



NORTH WEST PROVINCIAL LEGISLATURE

NORTH WEST PROVINCIAL LEGISLATURE

Strategic Plan

2025-2030

Statement by the Hon. Speaker



HON. DR. S.F.D. MOHONO
SPEAKER OF THE NWPL

The Strategic Plan that we are tabling is a roadmap that will assist the North West Provincial Legislature in navigating through the next five years of the 7th Administration. This Strategic Plan is a product of a consultative process between Members of the Legislature representing various parties and the administrative component of the Legislature led by the Speaker and the Secretary of the Legislature respectively. We are not hesitant to define it as the “People's Strategic Plan”.

The development of the strategic plan was an inclusive process, involving Members of the Legislature and the administration. The idea behind this was to ensure that Members of the Legislature, who are the core implementers, take ownership of the document. We are therefore confident that the implementation of this plan will be effortless as all represented parties were involved with the development thereof.

When we took office in June 2024, we made a commitment that we will seek to build and position the North West Provincial Legislature.

A Legislature that is geared towards fulfilling its constitutional mandate effectively and efficiently and that strives to be one of the most innovative provincial legislatures in South Africa and Africa as a whole. Our strategy is to enable the Legislature business to be modernised, relevant, and forward-looking, while embracing diversity and putting the people at the centre of all its processes and work.

As the Legislature, we are the voice of the people and must ensure the people's involvement in government processes. We must provide a platform for the representation of the interests and aspirations of the provincial and local spheres of government. Thirty years into democracy, the 7th Legislature is on course to continue with the transformation agenda, which is to build an equal society that reflects on the aspirations and values as set out in the Constitution.

Looking back at what we have achieved thus far since coming into office, I am confident that good days lie ahead for the people of the North West Province. It is pleasing to note that we have resolved to increase the number of public participation programs and in this regard, we will be more innovative and hold Sectoral Parliaments that are dedicated to the Sectors that were never considered before.

An example hereof is a Sectoral Parliament that is dedicated to the Mining Sector.

Our Province is a mining hub of the Republic and as such, we must address matters that affect the people of this Province daily.

The North West Provincial Legislature, as the custodian of parliamentary democracy in the province, has to consolidate people's participation and ownership in the legislative process. Our programmes therefore deliberately place great emphasis on taking Parliament to the People.

The 7th Legislature will broaden the scope of our oversight, not only limiting oversight to Provincial

matters but also focusing on international related matters that affect our Province. This will see our Portfolio Committees exercising oversight on commitments and agreements that the provincial executive organs entered into with the world community.

Our communities need to know how such agreements impact their daily lives and the Legislature must be at the forefront in this regard. Portfolio Committees will have to attend diplomatic missions to conduct this oversight work.

We embarked on the process of reviewing the Standing Rules of the Legislature. These Rules will serve as a guide for all the work that will be done to achieve strategic goals and we are confident that as we step into the first financial year of the 7th Legislature, the adoption of these Rules will be finalised.

We have lined up major infrastructural upgrades for the Legislature, such as the revamping of the Chamber to create a conducive environment, not only for Members of the Legislature, but also for members of the public who visit the Legislature from time to time.

This Strategic Plan recommits us to the concept of “People First” and to being an effective Legislature that is responsive to the needs of our people. As an institution, we need to base our vision, programs, and actions on these imperatives so that our Constitution can become a living document amongst us. The Legislature has to become a living institution with public participation as a fundamental principle.

The North West Provincial Legislature is a product of constitutional and democratic change. As an institution, our mandate is to deepen democracy, pass just laws, ensure public participation in the legislative process, exercise oversight over the executive, and ensure good governance.

Our Constitution provides the necessary imperative for the legislative sector to transform since it is founded on the values of human dignity, the achievement of equality, the advancement of

human rights, democracy, and freedom amongst other things. These values provide a framework for the kind of society we aspire to, the kind of society that the Freedom Charter speaks to when it says “South Africa Belongs To All Of Us” and that “The People Shall Govern”.

One of the imperatives for ensuring the deepening of parliamentary democracy is the need for constant development of human resources, both at political and administrative levels. It is for this reason that people management and development, particularly at the administrative level, will be prioritized. Capacity-building programs and other initiatives have also been designed to empower Members to effectively fulfil their obligations.

Our oversight process must assist us to achieve the six priorities that were identified in the ANC election manifesto which are, putting South Africa to work, building industries to achieve an inclusive economy, tackling the high cost of living, investing in the people, defending democracy and advancing freedom, and building a better Africa and a better world.

I hereby submit the Strategic Plan (2025–2030) of the NWPL as required in terms of Section 17(2)(a) of the Financial Management of Parliament and Provincial Legislatures Act, 2009 (Act 10 of 2009).

I wish to thank the staff of the NWPL for capturing our vision for the upcoming strategic period and for their continued commitment to and support for attaining this vision.



Hon. Dr. S.F.D. Mohono
Speaker of the NWPL

Statement by the Accounting Officer



ADV. L. I. NETSHITUMBU
SECRETARY TO THE NWPL

Following the dissolution of the 6th Legislature, the swearing in of Members of the 7th Legislature, and their inauguration, the process to develop the Strategic Plan then commenced. The development of the Strategic Plan for the 7th Legislature was founded on the achievements and lessons learnt from the implementation of the 6th Legislature's Strategic Plan.

The development of this Strategic Plan followed consultative processes directed by the Executive Authority. It incorporates the impact, outcomes, performance measures and indicators for each Programme of the Legislature; and includes multi-year projections of all revenue and expenditure.

The Plan also details the NWPL's vision, mission and values, as well as the impact statement, which are the cornerstone of the NWPL's inspiration. These values are the guiding principles that shape institutional behaviour and spell out the strategic direction, outcomes and key focus areas as the road-map for attaining the desired impact of improving the quality of life of the people of the Province.

This is in line with that which is envisioned by the Constitution and the National Development Plan, with the latter aiming to reduce inequality, unemployment, and poverty by 2030. Furthermore, this Strategic Plan is aligned to other regional and global frameworks such as the African Union's Agenda 2063 and the Sustainable Development Goals.

We developed this strategy according to the results-based methodology, and centred on a theory of change consisting of impact, outcomes and outputs. The impact statement expresses the overall social change and developmental impact that the NWPL will contribute to. In this regard, we seek to sustainably attain productive employment, prosperity and equity for all. For this strategy period, the NWPL will focus on four main outcomes, its constitutional mandate and value proposition, which are Enhanced oversight that is responsive to the needs of the people, Strengthened transformational law-making, Deepened participatory democracy, and Improved institutional governance and accountability.

Programme activities will be supported by a review of the business model, ensuring a healthy, productive, capable and mobile workforce and HR management and development system, strengthen the learning culture and ensure innovation, economy, efficiency and effectiveness in organizational systems development.

We are confident that the NWPL will grow and strengthen to fulfil its mandate in the 2025-2030 strategy period.

I hereby submit the Strategic Plan for the 7th Legislature in accordance with Section 14(1) of FMPPLA.

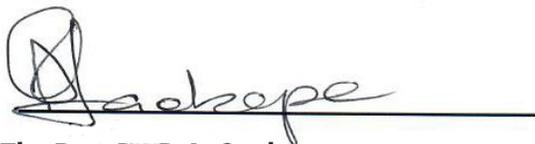
Adv. L.I. Netshitumbu
Secretary to the NW Provincial Legislature

Official Sign-off

It is hereby certified that this Strategic Plan 2025 – 2030:

- Was developed by the management of the North West Provincial Legislature under the guidance of the Hon. Dr. S.F.D. Mohono.
- Takes into account all relevant policies, legislation and other mandates for which the North West Provincial Legislature is responsible.
- Accurately reflects the impact and outcomes which the North West Provincial Legislature will endeavour to achieve over the period 2025 – 2030.

Recommended by:



The Rev. Dr. D.A. Gaobepe
Manager Strategic Planning,
Monitoring and Evaluation



Ms. S. Phatudi
Chief Financial Officer

Approved by:



Adv. L.I. Netshitumbu
Secretary to the NWPL



Hon. Dr. S.F.D. Mohono
Speaker of the NWPL

NWPL MACE

NWPL MACE

DISSECTION OF THE MACE

THE PICK AND THE SPADE

The Pick and the Spade denote dependency on labour and hardwork. The Mine shaft represents the mining industry in the North West Province. The platinum coating represents the enormous platinum resources in the Province.

THE CATTLE

The cattle heads depict the pastoral farming of the North West Province.

SUNFLOWERS AND MAIZE

The Sunflowers represent the crop and the sunny climate of the Province. The maize crop denote the outstanding maize production of the Province which lies within the maize triangle.

NATIONAL FLAG

The National Flag Colours also forms part of the Mace.

THE GOLDEN RINGS

The Golden rings around the Mace represent the gold mining industry.



Acronyms and Glossary

ACRONYMS	MEANING
4IR	Fourth Industrial Revolution
5IR	Fifth Industrial Revolution
AFS	Annual Financial Statements
AGSA	Auditor-General South Africa
ANC	African National Congress
APP	Annual Performance Plan
ATC	Announcements, Tablings and Committee Reports
BMC	Business Model Canvas
DA	Democratic Alliance
EFF	Economic Freedom Fighters
ERP	Enterprise Resource Planning
FMPPLA	Financial Management of Parliament and Provincial Legislatures Act (Act No. 10 of 2009)
GDP	Gross Domestic Product
GNU	Government of National Unity
Hon.	Honourable
ICT	Information and Communication Technology
IT	Information Technology
IMF	International Monetary Fund
IYM	In-Year-Monitoring
LGBTQIA+	Lesbians, Gays, Bisexuals, Transgender, Queer, Intersex, Asexual plus
MKP	Mkhonto we Sizwe Party
MPL	Member of Provincial Legislature
MTEF	Medium-Term Expenditure Framework
N/A	Not Applicable
NCOP	National Council of Provinces
NDP	National Development Plan
NW	North West

Acronyms and Glossary

Acronyms and Glossary

ACRONYMS	MEANING
NWP	North West Province
NWPL	North West Provincial Legislature
PESTELS	Political, Economic, Social, Technological, Environmental, Legal and Security
SCM	Supply Chain Management
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SOM	Sector Oversight Model
SOP	Standard Operating Procedures
SOPA	State of the Province Address
STATSSA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
UDM	United Democratic Movement
v	Versus
VUCA	Volatility, Uncertainty, Complexity, Ambiguity
VF+	Vryheids Front Plus
WEF	World Economic Forum



Acronyms and Glossary

Acronyms and Glossary

Glossary	Description
Activities	<ul style="list-style-type: none"> - Processes and/or actions that use a variety of inputs to produce the desired outputs. - They focus on “what we do” that is necessary as an institution to produce the required outputs.
Business Model	In our context, it describes and explains the rationale of how an institution works and provides its services in the manner it does for creating, delivering, and capturing sustainable value to its internal or external stakeholders in line
Business Model Canvas	<ul style="list-style-type: none"> - It is a visual strategic management tool for an institution to conceptualise, develop, document, implement and innovate its business model. - As all institutions, whether they know it or not, have an existing business model, the BMC helps in articulating and documenting an institution's business model so that it is aware of it and can be in a better position to innovate it for success. - It helps to articulate the key elements/components of an institution which enable it to exist and function.
Emergent Strategy	An unintended and unplanned strategy that emerges as a strategic response by an institution to an unanticipated, unexpected, and unknown opportunities and/or challenges that have occurred and have an impact on the institution.
Executive	Members of the Executive Council.
Impact	<ul style="list-style-type: none"> - These are the development results of having achieved specific desired outcomes. - They are the ultimate desired effects or longer-term changes. - They focus on " what we aim to change" as an institution.
Inputs	<ul style="list-style-type: none"> - Resources that contribute towards producing and delivering the outputs. - They focus on what an institution “uses to do the work” that is necessary to produce the required outputs.
Intended Strategy	The initially planned strategy an institution seeks to execute to achieve its desired results in the future.
Members	Members of the Provincial Legislature.
Mission	<ul style="list-style-type: none"> - Describes the purpose, the focus, and the reason why an institution exists. - Succinctly indicates what an institution does, how and for whom.

Acronyms and Glossary

Glossary	Description
Outcomes	<ul style="list-style-type: none"> - The medium-term results for specific stakeholders or beneficiaries that are the results of having achieved specific outputs. - They focus on "what we wish to achieve" as an institution to get to the desired impacts. - Outcomes moves along a continuum from short-term, intermediate, and long-term outcomes.
Outputs	<ul style="list-style-type: none"> - The final products, goods and services that are ultimately produced or delivered due to the variety of activities that were used. - They focus on "what we produce or deliver" as an institution to get the required outcomes.
Realised Strategy	The actual strategy that an institution has achieved after execution as opposed to what it originally planned.
Strategy Content	<ul style="list-style-type: none"> - The product of what the strategy process has produced in an institution - It is the product, an output of the various activities that occurred during the strategy process which are often collectively articulated in an institutional planning document. - It focuses on the questions, what is, and what should be the strategy of our institution.
Strategy Context	It entails the variety of circumstances and environment under which the strategy process and the strategy content of an institution are determined.
Strategy Process	<ul style="list-style-type: none"> - It entails the way strategy is initiated, developed, executed, and evaluated in an institution. - It involves a variety of activities which collectively result into the strategy content.
Technical indicator description	It describes the results indicators, which means, it describes the impact, outcomes and output indicators which essentially defines (i) the data collection processes (ii) gathering of portfolios of evidence (iii) and acceptable level of performance at the commencement the cycle of planning.
Values	<ul style="list-style-type: none"> - Values in an institution identify and articulate the guiding principles for the expected conduct of the institution in carrying out its business operations in line with its purpose for existence. - Values in an institution cultivate and guide the actions and decisions of and shape its culture. - Entails core beliefs that guide behaviour and conduct which then create and shape a particular culture in the institution.

