



**GAUTENG**  
LEGISLATURE

Your View — Our Vision

**Batho-Pele**

**Excellence**

**Integrity**



**ANNUAL PERFORMANCE PLAN**

**2025/2026**

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

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upholds democratic governance and empowers the people of Gauteng.



## ANNUAL PERFORMANCE PLAN

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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 Outcomes aligned to both the priorities for the Seventh Term as well as our constitutional mandate:**

### **S01**

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

### **S02**

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

### **S03**

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

### **S04**

Strengthened cooperative governance to enhance oversight and law-making.

### **S05**

Strengthen compliance with principles of good governance and fiduciary requirements



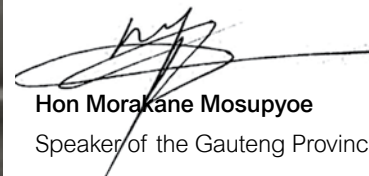
Building on these strategic outcomes, our focus now shifts to ensuring the delivery of measurable results. We are poised to implement the plan with a strong emphasis on measurable outcomes towards the envisioned impact of improving the lives of the people of Gauteng. For instance, we aim to improve public 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 on an ongoing basis.

**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.

As I present this 2025/2026 Annual Performance Plan, I reiterate, together, we will strive to make this vision of improving the lives of the people of Gauteng a reality.



**Hon Morakane Mosupye**  
Speaker of the Gauteng Provincial Legislature



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 2025-2026 Annual Performance Plan:**

- was developed by the management of the Gauteng Provincial Legislature under the guidance of the Speaker, Honourable Morakane Mosupyo.
- 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 Mosupyo**

Speaker to the Gauteng Provincial Legislature





# CONSTITUTIONAL MANDATE

## 1. Introduction

The Gauteng Provincial Legislature's governance is aligned to outlined in 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, ensuring 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 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. FMPPLA mandates that the draft Annual Performance Plan be submitted ten months before the start of the financial year and be based on the approved Strategic Plan.

## 2. Legislative and policy mandates

The (GPL) derives its mandate from the provisions of the Constitution of the Republic of South Africa, 1996, which include representing the people of Gauteng, making laws as well as overseeing the government's delivery of services. The GPL is established in terms of Chapter 6 of the Constitution of the Republic of South Africa, 1996, herein after referred to as the Constitution. **The following are key legislative mandates that further outline the responsibilities of the GPL:**

- (a) Constitution of the Republic of South Africa
- (b) Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004 (Act 4 of 2004)

- (c) Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act 10 of 2009), as amended
- (d) Money Bills Amendment Procedure and Related Matters Act, 2009 (Act 9 of 2009)
- (e) National Key Points Act, 1980 (Act 102 of 1980)
- (f) Mandating Procedures of Provinces Act, 2008 (Act 52 of 2008)
- (g) Public Audit Act, 2004 (Act 25 of 2004)
- (h) Remuneration of Public Office Bearers Act, (Act 20 of 1998).
- (i) Electoral Act, 1998 (Act 73 of 1998)
- (j) Gauteng Petitions Act, 2002 (Act 5 of 2002)

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

The following pieces of legislation will be reviewed:

- (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 the country's democratic governance strengthens, courts are increasingly approached to challenge parliamentary actions or legislation. Several rulings have declared some legislation constitutionally invalid, requiring the sector to address these defects, often needing additional resources. These court decisions have clarified Legislatures'

constitutional obligations, providing much-needed certainty in interpreting certain constitutional provisions related to its operations.

These include the following listed in chronological order:

- (a) 1996: Certification of the Constitution of the Republic of South Africa, 1996 (First Certification Judgment):
- (b) 2005: King and Others v Attorneys' Fidelity Fund Board of Control and Another (561/2004)
- (c) 2006: Doctors for Life International v Speaker of the National Assembly and Others (CCT 12/05):
- (d) 2011: Premier: Limpopo Province v Speaker: Limpopo Provincial Legislature and Others (ZACC 25 [2011]):
- (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):
- (f) 2022: Constance Mogale and Others v Speaker of the National Assembly and Others (CCT 73/22):

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 GPL serves as the legislative arm of the provincial government in Gauteng Province, as mandated by the South African Constitution. This Constitution establishes a governance framework comprising three distinct yet interrelated branches: the executive, the legislative, and the judicial. These branches operate across three spheres of government: national, provincial, and local.



The executive branch includes the Premier and Members of the Executive Council (MECs), who oversee various government departments and their associated entities. The GPL, through its House and committees, exercises oversight over the Executive's activities, ensuring accountability and transparency.

As one of the largest of South Africa's nine provincial legislatures, the GPL consists of 80 public representatives elected through a proportional representation system, as of the 2024 National Elections. 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 around 33% to the national GDP and 7% to Africa's GDP

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









# OUR STRATEGIC FOCUS



## 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

The Gauteng Provincial Legislature's work is shaped by a variety of evolving trends on national, regional, continental and global level. These trends include the dynamics of evolving democracies, emerging contestations, and geo-political tensions. Additionally, the Legislature must navigate uneven global economic growth, heightened expectations and demands, and shifting forces in global governance. Societal risks, such as pandemics, also play a significant role. A strategic analysis of these factors, both external and internal, is crucial to understanding their potential impact on the Legislature's operations. The next two sub-sections reflect on the external and internal environmental analyses and conclude with a summary of strategic choices to be considered by the Seventh Legislature.

The Legislature is a critical pillar of democracy in Gauteng Province, executing its constitutional mandate of executive oversight, lawmaking, public involvement, and cooperative governance. This SWOT analysis assesses the GPL's internal strengths and weaknesses and its external opportunities and threats, integrating insights from key documents such as the GPL Annual Report (2023/24), the 2024 Medium-Term Budget Policy Statement (MTBPS), the IRMSA Risk Report, the Legislature's Mid-term Evaluation Report (2023), and the 2024/25 Mid-Year Performance Report, as well as workshops with internal stakeholders.

The GPL's strengths include robust governance and compliance structures, effective leadership, and the adoption of cloud-based technologies and digital platforms. These strengths enhance transparency, operational efficiency, and public engagement. Public awareness of the GPL's mandate has increased, demonstrating its commitment to inclusivity and public trust.



However, the GPL faces internal weaknesses such as leadership and governance instability, operational inefficiencies, and declining public trust. High vacancy rates and a lack of succession planning disrupt continuity, while resource allocation misalignment and unresolved backlogs hinder responsiveness. Public satisfaction with the GPL's responsiveness has significantly dropped, undermining its legitimacy.

Opportunities for the GPL include digital transformation, strategic partnerships, and policy and legislative reforms. Expanding digital tools can improve public involvement and streamline operations. Collaborations with various institutions can strengthen cooperative governance, while implementing recommendations from the Money Bills Amendment Procedure Act feasibility study can enhance fiscal oversight and legislative efficiency. Transitioning to project, programme, and portfolio management (P3M) can optimize resources and improve oversight.

External threats include economic constraints, technological risks, and cybersecurity threats. Limited fiscal resources restrict the GPL's ability to implement programmes effectively, while outdated digital systems and cybersecurity threats pose additional challenges. The IRMSA Risk Report emphasizes the need for robust digital resilience measures to ensure the GPL's technological infrastructure remains secure and functional.

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. Reforming the electoral system from a party-based to a constituency-based model could strengthen accountability and improve service delivery.

