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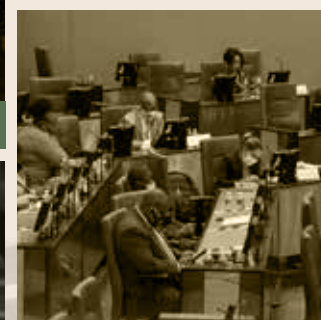
**Integrity**



# STRATEGIC PLAN FOR THE 7<sup>th</sup> LEGISLATURE 2025/2030

A transformative legislature that fosters confidence in the Constitution,  
upholds democratic governance and empowers the people of Gauteng.

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Hon Morakane Mosupyoe

*Speaker of the Gauteng Provincial Legislature*

## EXECUTIVE AUTHORITY'S STATEMENT

I take this honour to present the Gauteng Provincial Legislature's (GPL) first Annual Performance Plan aligned to the Seventh Legislature's Strategic Plan for the Seventh Legislature. In line with the 2025-2030 Strategic Plan, this APP reflects our steadfast commitment to discharge the constitutional mandates entrusted to us: making laws, conducting oversight, fostering meaningful public participation, and promoting cooperative governance.

The Seventh Legislature comes at a pivotal time, marked by evolving political, economic, and social dynamics. These include the introduction of a coalition-led Government of Provincial Unity, pressing economic challenges, and increasing societal expectations for transparency, accountability, and service delivery. This makes it more imperative than ever for the legislature to effectively discharge its mandate. Consequently, this 2025/26 Annual Performance Plan is designed to guide us on this critical path, ensuring that we meet these challenges head-on and fulfil our commitments to the people.

Our overarching goal remains aligned with South Africa's National Development Plan (NDP), our continental Agenda 2063, the United Nations Sustainable Development Goals (SDGs), and regional and global priorities. These frameworks call for decisive action to eliminate poverty, reduce inequality and foster inclusive economic growth. **As we embark on this journey, the GPL has determined the following five strategic priorities for the Seventh Term aligned to our constitutional mandate:**

- (a) **Enhanced oversight** – strengthening the mechanisms for holding the Executive accountable to ensure timely, relevant, and effective service delivery.
- (b) **Responsive lawmaking** – developing and amending laws that address the real needs of Gauteng's diverse population.
- (c) **Meaningful public participation** – deepening public engagement to ensure inclusivity, especially among the youth and marginalised groups.
- (d) **Strengthened cooperative governance** – fostering collaboration across government institutions for cohesive and efficient governance.
- (e) **Good governance** – upholding the principles of accountability, transparency, and administrative excellence.



In line with the 7th Term strategy strong emphasis is placed on measurable outcomes towards the envisioned impact of improving the lives of the people of Gauteng. For instance, we aim to improve public satisfaction with the legislature's responsiveness, increase participation in public hearings, and achieve unqualified audit outcomes. These indicators will serve as benchmarks for evaluating our progress.

Our work is underscored by robust governance frameworks, a dedicated leadership team, and innovative use of technology to enhance public accessibility. Nevertheless, the province and the country are confronted with changing geopolitics, making it necessary to address challenges such as resource constraints, operational inefficiencies, and declining public trust.

This Annual Performance Plan, informed by our strategic framework, prioritises digital transformation, strategic partnerships, and capacity building to ensure that our institution remains agile and effective. Operational excellence will be a key feature of our strategy implementation, supporting the House and its committees in discharging the GPL's constitutional mandate. This focus will enable us to better support legislative activities and meet the high expectations of transparency, accountability, and service delivery.

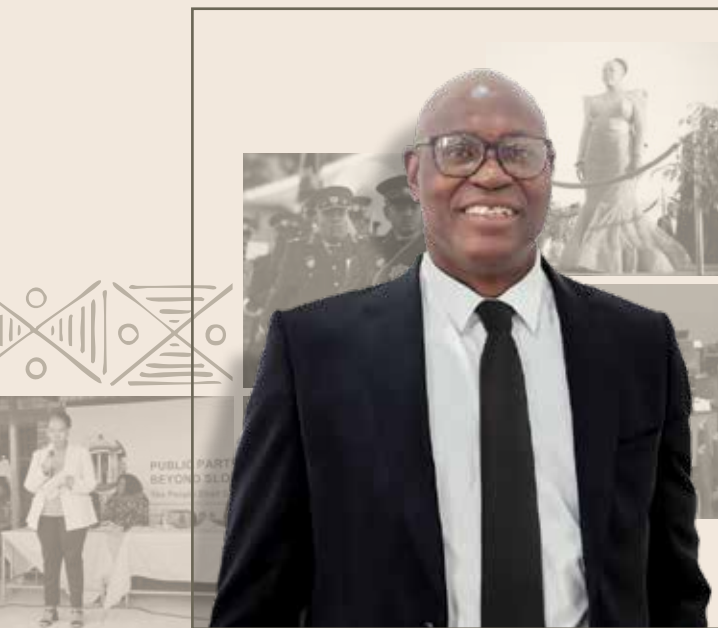
As we embark on this new term with the implementation of the 2025/26 plan, we reaffirm our collective commitment to building a legislature that truly serves the people of Gauteng. This year builds on the achievements of the 6th term and responds to a call to action for each of us to work tirelessly towards building a province that is prosperous, equitable, and inclusive. Through this and onward plans and associated performance, we will forge a strong foundation that may take time to build, but once cast, will serve as a lasting legacy and strong platform on which our people can live, thrive, and foster. Together, we will strive to make this vision a reality.



**Hon Morakane Mosupyo**

Speaker of the Gauteng Provincial Legislature





Mr Linda Mwale

*Acting Secretary to the Legislature*

## ACCOUNTING OFFICER'S STATEMENT

Following the dissolution of the Sixth Legislature after the May 2024 elections, the Seventh Legislature began with the swearing-in of new Members. This Strategic Plan for the Gauteng Provincial Legislature covers the five-year period from 2024/25 to 2029/30, building on the achievements and lessons from the Sixth Term.

The strategy, developed through facilitated planning sessions led by the Executive Authority and Presiding Officers, outlines priorities for the new term. Prepared by the Accounting Officer, this plan complies with Section 14 (2)(a-e) of the Financial Management of Parliament and Provincial Legislatures Act (FMPPLA), 2009 (Act 10 of 2009), and includes:

- (a) A five-year scope;
- (b) Legislative priorities;
- (c) Impact, outcomes, performance measures, and indicators for each Programme;
- (d) Multi-year revenue and expenditure projections.

The plan details the GPL's mission, vision, and values, guiding principles that shape institutional behaviour and strategic direction. It aims to improve the quality of life for the people of Gauteng, aligning with the Constitution and the National Development Plan's goals to reduce inequality, unemployment, and poverty by 2030.

This plan focuses resources on achieving set outcomes and is the first step in a management cycle of planning, budgeting, performance management, and reporting. It aligns with regional and global frameworks like the African Union's Agenda 2063 and the Sustainable Development Goals.

For the Seventh Legislature, the GPL has identified five key outcomes: enhanced oversight and accountability, responsive laws, meaningful and inclusive public involvement, strengthened cooperative governance, and compliance with good governance principles.

The strategy will guide management and staff in supporting Members to discharge their constitutional mandate. It also aims to provide the people of Gauteng with an understanding of GPL's commitment to their aspirations and improving their quality of life.

I hereby submit the Strategic Plan for the Seventh Term of the Gauteng Provincial Legislature in accordance with Section 14(1) of FMPPLA.



**L. Mwale**

Acting Secretary to the Legislature



**4IR** Fourth Industrial Revolution  
**AGSA** Auditor General South Africa  
**APP** Annual Performance Plan  
**CFO** Chief Financial Officer  
**CIP** Committee Inquiry Process  
**COVID-19** Coronavirus Pandemic  
**CWP** Commonwealth Women Parliamentarians  
**EA** Executive Authority  
**FMPA** Financial Management of Parliament Amendment Bill  
**GDP** Gross Domestic Product  
**GHS** General Household Survey  
**GPG** Gauteng Provincial Government  
**GPL** Gauteng Provincial Legislature  
**HR** Human Resources  
**IC** Integrity Commissioner  
**ILR** Inter-Legislature Relations  
**IT** Information Technology  
**MPL** Member of Provincial Legislature  
**MPWC** Multi-Party Women's Caucus  
**MTEF** Medium-Term Expenditure Framework  
**NEET** Not in Education, Employment or Training  
**NGO'S** Non-Governmental Organisations  
**OCPOL** Oversight Committee on the Premiers Office and the Legislature  
**OCOC** Office of the Chairperson of Committee Chairpersons  
**OHS** Occupational Health and Safety  
**RSA** Republic of South Africa  
**SADC** Southern African Development Community  
**SALS** South African Legislative Sector  
**SO** Strategic Outcome  
**SoCATT** Society of Clark at the Table  
**SOM** Sector Oversight Model  
**SONA** State of the Nation Address  
**SOPA** State of the Province Address  
**TID'S** Technical Indicator Descriptors  
**WEO** World Economic Outlook  
**WHO** World Health Organisation





**It is hereby certified that this Draft 2025-2030 Strategic Plan:**

- was developed by the management of the Gauteng Provincial Legislature under the guidance of the Speaker, Honourable Morakane Mosupyoe.
- takes into account all the relevant policies, legislation and other mandates for which the Gauteng Provincial Legislature is responsible.
- accurately reflects the draft impact, outcomes and outputs which the Gauteng Provincial Legislature will endeavour to achieve over the five-year period, 2025-2030.

**Ms Mathabo Molobi**

Senior Manager: Strategy, Planning, Monitoring and Evaluation

**Mr Ismail Rawat**

Chief Financial Officer

**Mr Linda Mwale**

Acting Secretary to the Gauteng Provincial Legislature

**Approved by:****Hon. Morakane Mosupyoe**

Speaker to the Gauteng Provincial Legislature





# CONSTITUTIONAL MANDATE

## 1. Introduction

The Gauteng Provincial Legislature's governance is aligned to Chapters 3 and 8 of the Financial Management of Parliament and Provincial Legislatures Act (FMPPLA), Act 10 of 2009, as amended. In accordance with this Act, the Executive Authority is responsible for overseeing the preparation of the legislature's strategic plan, annual performance plan, budget and adjustment budgets, thereby ensuring that these documents are duly tabled at the legislature within stipulated timeframes.

Following the election of the National Assembly, the Accounting Officer must prepare and present a draft strategic plan to the Executive Authority. Additionally, the Accounting Officer is tasked with preparing a draft annual performance plan, which includes performance measures and indicators to assess the GPL's progress in achieving the objectives and outcomes specified in the strategic plan. This planning process culminates in the three-year Medium-Term Expenditure Framework, which forms the legislature's budget. The draft annual performance must be submitted 10 months before the start of the financial year in accordance with the FMPPLA and should be based on the approved strategic plan.

## 2. Legislative and policy mandates

The following are key legislative mandates that further outline the responsibilities of the GPL:

- (a) **Constitution of the Republic of South Africa.** The GPL is established in terms of Chapter 6 of the Constitution of the Republic of South Africa, 1996 (hereinafter referred to as the Constitution). It derives its mandate from Section 114 of the Constitution, which includes representing the people of Gauteng, making laws as well as overseeing government's delivery of services.

- (b) **Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act (Act 4 of 2004).** This Act articulates the powers, privileges and immunities of Parliament and the provincial legislatures.
- (c) **Financial Management of Parliament and Provincial Legislatures Act (Act 10 of 2009), as amended.** FMMPLA came into effect on 1 April 2015. It regulates the financial management of parliament and provincial legislatures and provides for oversight over the financial management of parliament and the provincial legislatures.
- (d) **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.
- (e) **National Key Points Act (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.
- (f) **Mandating Procedures of Provinces Act (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.
- (g) **Public Audit Act (Act 25 of 2004).** This Act assigns the supreme auditing function to the Auditor-General (AG). The AG audits the accounts of all provincial government departments and provincial organs of State, including the administrations of provincial legislatures. The Auditor-General may determine the relevant criteria, standards, guidelines and frameworks in respect of which provincial legislatures are audited. The audit reports are then tabled in the provincial parliament.

- (h) **Electoral Act (Act 73 of 1998)**  
This Act provides for the election of the National Assembly, provincial legislatures and municipal councils.
- (i) **Gauteng Petitions Act (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.

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

During the Seventh Term, there are several critical internal policies and strategies that the GPL plans to review and/or initiate in the five-year planning period to ensure full implementation of the planned five-year strategy.

