance	Annual HR Strategy plan's targets achieved at 100%
Indicator Responsibility	Director ISS

## PROGRAMME 4:

### SO1 Enhanced oversight and accountability towards service delivery

Indicator Protocol Reference Sheet (IPRS) Number: 1.2	
Indicator Title	Number of adopted SOM oversight reports
Purpose/importance	This indicator seeks to measure the performance of the legislature in relation to the implementation of SOM imperatives and contribution to oversight on the Executive
Means of verification	Adopted reports Minutes of the House
Indicator Achievement	Indicator will be considered achieved when a total of 120 SOM oversight reports are adopted by the House
Method of Calculation	Simple count
Assumptions	GPG departments will submit oversight reports to the GPL on time
Type of indicator	Output indicator
New indicator	No
Data limitations	Poor document/ records management
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Quarterly
Desired performance	As per the APP target
Baseline	130
Indicator Responsibility	PoE documentation to be provided by Core Business (P4) Ensuring that 120 reports are adopted – political arm of the GPL (P1)

Indicator Protocol Reference Sheet (IPRS) Number: 1.3	
Indicator Title	Percentage of responses to SOM oversight House resolutions considered by committees
Purpose/importance	The indicator seeks to measure the legislature's performance in relation to enhanced oversight, accountability and service delivery through the scrutiny and oversight on execution of House resolutions by the Executive. Committees determining the adequacy / inadequacy of the responses to resolutions
Means of verification	Emails referring the response to committee support units (CSU and Research unit) Committee minutes House resolution tracking document
Indicator achievement	Consideration of 95% of resolutions by committees
Method of Calculation	$\% = \frac{\text{no. of responses considered by committees}}{\text{no. of responses received in 2020/2021}}$
Assumptions	GPG departments respond on time
Type of indicator	Output
New Indicator	No
Data limitations	Poor document/records management
Disaggregation of Beneficiaries	n/a
Calculation Type	Percentage
Reporting Cycle	Quarterly
Baseline	97% resolutions processed
Desired performance	APP target
Indicator Responsibility	PoE documentation to be provided by Core Business (P4) Ensuring that resolutions are considered – political arm of the GPL (P1)

Indicator Protocol Reference Sheet (IPRS) Number: 1.4	
Indicator Title	Number of oversight question papers produced
Purpose/ Importance	This refers to compiled oversight questions by MPLs for responses by the Executive. The indicator seeks to measure the legislature's performance in relation to enhanced oversight, accountability and service delivery through questions posed to the Executive.
Means of verification	Question papers
Indicator achievement	34 Question papers produced
Method of Calculation	Simple count – number in units
Assumptions	MPLs will ask oversight questions
Type of Indicator	Output
New Indicator	No
Data limitations	Poor document management
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Quarterly
Baseline	42 working weeks for the legislature
Desired performance	Planned performance in accordance with APP target
Indicator Responsibility	Core Business

Indicator Protocol Reference Sheet (IPRS) Number: 1.5	
Indicator Title	Number of Motions adopted by the House
Definition	This indicator seeks to assess the oversight work done by the legislature through the various Motions
Purpose/ Importance	The indicator seeks to measure the legislature's performance in relation to enhanced oversight, accountability and service delivery through adopted Motions for action/response by the Executive.
Means of verification	Order Paper Minutes of the House Programming committee minutes
Indicator achievement	The indicator will be considered as achieved when a total of 5 substantive motions have been adopted by the House
Method of Calculation	Simple count – number in units
Assumptions	MPLs will sponsor Motions
Type of Indicator	Output
New Indicator	No
Data Limitations	Poor document management
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Baseline	23 Motions processed
Desired performance	Planned performance in accordance with APP target
Indicator Responsibility	PoE documentation to be provided by Core Business Ensuring that 100% is achieved – political arm of the GPL