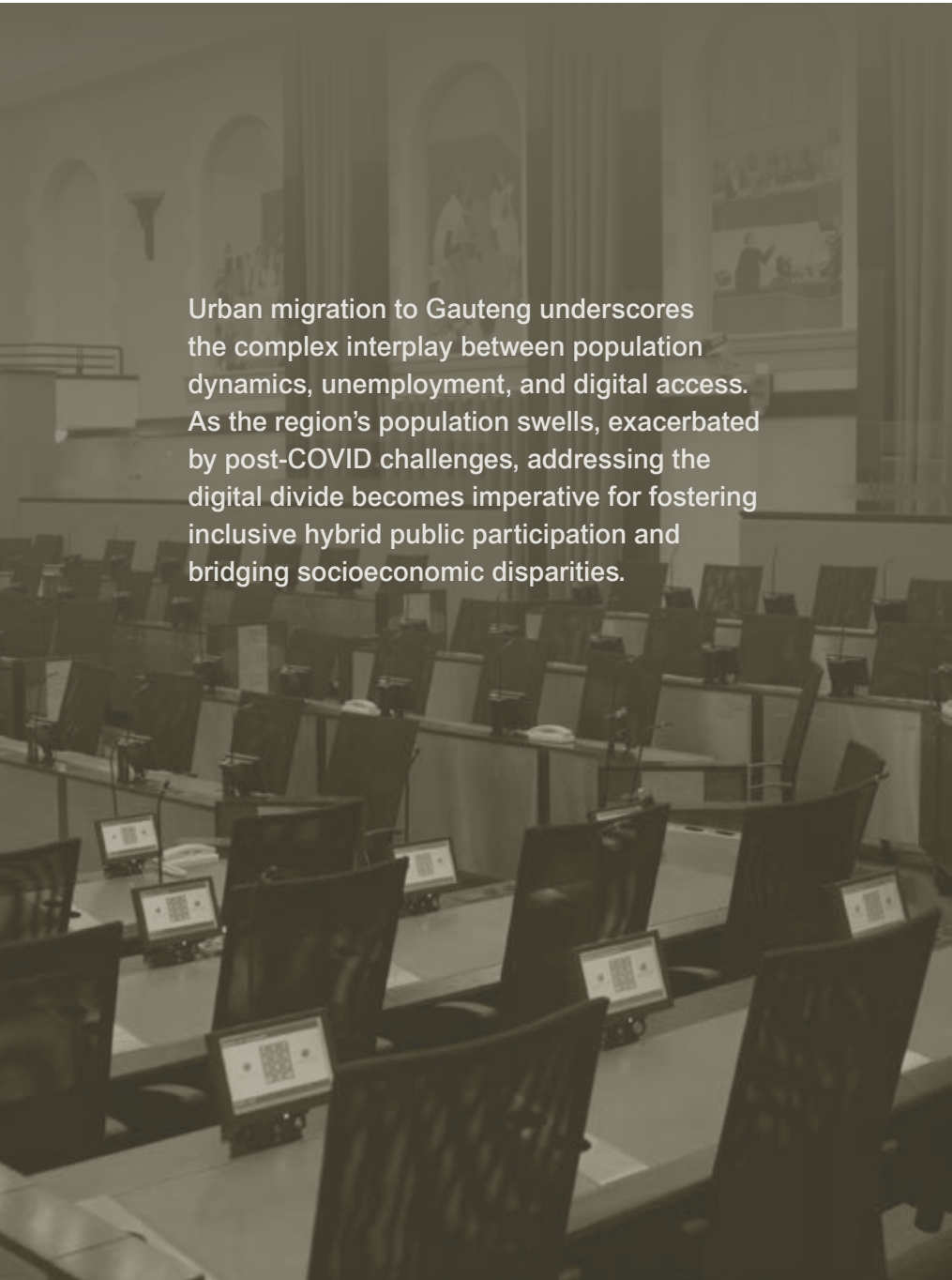
Overall, the Legislature finds itself in a precarious political and stagnant economic climate where its agility will be tested in managing diverse interests, and addressing pressing socio-economic needs of its citizens while maintaining its stewardship. Given the political, economic, social, technological, environmental, and legal landscape, as well as the SWOT analysis of the internal environment the following strategic choices are proposed to address the challenges and capitalise on opportunities:

- » Strengthen governance and accountability to mitigate institutional and environmental instability: enhance accountability and governance, and crisis management and environmental preparedness.
- » Optimize digital capabilities to counter technological and operational threats: digital resilience and cybersecurity strategy, and operational efficiency through technology.
- » Enhance human capital and leadership stability to counter workforce and leadership challenges: leadership stability and succession planning, and human capital retention and development.
- » Leverage partnerships and cooperative governance to mitigate external political and social threats: strategic partnerships for stability, and political risk mitigation strategy.
- » Maximize financial resources and budget alignment to overcome fiscal and resource constraints: resource allocation and efficiency.

**Operationally, the Legislature should also consider pursuing the following to strengthen governance and improve its overall effectiveness in executing its constitutional mandates:**

- » Operationalise the Money Bills Amendment Procedure and Related Matters to strengthen the oversight role of the Legislature in the provincial Appropriation Bills.
- » Fast-tracking the repeal of the Legislature Services Act to streamline and improve the efficiency of the governance ecosystem.
- » Fast-tracking the completion of the 2021 Draft Artisanal and Small-Scale Mining legislation to curb illicit trafficking of precious minerals while creating jobs and restoring law and order - a national competence but the Legislature could lobby the NCOP.
- » Utilizing advanced project and risk management to improve performance: project management enhancement, and risk management integration.
- » Capitalizing on legislative and policy changes to enhance operational alignment: aligning operations with legislative changes and updating operating models.





Urban migration to Gauteng underscores the complex interplay between population dynamics, unemployment, and digital access. As the region's population swells, exacerbated by post-COVID challenges, addressing the digital divide becomes imperative for fostering inclusive hybrid public participation and bridging socioeconomic disparities.

## 5. GPL planning process

The planning process complies with the FMPPLA, which outlines the requirements for institutional planning and its outputs. Sections 13 and 14 of 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 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 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 Executive Authority, Office Bearers, and Members of Parliament in developing the policy priorities for the legislature, fostering a collaborative and transparent environment.

Consequently, 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 Members of the Provincial Legislature (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 levels of the legislature are working cohesively towards common goals, enhancing overall effectiveness and service delivery to the people of Gauteng.

## 6. 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 constitutional mandate, the GPL is structured into five budget (Vote 2) programmes that supports the outcomes and strategic intent in the 7th Term Strategic Plan. These budget programme and organisational structures are regularly reviewed for improved strategy implementation, are structured as follows:

**Programme 1:**  
Leadership & Governance

Provides leadership and governance support to Presiding Officers and Committee

**Programme 2:**  
Office to the Secretary

Provides strategic leadership and tactical leadership and management

**Programme 3:**  
Corporate Support Services

Manages corporates support services and Member Administration

**Programme 4:**  
Core Business

Provides procedural, information, content and administrative support to the House and its committees.

**Programme 5:**  
Office of the Chief Financial Officer

Provides financial support for political parties, and constituencies. Overall financial support to the administration.





## 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.

The following global and regional plans influencing the Legislature's work were considered:

- (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.

## 8. 7<sup>th</sup> term priorities and strategic outcomes

In response to its constitutional mandate, the needs of the people of Gauteng, the 7th Term leadership identified five priorities as detailed below:

- a) Oversight: Mechanisms to enhance Executive accountability
- b) Law-making: Responsive to the needs of people
- c) Public participation: Meaningful, Inclusive and Representative
- d) Cooperative Governance: Purposeful collaboration with other organs of the state
- e) Good Governance: Sound governance processes and administrative efficiency

## 9. 2025-2030 Desired impact and strategic outcomes

In line with the spirit of the South African Constitution of improving the quality of life of all South African, the desired impact that the GPL envisions in the long-term is to contribute to improving the quality of life of the people of Gauteng, which in turn means that there will be a reduction of inequality, poverty, and unemployment in line with the aims of the National Development Plan.

To make such a contribution, the GPL identified five (5) outcomes aligned to its constitutional mandate of law-making, conduction scrutiny and oversight on the work of the executive, facilitating public participation, as well as ensuring cooperative government at all levels, will form building blocks towards the envisioned impact.





Table 3: 7th Term Priorities, Outcomes, and Measurable Change

Priority	Outcome & Rationale	
<b>Oversight:</b> Mechanisms to enhance Executive accountability	Enhanced oversight by the GPL and executive accountability to facilitate service delivery	
	<p><b>Rationale:</b> The GPL will enhance its oversight over the Executive and facilitate improved accountability by the Executive in accordance with the strategic priorities, specific government commitments, with a special focus on infrastructure projects and other planned projects. This will ensure that oversight is focused and driven towards ensuring that services are rendered, thereby improving the quality of life of all the people of Gauteng.</p>	<p><b>Measurable Change:</b> Enhanced oversight by the GPL and executive accountability to facilitate service delivery will be measured through improved responsiveness of the executive, fewer audit findings, higher public satisfaction with execution of oversight mandate, and reduced corruption. These indicators reflect the tangible improvements and long-term impacts of effective oversight and accountability on service delivery.</p>
<b>Law-making:</b> Responsive to the needs of people	Improved laws that address the needs of the people of Gauteng.	
	<p><b>Rationale:</b> The GPL will improve its law-making capacity and processes to make, amend and pass laws that are responsive to the needs of the people of Gauteng. The legislature will also be vigilant and monitor the implementation of policies and legislation that it has passed. The GPL will also participate in an effective manner in the national law-making processes.</p>	<p><b>Measurable Change:</b> Improved laws that meet the needs of the people of Gauteng will be measured through increased public satisfaction with law-making mandate, effective legislative processes, passed laws meeting constitutional muster. These reflect the tangible improvements and long-term impacts of having laws that effectively address the people's needs.</p>