- (a) **Gauteng Petitions Act, 2002 (Act 5 of 2002)**
- (b) **Gauteng Provincial Legislature Service Amendment Act, 1999 (Act 6 of 1999)**
- (c) **Money Bills Amendment Procedure and Related Matters Act, 2009 (Act 9 of 2009)**
- (d) **Sector Oversight Model (SOM); and**
- (e) **Gauteng Provincial Legislature Standing Rules.**



## 4. Relevant Court Rulings

Since the dawn of democracy, several court rulings have significantly impacted the strategic operations of the South African Legislative Sector, including the GPL, as detailed below:

These include the following listed in chronological order:

- (a) **1996: Certification of the Constitution of the Republic of South Africa, 1996 (First Certification Judgment):** This landmark judgment by the Constitutional Court certified the final Constitution of South Africa, ensuring that it met all required principles. It significantly shaped the legislative framework and operations of all legislative bodies in South Africa by embedding constitutional mandates and principles.
- (b) **2005: King and Others v Attorneys' Fidelity Fund Board of Control and Another (561/2004).** This landmark judgment by the Constitutional Court certified the final Constitution of South Africa, ensuring that it met all required principles. It significantly shaped the legislative framework and operations of all legislative bodies in South Africa by embedding constitutional mandates and principles.
- (c) **2006: Doctors for Life International v Speaker of the National Assembly and Others (CCT 12/05):** The court ruled that the National Assembly and provincial legislatures must facilitate public involvement in their legislative processes. This reinforced the democratic principles of transparency and accountability, mandating meaningful public participation in law making.
- (d) **2011: Premier: Limpopo Province v Speaker: Limpopo Provincial Legislature and Others (ZACC 25 [2011]):** The Constitutional Court emphasised the importance of adhering to constitutional mandates and clarified the separation of powers within provincial legislatures. This ruling reinforced the constitutional oversight role of provincial legislatures.
- (e) **2016: Economic Freedom Fighters v Speaker of the National Assembly and Others; Democratic Alliance v Speaker of the National Assembly and Others (Nkandla case):** The court underscored the importance of legislative oversight and the need for parliament to act on findings of misconduct by the Executive Council. This ruling highlighted parliament's duty to hold the Executive Council accountable, strengthening the checks and balances within the government.
- (f) **2022: Constance Mogale and Others v Speaker of the National Assembly and Others (CCT 73/22):** The court found that the National Assembly and provincial legislatures failed to facilitate reasonable public involvement in the passing of the Traditional and Khoi-San Leadership Act. The Act was declared unconstitutional and invalid, emphasising the necessity of meaningful public participation in the legislative process.

These judgments collectively reinforce the principles of constitutionalism, accountability, public participation, proper legislative oversight and the separation of powers within the South African Legislative Sector.





## 5. The business of GPL

The South African Constitution establishes a governance framework, which comprises three distinct yet interrelated branches – the executive, the legislative and the judiciary. These branches operate across the three spheres of government, i.e. national, provincial and local. The GPL serves as the legislative arm of the provincial government in Gauteng Province, as mandated by the Constitution.

The Premier is elected by the legislature and appoints Members of the Executive Council (MECs), who oversee various government departments and their associated entities. Together they form the provincial Executive Council. The GPL, through its House and committees, exercises oversight over the Executive Council's activities, ensuring accountability and transparency.

Every province has a legislature made up of between 30 and 80 Members of the Provincial Legislature (MPL). After the 2024 National and Provincial Elections, the GPL became one of the largest provincial legislatures in the country, consisting of 80 MPLs. These Members are elected through a proportional representation system. According to the 2024 mid-year population estimates released by Statistics South Africa, Gauteng continues to be the most populous province, with approximately 15.83 million people, which accounts for about 25.1% of South Africa's total population. The province remains a significant economic hub, contributing approximately 33% to the national GDP and 7% to Africa's GDP.

The GPL embodies the aspirations of Gauteng residents. It diligently oversees the Executive Council's work, holding it accountable without fear, favour or prejudice. The legislature enacts laws that address the needs of the populace, actively involves Gauteng citizens in its processes, and collaborates with other State organs to enhance the quality of life for all.





# STRATEGIC OVERVIEW



## 1. Vision

A transformative legislature that fosters confidence in the Constitution, upholds democratic governance and empowers the people of Gauteng.



## 2. Mission

To represent the people of Gauteng through making laws, overseeing the executive, and addressing critical issues to promote better quality of life for the people of Gauteng.



## 3. Values

The Gauteng Provincial Legislature is committed to fostering and upholding the following values in pursuit of its mission

### (a) Batho Pele

GPL embodies the ethos of putting people first, emphasising respect, dignity, and prioritising the needs of others. This aligns with the broader moral and ethical standards that guide behaviour and decision-making.

By embracing Batho Pele, we ensure that our services are accessible, responsive, and aligned with the public's best interests.



**(b) Excellence**

GPL shall strive for the highest standards in everything it does.

Excellence drives us to continuously improve, innovate, and deliver outstanding results that meet and exceed the expectations of those we serve.

**(c) Integrity**

GPL is committed to honesty, transparency, mutual respect and ethical behaviour in all it does.

Integrity is the cornerstone of our work, ensuring trust and accountability in our interactions with the public and stakeholders

## 4. Situational Analysis

### 4.1 External Environment

This section examines the political, economic, social, technological, environmental and legal landscapes and how they impact the legislature. From the political perspective, South Africa entered an era of new coalition politics, following the national and provincial elections of May 2024 as no single party received an outright majority nationally. To form a government to govern the country through the Seventh Political Administration, a government of national unity (GNU) was formed. This scenario, according to the July 2024 State of the Nation Address, was anticipated through the Indlulamithi Scenarios 2035. One of these scenarios was the Cooperation Nation, symbolised by the social weaver birds. The results of the May 2024 National and Provincial Elections saw Gauteng forming a minority-led Government of Provincial Unity (GPU).

The strength of this new, yet precarious political scenario for the Gauteng Provincial Legislature is that the Executive Council of the Seventh Administration is committed to continuing with the Growing Gauteng Together 2030 (GGT2030) plan, which aligns with the National Development Plan (NDP) and the Medium-Term Development Plan. This provides a clear strategic direction that is broadly accepted by the Government of National Unity (GNU) and this strength ensures continuity and is vital for the GPL's oversight over the Executive, as there are five years remaining towards the completion of the GGT2030 plan. This continuity will ensure a clearer evaluation of the GGT2030 plan through the Sector Oversight Model Analysis of the Standardised Oversight, Accountability and Reporting for Gauteng Province (SOAR-GP).

Another surprising strength is that although at face value it is precarious — as this could lead to an impasse in passing key legislation and in turn, affect service delivery — it may lead to enhanced accountability as greater consultation and collaboration is critical among the coalition partners.

Noteworthy weaknesses include the fact that it is Gauteng's first experience with a coalition government at the provincial level. Parties that constitute the GPU have 33 seats and to pass a budget, the GPU will require the support of other parties in order to meet the 50% plus 1 vote rule. This introduces a level of uncertainty, with the minority-led GPU facing potential ideological conflicts that could strain its functioning. This might hamper the functioning of the House, as some ideological differences might result in impasses with budget votes.

Additionally, the current coalition is not constitutionally mandated, as it was in 1994, but is a response to the election outcomes, leading to instability and the possibility of ideological differences disrupting governance (MISTRA, July 2024). Vital threats caused by the precarious political scenario include a de facto confidence and supply coalition, a blurred distinction between parties within the GPU (Friedman, 25 July 2024), less critical opposition in the oversight over the Executive Council, and floor crossing — pointing to the loopholes in the Electoral Act's allocation of seats and the regulation of the process. This de facto confidence and supply coalition could have a debilitating impact on the legislature, e.g. impasses on passing key legislation which seeks to improve service delivery.

A key opportunity to this precarious political scenario is the Principle 11.7 of the Government of National Unity Statement of Intent which emphasises improving parliament's legislative and oversight roles, as well as providing a framework for enhancing governance effectiveness. The strengthening of the accountability ecosystem has also been reverberated by the Auditor-General in the Consolidated General Report on National and Provincial Audit Outcomes PFMA (2022-2023 financial year). It recommended that legislatures, parliament and executive authorities should insist on timely and credible reporting and accountability to fast-track oversight and enhance institutional transparency and answerability of public leaders. Principle 11.7 of the GNU's Statement of Intent echoes recommendations made by the Auditor-General to all legislatures, which need to be actioned.

Pertinent weaknesses that the institution will need to contend with would include low voter participation. Despite a high number of eligible voters (27.79 million), the recent





elections saw poor voter turnout, particularly in Gauteng, where 23.59% of registered voters reside (MISTRA, August 2024). This low engagement is a critical weakness for the health of participatory democracy. The low voter turnout reflects broader weaknesses in civic engagement and participation, undermining the effectiveness of democratic processes. The GPL's public participation mechanism towards public hearings for Bills, Budgets and the like, require engaged residents to ensure that the exercise is meaningful. The legislature's public participation programmes need to devise ways to encourage non-election public participation, which will hopefully have a causal reaction to electoral participation in future elections.

**The low voter turnout in the 2024 National Elections presents the GPL with an opportunity to innovate and reimagine public participation. There is a significant opportunity to develop new forms of public participation that will empower citizens with the knowledge and tools to hold leaders accountable, ahead of the 2026 Local Elections. With the upcoming elections, there is a clear opportunity to improve public participation and civic education, ensuring that more citizens are informed and engaged in the democratic process, and non-election public participation mechanisms such as legislative oversight are encouraged.**

From the economic perspective, the economic growth in sub-Saharan Africa is expected to rise, with projections increasing from 3.4% in 2023 to 4.0% in 2025. This growth trend reflects an improving economic environment as weather shocks diminish and supply chains stabilise (Investec, August 2024). A better performing economy should result in the reduction of the austerity measures in government budgets and its ability to provide services. This will lead to a better quality of life for the people of Gauteng. The Consumer Price Index (CPI) is nearing the midpoint of the inflation target range (4.5% year-on-year), suggesting a potential softening of the Reserve Bank's Monetary Policy. The interest rate cuts in September 2024, along with possible

reductions in inflation, will impact the legislature's supply chain management, allowing committee budget allocations to stretch further.

One of the weaknesses that is likely to affect the provincial fiscus is the elevated domestic interest rates, which will dampen consumer spending and overall economic growth, restricting the province's economic potential. A reduced economic outlook for Gauteng will hinder the growth trajectory laid out in the August 2024 State of the Province Address (SOPA), and additional scrutiny by SOM analysis will need to be applied to monitor budget allocation and output measures.

Another notable weakness was reduction the Gauteng Provincial Government (GPG) Budget Votes, with 20-30% budget cuts for service delivery departments. This move could weaken the delivery of public services and infrastructure development.

Additionally, the unemployment rate increased by 0.6 percentage points to 33.5% in the second quarter of 2024 (Stats SA), highlighting a major economic challenge that could hinder growth and social stability. A rise in unemployment negatively impacts Gauteng and its economic growth trajectory. Therefore, oversight on how the Executive Council will grow the economy and reduce unemployment is crucial to monitoring the GNU and GPU priorities. This will look at the Executive's unemployment reduction plans and the focus will be on how they are budgeted for and how they will materialise.

Notable opportunities in the realm of the economic landscape relate to Premier Lesufi's August 2024 State of the Province Address (SOPA), which outlined opportunities for upskilling the artisanal and artificial intelligence sectors, along with strategic investment opportunities both in and outside of Gauteng Province. The provincial government has announced reskilling initiatives to the tune of R1.1 billion. These initiatives to reskill unemployed Gauteng residents present an opportunity to address unemployment and enhance the province's economic and social fabric. It is an opportunity to increase the quality of life for the residents of Gauteng. The



legislature's oversight will need to be attuned to these outlooks, and appraisals of their effectiveness will need to be made.

Secondly, Gauteng's youthful and sizable population presents a significant opportunity for economic expansion. By creating a conducive environment for growth, the province can harness this potential to solidify its status as the economic hub of South Africa.

Thirdly, the petrol price cut in September 2024 of more than 90c per litre, due to lower international oil prices and strong Rand-US Dollar exchange rate, helped reduce inflationary pressures from 4.4% in August to 3.8% in September of the same year; consequently, benefiting both consumers and businesses alike. As public participation is crucial to the work of the legislature, subsistence and travel cost relief, through petrol cuts, continues to be a welcomed solace.

On the social front, South Africa's rich diversity is a cornerstone of the country's identity, fostering a multicultural society that contributes positively to social cohesion (Gumede, 2024). The GPL should ensure that its public participation programmes reach out to all that call Gauteng Province home. A rising population presents many actualities. According to the Statistics SA 2022 Census, Gauteng has experienced the largest population growth of any province, with a net increase of nearly 400,000 people between 2011 and 2022. This growth strengthens the province by enhancing its workforce and attracting skilled migrants. An increase in a skilled workforce should contribute to Gauteng's economic growth trajectory, and the legislature's oversight on the rollout of these plans.