Indicator Protocol Reference Sheet (IPRS) Number: 1.6	
Indicator Title	Number of adopted Committee Inquiries reports
Definition	This indicator seeks to measure the performance of the legislature making use of the Committee Inquiries tool to oversee the Executive.
Purpose/ Importance	The indicator seeks to measure the legislature's performance in relation to enhanced oversight, accountability and service delivery through the use of the Committee Inquiries oversight tool.
Means of verification	Research discussion/ concept document, Order Paper, Adopted Committee Inquiry (CI) report and minutes of the House
Indicator achievement	The indicator will be considered as achieved when one (1) Committee Inquiry report is adopted
Method of Calculation	Simple count – number in units
Assumptions	Committees will be able to complete the inquiries on time
Type of Indicator	Output
New Indicator	No
Data Limitations	Witnesses may fail to provide the required information
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative (Year-end)
Reporting Cycle	Annually
Baseline	1
Desired performance	Planned performance in accordance with APP target
Indicator Responsibility	PoE documentation to be provided by Core Business (P4) Ensuring that 100% is achieved – political arm of the GPL (P1)

## SO2 Increased responsiveness of laws to meet the needs of the people of Gauteng

Indicator Protocol Reference Sheet (IPRS) Number: 2.2	
Indicator Title	Percentage of laws passed
Purpose/Importance	This indicator seeks to assess the effectiveness of the legislature in its law-making mandate It measures the performance of the legislature in relation to its achievement of the constitutional mandate of law-making
Means of verification	Received legislation (referral letters OR a register of received legislation) Negotiating mandate(s), Committee Term Programme, Committee report and Minutes of the House
Indicator achievement	100% of laws passed
Method of Calculation	$\% = \frac{\text{no. laws passed in the 2020/2021}}{\text{no. laws referred from NCOP, GPL or GPG MPLs for passing in 2020/2021}}$
Assumptions	The GPL will receive legislation on time to be fully processed within the financial year
Type of Indicator	Output
New Indicator	No
Data Limitations	Inadequate public submissions
Disaggregation of Beneficiaries	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Baseline	To be established in 2020/2021
Desired performance	As stipulated in the APP
Indicator Responsibility	PoE documentation to be provided by Core Business (P4) Ensuring that 100% is achieved – political arm of the GPL (P1)

Indicator Protocol Reference Sheet (IPRS) Number: 2.2		
Indicator Title	Percentage of Bills processed	
Purpose/Importance	This indicator seeks to assess the effectiveness of the legislature in its law-making mandate	
Means of verification	Referral Letter; Notices issued on Provincial Gazette Socio economic analysis; Legal Opinion Committee Reports/ Negotiating mandate Bills; Final mandate	
Indicator achievement	The indicator will be counted as achieved when the following is achieved in line with committee term programme:	
	<b>On Provincial Bills:</b> <ul style="list-style-type: none"> <li>• The Bill is referred to Committees</li> <li>• Notices of the Bills have been published</li> <li>• Socio-economic analysis</li> <li>• Legal opinion</li> <li>• Draft Committee Report</li> <li>• Adopted Bill</li> </ul>	<b>On National (section 76) Bills:</b> <ul style="list-style-type: none"> <li>• The Bill is referred to Committees</li> <li>• Socio-economic analysis</li> <li>• Legal opinion</li> <li>• Draft negotiating/ draft Committee Report</li> <li>• Final mandate</li> </ul>
Method of Calculation	$\% = \frac{\text{no.of Bills processed}}{\text{no.of Bills planned for processing}}$	
Assumptions	The GPL will receive legislation on time to be fully processed within the financial year	
Type of Indicator	Output	
New Indicator	No	
Data Limitations	Ineffective record keeping Delays in the law-making process Limited consultation particularly of the historically marginalised groups	
Disaggregation of Beneficiaries	N/A	
Calculation Type	Non-cumulative	
Reporting Cycle	Quarterly	
Baseline	100% (11 bills in 2017/18)	
Desired performance	Planned performance in accordance with APP annual target	
Indicator Responsibility	PoE documentation to be provided by Core Business (P4) Ensuring that 100% is achieved – political arm of the GPL (P1)	