Priority	Outcome & Rationale	
Public participation: Meaningful, Inclusive and Representative	Improved meaningful and inclusive public participation to enhance oversight and law-making	
	<p><b>Rationale:</b> The GPL will rally the people of Gauteng to be meaningfully involved in the delivery of its primary mandates. The legislature will improve its accessibility to the people and its engagement with the community to ensure it serves as a true beacon for the public. Special focus will be placed on engaging the youth and marginalized sectors of society, ensuring their voices are heard and considered in legislative processes.</p>	<p><b>Measurable Change:</b> The improvement in meaningful and inclusive participation will be measured through various public participation initiatives that supports the primary mandates along the public participation continuum and/or deepness democracy and higher levels of public satisfaction with participation processes.</p>
Cooperative Governance: Purposeful collaboration with other organs of the state	Strengthened cooperative governance to enhance oversight and law-making	
	<p><b>Rationale:</b> will strengthen the Gauteng legislative sector's cooperative governance and cooperation to contribute to 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 different levels of government. GPL will contribute to create a cohesive and well-coordinated legislative sector that supports robust oversight and efficient lawmaking.</p>	<p><b>Measurable Change:</b> The enhancement of oversight and lawmaking will be measured through improved legislative initiatives. These are long-term impacts that result from the strengthened cooperative governance.</p>

Priority	Outcome & Rationale	
<b>Good Governance:</b> Sound governance processes and administrative efficiency	Strengthen compliance with principles of good governance and fiduciary requirements	
	<p><b>Rationale:</b> The GPL will lead by example, ensuring its operations adhere to all financial, legal, and governance standards in its own operations. 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.</p>	<p><b>Measurable change:</b> 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</p>

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



The 2024/25 Budget and MTEF Estimates for the Provincial Legislature show a total appropriation of **R857.1 million**, with adjustments bringing it to **R891.8 million**. Over the medium term, allocations are projected to reach **R907 million by 2027/28**. Key spending areas include **Corporate Support Services (R423.4M)** and **Core Business (R300.8M)**, reflecting the institution's focus on operational efficiency and legislative functions.



## 10. Overview of 2024/25 budget and MTEF estimates

### 10.2.1 Expenditure Estimates

Summary of payments and estimates by programme:									
	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
1. Leadership and Governance	24 437	24 652	59 049	63 742	63 742	72 053	30 834	35 353	36 367
2. Office of the Secretary	22 804	31 723	20 799	27 806	27 698	28 426	20 647	22 091	23 156
3. Corporate Support Services	355 559	367 481	387 385	418 375	417 620	423 428	452 563	457 927	478 820
4. Core Business	202 830	227 403	239 414	288 825	287 992	300 839	282 086	289 845	304 467
5. Office of the CFO	60 507	50 982	49 541	58 313	60 009	67 074	58 795	61 208	64 217
Total payments and estimates	666 137	702 241	756 188	857 061	857 061	891 820	844 925	866 424	907 027

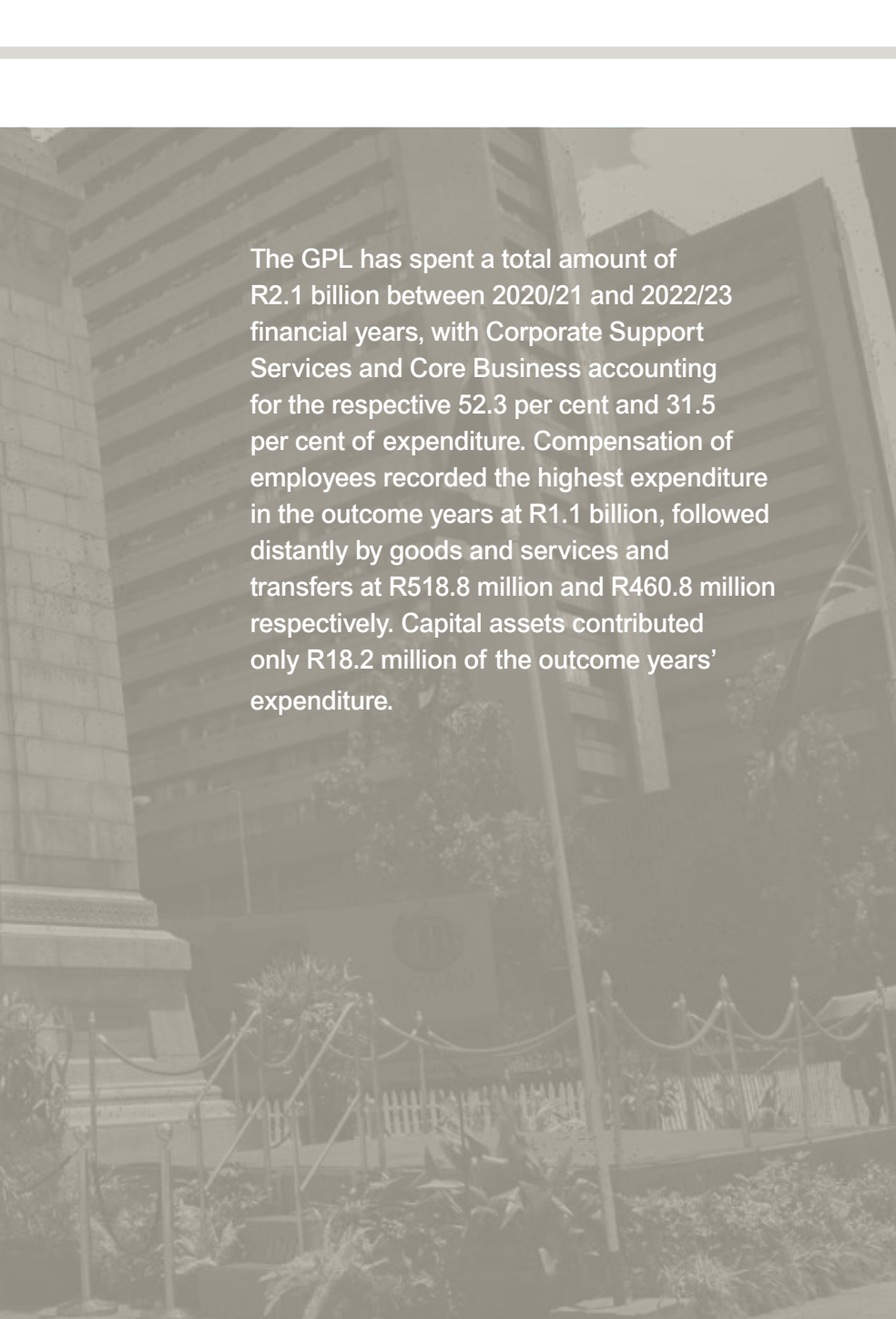




## Summary of provincial payments and estimates by economic classification:

	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
R thousand	2021/22	2022/23	2023/24	2024/25			2025/26	2026/27	2027/28
<b>Current payments</b>	<b>511 440</b>	<b>540 943</b>	<b>593 195</b>	<b>688 268</b>	<b>683 852</b>	<b>714 157</b>	<b>640 985</b>	<b>665 668</b>	<b>693 023</b>
Compensation of employees	385 831	379 543	361 396	421 712	421 712	444 746	433 474	467 595	490 963
Goods and services	125 609	161 399	231 799	266 556	262 140	269 411	207 511	198 073	202 060
<b>Transfers and subsidies to:</b>	<b>142 829</b>	<b>159 921</b>	<b>158 015</b>	<b>160 668</b>	<b>160 668</b>	<b>160 668</b>	<b>184 468</b>	<b>196 706</b>	<b>211 954</b>
Provinces and municipalities	–	–	–	–	–	–	–	–	–
Departmental agencies and accounts	–	–	–	–	–	–	–	–	–
Non-profit institutions	142 829	159 921	158 015	160 668	160 668	160 668	184 468	196 706	211 954
Households	–	–	–	–	–	–	–	–	–
<b>Payments for capital assets</b>	<b>11 867</b>	<b>1 377</b>	<b>4 978</b>	<b>8 125</b>	<b>12 541</b>	<b>16 995</b>	<b>19 472</b>	<b>4 050</b>	<b>2 050</b>
Buildings and other fixed structures	288	–	–	–	–	–	8 149	3 250	–
Machinery and equipment	11 086	1 377	4 978	8 125	12 541	16 995	10 978	800	2 050
Software and other intangible assets	493	–	–	–	–	–	345	–	–
<b>Payments for financial assets</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Total economic classification</b>	<b>666 137</b>	<b>702 241</b>	<b>756 188</b>	<b>857 061</b>	<b>857 061</b>	<b>891 820</b>	<b>844 925</b>	<b>866 424</b>	<b>907 027</b>

The 2024/25 Budget and MTEF Estimates for the Provincial Legislature indicate a total economic classification of **R857.1 million**, later revised to **R891.8 million**. The majority of the budget is allocated to current payments (R714.2M), with compensation of employees (**R444.7M**) and goods and services (**R269.4M**) forming the bulk. Over the medium term, the budget is projected to increase to **R907 million** by 2027/28, emphasizing sustained investment in operational expenses and capital assets.



The GPL has spent a total amount of R2.1 billion between 2020/21 and 2022/23 financial years, with Corporate Support Services and Core Business accounting for the respective 52.3 per cent and 31.5 per cent of expenditure. Compensation of employees recorded the highest expenditure in the outcome years at R1.1 billion, followed distantly by goods and services and transfers at R518.8 million and R460.8 million respectively. Capital assets contributed only R18.2 million of the outcome years' expenditure.