Key threats include inward migration pressures as Gauteng is the primary destination for inward migration, particularly from outside South Africa (Stats SA 2022 Census). This migration places pressure on resources and infrastructure, posing a potential threat to social stability. These pressures need to be monitored, through SOM imperatives, to guide House Committees on how service delivery is impacted by fluctuating population dynamics.

Declining voter turnout is another threat as the drop in voter participation in the recent elections is a significant threat to the legitimacy and effectiveness of the democratic governance.

The final threat for consideration is a reduction in the quality of life. The Gauteng City Region Observatory (GCRO) 2020/2021 Quality of Life Survey indicates worsening health conditions, particularly among Black African respondents and women. This decline in quality of life poses a threat to social wellbeing and public health in the province, a threat to the plans outlined in the 2024 SOPA .

From the technological perspective, legislatures and parliament in South Africa and other parts of Africa have used technology and facilitated its online presence through tools such as websites, emails, and social media platforms (Oni, Oni, Gberevbie & Ayodele, 2021). These technological platforms have mainly been used for broader outreach and public engagement and awareness. In the main, the website provides access to parliamentary documents, Bills, committee information, and live or recorded proceedings. Parliamentary proceedings, including plenary sessions and committee meetings, are broadcast live on national television and YouTube. The e-petitions system has also been introduced to enable citizens to submit petitions electronically. This digital platform makes the petitions process more accessible and streamlined, encouraging greater public participation.

The COVID-19 pandemic accelerated the adoption of virtual participation tools in parliament, allowing Members and the public to engage remotely in parliamentary activities. Virtual committee meetings, public hearings and plenary sessions have been conducted using video conferencing and collaboration platforms, which have enhanced the flexibility and accessibility of parliamentary processes, particularly for those who face geographic or mobility challenges (Oni et al., 2021). The Gauteng Legislature in particular, adopted the Virtual House Rules to facilitate sound and well-governed virtual House proceedings.

Despite the availability of digital platforms and tools, there is a significant digital divide in South Africa, especially in rural and marginalised communities, which could limit their ability to fully engage with virtual parliamentary processes. Data affordability affects most citizens, irrespective of their geographic location. This uneven access to technology and data can undermine the inclusivity and representativeness of parliamentary participation.

Aging computer systems, network hardware, and audiovisual equipment can hamper efficiency, productivity, and the overall technological capabilities of parliament. Some of the technology infrastructure and equipment used by the South African legislatures may be outdated or in need of upgrades. Inadequate investment in technological renewal and modernisation can also hinder the parliament's ability to keep pace with evolving digital demands.

As with any organisation handling sensitive information, legislatures and parliament face potential risks of cyber-attacks, data breaches, and other cybersecurity threats (Kimaïd, Kenneh and Mulenga, 2024). The parliament's digital systems and infrastructure may be vulnerable to malicious actors, compromising the confidentiality, integrity and availability of parliamentary data and processes. Inadequate cybersecurity measures and incident response plans can exacerbate these vulnerabilities. There are limited automation and data analytics capabilities to support legislatures' operations and oversight functions (Kimaïd et al., 2024). Processes such as Bill tracking, committee scheduling and performance monitoring still rely heavily on manual interventions, which reduce efficiency and the ability to generate data-driven insights.

A lack of advanced technological tools and solutions hamper the parliament's capacity to streamline its workflows and enhance decision making. There are also varying levels of digital literacy and competence among parliamentarians and staff, affecting their ability to effectively utilise the available technological tools and platforms. Addressing these weaknesses through strategic investments, capacity-building, and a comprehensive digital

transformation approach may help the legislature to strengthen its technological capabilities and better serve the needs of the public.

The parliament can further leverage digital tools and platforms to enhance public engagement and participation in its processes (Parliament of the Republic of South Africa, 2018). This could include expanding the e-petitions system, introducing online submissions for public comments on Bills, and hosting virtual public hearings to increase accessibility. Integrating interactive online forums and collaborative platforms may facilitate more dynamic exchanges between the public and their elected representatives (Kimaïd, et al., 2024) and implementing comprehensive digital information management systems may significantly improve legislatures' data storage, retrieval, and analysis capabilities.

Exploring the use of AI and advanced data analytics tools may enable the parliament to derive deeper insights from its vast troves of data (Kimaïd et al., 2024). AI-powered applications may assist with tasks such as automated Bill tracking, sentiment analysis of public input, and predictive modelling to support oversight and decision making. Data analytics capabilities may help the parliament identify trends, patterns, and potential areas of concern, allowing for more proactive and data-driven governance and a well-executed digital transformation strategy may position parliaments and legislatures to better serve the evolving needs of the public and adapt to the rapidly changing technological landscape. These technological opportunities, if capitalised upon, may help the South African Parliament to enhance public engagement, improve operational efficiency, support evidence-based decision making, and strengthen its overall role in the country's democratic processes.

From the environmental front, the South Africa's legislation has evolved significantly since the end of apartheid, aiming to balance economic development with environmental protection. South Africa's environmental legislature is grounded in its progressive Constitution, which enshrines the right to a healthy environment for all its citizens. The National Environmental Management Act (NEMA) of 1998 serves as a comprehensive framework for environmental governance. Key strengths include constitutional backing for environmental protection, an



integrated approach to environmental management, emphasis on public participation in decision making and strong focus on sustainable development principles.

The emphasis on public participation in decision-making is a crucial aspect of environmental management in South Africa. This approach is rooted in the country's post-apartheid commitment to democratic governance and is seen as essential for ensuring environmental justice and sustainable development.

Despite the robust framework, South African environmental legislature faces several challenges that can be clustered into four categories namely, the implementation gaps owing to limited resources and capacity, the overlapping mandates between different government departments, insufficient enforcement mechanisms, and inadequate consideration of indigenous knowledge systems. Limited resources may result in the inability to conduct thorough inspections and investigations, making it easier for polluters to evade detection.

Additionally, unclear regulatory standards or loopholes in legislation provide opportunities for non-compliance. A case in point is the Mineral and Petroleum Resources Development Act (MPRDA), Act 28 of 2002. Even though this piece of legislation regulates the granting of mining rights and permits, it is silent on the security of mines and mineral resources before they are removed from the earth, thus, exacerbating the illicit trafficking of precious metals via illegal mining or illustrious zama zamas across South Africa, and Gauteng Province, in particular (Dyan, 2023). This policy oversight, thus, left other State departments, specifically the South African Police Service, resorting to punitive measures regarding illegal mining rather than preventing its occurrence in the first place.

A lack of coordination among different enforcement agencies lead to overlapping jurisdictions or gaps in oversight, creating confusion and delays in addressing violations.





Furthermore, political interference, whether through corruption or lack of political will undermine the enforcement of environmental regulation by prioritising short-term economic interest over long-term environmental sustainability. Overall, these challenges in enforcement mechanisms weaken the effectiveness of environmental legislation and hinder efforts to protect the environment and public health (Madzunya, Dudu, Mathuthu, & Manjoro, 2020).

Despite these challenges, opportunities for improvement and expansion exist in the South African environmental legislation. To address the environmental management challenges, there is a need to increase integration of climate change mitigation and adaptation strategies, enhance green economy initiatives to create jobs and reduce poverty whilst reducing pollution, strengthening transboundary cooperation for regional environmental management, and leveraging technology for improved environmental monitoring and enforcement. Additionally, to combat illegal mining and subsequently improve socioeconomic conditions of the surrounding mining areas, South Africa needs to fast-track the completion of the 2021 Draft Artisanal and Small-Scale Mining legislation.

From the legal perspective, the constitutional mandate of the legislature is a fundamental strength that defines its role, powers and responsibilities within the country's democratic system. The Constitution grants the legislature powers to make laws and oversee the executive branch. The latter practically grants the legislature the legal authority to hold the government accountable through oversight mechanisms such as parliamentary committees, Questions to the Executive Council, budget oversight and debates. The committee system is the backbone of parliamentary oversight, allowing for in-depth scrutiny of government activities.

Moreover, legislatures are legally mandated to represent the interests of the people and to ensure that their voices are heard in the lawmaking processes. In practice, these tripartite mandates are interlinked. For example, public input informs both the oversight and legislative processes, findings from the oversight exercise can lead to new legislation or amendments to existing ones, and legislative debates can highlight areas

requiring further oversight. The effectiveness of these functions depends on various factors including political will, institutional capacity, public awareness, resources and the overall political climate.

While there is strong legal framework in place for the exercise of the legislature's constitutional mandates, there are challenges that hamper the effectiveness of legislatures which range from capacity constraints, enforcement challenges, political interference and public disengagement.

Since the dawn of democracy, the African National Congress (ANC) has enjoyed a significant majority in parliament. This can sometimes lead to a lack of effective opposition and compromise the parliament's ability to provide robust oversight.

There is an ongoing debate about strengthening parliament's independence from the Executive Council, particularly given South Africa's parliamentary system where the Executive Council is drawn from the legislature. The State Capture Report by the Zondo Commission emphasised instances of political pressure or interference, which undermined the independence and impartiality of parliamentary oversight, and in turn, its effectiveness. For example, the report cited instances where committee inquiries into the alleged wrongdoing of the Executive Council were crushed by members of the ANC in parliament. This, they note, negatively impacted the integrity and credibility of the oversight processes; however, the effectiveness of the current government of national unity (GNU) in turning things around is yet to be determined. Addressing the weaknesses and enhancing the capacity and independence of the Parliament could significantly strengthen its oversight role and contribute to improved governance.

From the legal front, some of the threats include the introduction of the New Public Procurement Act, which may render the current Financial Management of Parliament and Provincial Legislatures Act misaligned and non-compliant, requiring legislative adjustments. Further, the Financial Action Task Force (FATF) grey listing may dampen South Africa's



economic growth prospects, particularly the export-driven sectors. The European Union Carbon Border Adjustment Mechanism could negatively impact South Africa's exports of carbon-intensive goods, potentially leading to economic challenges.

These weaknesses and threats could be mitigated by leveraging opportunities to reform legislation in the following areas. There is an opportunity to reform the electoral system from a party-based to a constituency-based model which could strengthen accountability and the connection between legislators and their constituents, and, in turn, improve service delivery for the electorates. Further, there is potential to strengthen existing laws or introduce new legislation to address the deficiencies identified by the Financial Action Task Force (FATF). The Seventh Legislature began the process to repeal the Legislature Services Act. This process provides an opportunity to streamline legislative instruments and improve the effectiveness of governance structures of the Gauteng Legislature. Similarly, to strengthen the oversight and scrutiny role of the legislature on Money Bills, the implementation of the Money Bills Amendment Procedure and Related Matters Act should be pursued relentlessly by putting structures, systems and procedures in place.

## 4.2 Internal Environment

The legislature serves as a critical pillar of democracy in Gauteng Province, executing its constitutional mandate of executive oversight, lawmaking, public involvement, and cooperative governance. The institution's performance directly impacts the lives of Gauteng residents, shaping policy and governance through its legislative and oversight functions. This SWOT analysis provides a detailed assessment of the GPL's strengths, weaknesses, opportunities and threats. The report integrates insights from key documents, including the GPL Annual Report (2023/2024), the 2024 Medium-Term Budget Policy Statement (MTBPS), the Institute of Risk Management South Africa (IRMSA) Risk Report, the legislature's Mid-term Evaluation Report (2023), the 2024/2025 Mid-Year Performance Report, as well as insights obtained from workshops with internal stakeholders.

- (a) **Strengths: Foundational advantages of the GPL.** The GPL's strengths reflect its capability to fulfil its constitutional mandate effectively and sustain its role as a beacon of democracy. One of its most significant strengths lies in its robust governance and compliance structures. The Sector Oversight Model (SOM) and the Inter-Legislature Relations (ILR) Strategy ensure alignment with sectoral norms and standards, promoting operational efficiency and enhancing accountability. The 2023/2024 Annual Report emphasises that these frameworks have been instrumental in maintaining high levels of governance, with regular oversight reports tabled to ensure transparency and institutional effectiveness (Section B, p. 60).
- (b) **Leadership within the GPL has been pivotal in aligning its strategic objectives with its constitutional mandates.** The annual report highlights the Speaker's proactive role in fostering trust and overseeing initiatives such as SOAR-GP, which standardises the GPL's interactions with the Executive Council. This alignment ensures that the GPL remains responsive to its mandate, particularly in oversight and public involvement functions (GPL Annual Report, p. 8).
- (c) **Innovation and technology form another cornerstone of the GPL's strengths.** By adopting cloud-based technologies and expanding digital platforms, the institution has improved transparency and operational efficiency. These initiatives have enhanced public engagement, enabling citizens to access legislative processes and participate meaningfully. The GPL Annual Report (Section B, p. 34) details how digital tools have transformed public involvement, aligning the GPL with modern governance practices.
- (d) **Public engagement initiatives further underscore the GPL's commitment to inclusivity.** Programmes such as sector parliaments, petitions and public education workshops have increased the GPL's accessibility. The Mid-Term Evaluation Report reveals a rise in public awareness of the GPL's mandate, from 79% in 2019 to 82% in 2023. These efforts demonstrate the GPL's dedication to strengthening its representative role and fostering public trust (GPL Annual Report, p. 83).