Acronyms and Glossary

Acronyms and Glossary

Glossary	Description
Value Proposition Statement	<ul style="list-style-type: none">- An articulated statement of promise or commitment by an institution or its division or programme to provide unique services in ways that benefit and create value for the specified stakeholders (customers) that are internal or external to the institution.- It encourages a strategic focus on prioritising and addressing the needs of stakeholders through the unique services that an institution provides.- It cultivates and builds mutual trust between the stakeholders and the institution which are necessary for building and sustaining a good stakeholder relationship.
Vision	<ul style="list-style-type: none">- Presents and communicates an inspiring and aspiring picture of the desired future of an institution.- Articulates what the institution hopes or desires to become in the future.- Expresses the possible impact an institution hopes to make in the world to benefit society.



Table of Contents

Table of Contents

Statement by the Hon. Speaker.....	1
Statement by the Accounting Officer.....	3
Official Sign-off.....	4
Acronyms and Glossary.....	6

Part A: Our Mandate.....13

1. Constitutional Mandate.....	14
2. Legislative and Policy Mandates.....	14
3. Institutional Policies and Strategic Governing the Legislature.....	16
4. Relevant Court Rulings.....	17

Part B: Our Strategic Focus.....20

1. Vision.....	21
2. Mission.....	21
3. Values.....	21
4. Our Value Proposition Commitment Statement.....	22
5. Situational Analysis.....	22
5.1. External Environment.....	22
5.2. Internal Environment.....	27
6. The Natural and Character of the NWPL's Strategic Planning Process.....	34
6.1. Legal Considerations for the Strategic Planning Process.....	34
6.2. Considerations for Strategic Planning Participation.....	35
6.3. Considerations for Planning Methodology and Approaches.....	35
6.4. Consideration for Planning Integration and Strategy Linkages and Focus.....	36

Part C: Measuring our Performance.....37

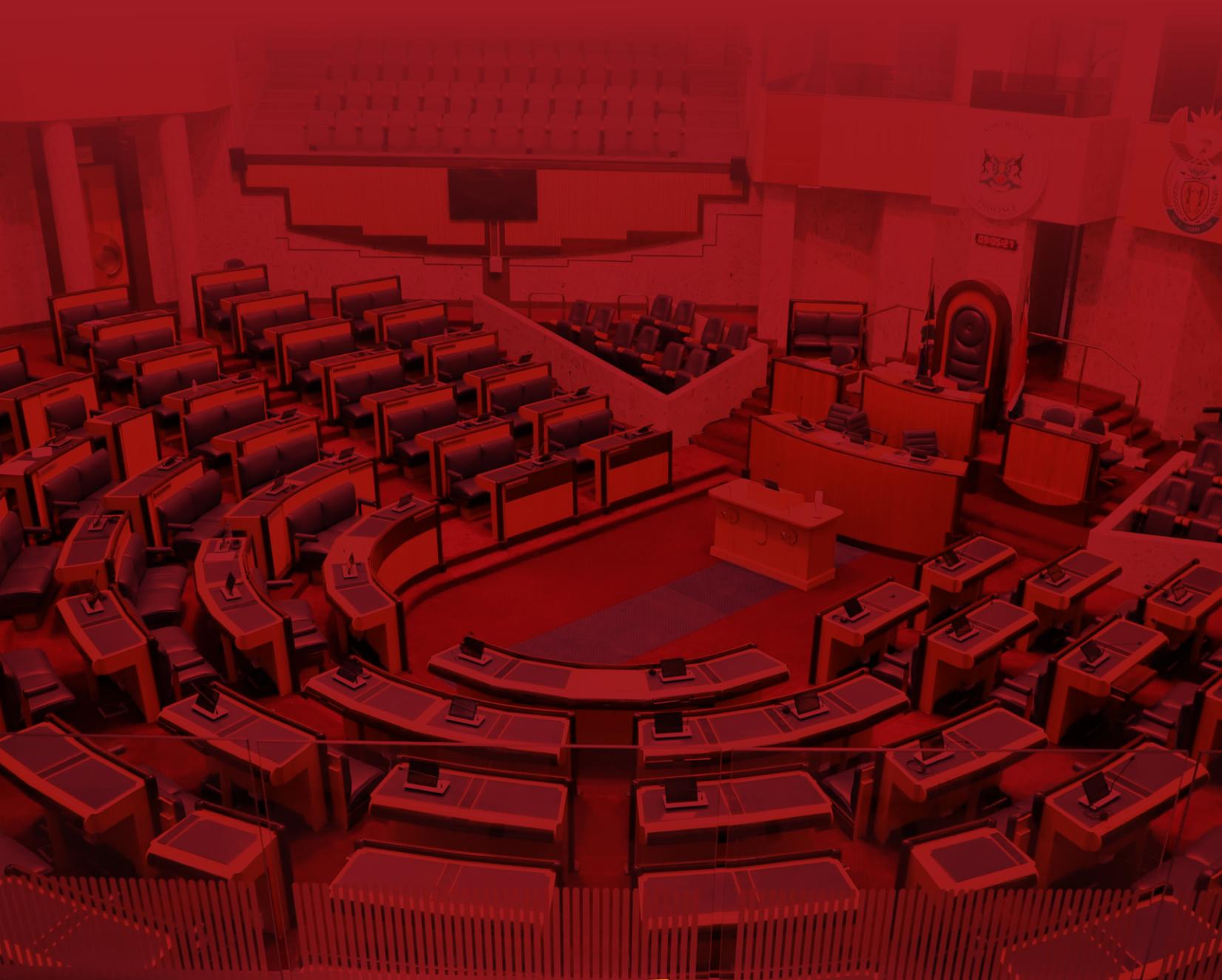
1. Institutional Performance Information In Context.....	38
2. Impact Statements.....	39
3. Policy Priorities & Strategic Outcomes.....	39
4. Measuring our Outcomes.....	40
4.1. National Development Plan.....	41
4.2. Linkage Mandates, Policy Priorities and Strategic Outcomes.....	42
4.3. Explanation of the planned performance over the five-year planning period.....	44
4.4. Linking the Outputs to Outcomes over the MTEF period.....	48
4.5. Appropriation of Funds: Vote 2: North West Provincial Legislature.....	51

Table of Contents

Table of Contents

5. Key Risks and Mitigations.....	56
6. Enablers for achieving the identified results in the Strategic Plan.....	59
7. Public Entities.....	60
8. Conclusion.....	60

Part D: Technical Indicator Descriptions.....	61
--	-----------



A woman with short hair and glasses is speaking into a microphone. She is wearing a dark jacket over a patterned scarf. The background shows a legislative chamber with rows of desks and a speaker's podium. The image has a warm, orange-red color palette.

PART A:

OUR MANDATE

1. Constitutional Mandate

The North West Provincial Legislature (NWPL) derives its mandate from the Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996), mainly Sections 114 & 118 which outline its powers, functions, and responsibilities as follows:

- In executing its legislative powers, the Legislature can:
 - Consider, pass, amend or reject any Bill; and
 - Initiate or prepare legislation, except money Bills.
- The Legislature must provide for mechanisms to:
 - ensure that all Executive Organs of State in the province are accountable to it; and
 - conduct oversight over the provincial executive authority and any provincial Organ of State, including the implementation of legislation.



Figure 1. The Constitution

- The Legislature must also:
 - Facilitate public involvement in the legislative and other processes of the Legislature and its committees; and
 - Conduct its business in an open manner, and hold its sittings and those of its committees in public.

2. Legislative and Policy Mandates

The NWPL further derives its mandate from the Acts, Regulations, Guidelines and Good Practices which the Legislature adheres to.

The NWPL is responsible for implementing and overseeing the following pieces of legislation.

a) The Financial Management of Parliament and Provincial Legislatures Act 2009 (Act No. 10 of 2009).

This Act regulates the financial management of Parliament and the provincial legislatures, as well as oversight of the financial management of Parliament and the provincial legislatures.

- b) Money Bills Amendment Procedure and Related Matters Act, 2009 (Act No. 9 of 2009)**
This Act provides for the amendment of money Bills in Parliament, and for norms and standards for the amendment of money Bills in provincial legislatures.
- c) Mandating Procedures of Provinces Act, 2008 (Act No. 52 of 2008)**
This Act provides for a uniform procedure for provincial legislatures to confer authority on their delegations to cast votes on their behalf in the National Council of Provinces (NCOP).
- d) Powers, Privileges and Immunities of Parliament and Provincial Legislatures Act, 2004 (Act No. 4 of 2004)**
This Act delineates the parliamentary precincts of Parliament and the provincial legislatures, and articulates the powers, privileges and immunities of Parliament and the provincial legislatures.
- e) Remuneration of Public Office Bearers Act, 1998 (Act No. 20 of 1998)**
This Act provides a framework for the determination of salaries and allowances of public office-bearers.
- f) Determination of Delegates (National Council of Provinces) Act, 1998 (Act No. 69 of 1998)**
This Act provides for the determination of permanent and special delegates to the NCOP.
- g) Electoral Act, 1998, as amended (Act No. 73 of 1998)**
This Act provides for the election of the National Assembly (NA), provincial legislatures and municipal councils.
- h) Independent Commission for the Remuneration of Public Office-bearers Act, 1997 (Act No. 92 of 1997)**
This Act provides for the establishment of a Commission to make recommendations concerning the salaries, allowances and benefits of public office-bearers.
- i) National Council of Provinces (Permanent Delegates Vacancies) Act, 1997 (Act No. 17 of 1997)**
This Act makes provision for the filling of vacancies among permanent delegates to the NCOP.

- j) Political Party Funding Act, 2018 (Act No. 6 of 2018)**
The Act provides for the mechanisms for the funding of parties and the mechanism for reporting on the funding.
- k) The Critical Infrastructure Protection Act, 2019 (Act No. 8 of 2019)**
The Act provides for the processes to be followed in the determination and classification of infrastructure and provides for the mechanisms on how the infrastructure is to be protected.
- l) The Public Procurement Act, 2024 (Act No. 28 of 2024)**
This Act seeks to combat corruption, but also reinforce the role of Broad-Based Black Economic Empowerment (BEE) in promoting economic transformation, making BEE compliance even more critical for businesses looking to secure government contracts. Once effective, the Act will address weaknesses in the procurement system that have historically enabled corruption, including during the state capture era.

In addition to the above stated Acts, the NWPL also adheres to the below stated guidelines and best practices:

- Treasury Regulations, Frameworks, Practice Notes and Guides;
- Preferential Procurement Regulations;
- Generally Recognised Accounting Practices (GRAP) Standards;
- King IV Report on Governance for South Africa 2016;
- Revised Framework for Strategic Plan and Annual Performance Plan (Department of Planning, Monitoring and Evaluation);
- International Standards for the Professional Practice of Internal Auditing;
- Institute of Risk Management South Africa (IRMSA) frameworks;
- Public Sector Risk Management Framework (PSRMF);
- Risk Management Guidelines;
- Committee of Sponsoring Organisations (COSO);
- Information Systems Audit and Control Association (ISACA) and
- Control Objectives for Information and Related Technologies (COBIT) 5.

3. Institutional Policies and Strategies Governing the Legislature

The NWPL is involved in implementing, managing, and or overseeing several national, sectoral and institution guiding policies, frameworks, and models. Consequently, some of these have been developed for the Legislature.

However, others have been developed by the NWPL itself, and highlighted below:

- National Development Plan 2030;
- North West Provincial Priorities;
- NWPL Strategic Plan 2025 – 2030;
- North West Medium-Term Strategic Framework;
- North West Standing Rules of the Legislature;
- The Members Enabling Facilities Policy;
- North West Tabling Guide;
- Legislative Sector Oversight Model;
- Legislative Sector Public Participation Model;
- Legislative Sector Monitoring & Evaluation Framework;
- North West Provincial Legislature Oversight Model;
- North West Public Participation Model;
- North West Member's Code of Conduct; and
- Supply Chain Management and other Section 65 Regulations.

4. Relevant Court Rulings

The judgements that are stated in this five-year strategic plan of the NWPL spanning the period 2025-2030 continue to inform the interpretation of the constitutional and statutory mandates of the Legislature.

- a) **Ex parte President of the Republic of South Africa: In re Constitutionality of the Liquor Bill 2000 SA 732 CC** – This judgment dealt with the distribution of legislative authority in terms of Schedule 5 of the Constitution.
- b) **Tongoane and Others v Minister for Agriculture and Land Affairs and Others CCT 100/09 [2010] ZACC 10** – The judgment confirmed that any Bill that substantially affects the interests of the provinces must be enacted in accordance with the procedure stipulated in S76 of the Constitution.
- c) **New Nation Movement NPC and Others v President of the Republic of South Africa and Others, [2020] ZACC 11** – The NA passed the Electoral Amendment Bill [B1B – 2022] (20 October 2022). The Bill was warranted by the Constitutional Court judgement in the New Nation Movement NPC and Others vs President of the Republic of South Africa and Others case in June 2020, which ruled that the Electoral Act of 1998 was unconstitutional to the extent that it requires that adult citizens may be elected to the National Assembly and Provincial Legislation only through their membership of political parties.

The Bill is mostly aimed at, amongst others, inserting certain definitions that are deemed consequential to the expansion of the Act to include independent candidates as contesters to elections in the National Assembly and provincial legislatures. It seeks to provide for the nomination of independent candidates to contest elections in the National Assembly or provincial legislatures and provides for the requirements and qualifications that must be met by persons who wish to be registered as independent candidates.

- d) Constance Mogale and Others v Speaker of the National Assembly and Others CCT 73/22(May 2023)** – The Constitutional Court handed down judgment in an application brought by Ms Constance Mogale, the Land Access Movement of South Africa, Mr Mashona Wetu Dlamini and Mr Victor Modimakwane, as well as the organisations and communities they represent. The applicants applied directly to the Constitutional Court for an order declaring that the NA, the NCOP and the provincial legislatures failed to fulfil their constitutional obligations to facilitate reasonable public involvement in the passing of the Traditional and Khoi-San Leadership Act 3 of 2019.

On an assessment of the public participation process followed by Parliament, the Court held that Parliament and the provincial legislatures overwhelmingly failed to fulfil their constitutional obligations to facilitate a reasonable public participation process.

- e) South African Iron and Steel Institute and Others v Speaker of the National Assembly and Others CCT 240/22 (June 2023)** – The Constitutional Court handed down an application for direct access in terms of S167(4)(e) of the Constitution. The application concerned an alleged failure by Parliament, comprising the NA and the NCOP, to comply with its constitutional obligations to facilitate public participation, in terms of S59(1)(a) and 72(1)(a) of the Constitution.