During the 2023/24 financial year, the GPL project to spend R891.8 million from the adjusted budget of R857.1 million as a result of the budgetary shortfall on the 13th cheque that was implemented in line with the award from CCMA and agreement between employer and labour union as well as spending pressures on committees' parliamentary exchange programmes and capital assets. Spending pressures relating to capital assets consists of motor vehicles for VIP protectors, generator and office furniture and equipment that could not be accommodated through the adjustments budget.

In 2024/25 the GPL is allocated a total budget of R844.9 million, a decrease of 1.4 per cent from the 2023/24 adjusted allocation. Corporate Support Services and Core Business will receive a substantial portion of the 2024/25 budget at R452.6 million and R282.1 million respectively. The budget for Corporate Support Services is inclusive of Political Parties' allocation of R219.5 million comprising constituency and political party support as well as remuneration for support staff whilst the Core Business budget is driven by activities central to the core mandate of the institution which include House and Committees activities as well as public education and participation programmes.

Over the 2024 MTEF, the GPL budget increases moderately from R844.9 million to R907 million in the outer year, equating to a 3.6 per cent annual average growth. Compensation of employees is allocated R433.5 million in 2024/25, equating to a 2.8 per cent increase from the 2023/24 adjusted budget. The overall increase appears lower than the sector-agreed cost-of-living adjustments due to the suspension of pay-progression and freezing of vacancies, both of which were included in the 2023/24 budget. The overall allocation is also inclusive of performance incentives, 35 interns, 47 political support staff as well as other employee benefits. Over the MTEF, compensation of employees is expected to increase by 6.4 per cent on average from R433.5 million in 2024/25 to R491 million in the outer year to provide for the two-year sector-agreed annual cost-of living adjustments. The outer year is increasing in line with the estimated consumer price index.

Goods and services are allocated a total amount of R207.5 million in 2024/25, representing a 20.8 per cent decrease from the 2023/24 adjusted budget. The budget decline can

be credited to suspension of committees' exchange programmes and conferences, the implementation of cost-cutting measures on travel, catering, conferences, accommodation and use of commercial venues as well as the anticipated interruptions from the disestablishment of the 6th Legislature and the establishment of the 7th Legislature.

The allocated budget is funding Committees and House activities, public participation and educational programmes, institutional events and sector parliaments, transversal mainstreaming programmes, operational costs and contractual obligations, members facilities, as well as participation in legislative sector activities. The budget also makes provision for records management project, 30 years of democracy celebrations, the establishment of the 7th Legislature and the organisational development exercise. Over the MTEF period, the budget allocated for goods and services decreases slightly by 1.3 per cent on average from R207.5 million in 2024/25 to R202.1 million in 2026/27.

Transfers to political parties sum to R184.5 million in 2024/25, representing an increase of 14.8 per cent from 2023/24. The increase is informed by the expected additional seven seats in the Legislature, from 73 to 80 seats, as well as the inflationary adjustments for the

constituency and political party support provided to Members of the Legislature. Over the MTEF, transfers are expected to increase at a rate of 7.2 per cent on average from R184.5 million in 2024/25 to R212 million in 2026/27. Transfers to political parties consists of support for constituency work and political party work and the allocation aims to support members to fulfil their constitutional obligations, reduce dependence on private funding and enhance multi-party democracy.

Payments for capital assets receive an allocation of R19.5 million in 2024/25, an increase of 55.3 per cent from the 2023/24 adjusted budget. The budget for 2024/25 is earmarked for laptops, CCTV project, the rehabilitation of concreted sheet and tiled roof project, desktop for wellness, chamber spare holding, accreditation equipment, office equipment and trailers as well as software for wellness and health and safety. Over the MTEF, the allocation for capital assets is expected to decline to R2.1 million due to expected completion of concreted sheet roofing and CCTV projects as well as once-off expenditures consisting of accreditation equipment and chamber spare holding. The MTEF budget caters for the completion of the tiled roof project as well as the procurement of staff laptops and azure server enclosure.





# MEASURING OUR PERFORMANCE

## 1. Institutional programme performance information

### 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.

In consideration to the Mid-Term Evaluation Report (2023) findings, the overwhelming need to contribute towards the transformation of the legislative sector through enhancement of planned performance that focus on executive accountability, scrutiny by the legislature as well as transparency, through this strategy, the Legislature will endeavour 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.

### Performance Management Approach

The GPL adopts an outcome, 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 desired outcomes and impacts. The ToC provides clarity by defining 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 the GPL's overarching impact.

The Theory of Change aids in strategic planning by ensuring effective initiative planning and resource allocation, enhancing accountability and transparency through a framework for tracking progress and making data-driven decisions. It fosters stakeholder engagement by involving various stakeholders in planning and implementation, ensuring responsiveness to community needs and building trust. The Theory of Change supports continuous improvement through feedback mechanisms, promoting flexibility and adaptation to emerging challenges. Central to this approach is an outcomes-based focus on achieving tangible, long-term socioeconomic changes in Gauteng, addressing community needs, setting measurable goals, and ensuring sustainable benefits beyond the immediate term.

### Measuring performance impact – programme performance information

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.

Section 14 of the Financial Management of Parliament and Provincial Legislatures Act, 09 of 2009, mandates that the strategic plan must outline Legislature's Term priorities. This must include outcomes and performance measures to evaluate its performance during and at the end of the term. Section 15 of the Act requires the submission of an annual performance plan, detailing the outputs and indicators necessary to achieve the specified outcomes.

### The 7<sup>th</sup> Legislature's strategy will be reflected across various plans as follows:

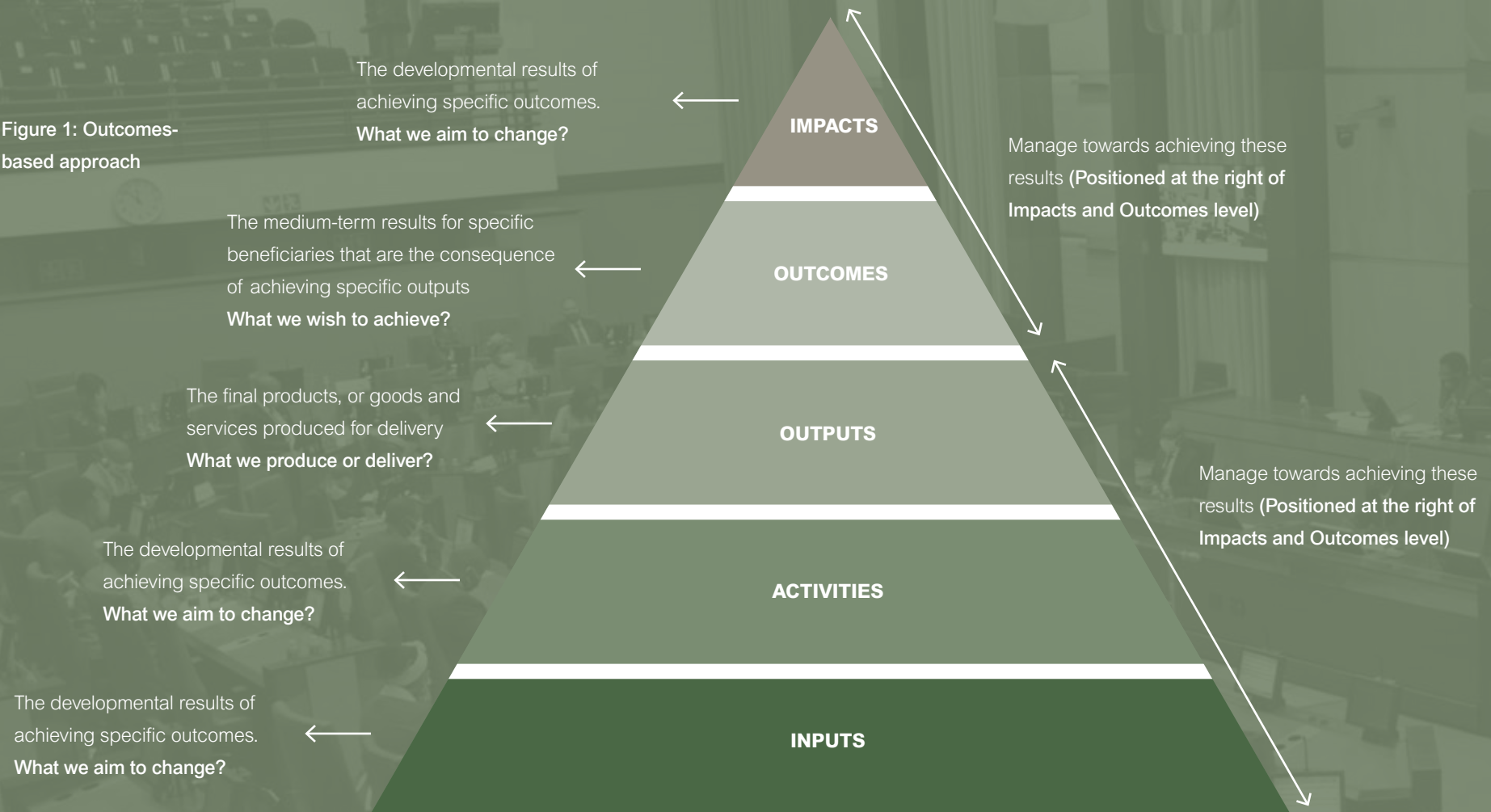
- » Strategic Plan: Includes impacts and outcomes.
- » Annual Performance Plans: Detail outputs and interventions.
- » Operational Plans: Specify activities and inputs.