- (e) **Weaknesses: Internal challenges affecting performance.** While the GPL boasts significant strengths, it faces internal weaknesses that hinder its ability to achieve optimal performance.
- (f) **Leadership and governance instability is one of the most pressing issues.** High vacancy rates and a lack of succession planning disrupt continuity and strategic execution, undermining the institution's capacity to deliver effectively. The 2023/2024 Annual Report highlights this as a persistent challenge, emphasising the need for stronger human resource management to ensure stability (GPL Annual Report, Section D, p. 74).
- (g) **Operational inefficiencies present another significant weakness.** The Mid-Term Evaluation Report (Section 7.1.3, p. 53) notes that while petitions are being processed, a substantial backlog remains unresolved, reflecting inadequacies in governance processes. These inefficiencies affect the GPL's responsiveness to public concerns and undermine its ability to fulfil its public involvement mandate effectively. Resource allocation misalignment further exacerbates the GPL's challenges and limited capacity in critical areas, such as oversight and public participation, restricts the institution's effectiveness. The 2024/2025 Mid-Year Performance Report (Section 2, p. 29) reveals that only 76% of planned performance targets were achieved, with the remainder affected by resource constraints and operational limitations.
- (h) **The declining public trust in the GPL is perhaps the most concerning weakness.** The Mid-Term Evaluation Report (Section 7.3.1, p. 92) indicates that satisfaction with the GPL's responsiveness has dropped significantly, with only 14% of respondents expressing satisfaction in 2023 compared to 70% in 2019. This erosion of trust undermines the GPL's legitimacy and its ability to engage meaningfully with the public.
- (i) **Opportunities: Strategic prospects for enhancement.** The GPL's external environment offers several opportunities to enhance its role and impact.
- (j) **Digital transformation represents one such opportunity.** By expanding the use of digital tools, the GPL can further improve public involvement and streamline its operations. The annual report (Section B, p. 34) identifies the potential of these platforms to enhance accessibility and transparency in legislative processes, positioning the GPL as a leader in modern governance.
- (k) **Strategic partnerships provide another avenue for growth.** Collaborations with institutions such as the South African Local Government Association (SALGA), the Commonwealth Parliamentary Association (CPA), institutions of higher learning, non-governmental organisations, professional bodies and local councils can strengthen cooperative governance and legislative influence. These partnerships, detailed in the annual report (Section C, p. 66), enable the GPL to share best practices and enhance its capacity to address complex governance challenges.
- (l) **Policy and legislative reforms also present significant opportunities.** Implementing recommendations from the Money Bills Amendment Procedure and Related Matters Act feasibility study could improve fiscal oversight and legislative efficiency. The Mid-Term Evaluation Report (Section 7.1.2, p. 22) highlights the potential of these reforms to align legislative processes with provincial needs, enhancing the GPL's responsiveness and impact.
- (m) **Transitioning to project, programme, and portfolio management (P3M) offers the GPL an opportunity to enhance performance and value creation in the medium to long term.** The 2024/2025 Mid-Year Performance Report highlights inefficiencies from managing projects in isolation, which have contributed to underachievement of some targets (Section 4, p. 33). P3M enables the alignment of projects with strategic outcomes, optimising resources and improving oversight. The IRMSA Risk Report also underscores the value of cohesive frameworks in mitigating risks and maximising impact (Section 5, p. 46).



- (n) **Economic stability, as outlined in the 2024 MTBPS, provides an enabling environment for the GPL to advocate for better resource allocation and address capacity constraints.** The MTBPS (Chapter 3, p. 18) underscores the importance of leveraging improved fiscal conditions to strengthen governance initiatives and public service delivery.
- (o) **Threats: External challenges to the GPL's mandate.** The GPL faces several external threats that could impede its ability to fulfil its mandate.
- (p) **Limited fiscal resources,** highlighted in the MTBPS (Chapter 4, p. 29), restrict the GPL's ability to implement its programmes effectively and maintain operational efficiency.
- (q) **Technological risks, including cybersecurity threats and outdated digital systems, pose additional challenges.** The IRMSA Risk Report (Section 8.9, p. 96) emphasises the need for robust digital resilience measures to mitigate these risks, ensuring that the GPL's technological infrastructure remains secure and functional.
- (r) **Declining public confidence is a critical threat to the GPL's legitimacy.** The Mid-Term Evaluation Report (Section 7.3.1, p. 92) reveals growing dissatisfaction with the GPL's responsiveness, particularly in addressing provincial concerns. This trend necessitates urgent interventions to rebuild public trust and restore the GPL's credibility.
- (s) **Political and social instability further complicates the GPL's operating environment.** Regional disparities and dissatisfaction with governance and service delivery create significant obstacles for public engagement initiatives. This is particularly evident in Sedibeng, where trust in the GPL is critically low (Midterm Report, Section 7.3.5, p. 98).

Following from the detailed analysis above, it is essential to consider the dynamics of the current geopolitical landscape, due to its importance and effect on the broader political, social and economic environment, not only at the provincial level but at the national level too.

Thus, the recent global political landscape swayed by statements made by the USA government presents challenges as well as opportunities for the South African State. There must be urgent deliberate discussions on how to best reduce reliance on foreign aid and trade with the USA, and general diversification of the South African economies. Such localisation of the trade balance is a win-win as it could lead to increased local investments and infrastructure development, which may foster economic growth and ultimately resilience. On the contrary, there are critical drawbacks to be considered. Reduced investments, trade and sanctioning of trade tariffs by the USA are likely to strain the countries' economies, including Gauteng, especially with regard to those mainly reliant on exports. Furthermore, the withdrawal could lead to further budget constraints, which may affect social programmes and development projects. Further, these and associated geopolitical tensions may decrease the investor confidence in developing markets like ours in favour of "save-haven" economies for their investments and trade partnerships. This may have substantial negative impact on unemployment and public confidence.

From the social perspective, negative discourse by world leaders could further amplify tensions, which may undermine social cohesion. Politically, it may be necessary to find ways to navigate complex international relations and adapt policies to align with national responses, potentially straining local governance structures. This, however, should be acutely balanced with the country remaining true to its beliefs and resolute on its stance to speak and act, within the relevant legislation, against any acts of violence, genocide, apartheid and oppression, wherever in the world such may occur. Finally, the strategy should be robust enough to navigate current and future challenges that may arise from changes in the broader environment that the legislature operates within.

In summary, the legislature finds itself in a precarious political and stagnant economic climate where its agility will be tested in managing diverse interests, staying firm on its stance on internal cooperation, addressing pressing socioeconomic needs of its citizens while maintaining its overall stewardship.





Given the political, economic, social, technological, environmental and legal (PESTEL) landscape, as well as the analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the internal environment, the following strategic choices are suggested to address the challenges and capitalise on opportunities:

- **Strengthen governance and accountability:** to mitigate institutional and environmental instability, enhance good governance processes and fiduciary compliance.
- **Optimise digital capabilities:** to counter technological and operational threats, enhance digital resilience and cybersecurity, and operational efficiency through technology.
- **Enhance human capital and leadership stability:** to counter workforce and leadership challenges: leadership stability, succession planning, human capital retention, development and enhanced staff morale.
- **Leverage partnerships and cooperative governance:** to mitigate external political and social threats: strategic partnerships for stability, and political risk mitigation strategy.
- **Maximise financial resources and budget alignment:** to overcome fiscal and resource constraints: resource allocation and efficiency.

## 5. Guiding principles for programme structure towards organisational excellence

The Legislature is committed to strategy-driven functional planning that ensures business continuity. Its processes are designed to be customer-centric, ensuring they are both efficient and well-governed. To this end, the Legislature prioritises the effective delivery of its constitutional mandates, maintaining the highest standards in fulfilling all legislative responsibilities. The approach emphasises cross-functional collaboration and resource sharing, supported by clear and appropriate decision-making delegations. Additionally, the Legislature is focused on building a future-ready institution that leverages digital technologies and embraces innovation in its quest for excellence in mandate execution.



To execute the GPL's constitutional mandate, the institution is structured into five budget programmes as follows:

**Table 2: The GPL Budget Programmes**

Programme	Purpose	Subprogrammes	Services
<b>Programme 1:</b> Leadership & Governance	To provide leadership, governance and direction to the institution. Its core function is to ensure that legislative processes are aligned with the GPL's Five-year Strategy, while also monitoring and overseeing the execution of institutional obligations.	<ul style="list-style-type: none"> <li>» Administration</li> <li>» Oversight and Liaison</li> <li>» Inter-Legislature Relations</li> </ul>	<ul style="list-style-type: none"> <li>» Administrative support to the Presiding Officers.</li> <li>» Sector support and coordination.</li> <li>» Committee oversight and liaison.</li> </ul>
<b>Programme 2:</b> Office of the Secretary	To provide strategic institutional support regarding policy, governance and development programmes for Members	<ul style="list-style-type: none"> <li>» Corporate Legal Support</li> <li>» Office of the Integrity Commissioner</li> <li>» Strategy, Planning, Monitoring and Evaluation</li> <li>» Project Governance Office</li> </ul>	<ul style="list-style-type: none"> <li>» Strategic management integration and performance coordination.</li> <li>» Registrar of Members' Interests.</li> </ul>
<b>Programme 3:</b> Corporate Support Services	To provide facilities and support services to the legislature.	<ul style="list-style-type: none"> <li>» Human Capital/ Resources</li> <li>» Information Communication Technology</li> <li>» Members' Support Services</li> <li>» Organisational and Institutional Support Services</li> </ul>	<ul style="list-style-type: none"> <li>» Human capital/ resource management.</li> <li>» Information communication technology (ICT) services.</li> <li>» Members' facilities</li> <li>» Institutional support services.</li> </ul>
<b>Programme 4:</b> Core Business	To provide advisory and support services to the House and its committees.	<ul style="list-style-type: none"> <li>» Parliamentary Business</li> <li>» Information and Knowledge Management</li> <li>» Communications, Public Participation and Petitions</li> </ul>	<ul style="list-style-type: none"> <li>» Procedural and legal advice.</li> <li>» Committee support services.</li> <li>» Analysis, information and research services.</li> <li>» Language, content, secretarial, and legislative drafting services.</li> <li>» Public education, public participation, corporate communication.</li> <li>» Information and knowledge management.</li> </ul>
<b>Programme 5:</b> Office of the Chief Financial Officer	To provide professional financial, risk and supply chain management services for the realisation of the legislature's strategic outcomes.	<ul style="list-style-type: none"> <li>» Financial Management</li> <li>» Supply Chain Management</li> <li>» Audit, Risk and Governance</li> </ul>	<ul style="list-style-type: none"> <li>» Financial and supply chain management.</li> <li>» Risk management integrity, and combined assurance services.</li> </ul>



## 6. GPL planning process

The planning process complies with the Financial Management of Parliament and Provincial Legislatures Act (FMPPLA), which outlines the requirements for institutional planning and its outputs. Sections 13 and 14 of the FMPPLA specify that the Executive Authority (EA) must oversee the planning process, while the Accounting Officer is responsible for preparing and submitting the legislature's strategic plan, annual performance plan, budget and adjustment budgets to the Executive Authority.

In alignment with the FMPPLA, the legislature developed an integrated strategic management framework in 2018. This framework serves as a guideline for planning, budgeting and performance monitoring processes, ensuring alignment with legislative sector frameworks. Importantly, the framework is reviewed on an annual basis to ensure its relevance and alignment with the institution's priorities, allowing for adaptive and responsive governance.

Following the May 2024 elections, the EA of the legislature took charge of overseeing the planning process, with the Presiding Officers establishing the key priorities for the Seventh Legislature. Once these priorities were confirmed, the Standing Committee of Chairpersons (SCoC) was tasked with determining cluster priorities aligned with the term priorities. The committee then engaged in a comprehensive planning process to integrate these priorities into their work. This inclusive process ensured active involvement from the EA, Office Bearers and the Members of the Provincial Legislature (MPLs) in developing the policy priorities for the legislature, fostering a collaborative and transparent environment.