The applicants challenged the constitutional validity of specific provisions of the National Environmental Management Laws Amendment Act 2 of 2022 (NEMLA Act) which sought to amend, inter alia, the definition of “waste” in the National Environmental Management Waste Act 59 of 2008 (Waste Act). Mathopo J held that Parliament had failed to comply with its constitutional obligation to facilitate public involvement in terms of S59(1)(a) and 72(1)(a) of the Constitution in respect of the provisions of the NEMLA.

- f) Speaker of the National Assembly and Another v Women's Legal Centre Trust and Others CCT 24/21 (September 2024)** – The Constitutional Court handed down judgment in an urgent application for an extension of the period of suspension of the declaration of invalidity, following its decision in Women's Legal Centre Trust v

President of the Republic of South Africa. On 28 June 2022, the Constitutional Court handed down an order that declared the Marriage Act and the Divorce Act inconsistent with sections 9, 10, 28 and 34 of the Constitution, in that they fail to recognise marriages solemnised in accordance with Sharia law (Muslim marriages). The declaration of constitutional invalidity of 28 June 2022 was suspended for a period of 24 months to allow Parliament to correct the defect and was due to expire on 27 June 2024. On Wednesday, 26 June 2024, the Constitutional Court made an order, further suspending a declaration of invalidity from 27 June 2024 to 27 June 2026.

g) Electoral Commission of South Africa v Umkhonto Wesizwe Political Party and 7 Others (Case No CCT 97/24) - This case concerns among others the powers of the Electoral Commission of South Africa to determine the eligibility of a person to be a Member of the National Assembly and also the interpretation of Section 47(1)(e) of the Constitution of the Republic of South Africa, 1996 which provides as follows:-
47. Membership.

(1) Every citizen who is qualified to vote for the National Assembly is eligible to be a member of the Assembly, except- (e) anyone who, after this Section took effect, is convicted of an offence and sentenced to more than 12 months imprisonment without the option of a fine, either in the Republic, or outside the Republic if the conduct constituting the offence would have been an offence in the Republic, but no one may be regarded as having been sentenced until an appeal against the conviction or sentence has been determined, or until the time for an appeal has expired. A disqualification under this paragraph ends five years after the sentence has been complete.

Three important findings which influence the work of the Legislature were made. The first finding was that the Electoral Commission is empowered by the Electoral Act to determine the eligibility of the Members to stand for elections and rejected the view that this was a function reserved only for the National Assembly at its first sitting.

The second finding was that where a person has been convicted of a criminal conduct by the Constitutional Court which was sitting as the Court of first instance, such conviction will still fall within the ambit of Section 47(1)(e) of the Constitution of the Republic of South Africa and the fact that such person cannot appeal the sentence does not make the sentence to fall out of the ambit of Section 47(1)(e) of the Constitution.

Finally, the Constitutional Court found that remission of a sentence does not reduce the length of the sentence imposed by the Court but reduces the length of sentence which was served.



PART B:

OUR STRATEGIC FOCUS

1. Vision

A leading, people-centric Legislature, upholding good governance, transparency and inclusiveness for an empowered and prosperous society.

2. Mission

To serve the people of the North West Province through robust oversight, passing developmental laws, strengthening participatory democracy through meaningful public involvement, and building a capable administration through leveraging innovative technologies and building resilience.

3. Values

In striving to serve the people of the North West Province, the Legislature subscribes to the following core values:

Table 1: Organisational Values

VALUE	MEANING
Human dignity	Recognising and respecting the inherent worth of every individual.
Equality	Embodying the principle that all individuals have the same right and opportunities regardless of background, status or identity.
Responsiveness	Being attentive and accountable for the needs and concerns of the people and providing timeous feedback.
Integrity	Upholding ethical conduct and honesty in all decisions and actions.
Trustworthy	Reliable and dependable.
Professionalism	Efficiency of operations and informed decision-making.
Teamwork	Collaborative effort to achieve a common purpose.
Adaptability	Being open to innovative strategies in response to new or shifting societal needs.
Respect	Being respectful of diversity, culture, religion and the Rule of Law.

4. Our Value Proposition Commitment Statement

We are a people-centric Legislature that is committed to providing robust oversight, passing developmental laws and strengthening participatory democracy through meaningful public involvement with an innovative and capable administration that ensures transparency and accountability in governance for the meaningful benefit of the people of the North West Province, who are our primary stakeholders.

5. Situational Analysis

While developing its five-year strategic plan for 2025 - 2030, the NWPL necessarily engaged in the useful processes of strategic analysis and synthesis which entailed the situational diagnoses of both the external and internal environments. The strategic purpose of this diagnostic exercise was to gather broad information about the Legislature's dynamic institutional environment and use it to inform the development and the finalisation of the Strategic Plan and provide the necessary context for the implementation of the strategy during the five-year planning horizon of the 7th Legislature. The strategic analysis was therefore the precursor to the formulation of the strategy of the NWPL. The Legislature utilised the Political, Economic, Social, Technological, Environmental, Legal and Security analysis tool (PESTELS) and the Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, which are good practice instruments to scan both the external and internal environment for strategizing and developing the institutional plans for the 7th Legislature.

5.1. External Environment

The NWPL is not an island, it is part of the global, continental, and national inter-connected world. It is therefore of strategic necessity for the Legislature to acquaint itself with the present and emerging dynamics and trends within the external landscape characterised by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). In this VUCA world, the NWPL, is contending with the implications and realities of the evolving democracies, emerging socio-economic contestations, uneven global economic growth, increased stakeholder expectations and demands, and changing forces in the global and national governance dynamics.

With the focus and analysis of the political, economic, social, technological, environmental, legal and security factors, known as the PESTELS analysis, as reflected below, the NWPL has identified aspects of the challenging external environment with also a confluence of possibilities, that require consideration during strategy formulation for the 7th Term covering 2025 to 2030.

PESTELS Analysis

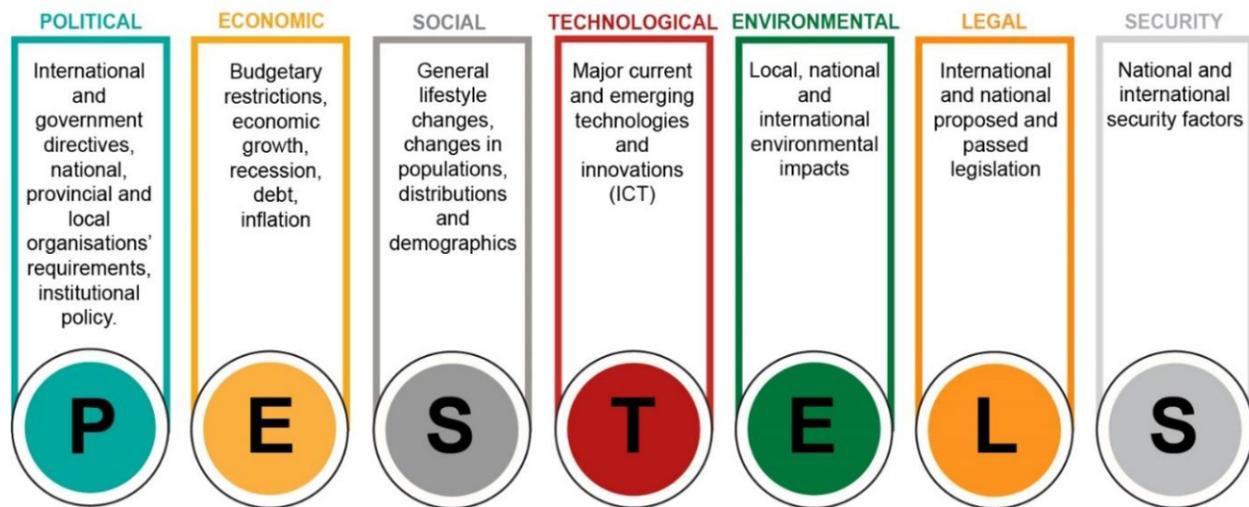


Figure 2: PESTELS Analysis

The World Economic Forum (WEF), is one of the most influential global events in the areas of business, economics, and politics. The WEF met at the beginning of the year, 20–24 January 2025 in Davos, Switzerland. The theme for the meeting was “Collaboration for the Intelligent Age”, addressing the intersection of sustainability, innovation and partnerships. In line with the theme, key global priorities were identified and discussed and these were: **rebuilding trust; re-imagining growth; safeguarding the planet; industries in the intelligent age; and investing in people.**

Parliaments, like the NWPL, as institutions of democracy represented by their national country leaders in Davos, have a role to play in advancing collaborative efforts in search for impact-oriented solutions in tackling the highlighted priorities and associated challenges.

Now that South Africa officially assumed the G20 presidency on the 1st of December 2024, there are expectations that the South African parliamentary sector in tandem with its constitutional mandate and relevant powers, also needs to play an important role in ensuring that South Africa and the continent benefits in the course of tackling global priorities that also have continental and national relevance for the benefits of the citizens.

One such priority is driving the economic growth within our country, as stated by our President, Mr. Cyril Ramaphosa, during his State of the Nation Address. The International Monetary Fund's (IMF) World Economic Outlook for 2025 projects global growth at **3.3%** for both 2025 and 2026. This is slightly below the historical average of 3.7% from 2000 to 2019. On a national front, the IMF forecasts real gross domestic product (GDP) output growth in South Africa to accelerate from an estimated 0.8% in 2024 to 1.5% in 2025 on the back of improved electricity generation, monetary policy easing, and a return of investor and consumer

confidence post elections. The IMF projects growth to reach 1.8% by the end of the decade, supported by ongoing electricity and logistics reforms.

However, the GDP growth, could be strained and placed under pressure due to tensions with the United States over trade policies and the Expropriations Act. In addition, the potential loss of benefits under the African Growth and Opportunity Act (AGOA) and increased tariffs raises concerns about economic consequences for key industries. It is believed that the biggest losses would be felt by the food and beverages sector, with exports to the U.S. expected to fall by 16%, and the transport equipment sector, forecasted to drop by 13%. The third and fourth biggest losses would be felt by the fruit and vegetable sector (-4.5%) and the leather and clothing sector (-3.6%). A loss of AGOA benefits would lead to an estimated GDP decline of 0.06% (Brookings Institution [Brookings - Quality. Independence. Impact.](#)).

As per the Stats SA survey conducted in 2022, the North West Province contributes 10,7% to South Africa's Agriculture Sector. A loss of AGOA benefits could negatively affect this province in relation to agricultural export.

The economy of the North West Province is mainly driven by mining, tourism, and agriculture. Tourism remains one of the biggest economic sectors globally, nationally, and provincially. The provincial government is in the process of revitalising the Pilanesberg and George Dick Montshioa airports as part of promoting tourism in the province. The sector has however had its fair share of challenges such as fire and flooding whereby tourism attractions and assets in the province were destroyed.

Data received from the National Tourism and Monitoring System indicate that the tourism industry has recovered from the effects of Covid-19 between 2022 and 2023. This industry has improved after the Covid-19 pandemic and has since generated R6,9 billion in revenue for the province.

Despite this and the province's resources (minerals and agriculture), the North West Province's unemployment rate is soaring. Whilst the country's unemployment rate dropped by 0.2% to 31.9% from quarter 3 to quarter 4 of 2024 (Oct. – Dec.), the North West Province's official unemployment rate increased by 4.5% from quarter 3 to quarter 4. It is concerning that the province recorded the highest expanded unemployment rate of 52,8%.

NW (52,8%) recorded the **highest expanded unemployment rate** in Q4:2024, followed by **EC** (47,6%). **KZN** recorded the highest difference between **expanded** and **official** unemployment rates of **16,1** percentage points.

Provincial unemployment rates: Official vs Expanded Q4:2024

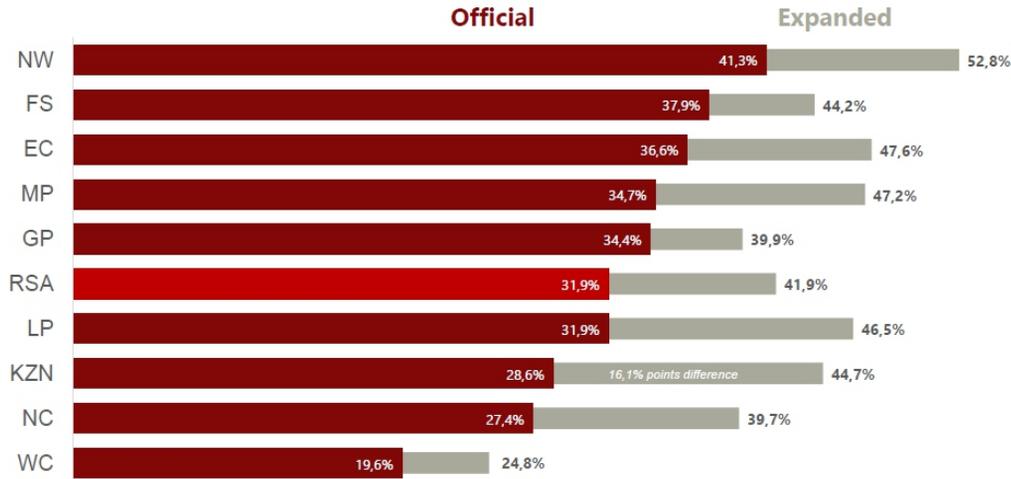


Figure 3: Provincial Unemployment Rate Official and Expanded – Stats SA

In this same reporting period (Q4:2024), the province recorded a 20% decrease in employment (Stats SA). This makes the North West Province, the only province in the country where there are more unemployed people than there are employed people.