This structured approach ensures a comprehensive and measurable framework for assessing and achieving Parliament's strategic objectives.

To measure the contribution of the GPL to the envisioned impact, the following high-level indicators will assist to understand and demonstrate overall performance of the GPL. For the purpose of the GPL's 7<sup>th</sup> 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**



“True leadership steers towards a shared vision of progress, aligning strategy and oversight to advance institutional obligations and societal wellbeing.”



## 2. Programme performance information



### PROGRAMME 1: Leadership and Governance

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

#### *Sub Programme in Leadership and Governance and their Purpose:*

##### (a) Strategic Oversight and Liaison:

**The Directorate:** Oversight and Strategic Liaison comprises two Sub-Programmes (Office of the Chairperson of Committees as well as Office of the Deputy Chairperson of Committees). The primary role of the Office of the Chairperson of Committee Chairpersons (OCoC) is to oversee and provide leadership on the Oversight mandate of the Institution. It thus monitors and evaluates the discharge of mandates by the House Committees and to ensure strategic management of Committees and Committee business, thereby ensuring that the mandate of the Institution is delivered. The Office of the Deputy



Chairperson of Committees is responsible for overseeing the Public Participation mandate of the GPL and provide leadership in this regard into the Institution.

**(b) The Directorate: Administrative Operations**

The is responsible to direct and manage administrative support services and ensuring efficient delivery of the objectives of the Leadership and Governance Programme. This Directorate houses and oversee the administrative support services in the office of the Speaker, Deputy Speaker, Office of the Chairperson of Committees and Deputy Chairperson of Committees.

**(c) Inter-Legislature Relations**

**The Directorate:** Inter-Legislature Relations [ILR] is aimed at enhancing and enabling Cooperative Governance of Gauteng Legislature, to foster inter-legislature cooperation and position Gauteng Legislature at the epicentre of Legislative relations and reforms and to implement bilateral and multilateral agreements of GPL and other legislatures at Intercontinental, continental, national and provincial levels of the sector. The Directorate is also responsible for local government coordination through Municipal Councils

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

Table 1 - Outcomes, Outputs, Performance Indicators and Targets										
Outputs	Output indicators	Sub-Programme	Annual Targets							
			Audited /Actual Performance			Estimated Performance	MTEF Period			
Year →			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Strategic outcome 1: Enhanced oversight by the GPL and executive accountability to facilitate service delivery										
1.1	Quarterly oversight reports on the performance of Committees produced	Number of quarterly oversight reports on the performance of Committees produced	OSL	4	4	4	4	4	4	4
Strategic outcome 2: Improved laws that address the needs of the people of Gauteng										
2.1	Annual oversight reports on Law Making mandate	Number of annual oversight reports on discharge of Law-Making mandate	ODS	N/A	1	1	1	1	1	1



Table 1 - Outcomes, Outputs, Performance Indicators and Targets

Outputs		Output indicators	Sub-Programme	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
Year →				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Strategic Outcome 4: Strengthened cooperative governance to enhance oversight and law-making										
4.1	Report of on benchmarking/ study tours undertaken	Number of reports on benchmarking / study tours undertaken, produced within 30 days of return	ILR	NEW KPI	NEW KPI	NEW KPI	NEW KPI	4	4	4
4.2	GSF resolutions implemented	Percentage of GSF resolutions implemented	ILR	NEW KPI	NEW KPI	NEW KPI	NEW KPI	80%	85%	90%
4.3	Resolutions and agreements influencing GPL mandates	Number of (PEP) Resolutions adopted aligned to GPL mandate	ILR	NEW KPI	NEW KPI	NEW KPI	NEW KPI	4	4	5
4.4		Number of (PEP) Agreements signed aligned GPL mandate	ILR	NEW KPI	NEW KPI	NEW KPI	NEW KPI	4	4	5
4.5	Report on assessment of GPL alignment with Sector Norms and Standards	Number of ILR assess-ment reports produced on GPL alignment with Sector Norms and Standards	ILR	NEW KPI	NEW KPI	NEW KPI	NEW KPI	2	2	2



Table 1 - Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output indicators	Sub-Programme	Annual Targets							
			Audited /Actual Performance	Estimated Performance	MTEF Period					
Year →			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Strategic Outcome 5: Strengthen compliance with principles of good governance and fiduciary requirements										
5.1	Initiatives undertaken to promote ethical	Number of initiatives undertaken to promote ethical conduct (seminar)	ODS	N/A	1	1	1	1	1	1

Table 2 - Indicators, Annual and Quarterly Targets

Output Indicators		Annual Target	Reporting Cycle	Q1	Q2	Q3	Q4
Strategic outcome 1: Enhanced oversight by the gpl and executive accountability to facilitate service delivery							
1.1	Number of quarterly oversight reports on the performance of Committees produced	4	Quarterly	1	1	1	1
Strategic outcome 2: Improved laws that address the needs of the people of Gauteng							
2.1	Number of annual oversight reports on discharge of Law-Making mandate	1	Annually	-	-	1	-
Strategic outcome 4: Strengthened cooperative governance to enhance oversight and law-making							
4.1	Number of reports on benchmarking / study tours undertaken, produced within 30 days of return	4	Quarterly	1	1	1	1

Table 2 - Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Reporting Cycle	Q1	Q2	Q3	Q4
4.2 Percentage of GSF resolutions implemented	80%	Bi-annually	-	40%	-	80%
4.3 Number of (PEP) Resolutions adopted aligned to GPL mandate	4	Bi-annually	-	2	-	4
4.4 Number of (PEP) Agreements signed aligned to GPL mandate	4	Annually	-	-	-	4
4.5 Number of ILR assessment reports produced on GPL alignment with Sector Norms and Standards	2	Bi-annually	-	1	-	1

## Strategic outcome 5: Strengthen compliance with principles of good governance and fiduciary requirements

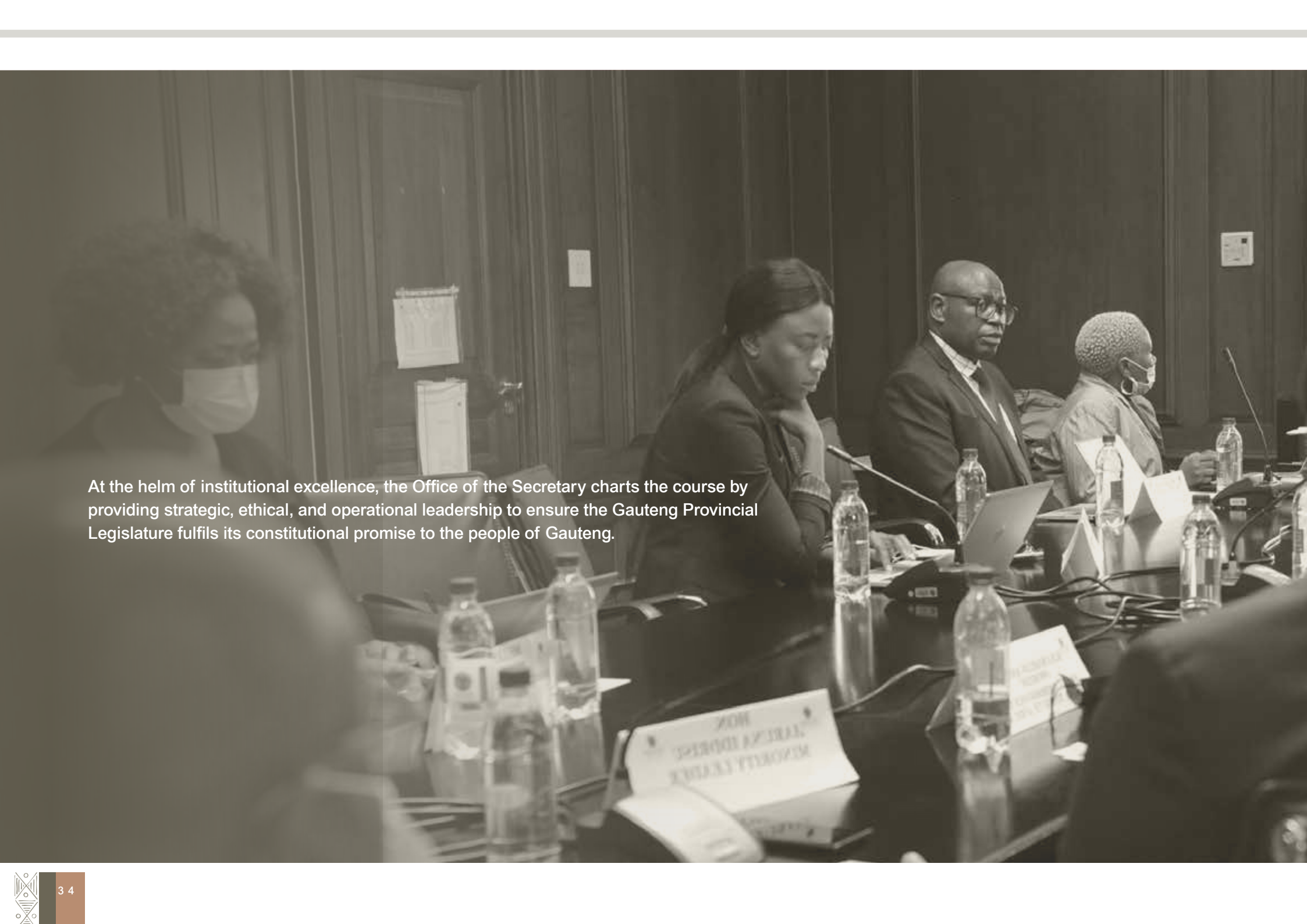
5.1 Number of initiatives undertaken to promote ethical conduct – seminar	1	Annually	-	-	1	-
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**Planned Performance over the Medium-Term:**