The Accounting Officer led the development of a draft strategic plan based on these policy directions. It is important to note that the administration can only commence its planning once the committees have determined their priorities, as the primary function of the administration is to support the MPLs in discharging their constitutional mandate.

This planning process also considers the recently introduced sector audits and the findings of previous term audits. The refocus of the Auditor-General of South Africa on the work of the committees and its impact on citizens is particularly significant. This ensures that the planning process is not only compliant but also strategically aligned with oversight and accountability measures.

Consequently, the planning process extends to the creation of the annual performance plan, operational plans for committees and administration, and ultimately, the alignment of individual performance contracts with these priorities. This holistic approach ensures that all the levels of the legislature are working cohesively towards common goals, enhancing overall effectiveness and service delivery to the people of Gauteng.

## 7. Alignment with the provincial, national priorities and other related plans

In planning for the new legislature, the GPL ensured strong alignment with relevant provincial, national, regional and global priorities. The strategic planning process considered common emerging themes, which were developed into cluster priorities for the committees, setting the focus areas for their work. This approach ensures that all priorities in the GPL planning value chain are legitimate, lead to relevant oversight, and support service delivery in line with government commitments.

**Additionally, the GPL ensures that all plans are technically sound, incorporating rigorous analysis and expert input. Key priorities include:**

- (a) **Sustainable Development Goals (SDGs):** The 2030 Agenda for Sustainable Development, adopted by all UN Member States, provides a blueprint for peace and prosperity. The 17 SDGs call for action to end poverty, improve health and education, reduce inequality, spur economic growth, tackle climate change, and preserve oceans and forests.





- (b) **Africa Agenda 2063:** Africa's blueprint for inclusive and sustainable development, aiming for unity, self-determination, freedom, progress, and collective prosperity.
- (c) **SADC Regional Infrastructure Development Master Plan (RIDMP):** Guides the development of key infrastructure projects to promote socioeconomic growth through a seamless and cost-effective trans-boundary infrastructure network.
- (d) **Beijing Platform for Action:** Focuses on gender equality and empowerment, envisioning a world where women and girls can exercise their rights, live free from violence, participate in decisions, and earn equal pay for equal work.
- (e) **National Development Plan:** Aims to eliminate poverty and reduce inequality by 2030 through inclusive economic growth, building capabilities, enhancing state capacity, and promoting leadership and partnerships.
- (f) **State of the Nation Address (SONA) and Budget:** Sets out national policy priorities for the upcoming year, focusing on the political and socioeconomic state of the nation.
- (g) **State of the Province Address (SOPA) and Budget:** Unpacks SONA priorities and sets out relevant priorities for the province.
- (h) **Growing Gauteng Together (GGT):** Gauteng Province's 11-year plan remains a key strategic framework for the GPG, with renewed focus for the 7th Term emphasising elevated priorities include economic recovery and acceleration, strengthening the fight against crime, corruption, vandalism, and lawlessness, improving living conditions in townships, informal settlements, and hostels, and prioritizing the health and wellness of communities.

Considering strategic policy priorities at global, national, and local levels, the GPL is well-positioned to align its plans accordingly. This alignment enables the GPL to conduct effective oversight and hold the government accountable for its commitments and key determinants of these plans. Ultimately, this ensures that GPL's oversight is legitimate, relevant, and valid, thereby enhancing mandate execution. It further ensures that GPL's planning and oversight activities are relevant and impactful, driving mandate execution towards meeting the needs of the people of Gauteng.





# MEASURING OUR PERFORMANCE

## 1. Institutional programme performance information

### 1.1 Aligning GPL Performance with its Constitutional Mandate

Constitution of the Republic of South Africa mandates that parliament and provincial legislatures maintain genuine oversight over the Executive. This is essential to ensure an accountable and responsive government dedicated to improving the lives of South Africans. At the same time, the National Development Plan (NDP) emphasizes the need for robust enforcement of accountability by legislatures to ensure the timely, relevant, and transformative delivery of basic services in an economical, efficient, effective and equitable (4Es) manner. Central to accountability is these 4Es in the use of scarce resources.

It is critical to ensure that the planned performance of the Legislature is fully aligned to its constitutional mandate as stated in section 19 of the Constitution. **Here it should be noted that the Legislature has two primary, and two primary mandates as outlined in the Constitution. The primary mandates are:**

- » Consider, amend, pass, or reject provincial laws.
- » Conduct oversight functions over the provincial Executive.

Whilst the two secondary mandates are:

- » Ensure public participation in driving democracy in the province.
- » Promote cooperative governance.

The 2023 Mid-Term Evaluation Report findings stressed the overwhelming need to contribute towards the transformation of the legislative sector, through enhancement of planned performance that focuses on Executive accountability, scrutiny by the legislature as well as transparency. Through this strategy, the legislature will endeavour to address its recommendations through incorporating the following endeavours:

- » Utilise audit data to provide meaningful insights to drive improvements in the legislature performance aligned to the work of the executive. This supports the GPL's primary mandate to conduct oversight and ensure the Executive's accountability.

- » Promote a culture of accountability and transparency aligning with the GPL's role in ensuring public participation and driving democracy, as well as fostering an accountable government.
- » Ensure compliance with rules and regulations to foster integrity as well as public trust and confidence. This is crucial to provide effective, transparent, and accountable governance.

The legislature should be intentional in balancing its primary and secondary mandates. Prioritisation is, therefore, critical. It is important to ensure that the primary mandates of law-making and oversight are not overshadowed by the secondary mandates of public participation and cooperative governance. Consideration in this regard should include resource allocation and promotion of effective governance of this core responsibility of the legislature. This must be evident in the intent of the strategy as will be detailed in the next sections of the plan. Furthermore, the secondary mandates should be effectively integrated to support the primary ones without diluting their focus. Public participation plays a supportive role in the provision of valuable inputs for law-making, and governance facilitate better oversight.

## 1.2 Performance Management Approach

The GPL adopts a results-based approach to planning, performance monitoring and reporting. This approach is not just a methodology but a foundational and non-negotiable element of our work, essential for achieving the positive socioeconomic change we aim to see in the lives of the people of Gauteng. Central to this approach is the theory of change (ToC), a critical framework that outlines the steps needed to achieve the desired outcomes and impacts. The ToC provides clarity by defining the desired outcomes and the necessary steps to achieve them, ensuring that all activities are strategically aligned with our goals. This alignment makes our efforts more focused and effective, directly contributing to our overarching objectives.

The theory of change aids in strategic planning by helping us plan initiatives effectively and allocate resources efficiently. This ensures that our activities are impactful and contribute directly to our goals. By providing a framework for tracking and reporting progress, the ToC enhances accountability and transparency. This allows us to monitor our performance and make data-driven decisions, reinforcing our commitment to accountability.

Moreover, ToC encourages stakeholder engagement by involving various stakeholders in the planning and implementation process. This ensures that our initiatives are responsive to community needs and helps build trust and legitimacy. It also supports continuous improvement by incorporating feedback mechanisms that allow for ongoing learning and adaptation, ensuring that we remain flexible and responsive to the changing circumstances and emerging challenges.

Infused into the ToC is the outcomes-based approach, which is central to our mission. This approach focuses on achieving tangible results that promote positive socioeconomic change in Gauteng. It involves implementing programmes and policies that address the most pressing needs of the community, setting clear and measurable goals to track progress, and ensuring that our efforts are making a real difference. Additionally, it focuses on long-term, sustainable changes that will continue to benefit the community beyond the immediate term.

By integrating the theory of change with our outcomes-based approach, the GPL ensures that our efforts are strategic, accountable and impactful. These foundational elements are non-negotiable and essential for driving the positive socioeconomic change we strive to achieve for the people of Gauteng. The ToC provides the roadmap, while the outcomes-based approach ensures that we stay on track and achieve our desired results.





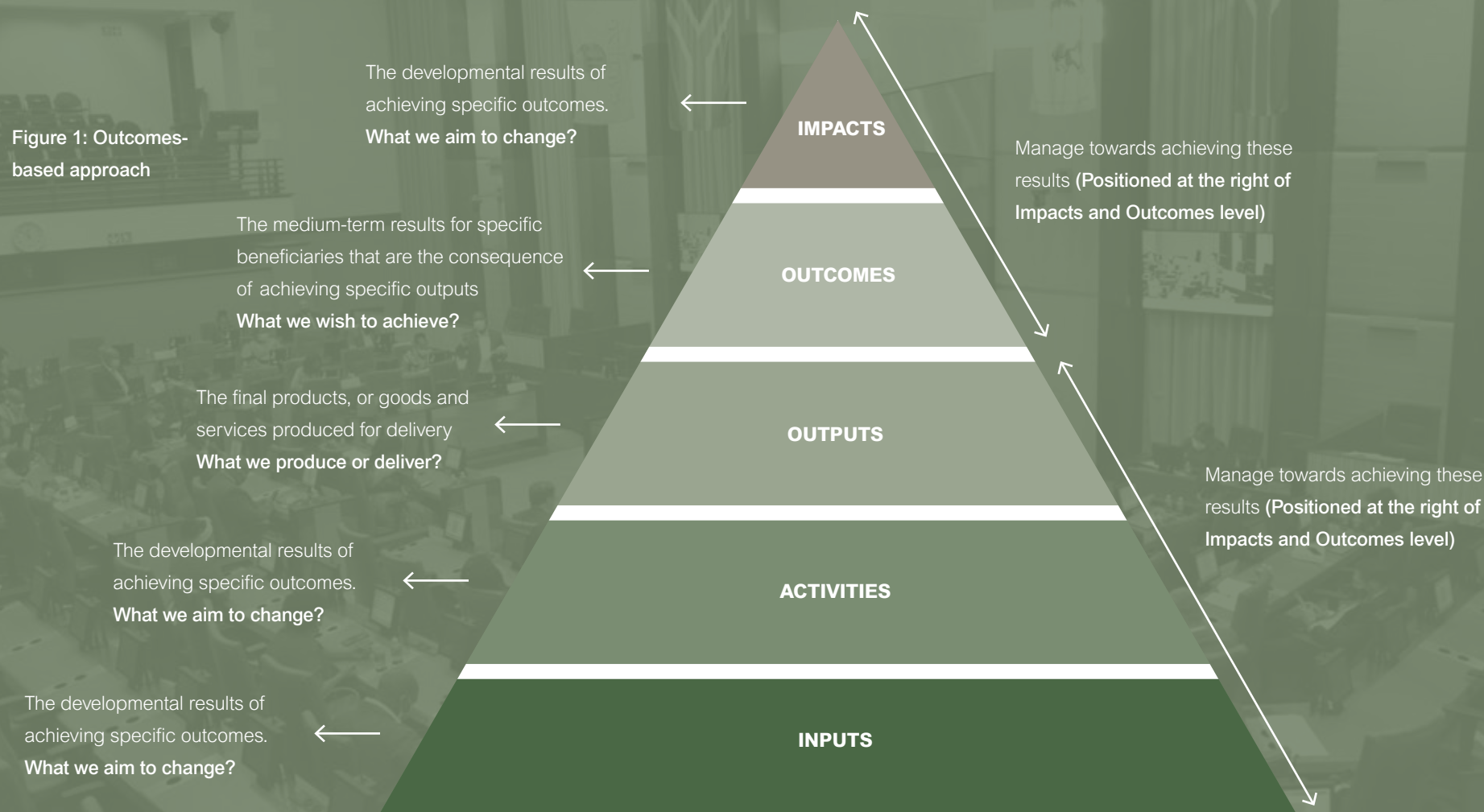
## 2. Measuring Impact

Through its mandate execution, the GPL aims to unlock service delivery to the people of Gauteng, thereby contributing to a significant improvement in their quality of life. The envisioned long-term impact is an improved quality of life for all Gauteng citizens. This impact reflects the significant changes in well-being and living standards that result from focused efforts to enhance service delivery. While unlocking service delivery serves as the means and a key driver of the desired change, the ultimate outcome is the positive transformation in people's lives.

To measure the contribution of the GPL to the envisioned impact, the following high-level indicators will assist to understand and demonstrate the overall performance of the GPL. For the purpose of the GPL's Seventh Term Strategy, improved accountability will be used as a proxy for impact indicators. For instance, contribution to the impact will be measured mid-term and end term, specifically looking at governance and accountability improvements, such as to what extent has legislative oversight led to changes in government policies and practices, through tracking House resolutions, public trust and confidence in public sector organisations in the GPG as well as the level of public participation in legislative and governance systems.



**Figure 1: Outcomes-based approach**



In addition to the outcomes-based approach, the GPL uses the logical framework approach in order to better understand the relationship along the entire performance value chain. This approach identifies the links between inputs, activities, outputs, outcomes and impacts, ensuring a clear and structured pathway from resource allocation to achieving long-term goals. Tables 4 and 5 in section 15.2 provides more details on the entire value chain.