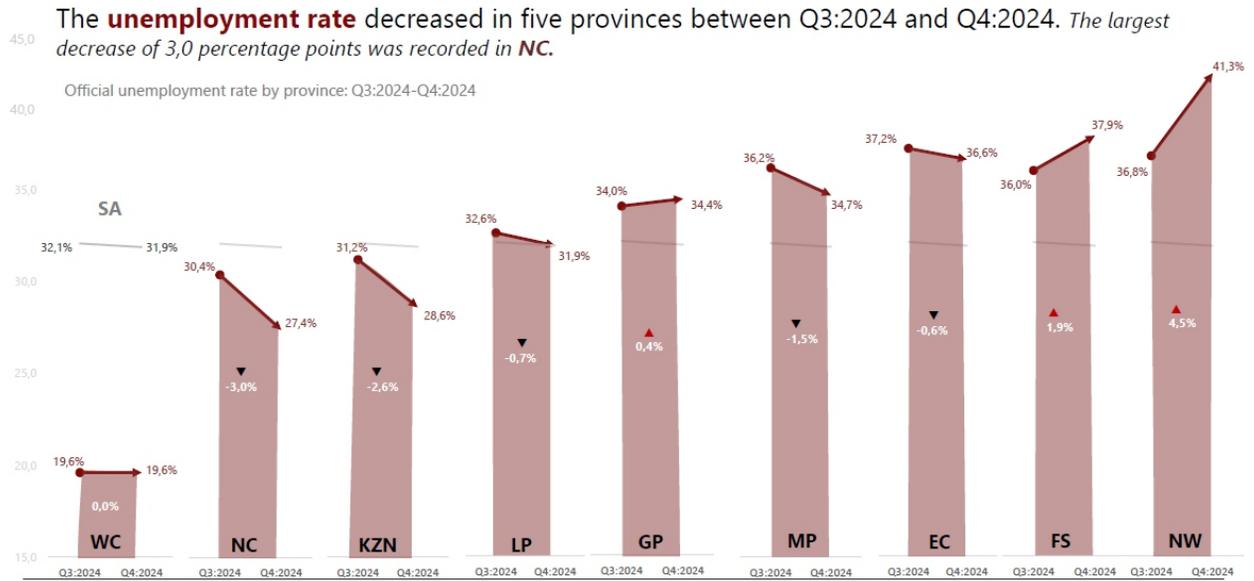


Figure 4: Provincial Unemployment Rate Percentage increase and decrease – Stats SA

The province needs a thriving economy that can boost job creation and this is one of the key areas noted in the Premier of the North West Province, Lazarus Kagiso Mokgosi's State of the Province Address. To bolster the economic growth and job creation, government aims to attract investments and increase job prospects through various programs and initiatives. One such initiative is the allocation of R24 million to establish a Development Fund aimed at accelerating growth and creating sustainable job opportunities. Government is committed to generating over 150,000 jobs in the next five years through public employment programs and initiatives like the Mekgareng Smart City project in Madibeng, which is expected to create 20,000 jobs and attract investments worth up to R25 billion.

Infrastructure is another priority, with significant investments being pumped into road projects, water and sanitation improvements, and the construction of new schools and clinics. For many communities, these projects won't just mean better services; they'll also translate into job opportunities and long-term economic benefits.

In the North West Province, the NWPL is currently facing key dominant pressures, which manifest in different ways, at different speeds and in specific districts and communities in the province. As observed previously and in the current 7th Legislature, these relate to the public's desire for: **(a)** more information and influence in parliamentary work (Public Participation); **(b)** greater accountability and responsiveness in terms of public concerns (effective oversight); and **(c)** faster service delivery to meet citizens' needs (efficient oversight).

The North West Provincial Legislature is mandated to conduct oversight over and hold the Executive accountable on the plans and services delivered to the public and to ensure that such plans and projects are done so within the allocated resources. However, the missing link from the Legislature's side is the regular monitoring and evaluation of the effective implementation of such plans and projects, hence service delivery protests.

The Fourth Industrial Revolution (4IR) with all its technologies, such as Artificial Intelligence and the Internet of Things, has the potential to push digitally-ready countries into a new age of unprecedented economic prosperity. However, the North West Province still has a long way to go and this was evident with the province experiencing challenges in upgrading its ICT infrastructure. Indicators pertaining to the upgrade of data centres and the improvement of the North West Provincial Government data sites have all under performed during the 6th Administration.

The Legislature will implement its ICT Strategy over the five-year MTEF period. With the rise of technology, one has to safeguard the institution to ensure our networks are not breached and data leaked. The security of the ICT is covered within our institutional policies.

5.2. Internal Environment

The Legislature upholds the principles and values of a multi-party democracy as the useful vehicle towards the realisation of constitutionalism. The political parties and their elected representatives are elected every five (5) years.

They are represented in the Legislature in line with proportional representation as demonstrated below.

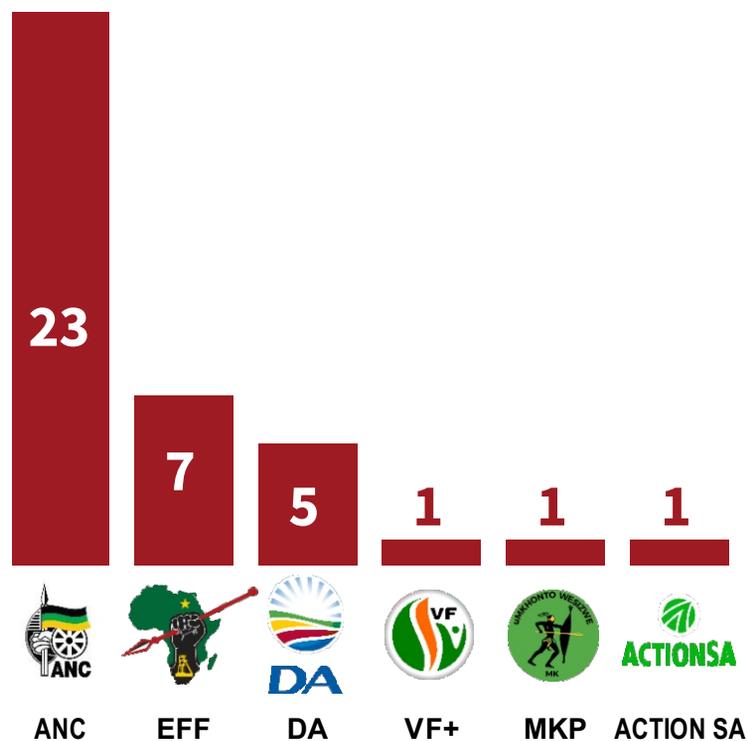


Figure 5: Political Parties and Representatives

The Premier of the North West Province and the Members of the Executive are appointed from the 38 Members and together these 11 Members form the Members of the Executive Cabinet. The remaining 27 Members are the Speaker of the Legislature, the Deputy Speaker of the Legislature and the 25 Members of the North West Provincial Legislature (MPLs).

The 25 MPLs are deployed to the various Legislature's Standing and Portfolio Committees. These Committees are often described as the engine of the Legislature and play a crucial role in the processing of legislation, overseeing the work of the Executive and ensuring accountability in the implementation of policy and legislation.

Table 2: Standing, Portfolio Committees and Other Institutional Structures' Key Priorities

STANDING / PORTFOLIO COMMITTEES & OTHER INSTITUTIONAL STRUCTURES	KEY PRIORITIES
RULES COMMITTEE	The Committee reviews and strengthens the Rules and Standing Orders of the Legislature.
CHIEF WHIP'S FORUM	The Chief Whip's Forum and the Forum of Committee of Chairpersons develop mechanisms to identify the reports that must be debated before they adopted.
PROGRAMMING COMMITTEE	The Committee ensures that the programming of the Legislature business is undertaken in line with the mandate imperatives and that on-going engagements between the Legislature and Executive take place.
FORUM OF COMMITTEE OF CHAIRPERSONS	<ul style="list-style-type: none"> - Improve the sector oversight by guiding the roll-out of the SOM; - Facilitate the implementation of the “best-fit-model” for South Africa in attending to petitions within the 6-weeks process schedule as per the guideline; - Promote the enhancement of the Legislature’s oversight and accountability over the work of the Executive to ensure strategic goal implementation of the National Development Plan (NDP) and the Medium-term Strategic Framework (MTSF); - Build capable, productive Committees, to strengthen and enable Members and support personnel to discharge Committee mandates; and - Promote Stakeholder Management to strengthen the Legislature Sector Cooperative Governance.
PORTFOLIO COMMITTEE ON PREMIER AND FINANCE	<ul style="list-style-type: none"> - Consider, amend, and substitute Bills referred to it; - Conduct oversight on the implementation of policies, activities, budget (In-year-Monitoring of the departments and their entities performance through quarterly reports) and compliance documents (Annual Performance Plan and Reports); - Conduct oversight on the implementation of Municipal Infrastructure Grant projects around various municipalities; - Conduct oversight on the implementation of Regional Bulk Infrastructure Grant in Municipalities;

STANDING / PORTFOLIO COMMITTEES & OTHER INSTITUTIONAL STRUCTURES	KEY PRIORITIES
PORTFOLIO COMMITTEE ON PREMIER AND FINANCE continued..	and Hold regular meetings with the North West - House of Traditional Leaders to strengthen relations.
PORTFOLIO COMMITTEE ON EDUCATION, SPORT, ARTS, CULTURE AND RECREATION	<ul style="list-style-type: none"> - Conduct oversight over the Department of Education to promote excellence education for all in the province; - Conduct oversight over the Department of Arts, Culture, Sport and Recreation to promote economic development in a socially cohesive province through culture, arts, sports, and recreation; and - Conduct oversight on the implementation of policies, activities, budget (In-Year-Monitoring of the departments and their entities performance through quarterly reports) and compliance documents (Annual Performance Plans and Reports).
PORTFOLIO COMMITTEE ON PUBLIC WORKS AND ROADS	<ul style="list-style-type: none"> - Conduct oversight over the Department of Public Works and Roads’ management of provincial land, buildings, and roads infrastructure; and - Conduct oversight on the implementation of policies, activities, budget (In-Year-Monitoring of the departments and their entities performance through quarterly reports) and compliance documents (Annual Performance Plans and Reports).
PORTFOLIO COMMITTEE ON COMMUNITY SAFETY AND TRANSPORT MANAGEMENT	<ul style="list-style-type: none"> - Conduct oversight over the Department of Community Safety and Transport Management to Promote community and road safety, exercise civilian oversight over the police and coordinate transport services through an integrated approach; and - Conduct oversight on the implementation of policies, activities, budget (In-Year-Monitoring of the departments and their entities performance through quarterly reports) and compliance documents (Annual Performance Plans and Reports).
PORTFOLIO COMMITTEE ON HEALTH AND SOCIAL DEVELOPMENT	<ul style="list-style-type: none"> - Conduct oversight over the Department of Health to ensure access to equal, efficient and quality health services; - To conduct oversight over the Department of Social Development’s effectiveness to provide social

STANDING / PORTFOLIO COMMITTEES & OTHER INSTITUTIONAL STRUCTURES	KEY PRIORITIES
<p>PORTFOLIO COMMITTEE ON HEALTH AND SOCIAL DEVELOPMENT continued..</p>	<p>security programmes and a safety net for the poor and the vulnerable of the North West population; and</p> <ul style="list-style-type: none"> - Conduct oversight on the implementation of policies, activities, budget (In-Year-Monitoring of the departments and their entities performance through quarterly reports) and compliance documents (Annual Performance Plans and Reports).
<p>PORTFOLIO COMMITTEE ON AGRICULTURE AND RURAL DEVELOPMENT</p>	<ul style="list-style-type: none"> - Conduct oversight over the Department of Economic Development, Environment and Tourism to promote economic growth for the people of the North West Province and tourism wherein enterprises thrive; - Conduct oversight on the Department of Agriculture and Rural Development to promote food security and land transformation. Focal areas will be the Sustainable Resource Management , Farmer Support and Development and Research and Technology Development; and - Conduct oversight on the implementation of policies, activities, budget (In-Year-Monitoring of the departments and their entities performance through quarterly reports) and compliance documents (Annual Performance Plans and Reports).
<p>PORTFOLIO COMMITTEE ON CO-OPERATIVE GOVERNANCE, HUMAN SETTLEMENT AND TRADITIONAL AFFAIRS</p>	<ul style="list-style-type: none"> - Conduct oversight over the Department of Co-operative Governance, Human Settlement and traditional Affairs; - Conduct oversight on the Human Settlements projects (Housing and Water & Sanitation); - Oversight on support given to Traditional Leadership (Infrastructure and tools of trade); - Conduct oversight on the North West Housing Corporation; - Engage with municipalities on their status quo; and - Conduct oversight on the implementation of policies, activities, budget (In-Year-Monitoring of the departments and their entities performance through quarterly reports) and compliance documents (Annual Performance Plans and Reports).

STANDING / PORTFOLIO COMMITTEES & OTHER INSTITUTIONAL STRUCTURES	KEY PRIORITIES
PORTFOLIO COMMITTEE ON ECONOMIC DEVELOPMENT, ENVIRONMENT, CONSERVATION AND TOURISM	<ul style="list-style-type: none"> - Conduct oversight over the Department of Economic Development, Environment and Tourism to promote economic growth for the people of the North West Province and tourism wherein enterprises thrive; and - Conduct oversight on the implementation of policies, activities, budget (In-Year-Monitoring of the departments their entities performance through quarterly reports) and compliance documents (Annual Performance Plans and Reports).
STANDING COMMITTEE ON PROVINCIAL PUBLIC ACCOUNTS	<ul style="list-style-type: none"> - Holds the Legislature, departments, municipalities, and state entities accountable by reviewing their Annual Financial Statements (AFS) and the Auditor General-South Africa (AGSA) audit reports; and - Conducting site visits, verifying that there is value for money.
STANDING COMMITTEE ON OVERSIGHT OVER THE NWPL (established in terms of the Standing Rules of the NWPL, Rule 202)	<ul style="list-style-type: none"> - Conduct oversight on the financial administration and performance of the Legislature.
STANDING COMMITTEE ON LEGISLATIVE REVIEW (established in terms of the Standing Rules of the NWPL, Rule 206)	<ul style="list-style-type: none"> - Improve the sector oversight by guiding the roll-out of the Sector Oversight Model (SOM); - Facilitate the implementation of the “best-for-model” for South Africa in attending to petitions within the 6-week process schedule as per the guideline.
DISCIPLINARY SUB-COMMITTEE:	<ul style="list-style-type: none"> - The Committee ensures that Members conduct themselves in an ethical manner and that they attend meetings and consequently, keep their attendance registers.