**Indicator Protocol Reference Sheet (IPRS) Number: 2.4**

Indicator Title	Number of approved regulations
<b>Purpose/ Importance</b>	This indicator seeks to assess the effectiveness of the legislature in its law-making mandate The indicator measures the legislature performance in the area of processing regulations in line with the CSSL Act
<b>Means of verification</b>	Passed/disapproved regulations, adopted committee (CSSL) report and ATC
<b>Indicator achievement</b>	4 approved regulations
<b>Method of Calculation</b>	Simple count
<b>Assumptions</b>	GPG department will submit regulation on time for consideration
<b>Type of indicator</b>	Output
<b>New Indicator</b>	No
<b>Data Limitations</b>	Poor document management
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Calculation Type</b>	Cumulative (Year-end)
<b>Reporting Cycle</b>	Bi-annually
<b>Baseline</b>	9 regulations processed
<b>Desired performance</b>	As stipulated in the APP
<b>Indicator Responsibility</b>	PoE documentation to be provided by Core Business Ensuring that 100% is achieved – political arm of the GPL

**SO3 Enhanced meaningful public participation****Indicator Protocol Reference Sheet (IPRS) Number: 3.1**

Indicator Title	Number of petitions <sup>1</sup> considered by the legislature
<b>Purpose/importance</b>	The indicator assesses/monitor the number of petitions/submissions administered and processed by the Legislature in accordance with the Gauteng Petitions Act (5/2002) and Regulations 2016/ other applicable legislations
<b>Means of verification</b>	<ul style="list-style-type: none"> <li>Packs with petitions considered by the Committee</li> <li>Committee minutes</li> <li>Petitions register</li> </ul>
<b>Indicator Achievement</b>	The indicator will be counted as achieved when 120 submissions received in have been considered by the Petitions Committee.
<b>Method of Calculation</b>	Simple count
<b>Assumptions</b>	That there will be petitions submitted by the public and the PSC will have enough time to process the petitions.
<b>Type of indicator</b>	Output
<b>New indicator</b>	No
<b>Data limitations</b>	Subject to receipt of submissions
<b>Disaggregation of Beneficiaries</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Baseline</b>	120
<b>Desired performance</b>	Planned performance in accordance with APP annual target or exceed
<b>Indicator Responsibility</b>	PoE documentation to be provided by Core Business (P4) Ensuring that 100% is achieved – Political arm of the GPL (P1)

1. NB: the selection criteria of submissions will be considered based on subject/category of submissions as contained on the submission register, e.g. the submission on a subject matter with high volume will be selected in high numbers.

Indicator Protocol Reference Sheet (IPRS) Number: 3.2	
Indicator Title	Number of people of Gauteng reached through digital platforms to participate in the business of the GPL
Purpose/importance	<p>The indicator seeks assess the effective implementation of the GPL virtual platforms in fostering public participation in the following mechanisms:</p> <ul style="list-style-type: none"> <li>• Sector Parliaments</li> <li>• Petitions</li> <li>• Committee Activities</li> <li>• House Sitings</li> <li>• Public Education Workshops &amp; Outreach Programme</li> <li>• Civic education Roadshows</li> <li>• Seminars &amp; Brownbag sessions</li> <li>• Bua le Sechaba</li> <li>• NCOP (Taking Parliament to the People)</li> <li>• Budget Vote process</li> <li>• Public hearings</li> <li>• Strategic projects/events (emerging priorities)</li> <li>• Special events</li> </ul>
Means of verification	Digital platforms analytics
Indicator Achievement	The indicator will be counted as achieved when 120 000 people of Gauteng have been reached through GPL virtual platforms such as Facebook, Instagram, Twitter* and YouTube
Method of Calculation	Digital Analytics
Assumptions	That the people of Gauteng will be willing to participate in the Business of the GPL
Type of indicator	Output
New indicator	Yes
Data limitations	<ul style="list-style-type: none"> <li>• Connectivity challenges</li> <li>• Lack of interest from the public to participate in the subject matter</li> <li>• Lack of access to the virtual platform (affordability)</li> <li>• Lack of Media interests to GPL business</li> <li>• Lack of participation by members</li> </ul>
Disaggregation of Beneficiaries	N/A
Calculation Type	Cumulative (Year to date)
Reporting Cycle	Quarterly
Baseline	To be established in 2020/21
Desired performance	Planned performance in accordance with APP annual target.
Indicator Responsibility	Director: PPP and Communication