### 3. Seventh term priorities and strategic outcomes

The priorities of the Seventh Administrative Term have been distilled from the following three main priorities of the government of national unity (GNU):

- (a) **To drive inclusive growth and job creation.** The leadership of the Seventh Term will pursue programmes that will focus on sustainable and rapid economic growth that is inclusive and transformational. This includes removing obstacles to growth and ensuring that economic benefits are widely shared, particularly among black South Africans, women, and other historically marginalised groups.
- (b) **To reduce poverty and tackle the high cost of living.** Reducing poverty and addressing the high cost of living are central to the Seventh Term's agenda. This involves expanding the number of zero-rated VAT-exempted food items and improving social services.
- (c) **To build a capable, ethical and developmental State.** Critical interventions are required to strengthen the capacity and integrity of the State. This includes improving the performance of municipalities to attract investment and support local economic growth.

These priorities are aligned to the National Development Plan Vision 2030 and other international frameworks like the United Nations Sustainable Development Goals and the African Union's Agenda 2063, as detailed in section 12.

In line with these, the GPL, through its committee planning process, has identified the following priorities that will guide its work in conducting oversight and scrutiny over the work of the Executive:

- i. **Economic Transformation Cluster (ETC)** priority is aimed at economic recovery through accelerated infrastructure development and job creation;

- ii. **Social Transformation Cluster (STC)** will focus on enhanced crime reduction, health, education and other social services (CHESS); and
- iii. **Governance and Administration Cluster (GAC)** will focus on strengthening good governance and dealing decisively with corruption.

In response to its constitutional mandate and considering the needs of the people of Gauteng, the Seventh Term leadership identified five priorities as detailed below:

- » **Oversight:** Mechanisms to enhance Executive accountability (exercise rigorous oversight of the Executive to ensure transparency and accountability).
- » **Law-making:** Responsive to the needs of the people (optimising legislative processes to facilitate enactment of laws that target concerns of the people of Gauteng such as poverty, unemployment and inequality).
- » **Public participation:** Meaningful, inclusive and representative (foster greater public involvement in oversight and legislative processes thereby leveraging innovative engagement approaches and digital technologies).
- » **Cooperative Governance:** Purposeful collaboration with other organs of the State (advance cooperative governance via benchmarking and integrating best practices to tackle common challenges, and work with others for mutual beneficiation).
- » **Good Governance:** Sound governance processes and administrative efficiency.

Drawing on the above priorities of inclusive economic development, reduction of poverty and building a capable State, the GPL's strategic outcomes are structured to ensure that they are achieved through rigorous oversight and scrutiny, enhanced public involvement, streamlined legislative processes and enhanced cooperative governance, which are to be measured through predetermined indicators as detailed in the next section.



## 4. Outcomes

The table below provides a high-level overview of the Seventh Legislature's policy priorities, determined outcomes, their rationale as well as the desired measurable changes.

Table 3: Seventh Term Priorities, Outcomes and Measurable Change

Priority	Outcome
<b>Oversight:</b> Mechanisms to enhance Executive accountability	Enhanced oversight by the GPL and executive accountability to facilitate service delivery
<b>Law-making:</b> Responsive to the needs of people	Improved laws that address the needs of the people of Gauteng.
<b>Public participation:</b> Meaningful, Inclusive and Representative	Improved meaningful and inclusive public participation to enhance oversight and law-making
<b>Cooperative Governance:</b> Purposeful collaboration with other organs of the State	Strengthened cooperative governance to enhance oversight and law-making
<b>Good Governance:</b> Sound governance processes and administrative efficiency	Strengthen compliance with principles of good governance and fiduciary requirements

With the identified priorities, outcomes and the desired measurable changes detailed above, what follows is the delivery model and its measurement in the medium and long term.

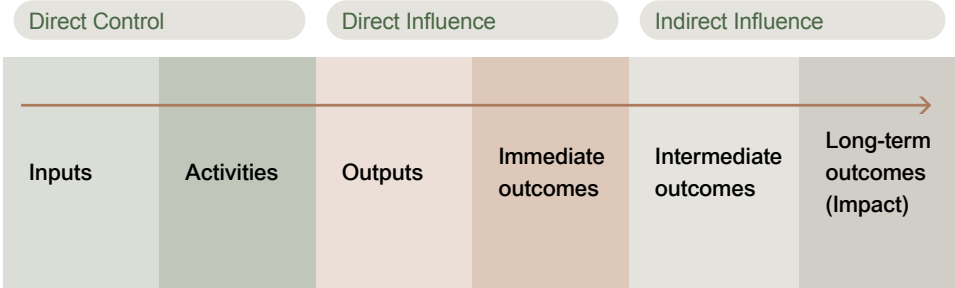


## 5. Measuring Outcomes

Part of this plan will incorporate the implementation of a robust framework to measure outcomes both mid-term and at the end of its five-year plan. This approach is essential as the GPL will ensure that it is making a meaningful impact, maintaining accountability, making informed decisions, fostering continuous improvement and staying aligned with its vision and mission. This comprehensive approach is crucial for driving the organisation’s success and sustaining growth.

In line with the outcomes-oriented approach, the GPL will account and measure the impact it contributes to beyond its control, hence the immediate, intermediate and long-term results. For instance, the GPL has full control over the inputs and resources used to carry out activities that produce outputs. These outputs lead to immediate outcomes, such as increased awareness, increased number of participants that the GPL can directly influence, etc. These immediate outcomes then lead to intermediate outcomes, indicating behavioural change, such as improved public participation, strengthened cooperative governance, improved lawmaking, enhanced oversight and accountability, etc. However, the GPL has limited influence over these intermediate outcomes. The intermediate outcomes will ultimately result in long-term impacts, such as improved quality of life and good governance, which are often indirectly influenced by the GPL (Kinyuira, 2019; Parliamentary Centre and WBI, n.d.), see figure 2 below.

Figure 2: Results Chain – Direct control, Direct Influence and Indirect Influence



*Source: Adapted from Muzenda (2023)*

By structuring institutional performance management along the results chain, the GPL will be able to systematically measure and evaluate performance at each stage, ensuring a comprehensive understanding of how inputs lead to long-term impact. The approach facilitates identification of areas of improvement as well as demonstrating accountability and effectiveness.

Given that the measurement of the key outcomes has been determined, the next step is to reflect on the visual representation of the strategy map, which paints a picture of how these outcomes are interconnected, and to outline the specific actions needed to achieve them.

The next table is a representation of the 2025-2030 Strategy Map. It is a visual tool that outlines the GPL’s strategic outcomes and illustrates the cause-and-effect relationships between them. It aims to demonstrate how all the parts of the GPL are to work towards the common vision of the Seventh Term.



Table 4: Strategy Map

			Outcomes – immediate, intermediate and long term		Impact - 2030
Inputs	Activities	Outputs	Immediate - Intermediate	Intermediate - Long Term	
Research, analytical and procedural advice, record services, Members' affairs, legal advice, meeting facilities, security, communication, public education	Committee meetings and House Sitings	Reports with House resolutions, questions, committee recommendations	<i>Enhanced oversight by the GPL and Executive accountability to facilitate service delivery</i>	Improved public confidence in the GPL	<sup>1</sup> Improved quality of life of the people of Gauteng
	Committee meetings and public hearings	Bills and laws that meet constitutional muster, regulations approved	<i>Improved and responsive laws that address the needs of the people of Gauteng</i>		
	Outreach programmes, public education workshops and sector parliaments	People participating in the GPL activities, submissions/ petitions	<i>Improved meaningful and inclusive public involvement</i>		
Meetings, inter-legislature/ inter-governmental agreements, and approved interventions	Participation in the National Speakers' Forum, Gauteng Speakers' Forum, Legislative Sector Support (LSS) Cluster Meetings and hosting international delegations	Alignment with sector norms and standards	<i>Strengthened cooperative governance to enhance oversight and law-making</i>		
Institutional planning sessions (strategic and operational), budgeting, recruitment strategies, allocation of human and financial resources, as well as transfer of payments	Planning, budgeting and reporting in line with FMPPLA, and provision of human and financial resources in line with respective policies	Audit outcomes	<i>Strengthen compliance with principles of good governance and fiduciary requirements</i>		

It should also be noted that improving the quality of life of the people of Gauteng will further increase their confidence in the GPL. Below is the rationale for the choice of the outcome indicators relevant to the respective outcomes. A detailed description is also provided on how the identified outcomes will contribute to the achievement of the envisioned impact.

<sup>1</sup> Reduced poverty, increased employment opportunities, reduced inequality



Table 5: Measurement of Outcomes

Outcome	Outcome Indicators	Baseline (2023/2024)	Mid-term target (2026/2027)	End of term target (2030)
<b>Enhanced oversight by the GPL and Executive accountability to facilitate service delivery</b>	Perceptions of the people of Gauteng regarding the GPL's execution of the oversight mandate	14%	20%	30%
	Percentage of resolutions closed	40%	45%	50%
	Percentage of timely submissions/responsive rate	44%	50%	60%
<b>Improved and responsive laws that address the needs of the people of Gauteng</b>	Perceptions of the people of Gauteng regarding the GPL's execution of the law-making mandate	19%	25%	35%
	Percentage of laws that meet the constitutional muster	100%	100%	100%
<b>Improved meaningful and inclusive public involvement (in support of oversight and law-making)</b>	Perceptions of the people of Gauteng regarding the GPL involving them in its business and execution of its mandates	18%	25%	35%
	Percentage of the people of Gauteng who understand the mandate of the GPL	4%	5%	8%
	Percentage of oversight and law-making reports with stakeholder/public inputs integrated	25%	30%	50%
	Diversity participation rate	New	4%	5%
<b>Strengthened cooperative governance to enhance oversight and law-making</b>	Perceptions of the key stakeholders regarding improved alignment and collaboration with other organs of the State	17%	25%	35%
	Percentage of integration and alignment of norms and standards within the legislative sector	New	25%	50%
<b>Strengthened compliance with principles of good governance and fiduciary requirements</b>	Audit opinion of the AGSA	Clean audit outcomes	Clean audit outcomes	Clean audit outcomes
	Percentage of compliance with FMPPLA and principles of good governance	100%	100%	100%

## 6. Explanation of planned performance – seventh term

In line with the discussions above, a total of five (5) strategic outcomes linked to the identified priorities were developed for the Seventh Legislature. Each outcome has been generated in response to a corresponding priority and mandate of the GPL. The outcome indicators represent a quantifiable measure of the extent to which the respective outcome and the desired societal change will be achieved, that of improved quality of life, given the challenges faced by Gauteng and the country.

### Outcome 1:

#### Enhanced oversight by the GPL and Executive accountability to facilitate service delivery

- (a) **Rationale:** Enhanced oversight by the GPL and Executive accountability are essential to facilitating effective service delivery. The GPL will strengthen its oversight over the Executive, ensuring that accountability aligns with strategic priorities and specific government commitments. This focused oversight will particularly target infrastructure projects and other planned initiatives, ensuring that services are rendered efficiently and effectively. By doing so, the quality of life for all the people of Gauteng will be significantly improved.
- (b) **Strategic importance** of this enhanced oversight cannot be overstated. Strengthening oversight mechanisms fosters transparency, which builds public trust and confidence in the operations of the State. It ensures that resources are utilised efficiently, and projects are completed on time and within budget. Moreover, by holding the Executive accountable, the likelihood of corrupt practices is likely to be minimised, leading to more ethical governance in line with Chapter 13 of the National

Development Plan on building a capable State. Improved service delivery directly correlates with higher public satisfaction and confidence in State institutions.

- (c) **Measurable change** resulting from enhanced oversight by the GPL and Executive accountability will be evident through several indicators. Improved responsiveness of the Executive can be measured by tracking the time taken to address and resolve issues raised by the GPL and the public. This includes monitoring the speed and effectiveness of responses to questions, resolutions, petitions and public complaints. Higher public satisfaction with the execution of the oversight mandate can be gauged through surveys and feedback mechanisms. Reduced corruption will be reflected in fewer reported cases of misconduct and more transparent governance practices.

#### (d) **Key Focus Areas/Strategic Initiatives - to achieve**

To achieve these goals, several strategic key interventions are necessary. Regular audits and performance reviews of the Executive's actions and projects, through implantation of the Sector Oversight Model (SOM), will ensure compliance with set standards and timelines. Implementing a system for regular public reporting on the progress of infrastructure and other key projects will maintain transparency. Engaging with community stakeholders will gather feedback and ensure that the services provided meet the actual needs of the population. Furthermore, the provision of training and resources to the Members to discharge their duties will enhance their ability to perform, thereby contributing to improved lives of the people of Gauteng.