SWOT ANALYSIS

As part of the internal analysis and synthesis of the Legislature's environment, the SWOT analysis planning tool was employed. Consequently, the institutional strengths and weaknesses, opportunities and threats were identified. The usefulness of this analysis was that it guided the development of the strategic plan to be implemented over the next five years in tandem with the results-based approach focusing mainly on impact and outcomes.

The table below depicts the outcome of the Institution's SWOT analysis.

Table 3: The Institutional SWOT Quadrant

INTERNAL	STRENGTHS <ul style="list-style-type: none">- Constitutional Autonomy and foundation;- Availability of the Legislative frameworks and policy imperatives;- Resources capacity for provision of public involvement;- The increase of the seats within the NWPL;- Organizational structure regularly reviewed;- Functional oversight structures;- ICT Strategy in place; and- Political power and the Treasury function within the Legislature.	WEAKNESSES <ul style="list-style-type: none">- Weak financial oversight by the Legislature (reference Section 40 PFMA);- Budgetary constraints;- Limited Operating Procedure Manuals;- Insufficient human capital to support parliamentary work;- Inadequate meaningful public participation processes;- Poor relationship between the Legislature and the public which resulted to lack of trust and confidence at the Legislature and its Members;- Inadequate and In effective monitoring of the implementation of House Resolutions and Committee Recommendations and inadequate use of Recommendations for ensuring accountability (not drafted in a SMART way);- Growing perception that Legislature does not deliver and create value for the people, its primary stakeholders through oversight, law-making and public participation;- The Legislature is not adequately harnessing the potential of ICT to make its working methods more effective, accountable, and transparent;- ICT system is weak and there is also Ineffective utilization of technology;- Lack of consequence management against Departments;- Inadequate processing and monitoring of

INTERNAL

STRENGTHS

WEAKNESSES

- petitions; and
- Poor law-making capabilities and lack of assessment of the impact of passed laws.

EXTERNAL

OPPORTUNITIES

- Artificial Intelligence;
- The increase of the seats within the NWPL, thereby the promise of additional Portfolio Committees;
- Enhancing and improving the level of public education/ participation by allowing pre-public hearings and pre oversights;
- Effective oversight on critical sectors that are driving the economy of the province.
- Fostering strategic partnerships and relationships with institutions of higher learning, Chapter 9 institution, institutions supporting democracy and professional bodies, as well as partnerships with other Institutions;
- Retainment of appropriated Funds;
- Accelerate harnessing technological advancements – through digitalisation and innovation 5IR (parliament/petitions);
- Access to international forums and institutions of higher learning;
- Existence and intra-collaborative work with the National Council of Provinces (NCOP);
- Legislative Sector - Adoption of the National Development Plan Oversight Tool; and
- The ability to forge relationships with external stakeholders.

THREATS

- Technological Threat (Cyber - Hacking);
- Connectivity disruptions due to fibre (Wide Area Network) – Poor network;
- New technologies are having a major impact on the operational environment and cultural landscape of parliaments, and therefore, slow or absence of technological uptake might hamper the efficiency and effectiveness of the Legislature;
- Declining public trust and confidence;
- Service delivery protests and the existence of trust and confidence deficit;
- Pandemics and similar events challenge the possible resilience of the Legislature;
- Departments and entities delaying to implement petitions referred to them by the Legislature;
- Communities demanding the intervention of the Legislature in matters which are beyond the institution's control compromises accountability;
- Unstable political environment and the changes in political directives; and
- The absence of Regulations for Section 100 Intervention of the Constitution compromises accountability.

6. The Nature and Character of the NWPL's Strategic Planning Process

The NWPL recognises the critical role its institutional strategic planning process plays in cultivating the principles of ownership, accountability, and inclusiveness while developing its short- and medium-term plans with the people of the North West Province in mind. The strategy process that is described in this section has contributed to the creation of the content contained in this strategic plan. This strategic effort was also a function of the strategy context that was articulated through the situational analysis and synthesis of Legislature's external and the internal environment, all underpinned by the Legislature's mandate and the people of the province.

Consequently, the nature and the character of the planning process as part of a strategic management architecture of the NWPL is underpinned by several considerations, which guide the development of the five-year strategic plan, the annual performance plan, and the corresponding budget of the 7th Legislature. The ultimate focus of these institutional plans guided by the strategic planning process is on achieving the desired results that will create and deliver sustainable societal value to the people of the North West Province as the primary stakeholders of the Legislature.

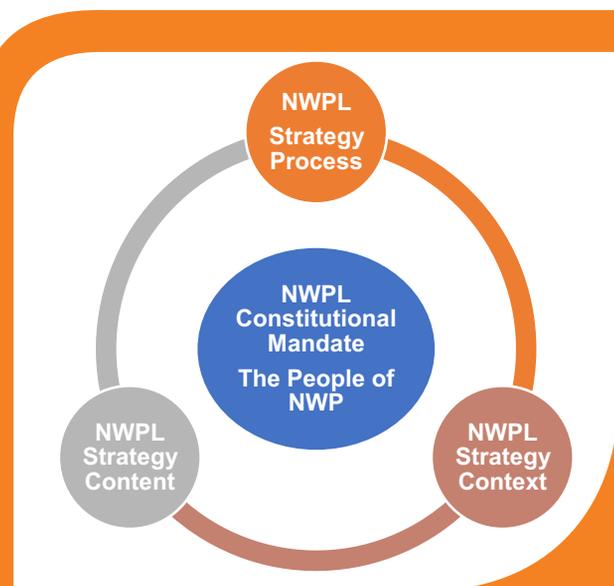


Figure 6. The NWPL Strategy Process

6.1. Legal Considerations for the Strategic Planning Process

The legal considerations for commencing and pursuing with the strategic planning process of the NWPL emanate from Sections 13 to 17 of the FMPPLA.

The Hon. Speaker of the NWPL, as the Executive Authority, is required in terms of Section 13 of the FMPPLA to initiate and oversee the strategic planning process, whilst the Secretary to the Legislature, as the Accounting Officer, is required in terms of Section 14 to prepare and present the five-year strategic plan, which is the basis for all the preparations of the subsequent annual performance plan and the corresponding budget.

6.2. Considerations for Strategic Planning Participation

The NWPL's institutional strategic planning process as mentioned above, was informed by the important principles of ownership, accountability, and inclusiveness, which are considered important guiding considerations in such participatory processes. In initiating and overseeing the strategic planning process, the Hon. Speaker had declared that *“the development of the strategic plan of the Legislature will be an inclusive process which will ensure that no one is left behind.”* In tandem with this important commitment, the strategic planning session for the MPLs took place on 15 to 16 of October 2024 and was attended by all the Members of the Legislature, the political parties that are represented at the NWPL and the political leadership from these parties. The participants therefore included, the Deputy Speaker, the Chief Whip and the Deputy Chief Whip, the Chief Whip of the Official Opposition, the Chair of the Forum of Committee of Chairpersons, the Chairpersons of various Standing and Portfolio Committees, the Secretary to the Legislature and his management team, as well as some support staff members.

In addition to the highlighted internal stakeholders, representatives from strategic partners of the Legislature were also in attendance. These included representatives from the Office of the Auditor-General South Africa (AGSA), the Provincial Treasury, the South African Legislative Sector (SALS), and from one of our sister Legislatures - the Kwa-Zulu Natal Provincial Legislature. Not only did they attend the session, but they also delivered insightful presentations. The strategic planning session of the administrative section occurred from 17 to 18 October 2024, and was attended by all levels of management of the NWPL. These institutionalising efforts with respect to the participation and deliberate engagement with various key stakeholders, was of strategic importance in cultivating a co-created and reflective strategy formulation process which culminated into the finalisation of the strategic plan of the NWPL for the 7th Legislature.

6.3. Considerations for Planning Methodology and Approaches

The strategic planning process of the NWPL was also informed by the results-based approach which the legislative sector and government in general has embraced. In this context, the planning methodology of the NWPL was informed by good practice planning approaches and tools for developing the institutional plans.

Consequently, the institutional planning process was underpinned by results-based considerations of the notions of impact, outcomes, outputs, activities, and inputs which are interconnected in a dynamic results-chain logical arrangement. It is necessary to make assumptions and consider the risks that sometimes, due to unforeseen circumstances, the results chain does not follow a linear pathway. Consequently, in such situations, it is

necessary to reflect and determine a strategic course correction intervention that will ensure that the NWPL is still able to achieve the desired results.

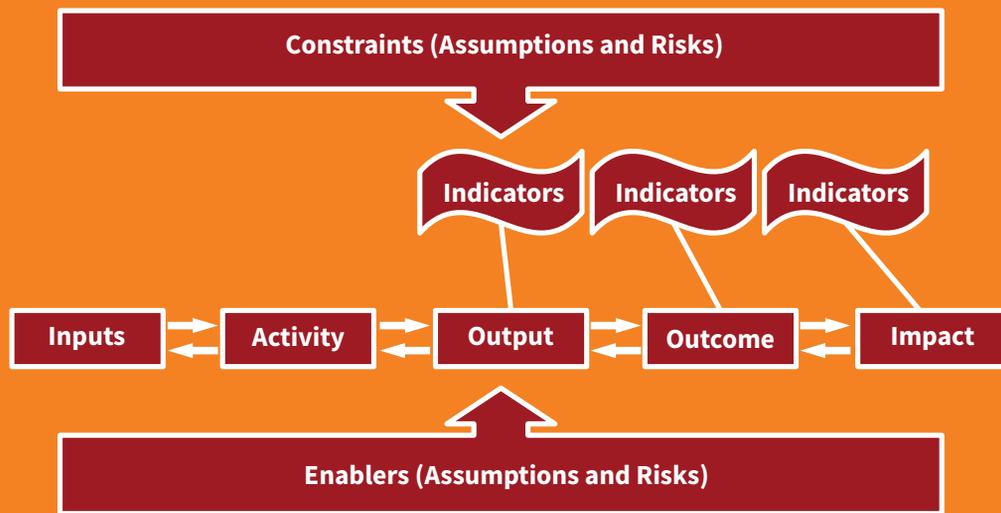


Figure 7. The Results-Based planning approach

6.4. Consideration for Planning Integration and Strategy Linkages and Focus

The NWPL's planning regime is also informed and guided by the necessity for aligning and synchronising the Legislature's priorities. In this regard, the NWPL's priorities were aligned to the national, provincial, and local government's development priorities as reflected in policy documents which include the NDP, MTSF and the North West Provincial government's growth and development strategy.

Furthermore, the NWPL necessarily employed a variety of planning tools in a variety of ways, however, the tools proved to have a high degree of complementarity. These included: the SWOT analysis, PESTELS, business model canvas, and the theory of change.

The strategic planning session also presented a unique opportunity for the NWPL to articulate its institutional and programme value proposition statements which pronounce the promise and commitment for creating and delivering sustained value to the people of the province, through its constitution-informed services. The reflective, dynamic, and consultative strategic planning sessions of the Legislature consequently resulted in important changes in the institutional strategic focus areas which entail, the vision, mission, values, and strategic outcomes.

These necessary strategic changes were informed by the highlighted policy and strategic priorities as well as the external and internal situational analysis of the NWPL that was conducted. The strategic planning process was certainly pivotal in determining the roadmap for 2025 to 2030 underpinned by the commitment to fulfil the constitutional mandate with the people of the North West Province in mind.



PART C:

MEASURING OUR PERFORMANCE

1. Institutional Performance Information in Context

The performance information contained in this five-year strategic plan of the NWPL is underpinned by the Constitution, which articulates the mandate that the Legislature is obliged to fulfil. The highlighted performance information is a function of the strategic planning process and methodological approaches and tools that, as explained earlier, provided the NWPL an opportunity for strategic reflection and to make the necessary strategic choices that have culminated into this strategic plan.

In the process of strategy formulation, the local, provincial, and national development priorities that are of strategic importance, not only for the North West Province but for South Africa in general, were seriously considered. This was in tandem with the country's integrated development planning approach for achieving national development priorities contained in the NDP. As part of the strategic alignment of performance, the NWPL continues to employ the results-based approach to planning which is underpinned by strategy evaluation focusing on the on-going monitoring, evaluation, and reporting of programme performance during strategy execution over the five-year time horizon of the 7th Legislature.

However, the NWPL, as a people-centric Legislature understands that for the results to be meaningful and impactful, they must be of value to the stakeholders, who are mainly the people of the North West Province. Consequently, through the performance information contained in the strategic plan, the focus is on deliberately creating, delivering, and capturing value through the constitution-informed services that would be meaningful and impactful to the people of the province over the next five years. It is in this context that the NWPL articulates its promise and commitment through the following statement of value proposition.

OUR VALUE PROPOSITION STATEMENT

We are a people-centric Legislature that is committed to providing robust oversight, passing developmental laws and strengthening participatory democracy through meaningful public involvement with an innovative and capable administration that ensures transparency and accountability in governance for the meaningful benefit of the people of the North West Province who are our primary key stakeholder.

Figure 8. The NWPL Value Proposition Statement

2. Impact Statements



Figure 9. NWPL Impact Statement

3. Policy Priorities & Strategic Outcomes

In line with our constitutional mandate and the political and strategic needs and demands of the current times, the NWPL has determined the key pivotal policy priorities for the 7th Legislature. They constitute the roadmap for navigating the next five years, starting from 2025 to 2030.

These policy priorities are fundamentally aimed at also contributing in a broad sense to the ultimate achievement of not only the Legislature's outlined outcomes and impact.

Consequently, the strategic effort is also to ensure that the NWPL continues to contribute to the achievement of the sectoral, provincial and the national priorities for the benefit of the North West Province and South Africa in general.