The Programme contributes directly to the outcomes listed above and make indirect contributions to other outcomes listed in the Programmes. By its nature, Programme 1 is a Leadership and Governance Programme and therefore does not directly implement projects or Programmes, as is the case with other Programmes. Overseeing Committees' own performance through oversight reports on the performance of Committees, will help committees function optimally and will therefore contribute positively to the Outcome of enhanced oversight and accountability. Furthermore, overseeing discharge of GPL law Making Mandate through the Annual oversight reports on discharge of the Law-Making Mandate in

the GPL, the Legislature's Law-Making process will be optimised and will therefore contribute positively to Improved responsiveness of laws to meet the needs of people of Gauteng. Thus, furthering good governance and ethical conduct through implementing initiatives to promote ethical conduct, the GPL administration and fiduciary requirements will be satisfied and upheld. Ultimately this work, together with proposed indicators for the institution as a whole are aimed at making a contribution to the improved standard of living for the people of Gauteng in line with the National Development Plan (NDP).





At the helm of institutional excellence, the Office of the Secretary charts the course by providing strategic, ethical, and operational leadership to ensure the Gauteng Provincial Legislature fulfils its constitutional promise to the people of Gauteng.





## PROGRAMME 2: Office of the Secretary

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

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

#### (a) Office of the Integrity Commissioner (IC):

The Office of the IC is mandated with the implementation of a Code of conduct which sets out to outline the minimum ethical standards of behaviour that South Africans expect of elected representatives, including upholding propriety, integrity, and ethical values in their conduct. Hence the key focal point of the Code is to foster a culture of a high degree of ethical conduct by Members of the Gauteng Provincial Legislature and to ensure that

Members do not place themselves in positions that conflict with their responsibilities as public representatives.

The Code serves as a code of good practice. It is intended to provide the Legislature with a set of values to guide the conduct of Members in their capacity as public representatives. Since this code seeks to encourage appropriate conduct in the context of the Legislature it therefore also seeks to regulate conflicts of interests. The minimum standards of disclosure and the establishment of a Register of Interests fall within the scope of this code.

**(b) Project Governance Office:**

The Project Governance Office aids Project Managers and the GPL community to better understand as well as apply project management best practices. Furthermore, the office provides Project Support comprising of amongst others enterprise project management reporting, development of Methods and Standards, Consulting, as well as Mentorship and Training.

**(c) Transversal Mainstreaming**

The purpose of the Transversal Mainstreaming function is to provide strategic direction, technical support, and transversal mainstreaming tools to the political and administration

structures of the GPL, including supporting the GPL Multi-Party Women's Caucus (MPWC) and the GPL Branch of the Commonwealth Women Parliamentarians (CWP).

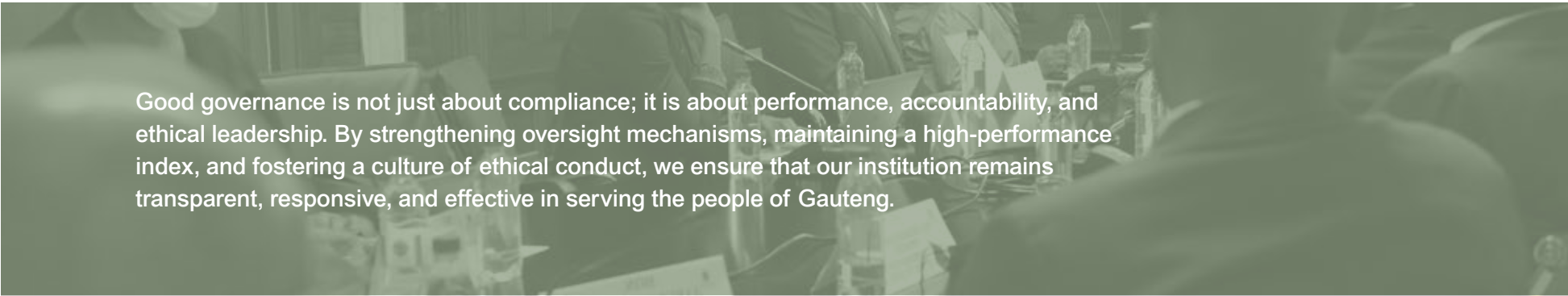
The Transversal Mainstreaming function is intended to promote the mainstreaming of gender, race, disability and youth within the mandates of the GPL, to contribute to the improved standard of living for the people of Gauteng, by promoting inclusive oversight, law-making, public participation and cooperative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

**(d) Corporate Legal**

The corporate legal unit provides legal support services to the Secretary and the GPL Administration processes to address and mitigate possible legal risks and issues. To draft and vet contracts between the GPL and service providers. Produce and monitors contract register and legal management reports.

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

The SPME unit provides support and promote integrated strategic planning, non-financial performance monitoring and reporting. This unit plays a pivotal role in guiding the GPL towards achieving its long-term goals and objectives. The SPME unit is responsible for developing comprehensive strategic plans that align with the organisation's mission and vision, ensuring that all activities are prioritised and resources are allocated efficiently.



Good governance is not just about compliance; it is about performance, accountability, and ethical leadership. By strengthening oversight mechanisms, maintaining a high-performance index, and fostering a culture of ethical conduct, we ensure that our institution remains transparent, responsive, and effective in serving the people of Gauteng.

This unit formulates and implements policies that address public needs, while establishing robust monitoring and evaluation systems to track progress and assess the impact of various programmes. The work of the SPME unit is highly regulated, ensuring compliance with legal and governance standards, which significantly impacts institutional performance

and audit outcomes. Through regular reporting and communication, the SPME unit keeps stakeholders informed about progress and outcomes, ultimately contributing to improved public service delivery and building public trust.

### Outcomes, Indicators and Targets

Table 2: Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output indicators	Sub-Programme	Annual Targets							
			Audited /Actual Performance			Estimated Performance	MTEF Period			
Year →			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Strategic outcome 5: Strengthen compliance with principles of good governance and fiduciary requirements										
5.2	Improved performance against planned APP targets	Number of compliance performance information progress reports on the APP	SPME	6	6	6	6	6	6	6
5.3		Performance Index maintained	OoS	New KPI	New KPI	New KPI	New KPI	85%	85%	90%
5.4	Initiatives undertaken to promote ethical conduct	Number of initiatives conducted to promote ethical conduct (e-disclosure and members register)	OoS & OIC	2	2	2	2	2	2	2



Table 2: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Reporting Cycle	Q1	Q2	Q3	Q4
Strategic outcome 5: Strengthen compliance with principles of good governance and fiduciary requirements						
5.2 Number of compliance performance information progress reports on the APP	6	Quarterly	1	2	2	1
5.3 Performance index maintained	85%	Annually	-	-	-	85%
5.4 Number of initiatives conducted to promote ethical conduct (e-disclosure and members' register)	2	Annually	-	2	-	-

#### ***Planned Performance over the medium-term:***

Over the medium-term, the GPL is committed to fostering a culture of performance and accountability. Both planned KPIs under Programme 2 are compound indicators, thus the programme will coordinate and consolidates data from all other programmes to provide a comprehensive view of institutional performance, thereby presenting a holistic picture of progress and achievements.

The GPL strategic plan, approved in the last financial year, serves as the foundation for these efforts. Going forward, the focus will be on the implementation and annual review of the strategic plan to determine if any adjustments are necessary. This ensures that the institution remains agile and responsive to changing circumstances and priorities.