*The GPL will capitalise on the use of technology for real-time monitoring and reporting of project progress, and Executive performance will streamline oversight processes.*

*Some of the interventions include:*

- » Improved resolution management with a comprehensive support towards overall improved value chain.



- » Capacitation of committees in all areas, including provision of professional support in legal and procedural, research, secretarial services, information services, communications and public participation.
- » Intensified usage of parliamentary constituency offices (PCOs) to advance public participation.
- » Enhanced application of oversight tools such as questions, Motions, resolutions, committee inquiries, focused intervention studies (FISes), etc to facilitate service delivery.

## Outcome 2:

### Improved laws that address the needs of the people of Gauteng

- (a) **Rationale:** The Gauteng Provincial Legislature (GPL) aims to enhance its law-making capacity and processes to create, amend and pass laws that are responsive to the needs of the people of Gauteng. The legislature will also be vigilant in monitoring the implementation of policies and legislation it has passed. Additionally, the GPL will participate effectively in national law-making processes.
- (b) **Measurable Change:** The success of improved laws that meet the needs of the people of Gauteng will be measured through increased public satisfaction with the law-making mandate, effective legislative processes, and the passing of laws that meet constitutional muster. These metrics reflect tangible improvements and long-term impacts of having laws that effectively address the people's needs.
- (c) **Strategic Importance** - Lawmaking is strategically important as it forms the foundation of governance, establishing standards, maintaining order and protecting individual rights and freedoms. Effective lawmaking builds public trust and legitimacy, ensuring

that citizens feel heard and that government acts in their best interests. It also creates a stable environment for economic activities, encouraging investment and growth. Laws protect fundamental rights, ensuring social justice and equity, and they must also evolve to address new challenges and changes in society. The law-making process includes oversight and accountability mechanisms, preventing abuse of power and ensuring proper implementation. Inclusive processes encourage public participation – a cornerstone of democratic governance – and provide structured ways to resolve conflicts and disputes, maintaining peace and order. By focusing on these strategic aspects, the Gauteng Provincial Legislature can enhance its capacity to create laws that are responsive to the needs of the people, contributing to the overall well-being of society.

It is essential that the law-making mandate encompasses the entire process value chain of law making, from feasibility to implementation. Public participation in lawmaking is critical, as it ensures that a reasonable opportunity is offered to the public and all interested parties to know about the proposed issues and have an adequate say. This foundational value, enshrined in Section 42(3) of the Constitution, emphasises that “government is government by the people.” All parties interested in legislation should feel that they have been given a real opportunity to have their say, are taken seriously as citizens, and that their views matter and will receive due consideration at a time when they could influence decisions meaningfully.

#### (d) Key Focus Areas/Strategic Initiatives

Over the next five years, the GPL is committed to enhancing the law-making process to ensure that it is effective, inclusive and responsive to the needs of the people of Gauteng. To this end, the GPL will prioritise public involvement by holding regular consultations and establishing diverse forums and online platforms to gather citizens' inputs on proposed legislation. The goal is to ensure that legislative proposals reflect public feedback.



To improve efficiency, the GPL will streamline procedures and enhance committee coordination, reducing the time taken to pass legislation and increasing the number of Bills enacted. In ensuring constitutional compliance, the GPL will implement a robust review process with legal experts to confirm that all laws passed meet constitutional muster.

Transparency and accountability will continue to be at the core of the GPL. *As such, the GPL will regularly publish detailed reports on our proceedings, ensuring public access and measuring performance through report quality and public trust levels. Some of the key initiatives, include but are not limited to -*

- » Providing support for the implementation of the Money Bills Amendment Procedure and Related Matters Act (Act 5 of 2019).
- » Repealing the Legislature Services Act Review and repeal outdated legislation to streamline legislative processes.
- » Finalising the review of the Gauteng Petitions Act (Act 5 of 2002) – Update and improve the petitions process to enhance public engagement.
- » Reviewing the law-making mandate of the GPL – Become more proactive in monitoring the implementation of laws and ensuring that they meet the needs of the people.
- » Developing oversight reports on the law-making mandate – To improve efficiencies, ensure diverse public involvement, and that laws made in Gauteng meet constitutional muster.

The GPL's commitment is to create a comprehensive and inclusive legislative process that reflects the will and needs of all citizens, particularly the vulnerable and marginalised. This approach will strengthen democracy and ensure responsive, inclusive and equitable governance. By implementing these initiatives and monitoring performance, the GPL will drive significant improvements, fostering a more transparent, accountable and responsive State.

### Outcome 3:

## Improved meaningful and inclusive public involvement to enhance oversight and law-making

- (a) **Rationale:** The institution aims to rally the people of Gauteng to be meaningfully involved in the delivery of its primary mandates. The legislature will enhance its accessibility and engagement with the community to serve as a true beacon for the public. Special emphasis will be placed on engaging the youth and the marginalised sectors of society, ensuring that their voices are heard and considered in legislative processes.
- (b) **Measurable Change:** The improvement in meaningful and inclusive involvement will be measured through various public involvement initiatives that support the primary mandates along the public participation continuum and deepen democracy. This includes determining whether the voices of the marginalised are heard and achieving higher levels of public satisfaction with participation processes.
- (c) **Strategic Importance:** Public participation and engagement are crucial for ensuring that the legislative processes are inclusive and reflective of the diverse needs and opinions of the population. To foster meaningful and impactful public involvement in the legislative process, several key strategies will be implemented in this Term. This will include conducting targeted outreach programmes that engage various demographic groups, including the youth and marginalised communities. The GPL will organise regular community forums and town hall meetings to provide a platform for the citizens to voice their concerns and suggestions directly. By actively involving the public in its processes, the legislature can enhance transparency, accountability and trust in the democratic process.



Leveraging technology will be another vital strategy. The utilisation of digital platforms and social media will be strengthened to help reach a broader audience and facilitate real-time interaction with the public. Online consultations and surveys will be employed as effective tools for gathering inputs from the citizens who may not be able to attend the in-person events.

Transparency and clear communication are essential for building trust and ensuring that citizens are well informed about legislative processes and participation opportunities in the GPL business. Thus, feedback loops to inform stakeholders about how their inputs are considered and incorporated into the work of the GPL will be prioritised. The current educational programmes whose aims are to empower citizens with the knowledge and skills needed to participate effectively will be strengthened. This will include the provision of support mechanisms such as languages services (interpreting and translation services) and accessible facilities, to ensure that all citizens can participate meaningfully.

Monitoring and evaluating the level and quality of public participation will help identify areas for improvement, while assessing the impact of public input on legislative outcomes will demonstrate the value of citizen involvement. By implementing these strategies, the legislature will go a long way to ensuring that the voices of all citizens, especially the marginalised, are heard and considered in the legislative process, thereby enhancing the quality of lawmaking and oversight, and building trust and accountability in the democratic process.

**(d) Key Initiatives/Interventions:**

- » Mobilise public participation – introduce technological platforms, systems and innovations, including social media, to enhance public engagement.
- » Intensify engagement with all national groups in accordance with the demographic profile of Gauteng Province.
- » Profile the legislature through the production of radio and TV dramas to raise awareness.

- » Bua Le Sechaba Campaigns to focus on taking the legislature and committees to the people through community engagement campaigns.
- » Utilisation of parliamentary constituency offices (PCOs) to be intensified to advance the work of the GPL.

These initiatives will ensure that the legislature remains accessible, inclusive and responsive to the needs of the people, thereby enhancing oversight and law-making processes. By tracking progress and evaluating success through these methods, the institution can continuously improve and adapt its strategies to better serve the public. This approach will foster meaningful involvement, ensuring that the voices of all citizens, especially the marginalised, are heard and considered in the legislative process.

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**Outcome 4:**

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**Strengthened cooperative governance to enhance oversight and law-making**

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- (a) Rationale:** Strengthening the legislative sector's cooperative governance and cooperation is essential for contributing to the sector development locally, continentally and globally. Targeted interventions will not only bolster the legislative sector's capacity but also promote sustainable development and good governance practices across the different levels of government. The GPL will contribute towards creating a cohesive and well-coordinated legislative sector that supports robust oversight and efficient law-making.
- (b) Strategic Importance:** Noting that the GPL exists in a network of local, national and global structures to enhance parliamentary processes and hold the Executive accountable, strengthening cooperative governance is, therefore, a key theme of

the Gauteng Legislature. Cooperative governance gives effect to the full realisation of socioeconomic goals across the different spheres of government and promotes coherent decision making between the spheres of government in support of service delivery. Thus, enhancing cooperative governance is strategically important as it ensures that legislative bodies at all levels work together seamlessly, sharing best practices and resources. This cooperation leads to more effective oversight and law-making processes, which are crucial for maintaining transparency, accountability and public trust. By fostering a collaborative environment, the legislative sector can address complex issues more efficiently and implement policies that drive sustainable development and good governance.

- (c) **Measurable Change:** The enhancement of oversight and lawmaking will be measured through improved legislative initiatives. These long-term impacts result from strengthened cooperative governance and will be evident in the quality and effectiveness of new laws and policies as well as in the increased capacity of legislative bodies to hold the Executive accountable. Specifically, measures to understanding the effectiveness of benchmarking trips and inter-parliamentary initiatives in terms of implementing best practices in line with the GPL mandate will be put in place. This will provide a useful metric for evaluating the return on investment for each trip and identifying which trips or studies were most productive.

(d) **Key Focus Areas/Strategic Interventions:**

To strengthen cooperative governance and enhance oversight and lawmaking, several key interventions will be implemented. These include capacity building programmes that will ensure that the GPL is equipped to address complex issues and hold the Executive accountable, fostering a culture of continuous improvement and professional development. Furthermore, establishing formal mechanisms for inter-parliamentary collaboration and benchmarking locally, regionally and internationally is crucial. In this instance, the GPL will focus its attention in this Term on participation in regular inter-parliamentary forums such as the National

Speakers' Forum (NSF), Gauteng Speakers' Forum (GSF), Secretaries' Association of the Legislatures of South Africa (SALSA), joint committees as well as exchange programmes and benchmarking interventions. The latter provide a framework for continuous improvement and learning.

By comparing performance with international and regional standards, the legislative sector can ensure that its practices are aligned with global best practices. This not only enhances the quality of governance but strengthens the legislative sector's ability to address global challenges, align policies with international standards, and leverage collective expertise.

These efforts are ultimately directed towards the implementation of the GPL's mandates of law-making, oversight and scrutiny. The key focus areas include the following:

- » Inter-parliamentary collaboration through established formal mechanisms for collaboration between different legislative bodies at local, national and international levels, including participating in regular inter-parliamentary forums, joint committees and exchange programmes.
- » Capacity building programmes to implement comprehensive training and development programmes for legislators and parliamentary staff to enhance their skills and knowledge in governance, oversight and lawmaking.
- » Benchmarking studies to be conducted both internationally and regionally to compare performance metrics with predefined reference levels from other regions or countries. This will help in identifying best practices and areas for improvement.

These interventions will collectively contribute to a more effective and accountable legislative sector, capable of driving sustainable development and good governance practices.



## Outcome 5:

### Strengthen compliance with principles of good governance and fiduciary requirements

- (a) **Rationale:** The GPL will lead by example, by ensuring that its operations adhere to all financial, legal and governance standards. This commitment will uphold the GPL's reputation as a supreme oversight body, fostering accountability, transparency and integrity. By maintaining high standards of governance within its own practices, the GPL aims to inspire confidence among stakeholders and set a benchmark for other institutions to follow. This approach will promote a culture of good governance, ensuring that all actions are conducted ethically and responsibly.
- (b) **Strategic Importance:** Strengthening compliance with principles of good governance and fiduciary requirements is strategically important for several reasons. Firstly, it enhances the credibility and legitimacy of the GPL as an oversight body, ensuring that it can effectively hold other institutions accountable. Secondly, it promotes a culture of integrity and ethical behaviour within the institution, which is essential for building public trust and confidence. Thirdly, by setting a high standard for governance, the GPL can influence other institutions to adopt similar practices, leading to a broader improvement in governance standards across the sector. This strategic focus on compliance will ultimately contribute to more effective and transparent governance, better service delivery and improved outcomes for the public.
- (c) **Measurable Change:** Strengthened compliance with principles of good governance and fiduciary requirements will be measured through improved audit results, increased regulatory adherence, enhanced transparency in financial and non-financial reporting, better risk management practices and higher stakeholder trust. These reflect long-term impacts, demonstrating the effectiveness of compliance efforts.
- (d) **Key Focus Areas/ Strategic Initiatives:** To ensure the effective implementation of good governance and fiduciary requirements, the GPL will undertake several key strategic initiatives aimed at enhancing compliance, transparency and accountability:
- » Comprehensive compliance audits conducted regularly to ensure adherence to financial, legal and governance standards. These audits will identify areas for improvement and ensure that corrective actions are taken promptly.
  - » Enhanced reporting and transparency in financial and non-financial reporting. This includes regular publication of audit results, financial statements and performance reports in line with FMPPLA. The objective is to keep stakeholders informed, and build public confidence and trust.
  - » Training and development programmes implemented for staff to enhance their understanding of governance and fiduciary requirements. This will ensure that all employees are equipped with the knowledge and skills needed to uphold high standards of compliance.
  - » Risk management framework established to identify, assess and mitigate risks. This framework will ensure that potential risks are proactively managed and that the organisation is prepared to respond effectively to any challenges.
  - » Stakeholder engagement to foster strong relationships through regular communication and engagement. This will ensure that stakeholders are informed about the organisation's compliance efforts and can provide valuable feedback to further enhance governance practices.
  - » Acquisition of a dedicated office facility to ensure a conducive working environment for staff returning to the office after working from home during the COVID-19 pandemic. This initiative will support the well-being and productivity of employees, ensuring that they have a safe and efficient workspace.
- By implementing these key initiatives, the GPL will strengthen its compliance with the principles of good governance and fiduciary requirements, setting a high

standard for other institutions to follow and contributing to a culture of integrity and accountability across the sector.