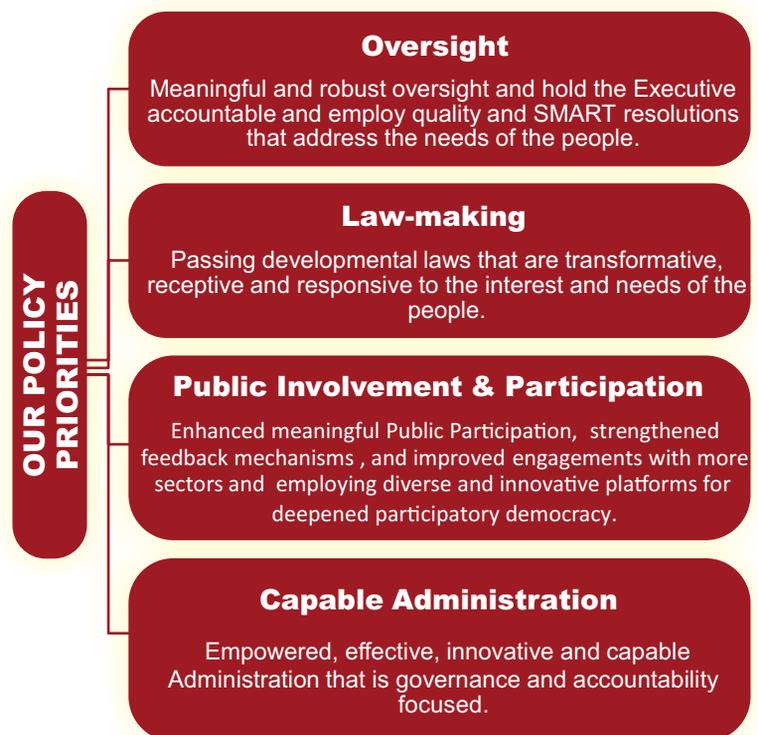


Figure 10. The NWPL Policy Priorities

4. Measuring our Outcomes

In line with the articulated policy priorities, key strategic outcomes have been identified as reflected in this strategic plan. The outcomes emanate from the results-based approach that the NWPL has employed during strategic formulation underpinned by an inclusive strategic planning session and reflective strategic analysis and synthesis processes.

The NWPL engaged in these deliberate strategic endeavours to ensure that the performance information, which include the strategic outcomes, is based, and supported by good practice and relevant planning methodologies and instruments. Consequently, in this section of the strategic plan, the Legislature's intended outcomes, outcome indicators, the baseline and five-year targets are highlighted. This articulation is necessary to enable the NWPL to measure the extent to which it has achieved the outcomes for the benefit of people throughout all the regions of the North West Province.



Figure 11. The North West Province Municipalities

4.1. National Development Plan

The National Development Plan (NDP) 2030 is results- and outcome-based and is the overarching policy framework for the country to substantially reduce the triple challenge, that is, Poverty, Inequality and Unemployment by 2030. It further provides a vision for the country towards 2030 and outlines the guiding route that shall be followed towards the strides of radical socio-economic transformation.

The NWPL will monitor and evaluate the NDP provincial objectives through its oversight mechanism by implementing the below measures and systems to ensure that provincial departments adhere to the implementation of the said objectives.

NDP PROVINCIAL FOCUS AREAS	NWPL RE-ALIGNMENT FOCUS AREAS
Engagement in detail with areas of the NDP that relate to core provincial priorities and identify specific proposals where implementations can start immediately. Most of these will be proposals relating to improving the implementation of existing policies.	Implementation of the House Resolutions Tracking System.
Use the provincial five-year plan to focus attention on how to improve outcomes in core provincial functions, such as education and health.	Implementation of the SOM.
Pay greater attention to the quality of management within departments with a view to ensuring that public servants are both challenged and supported so that they can contribute fully to the work of their departments.	Implementation of the Job Evaluation and Grading System.
Address weakness in procurement systems to ensure a greater focus on value for money.	Adherence to the PPPFA through vigorous and robust oversight.
Strengthen administrative relations between provincial departments and their national counterparts.	Provision of Political Leadership of the Achievement of Constitutional Mandates.
Planning and implementation should be informed by evidence – based monitoring and evaluation. There are already monitoring and reporting processes in place for government priorities, plans and policies.	Implementation of the performance monitoring and evaluation system.

NDP PROVINCIAL FOCUS AREAS	NWPL RE-ALIGNMENT FOCUS AREAS
Integration of the NDP into these plans will enable implementation of the Plan to be monitored through existing processes.	
Political leadership is critical for effective implementation. The President and Deputy President will be the lead champions of the Plan within Cabinet, in government and throughout the country. Premiers and Mayors will need to be visible and active champions of the Plan, with their offices being the catalytic agencies to drive implementation at provincial and municipal levels.	Provision of Political Leadership for the achievements of Constitutional Mandates.

4.2. Linkage Mandates, Policy Priorities and Strategic Outcomes

Over the next five (5) years, the NWPL will focus its efforts to achieve the below tabulated outcomes that are linked to the policy priorities.

MANDATE	POLICY PRIORITY	OUTCOME
OVERSIGHT →	Meaningful and robust oversight and hold the Executive accountable and employ quality and SMART resolutions that address the needs of the people.	→ Enhanced oversight that is responsive to the needs of the people.
LAW-MAKING →	Passing developmental laws that are transformative, receptive and responsive to the interest and needs of the people.	→ Strengthened transformational law-making.



Table 5: Outcomes and Indicators

OUTCOME	OUTCOME INDICATOR	BASELINE	5 YEAR TARGET
1. Enhanced oversight that is responsive to the needs of the people.	1.1. Percentage (%) of community members in the North West Province that believe the oversight conducted is responsive to their needs.	New Indicator	100%
	1.2. Percentage (%) of House Resolutions implemented by the Executive.	New Indicator	100%
2. Strengthened transformational law-making.	2.1. Percentage (%) of community members that deem the provincial Acts have had a positive impact on their lives.	New Indicator	100%
	2.2. Rationalisation of Old Order Laws.	New Indicator	1

OUTCOME	OUTCOME INDICATOR	BASELINE	5 YEAR TARGET
3. Deepened participatory democracy.	3.1. Percentage (%) increase of community members participating in the legislative processes.	New Indicator	50%
4. Improved institutional governance and accountability.	4.1. Unqualified AGSA audit outcome.	Unqualified AGSA audit outcome.	1
	4.2. Implementation of the ICT Strategy.	New Indicator	100%

4.3. Explanation of the planned performance over the five-year planning period

The NWPL is not an island, but a leading people-centric Organ of State that necessarily contributes to the achievement of not only provincial and local priorities but also national priorities and beyond. It is in this context, that the Legislature has identified for prioritisation and implementation, key strategic and political priorities and corresponding strategic outcomes that are reflected in this strategic plan of the 7th Legislature.

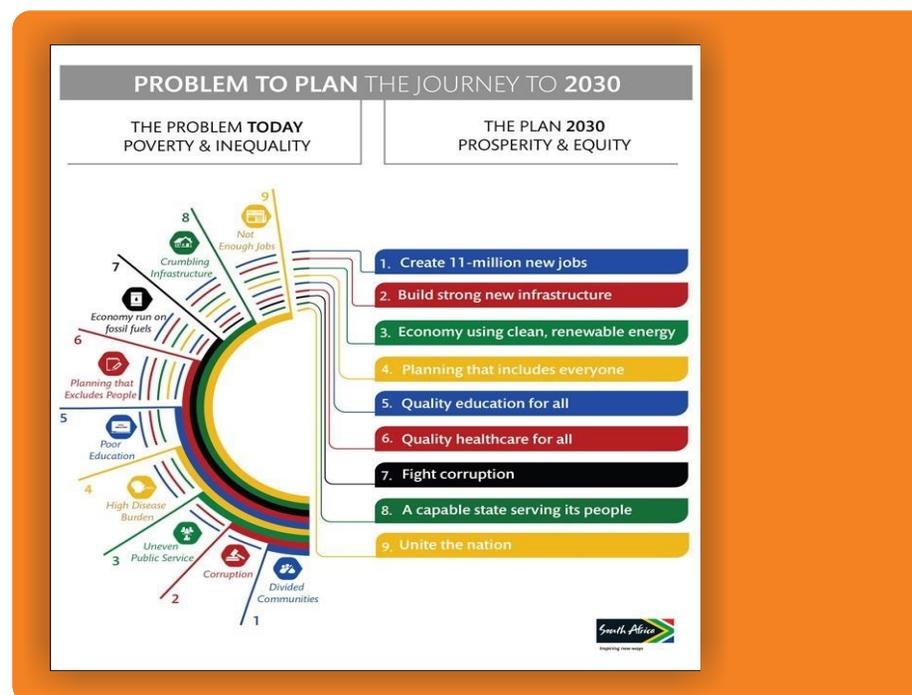


Figure 12: NDP - The Journey to 2030

Consequently, the planned performance in the form outputs, more importantly, outcomes and impact reflected in this plan, have been selected with the end in mind. This means that ultimately, the planned performance, must individually and collectively contribute to the fulfilment of the NWPL's constitutional mandate and the achievement of the sectoral priorities.

They must further contribute to the achievement of the provincial priorities contained in the Provincial Growth and Development Strategy (PGDS) and the national priorities captured in the MTSF and the NDP as illustrated in the diagram above.

The NWPL, as illustrated in our Dynamic Strategy Map below, has therefore taken the necessary strategic endeavours to ensure that the planned performance will ultimately contribute towards the achievement of not only the Legislature's articulated impact in this strategic plan, but also that of the NDP and corresponding policy documents. The Legislature therefore, like all Organs of State, as expected, will contribute towards the goal of ending the triple challenge of poverty, unemployment, and inequality in our country.

This great effort, will ensure that the people of the North West Province and that of South Africa in general, have a better possibility of eventually living in a “more equitable, inclusive, and prosperous society.”

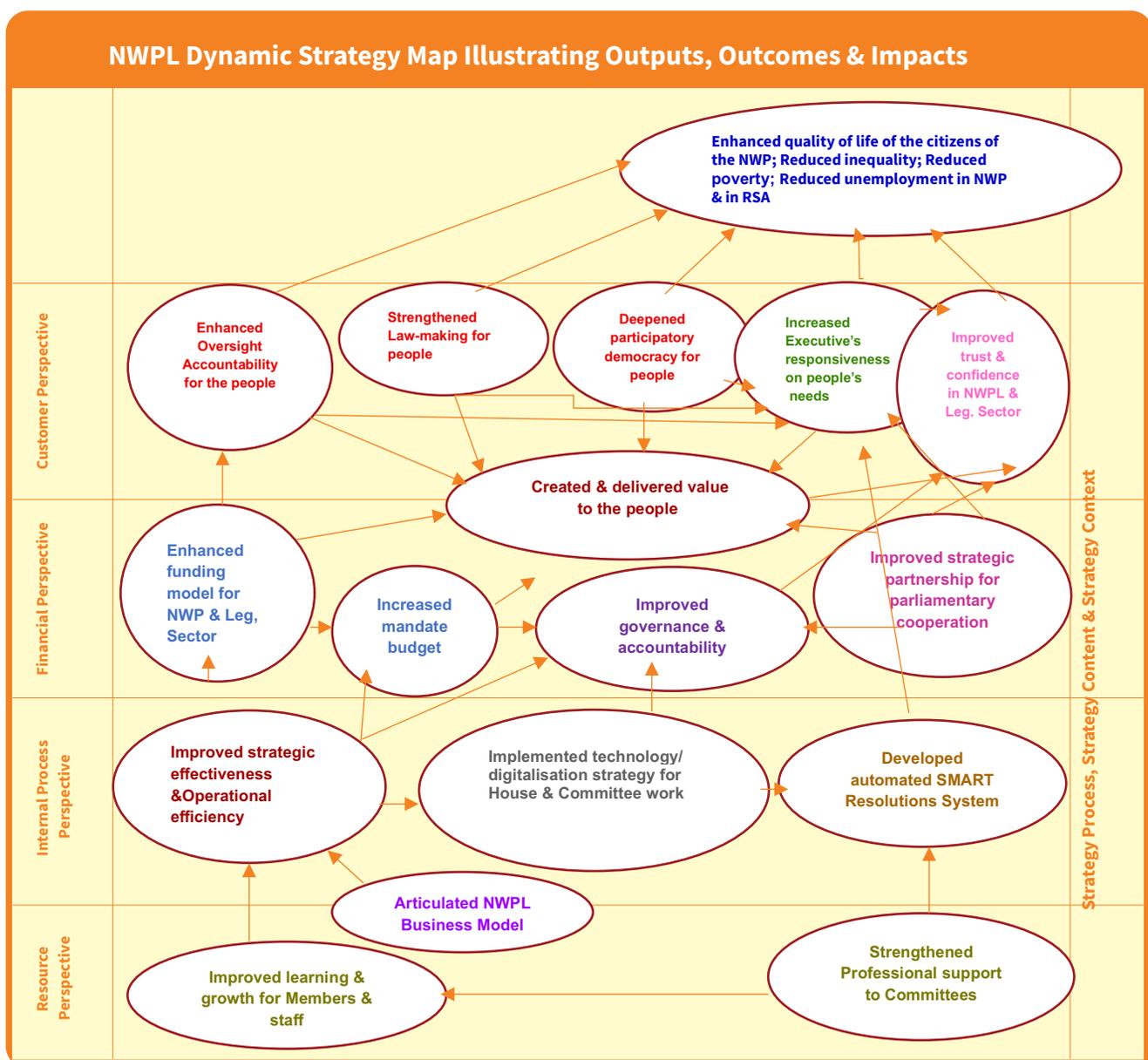


Figure 12. NDP - The Journey to 2030

The key focus areas of the provincial government within the North West Province are:

- Economic Growth and Job Creation;
- Poverty Alleviation;
- Infrastructure and Development; and
- Education and Skills Development.

The Legislature has crafted its policy priorities and outcomes to that of the provincial key focus areas. Our four (4) policy priorities that are linked to their respective outcomes will pave the way for this institution to achieve its desired impact to enhance the quality of life of the citizens of the North West Province.

1st OUTCOME: Enhanced oversight that is responsive to the needs of the people.

One of the NWPL's policy priorities are to conduct meaningful and robust oversight to hold the Executive accountable. Amongst the measures that will be employed over the 7th Term is the scrutinization of the provincial department's annual performance plan to verify that the provincial key areas, as delivered by the Premier, Lazarus Kagiso Makgosi, during his State of the Province Address in February 2025, have been encapsulated and budgeted accordingly. The unfolding of resultant projects will be monitored by the Portfolio Committees through on-site project oversight visits as well as the review of the department's quarterly performance reports. Commitments by our Portfolio Committees have been made to increase oversight activities over projects such as water, sanitation, schools and police stations, to name but a few.