2\*Elements of measurement for Facebook, Instagram is reach, YouTube is Unique Viewer and Twitter is impressions as the latter analytics do not provide for reach as a measurement



## SO5 Enhanced compliance with relevant fiduciary requirements and principles of good governance

Indicator Protocol Reference Sheet (IPRS) Number: 5.7	
Indicator Title	Percentage achievement of milestones in the annual implementation plan of the Integrated Communication Strategy
Purpose/importance	Measures the extent to which the GPL implements the approved Integrated Communication Strategy.
Means of verification	Approved Integrated Communication Strategy and implementation plan reports indicating the 80% achievement of targets in the Communication Plan
Indicator Achievement	Indicator/target will be counted as achieved when 4 quarterly reports on Integrated Communication Strategy's annual implementation plan are compiled and tabled at the Secretariat. Q1 and Q2 reports will provide progress made towards the development and approval of the strategy, while Q3 and Q4 will detail 80% achievement of planned milestones for 2020/21 financial year.
Method of Calculation	$\% = \frac{\text{achieved milestones}}{\text{planned annual milestones}}$
Assumptions	That there will be enough resource/capacity to implement the strategy
Type of indicator	Output
New indicator	Yes
Data limitations	NONE
Disaggregation of Beneficiaries	N/A
Calculation Type	Percentage
Reporting Cycle	Quarterly
Desired performance	Planned performance in accordance with APP annual target or exceeded
Baseline	To be established in 2020/2021
Indicator Responsibility	Director: PPP and Communication

## PROGRAMME 5:

### **SO1** Enhanced compliance with relevant fiduciary requirements and principles of good governance

Indicator Protocol Reference Sheet (IPRS) Number: 5.8	
Indicator Title	Audit opinion of the AGSA
Purpose/importance	<p>The Regulatory Audit covers auditing the Annual Financial Statements, Performance Information and Compliance to applicable legislation, regulations, policies, etc. An unqualified audit opinion with no compliance or control deficiencies expressed by the AG once they have completed the annual Regulatory Audit, indicating that:</p> <ol style="list-style-type: none"> <li>1. The information in the GPL's Annual Financial Statements is reliable, complete, accurate and not misstated;</li> <li>2. The GPL performed in line with its plans;</li> <li>3. The GPL complies with applicable legislation, regulations, etc.</li> </ol> <p>Areas for improvement or minor findings will be included with the final AG's audit opinion. To enhance public confidence in the governance and leadership of the legislature.</p>
Means of verification	Signed Audit and Management Report by AGSA
Indicator Achievement	No material findings on the GPL's Annual Financial Statements, performance information and compliance to applicable legislation
Method of Calculation	Review of the audit outcome/opinion based on the annual report of the 2019/2020 financial year
Assumptions	In terms of the FMPPLA, the GPL must be subjected to an audit which must be concluded by end of July
Type of indicator	Outcome
New indicator	Existing
Data limitations	Non finalisation of audit/absence of audit report by 31 July
Disaggregation of Beneficiaries	All programmes
Calculation Type	Quality, non-cumulative
Reporting Cycle	Annual
Desired performance	Unqualified audit opinion with no matters of emphasis
Indicator Responsibility	CFO

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**GAUTENG**  
LEGISLATURE

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# ANNUAL PERFORMANCE PLAN FOR THE 6<sup>TH</sup> LEGISLATURE 2020-2021

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