Building on the detailed explanation of our planned performance for the Seventh Term, it is essential to identify and leverage key strategy enablers that will drive the successful implementation of our initiatives. These enablers will provide the necessary support and resources to achieve our strategic objectives, ensuring a cohesive and integrated approach to enhancing governance, accountability and service delivery, as detailed in the next section.

## 7. Enablers Of The Strategy

The proposed strategy can only be achieved if the following key enablers are present, and the identified risks are mitigated:

- (a) **Enhanced capacity of Members** – strengthening the ability of Members to effectively execute their constitutional mandates i.e. oversight and scrutiny of the Executive, law-making, meaningful public participation and fostering effective inter-legislature relationships. This is critical as it ensures that Members are well-equipped to perform their roles effectively, leading to better governance and accountability.
- (b) **Improved staff support** – enhancing the capacity of staff to provide the necessary support to elected public representatives. This includes improving research capabilities, offering procedural advice and ensuring access to cutting-edge, easily accessible information that is well-packaged to facilitate swift and effective decision-making. Effective support from staff enables Members to make informed decisions quickly, improving the overall efficiency and effectiveness of the institution.
- (c) **Aligned administrative structures** – ensuring that administrative structures are aligned with the 2025-2030 Strategy. This involves implementing recommendations from the organisational development (OD) exercise, and reviewing strategies related to Human Resources, Communications, Information and Communications Technology and Building and Maintenance. Additionally, it includes revising relevant policies, systems and procedures to optimise institutional performance in line with the Perception Audit recommendations. Alignment of administrative structures ensures that all parts of the institution are working towards the same strategic goals, enhancing overall coherence and effectiveness.
- (d) **Standardised leadership practices** – establishing standardised leadership practices and creating an environment that fosters employee engagement. Consistent leadership practices promote a positive organisational culture and improve employee morale and productivity.
- (e) **Enhanced planning and evaluation** – improving the processes of planning, implementation, reporting, monitoring and evaluation to ensure timely and effective execution. Robust planning and evaluation processes ensure that strategic initiatives are executed efficiently, and that progress is continuously monitored and adjusted as needed.
- (f) **Effective Service Charter implementation** – ensuring the effective implementation of the Service Charters to enhance service delivery. Service Charters set clear expectations for service delivery, improving accountability and satisfaction among stakeholders.
- (g) **Modernisation through technology** – modernising the GPL by leveraging modern technologies to improve efficiency and effectiveness. The use of modern technology enhances operational efficiency, reduces costs and improves the quality of services provided.





- (h) **Enhanced stewardship and fiduciary responsibility** – strengthening stewardship and fiduciary responsibility to ensure operational efficiency and sustainability. Strong financial management ensures that the institution's resources are used effectively and sustainably, supporting long-term success.
- (i) **Enhanced performance management** – improving performance planning, monitoring, reporting and evaluation to drive continuous improvement. Continuous performance management helps identify areas for improvement and ensures that the institution remains on track to achieve its strategic goals.
- (j) **Robust risk management** – developing and implementing a comprehensive risk management framework to identify, assess and mitigate potential risks that could impact the achievement of strategic objectives. Effective risk management protects the institution from potential threats and ensures resilience in the face of challenges.
- (k) **Stakeholder engagement** – building strong relationships with key stakeholders, including the public, the private sector and civil society, to ensure their support and collaboration in achieving strategic goals. Stakeholder involvement fosters collaboration and ensures that the institution's initiatives are aligned with the needs and expectations of the community.

- (l) **Continuous learning and development** – promoting a culture of continuous learning and development to ensure that Members and staff are equipped with the latest knowledge and skills. Continuous learning ensures that the institution remains adaptable and capable of addressing emerging challenges and opportunities.
- (m) **Effective communication** – ensuring clear and effective communication within the institution and with external stakeholders, to promote transparency and accountability. Clear communication builds trust and ensures that all stakeholders are informed and engaged in the institution's activities.

**By integrating these enablers, the institution can create a robust framework that supports the successful implementation of the proposed strategy and mitigates against potential risks.**



## 8. 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 the key risks which may affect the achievement of the identified outcomes listed in 15.2 above, as well as the measures to mitigate the identified risks.

Table 6: Strategic Risks

Outcome	Key Risks	Contributing Factors	Risk Mitigation
<b>Enhanced oversight by the GPL and Executive accountability to facilitate service delivery</b>	Poor oversight by the legislature, resulting in lack of accountability by the Executive	<ul style="list-style-type: none"> <li>» Committees not empowered to conduct effective and impactful oversight</li> <li>» Ineffective implementation of the results tracking and resolution evaluation, including the number of “open vs closed” resolutions by all committees.</li> </ul>	<ul style="list-style-type: none"> <li>» Quarterly oversight report templates have been developed (will continue to be enhanced) to guide and empower committees in the completion of their performance assessments in each quarter.</li> <li>» The tracking of committee performance, including areas related to resolution management are reported to the Standing Committee of Chairpersons (SCoC) Review Sessions on a quarterly basis.</li> <li>» The tracking of resolutions is a standardised item on the committee performance reporting templates, which are completed quarterly and submitted to the Office of the Chairperson of Committees.</li> </ul>
<b>Improved and responsive laws that address the needs of the people of Gauteng</b>	Inadequate support provided to Members to enable effective oversight on the implementation and impact of laws passed	<ul style="list-style-type: none"> <li>» Ineffective implementation of the law-making framework.</li> <li>» Inadequate internal capacity (Members and staff as well as systems/processes) to draft quality and responsive laws.</li> </ul>	<ul style="list-style-type: none"> <li>» Support for Members to initiate Private Members’ Bills is always on hand from the administration. The initiation of the Bills, however, is dependent on and remains the prerogative of the Members themselves.</li> </ul>
<b>Improved meaningful and inclusive public involvement</b>	Failure to conduct adequate public consultation and participation during law-making processes.	<ul style="list-style-type: none"> <li>» Ineffective public participation in law-making processes.</li> <li>» Poor consultation and ineffective engagement.</li> <li>» The audience invited to House Sitings and committee meetings not suitable for the subject matter being debated.</li> </ul>	<ul style="list-style-type: none"> <li>» Conduct training and workshops for MPLs on the role and importance of public participation in legislature processes.</li> </ul>

Table 6: Strategic Risks

Outcome	Key Risks	Contributing Factors	Risk Mitigation
<b>Strengthened cooperative governance to enhance oversight and law-making</b>	Ineffective cooperative governance processes within the legislative sector.	Lack of implementation of legislative sector best practices within the GPL. Lack of standardisation within the legislative sector.	The GPL continues to discharge protocol functions as outlined in the protocol guidelines. The GPL continues to effectively engage with various institutions across the public sector, including institutions supporting democracy.
<b>Strengthen compliance with principles of good governance and fiduciary requirements</b>	Limited and shrinking resources (fiscal constraints) to execute the GPL's mandate	Reduction of budget allocation year-on-year Unsustainable cost of the wage bill (Cost of Employees), and significant threats from economic downturns	The cost-efficiency measures continue to be implemented on the budget for 2024/2025. It is also monitored on all daily transactions through budget control. The process has been effective in identifying further cost reductions. Additional cost-containment measures were introduced during the finalisation of the 2024/2025 budget as per the Speaker's Budget Forum resolutions

## 9. Conclusion

The 2025-2030 Strategic Plan builds on the institutional achievements of the Sixth Legislature. Fundamental to the strategy is strengthened oversight and a more responsive and accountable Executive, working closely with the people of Gauteng through active participation in the work of the GPL, supported by modernisation of the GPL.

The strategy outlines key priorities, within which are important interventions aimed both at addressing the issues faced by the GPL and the people of Gauteng. It calls for a purposeful and consistent implementation of the strategic elements so that current and future challenges are met with a new resolve. To effect the five identified priorities of the GPL, the legislature will develop annual performance plans aimed at translating the plan into measurable results and targets for the five-year term. Ultimately, the GPL executive management is responsible for driving the realisation of this strategy.



## Appendix A - Definition of Terms:

Term	Definition
<b>Activities</b>	Refer to processes or actions that use a range of inputs to produce the desired outputs, and ultimately, outcomes. Activities describe “what we do”.
<b>Annual Performance Plan</b>	A three-year plan that describes the institution's intended outputs, detailing indicators and targets that will enable it to achieve the outcomes and impact statements in the strategic plan. It also incorporates the budget, audited performance of the past three planning years, the estimated performance for the current year and forward projections for the medium-term period.
<b>Assumptions</b>	A set of beliefs that guide a group to explain the change process they envision. They are accepted as true and certain to happen without proof.
<b>Effectiveness</b>	The contribution made by the institution's results to the achievement of the overall goal. It relates to the question of whether a strategy is working or not.
<b>Efficiency</b>	The achievement of the results at a reasonable cost. This relates to consideration of both resources used as well as the time and effort required for a strategy to be implemented.
<b>Impact</b>	Refers to changes in conditions, i.e. the results of achieving specific outcomes such as reducing poverty and creating jobs. Impact responds to the question of “What do we aim to change?”
<b>Indicator</b>	Tells the story of how success will be recognised at each step in the pathway of change. It is a pre-determined signal that a specific point in a process has been reached or result achieved. It should include a unit of measurement that specifies what is to be measured, either qualitatively or quantitatively.
<b>Inputs</b>	Refer to all the resources that contribute to the production of service delivery outputs. They refer to “what we use to do the work”. They include financial and human resources, business tools/equipment and buildings.
<b>Intervention</b>	It is the required mechanism that will bring about each outcome on the pathway of change. An intervention might be as simple as an activity or as complex as an entire programme.
<b>Logical Framework</b>	A tool for improving planning, implementation, management, monitoring and evaluation. The logical framework is a way of structuring the main elements in a strategy and highlighting the logical linkages between them.



Term	Definition
<b>Means of Verification</b>	The information or data required to validate progress against indicators and their resources.
<b>Operational Plan</b>	It describes the activities and budgets for each of the outputs and output indicators in the annual performance plan (APP). It also includes operational outputs that are not contained in the APP.
<b>Outcome</b>	The medium-term results for specific beneficiaries that are a consequence of achieving specific outputs. They refer to “what we wish to achieve”.
<b>Outputs</b>	These relate to the final product, goods and services produced for delivery. They refer to “what we produce or deliver”.
<b>Programme Theory</b>	The casual mechanism of how activities and outputs will result in the anticipated outcomes and impacts, and the assumptions involved.
<b>Relevance</b>	The appropriateness of predetermined results to the real problems, needs and priorities of the intended target groups and beneficiaries that the strategy is supposed to address, and the physical and policy environment within which it is implemented.
<b>Reliability</b>	Consistency or dependability of data with reference to the quality of the instruments, procedure and analysis used to collect and interpret data.
<b>Strategic Plan</b>	A five-year plan that focuses on key issues that are of strategic importance. Strategic plans reflect the intended institutional impact and outcomes that will help to achieve policy priorities and realise the institution's mandate.
<b>Stakeholders</b>	An agency, organisation, group or an individual who has direct or indirect interest in a development initiative, or who affects or is affected, both positively and negatively, by the implementation and outcome of it.
<b>Target</b>	Refers to the institution's desired level of performance. This needs to be specific, measurable, attainable, realistic/relevant and time-bound.
<b>Ultimate Outcome</b>	Refers to an area of institutional performance that is critical to achieve the mission and vision of an institution. It often relates to outcomes.









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