The 2024 national elections have shown us that people are not happy with the status quo and that it cannot simply be business as usual. The NWPL will conduct two (2) surveys during the 7th Term to determine if the people of the North West Province are satisfied with the manner in which the Legislature has conducted oversight. The results will indicate if the Legislature can continue on this current path or should change its trajectory.

2nd OUTCOME: Strengthened transformational law-making

In our efforts to enhance the lives of the people of the North West, the Legislature will be conducting impact assessments to determine the extent to which the enacted provincial Bills have impacted the lives of the people of the North West. The outcome of these surveys will determine if indeed we have upheld our mandate and consequently our policy priorities, and contributed positively to the lives of the people of the North West.

The North West Province is still governed by a number of old order laws that originated during the apartheid and Bophuthatswana era. During this 7th Term, the Legislature will commence processes to identify all such old order laws and determine if they are consistent with the

current constitution and if such laws should be amended or repealed. This process will commence in the first year of office and will continue throughout the MTEF period.

3rd OUTCOME: Deepened participatory democracy

In our efforts to achieve meaningful public involvement, the Legislature will introduce round table discussions with participants to obtain their insights, expectations and the impact the session had on them. Webinars will be held with the MPLs as feedback mechanisms with the communities, thereby offering community members various methods of interaction.

The Legislature has targeted a 50% increase in the community members participating in the Legislature programmes. Not only are we targeting additional people attending events, but are working towards achieving meaningful participation. One such method towards attaining meaningful participation, is the education programmes the Legislature will facilitate. These education programmes will be held to provide members of the community with information regarding the work of the Legislature. Topics such as the petitions process, the functions of the work of the Legislature Committees, voter education, to name but a few, will be discussed at these educational sessions.

Community members that, through those sessions, are now acquainted with the work of the Legislature would be aware of avenues such as the petition process to register their distress and possible dissatisfaction in terms of service delivery. This would positively benefit the community and decrease the possibility of service delivery protests.

As the elected representatives of the people, MPLs are committed to enhancing the lives of the citizens of the North West Province and this will be attained through the efforts of the Portfolio Committees' oversight activities, public involvement and through passing laws that are just and address the needs of the people.

4.4. Linking the Outputs to Outcomes over the MTEF period

The strategic plans that have been laid out will be attained over a period of five years through various outputs. These outputs are tabulated below with their respective outcomes.

Outcome	Output	Output Indicator	Five-year target				
			2025/26	2026/27	2027/28	2028/29	2029/30
1. Enhanced oversight that is responsive to the needs of the people.	1.1. Strategic Documents.	1.1. Number of Strategic Documents tabled.	87	87	87	87	100
	1.2. SOM imperative studies.	1.2. Number of SOM imperative studies conducted.	109	109	109	109	109
	1.3. Committee's Reports.	1.3. Number Committees' Reports tabled.	193	193	193	193	193
	1.4. House Resolutions tracked.	1.4. Number of House Resolutions tracked.	172	172	172	172	172
	1.5. House Resolutions implemented.	1.5. Number of House Resolutions implemented by the Executive.	172	172	172	172	172
	1.6. Survey conducted regarding the NWPL's fulfilment of oversight that is responsive to the needs of the people.	1.6. Number of surveys conducted on the Legislature's oversight function.	1	-	-	1	-

Outcome	Output	Output Indicator	Five-year target				
			2025/26	2026/27	2027/28	2028/29	2029/30
2. Strengthened, transformational law-making	2.1. NCOP Mandates	2.1. Number of mandates on the NCOP Bills adopted.	4	2	2	5	2
	2.2. Provincial Bills	2.2. Number of provincial Bills passed in the House.	2	2	2	2	2
	2.3. Rationalisation of Old Order Laws	2.3. Milestones achieved on the rationalisation of Old Order Laws	1	1	1	1	1
	2.4. Impact assessment	2.4. Number of impact assessments conducted on the provincial Acts	1	-	-	1	-
3. Deepened participatory democracy	3.1. Public participation programmes	3.1. Number of community public participation programmes conducted.	27	27	27	27	27
4. Improved institutional governance and accountability	4.1. Legislature Programmes	4.1. Number of Legislature Programmes produced.	4	4	4	4	4
	4.2. FMPPLA compliance reports	4.2. Number of compliance reports produced in line with the FMPPLA requirements.	20	20	20	20	20
	4.3. Human Resource Management plan	4.3.1. Human Resource Management plan 2027-2030 developed.	-	-	1	-	-
		4.3.2. Vacancy rate of 10% or below maintained.	10%	10%	10%	10%	10%

Outcome	Output	Output Indicator	Five-year target				
			2025/26	2026/27	2027/28	2028/29	2029/30
Improved institutional governance and accountability (cont.)	4.4. ICT Strategy Implemented	4.4. Number of milestones achieved regarding the implementation of the ICT Strategy	2	1	1	1	1
	4.5. Unqualified AGSA audit outcome	4.5. Unqualified AGSA audit opinion maintained.	1	1	1	1	1
	4.6. National Key Point Security upgrades	4.6. Number of National Key Point Security upgrades	2	4	-	-	-
	4.7. Capacitated MPLs	4.7. Number of academic exposure programmes facilitated for the MPLs	2	2	2	2	2

4.5. Appropriation of Funds: Vote 2: North West Provincial Legislature

The NWPL is primarily funded by Treasury from the equitable share allocation, in line with the prescripts of the Constitution. The NWPL's main source of own revenue is interest generated from bank balances, mostly consisting of unspent budgeted funds and commissions from third parties. The Financial Management of Parliament and Provincial Legislatures Act (FMPPLA) permits provincial legislatures to retain any unspent appropriations from a given financial year. In contrast to provincial departments, the Legislature keeps its own departmental revenues and is thus funded by two sources: treasury funding (equitable share) and departmental receipts.

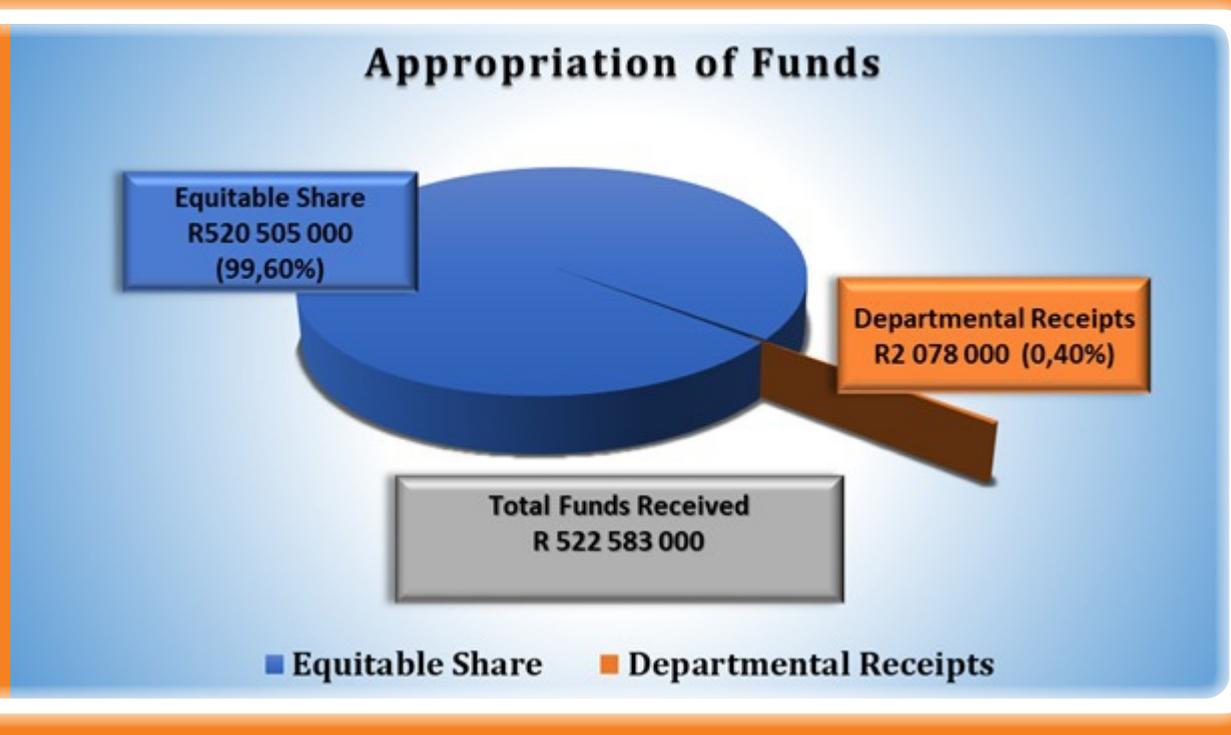


Figure 13. Appropriation of Funds

Table 6: Summary of Receipts

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term Estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
Equitable share	424 105	452 875	500 793	518 345	533 345	518 345	520 505	537 418	555 137
Conditional grants	-	-	-	-	-	-	-	-	-
Financing	-	-	-	-	-	-	-	-	-
Departmental receipts	5 218	7 416	20 000	1 987	1 987	1 987	2 078	2 172	2 270
Total receipts	429 323	460 291	520 793	520 332	535 332	520 332	522 583	539 590	557 407

Table 7: Summary of Departmental Receipts Collection

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
Tax receipts	-	-	-	-	-	-	-	-	-
Casino taxes	-	-	-	-	-	-	-	-	-
Horse racing taxes	-	-	-	-	-	-	-	-	-
Liquor licences	-	-	-	-	-	-	-	-	-
Motor vehicle licences	-	-	-	-	-	-	-	-	-
Sales of goods and services other than capital assets	-	-	-	-	-	-	-	-	-
Transfers received	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	5 218	7 416	20 000	1 987	1 987	1 987	2 078	2 172	2 270
Sales of capital assets	-	-	-	-	-	-	-	-	-
Transactions in financial assets and liabilities	-	-	-	-	-	-	-	-	-
Total departmental receipts	5 218	7 416	20 000	1 987	1 987	1 987	2 078	2 172	2 270

Distribution of Funds per Programme

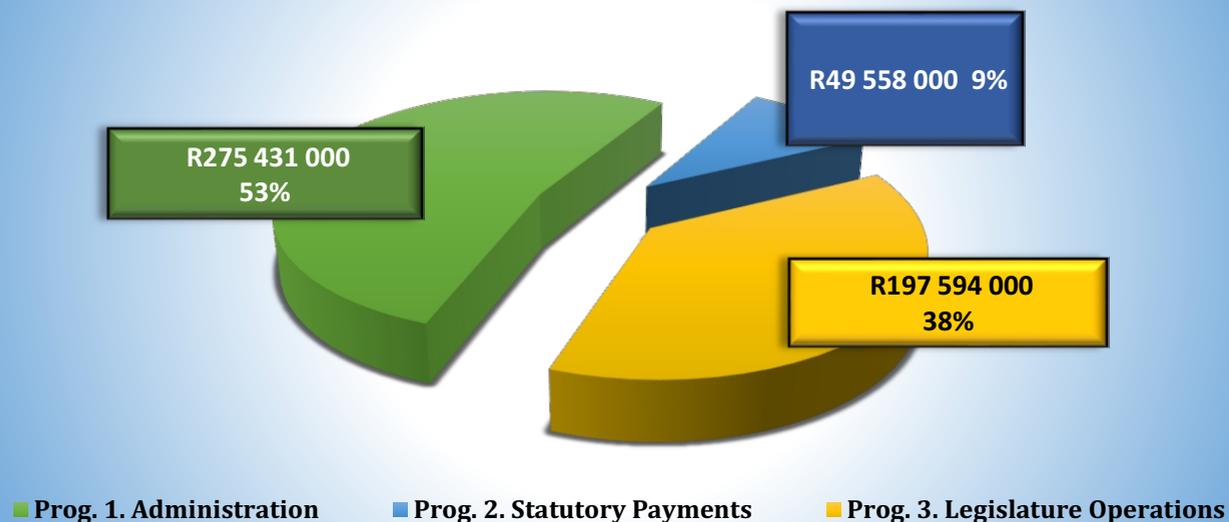


Figure 14. Distribution of Funds per Programme

Table 8: Summary of Payments and Estimates Programmes: Provincial Legislature

R thousand	Outcome			Main appropriation	Adjusted appropriation 2024/25	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2025/26	2026/27	2027/28
1. Administration	224 598	238 533	262 962	261 916	264 916	271 186	275 431	283 695	291 424
2. Statutory Payments	29 493	34 716	31 995	49 774	49 774	45 835	49 558	52 424	54 783
3. Legislature Operations	175 232	187 042	225 836	208 642	220 642	232 450	197 594	203 471	211 200
Total payments and estimates	429 323	460 291	520 793	520 332	535 332	549 471	522 583	539 590	557 407