One of the key targets is the generation of compliance performance information progress reports on the Annual Performance Plan. These reports will be produced quarterly, annually, and during a mid-term review, ensuring continuous monitoring and evaluation of performance against strategic outcomes. The progress reports will include key performance metrics, compliance status, and any corrective actions taken to address

identified gaps. This approach enhances transparency and accountability, ensuring that the institution remains on track to achieve its goals.

In addition to performance reporting, the institution is focused on promoting ethical conduct. Over the next three years, various initiatives aimed at fostering ethical behaviour among members will be implemented. These initiatives will include training sessions, workshops, and the development of e-disclosure systems both for Members of the Provincial Legislature (MPL) and officials. The effectiveness of these initiatives will be assessed through participant feedback, compliance rates with e-disclosure requirements, and regular updates to the members' register. Promoting ethical conduct is crucial for maintaining public trust and ensuring that the Legislature operates with integrity and transparency.

Performance against the Legislature's Annual Performance Plan will be systematically monitored and reported. Quarterly reports will provide updates on progress towards achieving the set targets, identifying any challenges, and outlining corrective actions.



Annual reports will summarize the overall performance for the year, highlighting key achievements and areas for improvement. Additionally, a comprehensive mid-term review will be conducted to assess performance against the strategic plan, allowing for adjustments to targets and strategies as necessary to ensure alignment with long-term goals.

By consolidating data from all programs and focusing on these key targets, the institution aims to provide a comprehensive and transparent view of its performance. This approach fosters a culture of continuous improvement and accountability, ensuring that the institution consistently strives to meet its strategic objectives and serve the public effectively.





### **PROGRAMME 3:** **Corporate Support Services**

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

#### ***Sub Programme/Units in Corporate Support Services:***

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

##### **(a) Members Affairs Directorate:**

The Directorate is central to the coordination of provision of administrative support to Members and their Represented Political Parties through the realization of the Constitutional prescriptions of ensuring Internal Arrangements are put in place to administratively and financially support their activities which further contributes to shaping the opinion of the citizens, enhancing democracy, and reducing voter apathy. Through Members Affairs, the

MPLs are capacitated and skilled to ensure that they execute their Constitutional mandate and exercise their Oversight to the Executive. Members Affairs ensures the wellbeing of the MPLs is enhanced. Benefits of both active Members and previous Members are coordinated and processed. The directorate is also responsible for providing the regulatory environment for the provision of the required support. The Directorate has two sub-units, Members Relations and Members Facilities.

**(b) Institutional Support Services:**

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

**(c) Operational Support Services:**

Operational Support is composed of Safety & Security Unit, Health, and Building and Maintenance Unit. The Directorate provides Occupational Health and Safety (OHS)

services as well as Security services of a National Key Point standard. The Building and Maintenance Unit provides the physical infrastructure needed by the Members and staff to conduct business.

**(d) Information, Communication and Technology**

The composition of the directorate includes the Audio-Visual and IT Units. Overall, the Directorate is responsible for the provisioning, managing, securing, and supporting information infrastructure and audio-visual assets. The Audio-Visual Unit plays a critical role in ensuring law-making, oversight and public participation activities are supported by provisioning audio-visual services to the Chamber, committee boardrooms and internal and external public events.

The Information, Communications and Technology Unit provides information technology infrastructure to the institution and ensures that electronic information assets are secured and protected from data loss and malicious attacks.

**Outcomes, Indicators and Targets**

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

Outputs	Output indicators	Sub-Programme	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
Year →			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28

**Strategic outcome 5: Enhanced compliance with relevant fiduciary requirements and principles of good governance**

<b>5.5 Increased performance and capacity of MPLs and staff</b>	Percentage implementation of learning and growth planned initiatives	ISS	-	-	-	<b>New Indicator</b>	<b>80%</b>	<b>90%</b>	<b>100%</b>
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## Outcomes, Outputs, Performance Indicators and Targets

Outputs		Output indicators	Sub-Programme	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
Year →				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
5.6		Percentage implementation of scheduled member training	MA	69%	50%	50%	100%	100%	100%	100%
5.7	Conducive working environment to Members and GPL staff	Percentage Implementation of the Space Optimization Project	OSS	-	-	-	New Indicator	25%	60%	75%
5.8	Improved institutional performance and effectiveness through ICT	Percentage implementation of the ICT planned initiatives	ICT	-	-	-	New Indicator	100%	100%	100%
5.9	Improved institutional performance linked to 7th Term strategy	Percentage completion & approval of organisational structure	ISS	-	-	-	New Indicator	100%	-	-



**Indicators, Annual and Quarterly Targets****Indicators, Annual and Quarterly Targets**

Output Indicators	Annual Target	Reporting Cycle	Q1	Q2	Q3	Q4
Strategic outcome 5: Enhanced compliance with relevant fiduciary requirements and principles of good governance						
5.5 Percentage implementation of learning and growth planned initiatives	80%	Quarterly	20%	40%	60%	80%
5.6 Percentage implementation of scheduled member training	100%	Quarterly	25%	50%	75%	100%
5.7 Percentage Implementation of the Space Optimization Project	25%	Quarterly	10%	15%	20%	25%
5.8 Percentage implementation of the ICT planned initiatives	100%	Quarterly	25%	50%	75%	100%
5.9 Percentage approval of organisational structure	100%	Annually	-	-	-	100%

**Planned Performance over the medium term:**

The planned performance over the medium term as represented in the five (5) indicators include but not limited to improving Members' capacity to discharge their constitutional mandates; the implementation of ICT initiatives in order to improve and increase the availability of strategic competencies, talent and skills. Furthermore, the institution will undergo organisational redesign which will culminate into reviewed structure and processes.

The Member's training schedule will be informed by an annual analysis undertaken to determine training needs of the Members. This will focus mainly on building capacity of members with regards to law-making, effective use of oversight tools, different modes and/or platforms to facilitate public participation.

It is envisaged that the GPL will take advantage of available technology to enhance efficiencies in how it conducts its business. These include modernising governance and management of information and technology, securing information assets, compliance to information prescripts and implementation of relevant platforms and tools to

enhance oversight, law-making, public participation as well as administrative business processes.

The value creation processes were halted in the 6<sup>th</sup> Administration and as a result the institution has yet to redesign its organisational structure, which like most organisations has suffered the effects of Covid 19 on its work processes. Administration will carry out an organisational redesign in-house.

It is envisaged that through this process, there will be leverage Human Resources value chain to align their workforce with strategic objectives, attract top talent, develop employee capabilities, drive performance, and create a positive work environment. Furthermore, focus will also be on strengthening the application of the balance score card, overall performance as well as enhancing members' and employee wellness programme. To ensure effective functioning of the Legislature, the maintenance of a facilitative and conducive working environment is critical. The GPL will undergo refurbishment of its building as well as acquire a second building to be able to accommodate all the staff members.





#### **Programme 4: CORE BUSINESS**

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

##### ***Sub Programmes:***

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

(b) **Parliamentary Business:** provides professional and administrative value chain support services to the political process in the following areas: passing and overseeing the implementation of National and Provincial legislation as well as overseeing the actions of the Provincial Executive and Provincial State Organs. Furthermore, the sub-programme provides effective professional support to public involvement in the legislative processes; and lastly, supporting the Co-operative Governance initiatives of the legislature between the three spheres of Government as well as between the Legislative Institutions that are within the Provincial, National and Local Government. The support straddles substantive, professional and expert support, inclusive of procedural and legal as well as research and administrative support provided to the House and its Committees.

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

### Outcomes, Indicators and Targets

Outcomes, Outputs, Performance Indicators and Targets										
Outputs		Output indicators	Sub-Programme	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
Year →				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Strategic outcome 1: Enhanced oversight by the gpl and executive accountability to facilitate service delivery										
1.2	Consideration of responses to oversight (House) resolutions by committees	Percentage of responses to SOM oversight House resolutions considered by Committees	Parliamentary Business	25%	25%	71%	50%	75%	80%	90%
1.3	Resolutions closed	Percentage of resolutions closed	Parliamentary Business	New KPI	New KPI	New KPI	New KPI	15%	20%	25%



## Outcomes, Outputs, Performance Indicators and Targets

Outputs	Output indicators	Sub-Programme	Annual Targets							
			Audited /Actual Performance			Estimated Performance	MTEF Period			
Year →			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
1.4	Responsive rate	Percentage of reports and responses to questions and resolutions reviewed for compliance	Parliamentary Business	New KPI	New KPI	New KPI	New KPI	100%	100%	100%
1.5		Responsiveness rate of the Executive	Parliamentary Business	New KPI	New KPI	New KPI	New KPI	45%	48%	50%

## Strategic outcome 2: Improved laws that address the needs of the people of Gauteng.

2.2	<b>Laws that improve lives of people of Gauteng</b>	Percentage of Bills processed	Parliamentary Business	100%	100%	100%	100%	100%	100%	100%
2.3		Percentage of laws passed	Parliamentary Business	100%	100%	100%	100%	100%	100%	100%
2.4	<b>Relevant Regulations</b>	Percentage of approved Regulations	Parliamentary Business	75% (3 of 4)	100% (4 of 4)	100%	100%	100%	100%	100%

## Strategic outcome 3: Improved meaningful and inclusive public involvement to enhance oversight and law-making

3.1	<b>Consideration of Petitions by the Legislature</b>	Number of Petitions considered by the Legislature	Public Participation & Petitions	120	120	120	120	120	120	120
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## Outcomes, Outputs, Performance Indicators and Targets

Outputs		Output indicators	Sub-Programme	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
Year →				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
3.2	People participating in the business of the Legislature	Number of the people of Gauteng who participated in the business of the GPL	Communications & PPP	New KPI	New KPI	New KPI	New KPI	40 000	42 000	45 000
3.3		Diversity participation rate	Parliamentary Business & Comms and PPP	New KPI	New KPI	New KPI	New KPI	1% (of S.O 3.2)	1.5%	2%

## Indicators, Annual and Quarterly Targets

SO1 Performance/output indicator	Baseline	Annual Target	Quarterly Targets			
Year →			1st	2nd	3rd	4th

## Strategic outcome 1: Enhanced oversight by the GPL and executive accountability to facilitate service delivery

1.2	Percentage of responses to SOM oversight House resolutions considered by Committees	71%	75%	75%	75%	75%	75%
1.3	Percentage of resolutions closed	New	15%	N/A	N/A	N/A	15%
1.4	Percentage of reports and responses to questions and resolutions reviewed for compliance	New	100%	100%	100%	100%	100%
1.5	Responsiveness rate of the Executive	New	45%	N/A	N/A	N/A	45%





### Indicators, Annual and Quarterly Targets

SO1 Performance/output indicator	Baseline	Annual Target	Quarterly Targets			
Year →			1st	2nd	3rd	4th
Strategic outcome 2: Improved laws that address the needs of the people of Gauteng.						
2.2 Percentage of Bills processed	100%	100%	100%	100%	100%	100%
2.3 Percentage of laws passed	100%	100%	N/A	N/A	N/A	100%
2.4 Percentage of approved Regulations	100%	100%	100%	N/A	N/A	100%
Strategic outcome 3: Improved meaningful and inclusive public involvement to enhance oversight and law-making						
3.1 Number of petitions considered by the legislature	120	120	30	60	90	120
3.2 Number of the people of Gauteng reached to participate in the business of the GPL	New	40 000	9 500	18 000	23 000	40 000
3.3 Diversity participation rate	New	1% (of 40 000)	N/A	N/A	N/A	1%

### Planned Performance Over the Medium Term

In enhancing the legislature's performance over the Medium-Term, Core Business aims to enhance the support it provides towards House and Committee Business. This is done to enable the realization of the legislature's constitutional mandates, which includes oversight, law-making and public participation processes. On the oversight front, support will be provided through the implementation of the Sector Oversight Model, the processing of Questions to the Executive and House Resolutions as well as Committee Inquiries and House Motions, in the main. All these are meant to ensure that the legislature effectively holds the executive accountable through intensive oversight.

The programme further plans to effectively support the Law-making process of the legislature to ensure quality legislation that positively improves the quality of life of the people of Gauteng. Part of this will be continued capacity building for members (and staff) as well as provide meaningful advice to the House and Committees throughout the legislative process. Furthermore, the programme aims to provide quality support to the processing of both national and provincial legislature through quality legal, procedural and research support – as well as secretarial functions aimed at the smooth processing of Bills before the legislature.

In relation to Public Participation, Programme Four will enhance its support towards public involvement in the business of the legislature. Amongst others, it is intended that support be provided to further increase the number of the people who participate in the business of the legislature. This will be done by ensuring that public participation continues to be a driver of the business of the Legislature. Through coordinated public participation programmes, synergies in the delivery of House and Committee Business will be enhanced. This includes participation in oversight and law-making processes at committee level, such as stakeholder involvement and submissions, as well as public hearings.

The public education and outreach will be at the centre of the institution's public participation programme. The programme will foster collaboration with external stakeholders through increased public participation efforts. These efforts will guarantee increased participation by various sectors which include among others, the youth, women,

and minority national groups. On an annual basis, the Legislature will ensure that public participation programme is embedded in the entire value chain of the business of the Legislature. In addition to reaching out to the people of Gauteng by deploying different public participation mechanisms, the Programme will effectively support the Legislature's efforts to reduce the Petitions backlog and assist in the efficient processing of incoming Petitions. The Programme also seeks to strengthen the capacity of public participation to support Committees. The Programme will continue to profile the legislature and its members with a view to enhancing people's understanding of the business of the Legislature. This will include implementing the integrated communication strategy.

Overall, these plans are supported by measurable indicators that are outlined in this Annual Performance Plan to ensure that these are achieved.





### **Programme 5:**

#### **OFFICE OF THE CHIEF FINANCIAL OFFICER**

The purpose of the programme is to provide professional financial, risk and supply chain management services to the stakeholders for the realisation of the GPL's strategic goals and objectives. The office strives to provide financial resources equitably to ensure adequate funding for the implementation of the institution's strategic plan whilst promoting effective financial management in respect of revenue, expenditure, assets, and liabilities. The programme consists of three (3) sub-programmes as detailed below:

#### ***Sub-Programmes***

**(a) Executive Office of the CFO**

The Executive Office of the CFO provides strategic guidance and leadership to the overall Programme.

**(b) Financial Management**

The purpose of the Finance Directorate is to execute financial accounting, accounts payable and management accounting functions to all internal and external stakeholders. The Directorate is also responsible for the development and implementation of appropriate policies and procedures to ensure effective financial

management and reporting. To provide professional support on budget formulation and control in line with the strategic goals and objectives of the GPL.

**(c) Supply Chain Management (SCM)**

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

**(d) Audit, Risk and Governance**

The purpose of the Audit, Risk & Governance Directorate is to improve the system of internal controls, risk management and governance processes within GPL. The Directorate provides limited assurance to management, the Legislature.

**Outcomes, Indicators and Targets**

Outcomes, Outputs, Performance Indicators and Targets

Output	Output indicators	Sub-programme	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF period		
Year →			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Strategic outcome 5: Strengthen compliance with principles of good governance and fiduciary requirements									
5.10	Improved audit outcomes	Audit opinion of the AGSA  ARG	Unqualified audit opinion with no matters of emphasis for 2020/21 FY	Unqualified audit opinion with no material findings for 2021/22 FY	Unqualified audit opinion with no material findings for 2022/23 FY	Unqualified audit opinion with no material findings for 2023/24 FY	Unqualified audit opinion with no material findings for 2024/25 FY	Unqualified audit opinion with no material findings for 2025/26 FY	Unqualified audit opinion with no material findings for 2026/27 FY
5.11	Compliance with FMPPLA	Number of GPL MTEF budgets tabled in line with prescribed timeframes  Finance	2	2	2	2	2	2	2



### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Reporting Cycle	Q1	Q2	Q3	Q4
Strategic outcome 5: Strengthen compliance with principles of good governance and fiduciary requirements						
5.10 Audit opinion of the AGSA	Unqualified audit opinion with no material findings for 2024/25	Annually	-	Unqualified audit opinion with no material findings for 2024/25 FY	-	-
5.11 Number of GPL MTEF budgets tabled in line with prescribed timeframes	2	Bi-annual	1	-	--	1

### Planned Performance over the Medium-Term:

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







### 3. Key Risks

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

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 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 each Quarter.</li> <li>» Tracking of Committee Performance (incl. areas related to Resolutions Management) - are reported Quarterly to the SCoC Review Sessions</li> <li>» The tracking of Resolutions is a standardised item on the Committees Performance Reporting Templates, which are completed every Quarter and submitted to the OCOC</li> </ul>
<b>Improved responsive laws that address meet the needs of the people of Gauteng</b>	Inadequate support provided to Members to enable effective oversight on the implementation of 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 &amp; Staff, 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 &amp; 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, also covering 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	<ul style="list-style-type: none"> <li>» Lack of implementation of Legislative Sector best practices within the GPL</li> <li>» Lack of standardisation within the Legislative Sector.</li> </ul>	<ul style="list-style-type: none"> <li>» GPL continues to discharge protocol functions as outlined in the Protocol Guideline. GPL continues to effectively engage with various institutions across the public sector including institutions supporting democracy.</li> </ul>
<b>Strengthen compliance with principles of good governance and fiduciary requirements</b>	Limited and shrinking resources (fiscal constraints) to execute GPL's mandate	<ul style="list-style-type: none"> <li>» Reduction on budget allocation year on year</li> <li>» Unsustainable cost of the wage bill (COE)</li> <li>» significant threats from economic downturns</li> </ul>	<ul style="list-style-type: none"> <li>» The cost efficiency measures continue to be implemented on the Budget for 2024/25. 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 2024/25 budget as per Speaker's budget forum resolutions.</li> </ul>















**GAUTENG**  
LEGISLATURE

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