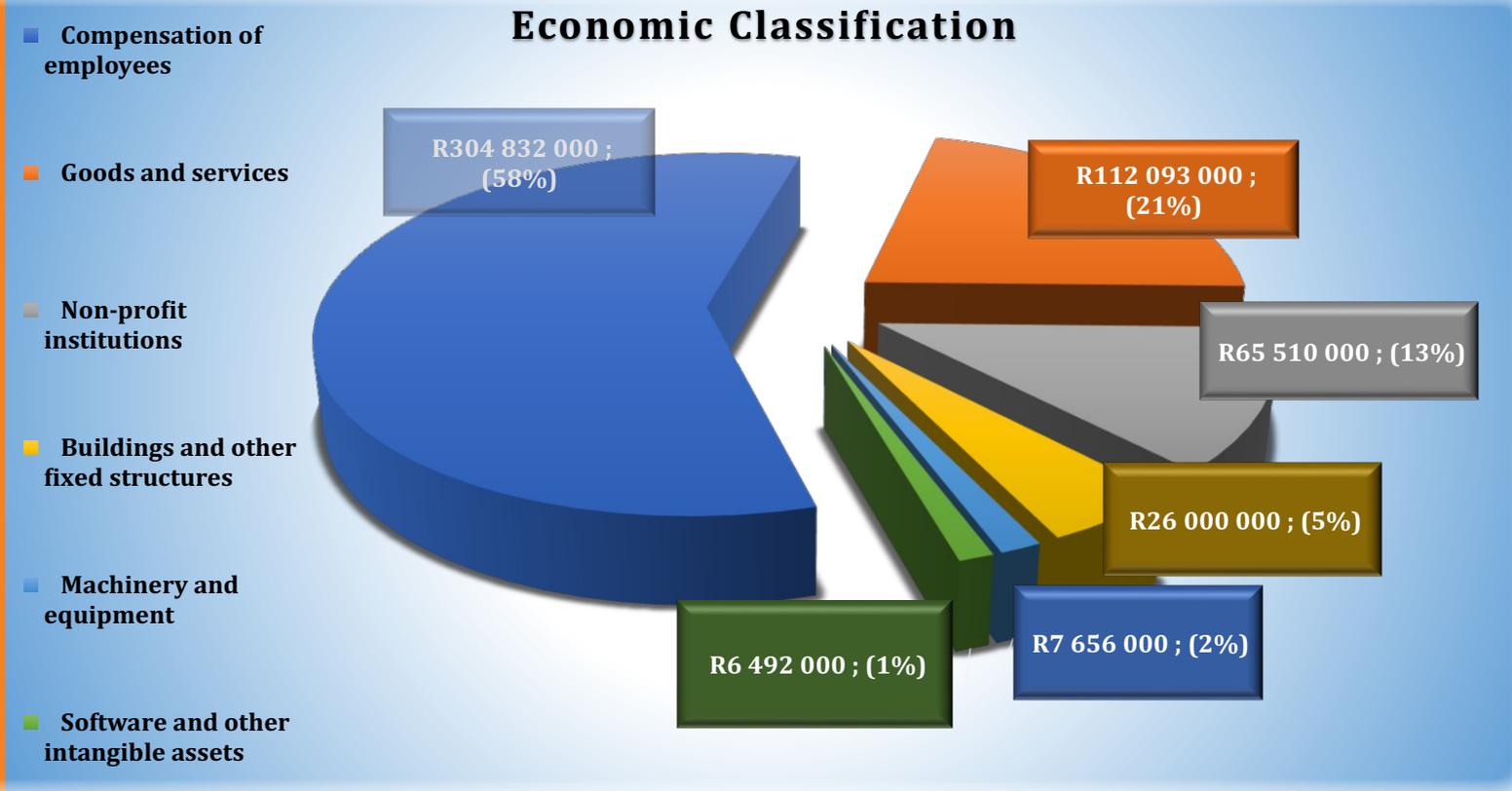


Figure 15: Distribution of funds per Economic Classification

Table 9: Summary of Provincial Payments and Estimates by Economic Classification: Provincial Legislature

R thousand	Outcome			Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates		
	2021/22	2022/23	2023/24				2024/25	2025/26	2026/27
Current payments	355 402	398 595	434 066	407 585	427 085	441 224	416 925	423 795	441 398
Compensation of employees	233 669	252 983	264 682	284 562	284 562	289 520	304 832	321 105	335 523
Goods and services	121 733	145 612	169 384	123 023	142 523	151 704	112 093	102 690	105 875
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers and subsidies to:	67 933	56 701	69 337	71 629	76 629	76 629	65 510	68 523	71 607
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	67 933	56 701	69 337	71 629	76 629	76 629	65 510	68 523	71 607
Households	-	-	-	-	-	-	-	-	-
Payments for capital assets	5 988	4 995	17 390	41 118	31 618	31 618	40 148	47 272	44 402
Buildings and other fixed structures	-	-	11 494	26 000	16 500	16 500	26 000	27 196	28 420
Machinery and equipment	5 988	3 986	5 896	10 055	10 055	10 055	7 656	13 285	8 885
Software and other intangible assets	-	1 009	-	5 063	5 063	5 063	6 492	6 791	7 097
Payments for financial assets	-	-	-	-	-	-	-	-	-
Total economic classification	429 323	460 291	520 793	520 332	535 332	549 471	522 583	539 590	557 407

5. Key Risks and Mitigations

The NWPL appreciates the strategic significance of risk management as it seeks to achieve its highlighted outcomes and impact. The Legislature will therefore continue to enhance its risk management culture as envisaged in the norms and standards of FMPPLA and as part of good practice. In this context, the NWPL has identified its key risks which may influence the achievement of the strategic outcomes that are contained in this strategic plan.

The risk assessment process utilised is depicted in the diagram below.



Figure 16. Risk Assessment Process

The measures for risk mitigation are also briefly described below.

OUTCOMES	KEY RISKS	RISK MITIGATIONS
1. Enforced oversight that is responsive to the needs of the people.	Inadequate feedback after the Legislature visits the electorates.	Physical and Digital Feedback sessions
	Non-compliance to relevant legislation House resolutions not SMART.	Adherence to relevant legislation and the Standing Rules of the Legislature.
	House resolutions not SMART and implementable.	- Review the manual process and automate Committee's recommendations systems.

OUTCOMES	KEY RISKS	RISK MITIGATIONS
		<ul style="list-style-type: none"> - Review the manual process and automate the House Resolutions system. - Develop and implement House Resolution and Committee Recommendations Enhancement Manual.
<p>2. Strengthened transformational law-making</p>	<ul style="list-style-type: none"> - Weak governance - Non-compliance to the transformational laws. - Limited legal and research capacity. - Lack of evaluation of the pact of laws that have been passed. 	<ul style="list-style-type: none"> - Legislative monitoring and tracking systems developed and implemented. - Undertake a review of legal and research capacity for parliamentary and corporate work. - Undertake impact assessment of laws that have been passed.
<p>3. Deepened participatory democracy</p>	<ul style="list-style-type: none"> - Inadequate meaningful participation in legislative processes. - The extent to which the Legislature visits benefit and create value for the electorates has not been determined. 	<ul style="list-style-type: none"> - Review, update and Implementation of the public participation framework with due regard to innovative technologies and new social media platform/channels. - Conduct perception surveys about the people of NWP regarding NWPL engaging them & involving them in the relevant business of the Legislature. - Provide feedback session at least 6 months after the Legislature. engagement with electorates.
	<p>Non-compliance with relevant legislation regarding meaningful public participation in Legislature matters.</p>	<ul style="list-style-type: none"> - Strengthen legislative compliance. - Strengthen adherence to the Standing Rules of the Legislature.
<p>4. Improved institutional governance and accountability</p>	<p>Inadequate support for effective and efficient functioning of the NWPL Mandate.</p>	<ul style="list-style-type: none"> - Implementation of the ICT Strategy. - Implementation of the Communication Framework and the Branding Strategy. - Development and approval of the Customised Knowledge Management Framework. - Development and implementation of the Business Continuity Process.

OUTCOMES	KEY RISKS	RISK MITIGATIONS
<p>4. Improved institutional governance and accountability (cont.)</p>	<p>Deficiencies in the internal control environment.</p>	<ul style="list-style-type: none"> - Approval of the Governance Framework. - Development and approval of the Framework. - Institutionalise an Ethics Management Culture.
	<p>Non-compliance to regulations and prescripts.</p>	<ul style="list-style-type: none"> - Development and implementation of the Sourcing Strategy. - Approval and implementation of the Internal Control Framework. - Implementation of consequence management . - Review and approval of NWPL Policies. - Development of the Business Processes and the Standard Operating Procedure Manuals. - Resuscitation of the Post-Audit Steering Committee. - Quarterly monitoring report on implementation of the post-audit action plan. - Approval and implementation of the Compliance Register. - Review and implement the Delegation of Authority.
	<p>Inadequate financial viability and sustainability.</p>	<ul style="list-style-type: none"> - Reprioritizing of plans. - Implementation of cost containment. - Explore alternative revenue generating mechanisms. - Develop revenue enhancement strategy.

6. Enablers for achieving the identified results in the Strategic Plan

In tandem with the planning tools that have been employed while developing this strategic plan, there are also strategy enablers that have been identified for cultivating the achievement of the desired results. A summary of these enablers is as follows:

STRATEGY ENABLERS

- To enable implementation of the strategy, the organisational structure must support the articulated strategy in this strategic plan;
- Adequate human resource that is continuously capacitated is required for executing the strategy;
- Adequate physical resources in the form of budget, systems, policies, procedures are also a strategic requirement in executing the strategy;
- Innovative and automated institutional systems must be in place and be implemented, and regularly monitored and evaluated in line with the existing innovative technologies including artificial intelligence and 5IR;
- Necessary policies for Members and Administration must be in place, some must be reviewed and updated to address the present and future policy necessities;
- Necessary institutional governance structures and the corresponding governance charters and delegation of authorities must be in place, and all must enhance governance effectiveness and efficiency at the Legislature;
- The existing parliamentary frameworks/models which guide the fulfilment of the constitutional mandate of the Legislature must be in place, reviewed, and updated in line with the innovative technologies, including artificial intelligence and 5IR;
- Members of the Legislature who are continuously capacitated is a requirement for executing the strategy;
- Adequate supporting tools of trade for both Members and staff are also necessary for executing the strategy; and
- Adopting and implementing Continuous Improvement Initiatives based on good practice are also important.

7. Public Entities

None

8. Conclusion

In conclusion, both the Executive Authority and the Accounting Officer have approved the plans for the 7th Legislature. They have also committed to its implementation. Through our collective commitment and contribution, it is indeed possible to successfully implement this strategic plan, as we build on the successes and learning points we harnessed during the 6th Legislature. We are looking forward to creating and delivering value to the people of the North West Province, through enhanced oversight and accountability, strengthened transformational, impactful law-making, and enhanced meaningful public participation supported by and innovative and capable Administration that is governance and accountability focused.





PART D:

TECHNICAL INDICATOR DESCRIPTIONS

INDICATOR TITLE	1.1. PERCENTAGE (%) OF COMMUNITY MEMBERS IN THE NORTH WEST PROVINCE THAT BELIEVE THE OVERSIGHT CONDUCTED IS RESPONSIVE TO THEIR NEEDS.
DEFINITION	To determine if community members of the North West Province are satisfied with the oversight the NWPL has conducted over the provincial departments and if the oversight is responsive to their needs. This will thereby determine the confidence level the citizens of the North West Province have in the NWPL.
SOURCE OF DATA	<p><u>Public Participation division</u> Public participation event reports where surveys were distributed to participants.</p> <p><u>Research division</u></p> <ul style="list-style-type: none"> - Surveys Conducted; and - Analysis report on the surveys conducted.
METHOD OF CALCULATION/ ASSESSMENT	<p>A survey will be conducted to determine if community members are satisfied with the oversight the NWPL has conducted and if it is responsive to their needs. Such a survey will be conducted twice during the MTEF period, namely year one (2025/2026) and year four (2028/29).</p> <p>The analysis report from the surveys conducted in year 4 (2028/29) will have statistical data that reflects amongst other, the following:</p> <ul style="list-style-type: none"> - Number of community members that participated in the survey; and - Number of community members that believe the oversight conducted is responsive to their needs. <p>The percentage will be calculated as follows:</p> $\frac{\text{number of community members that believe that the oversight conducted is responsive to their needs}}{\text{number of community members that participated in the survey}} \times 100\%$
ASSUMPTIONS	<ul style="list-style-type: none"> - Funds availability to conduct the surveys; and - Adequate participation of citizens.
DISAGREGATION OF BENEFICIARIES	N/A

INDICATOR TITLE	1.1. PERCENTAGE (%) OF COMMUNITY MEMBERS IN THE NORTH WEST PROVINCE THAT BELIEVE THE OVERSIGHT CONDUCTED IS RESPONSIVE TO THEIR NEEDS.
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	Enhanced service delivery through oversight conducted.
INDICATOR RESPONSIBILITY	Executive Manager Committees, Research and Public Participation.

INDICATOR TITLE	1.2. PERCENTAGE (%) OF HOUSE RESOLUTIONS IMPLEMENTED BY THE EXECUTIVE
DEFINITION	House Resolutions emanate from recommendations based on the business of the day during the proceedings in the House. This indicator will determine the number of House Resolutions that were implemented by the Executives (MECs of Provincial Departments).
SOURCE OF DATA	<p><u>Committees Division</u></p> <ul style="list-style-type: none"> - Committee report; and - House Resolutions Tracking system report. <p><u>House Proceedings Division</u></p> <p>The ATC</p> <p><u>Office of the Speaker</u></p> <p>Letters regarding the House Resolutions issued to the Legislature, Provincial Departments and Municipalities.</p>
METHOD OF CALCULATION/ ASSESSMENT	<p>Cumulative (year to end)</p> <p>Percentage calculation</p> $\frac{\text{number of house resolutions implemented}}{\text{number of house resolutions issued}} \times 100\%$ <p>The numerator will be the total number of House Resolutions implemented from 01 April 2025 to 31 March 2030.</p> <p>The denominator will be the total number of House Resolutions issued from 01 April 2025 to 28 February 2030.</p>

INDICATOR TITLE	1.2. PERCENTAGE (%) OF HOUSE RESOLUTIONS IMPLEMENTED BY THE EXECUTIVE
ASSUMPTIONS	<ul style="list-style-type: none"> - Funds available to implement the House Resolutions Tracking system; - Provincial departments have the funds to implement the issued House Resolution. - The implementation date of the House Resolution falls within the MTEF period: 2025 – 2030.
DISAGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	All House Resolutions to be implemented within the required timeframes, thereby ultimately enhancing oversight and accountability.
INDICATOR RESPONSIBILITY	Executive Manager Committees, Research and Public Participation.

INDICATOR TITLE	2.1. PERCENTAGE (%) OF COMMUNITY MEMBERS THAT DEEM THE PROVINCIAL ACTS HAVE HAD A POSITIVE IMPACT ON THEIR LIVES.
DEFINITION	An impact assessment will be conducted to determine if the provincial Acts have had a positive impact on the lives of the citizens of the North West Province.
SOURCE OF DATA	<p><u>Proceedings division</u></p> <ul style="list-style-type: none"> - The ATC; - Bills submitted to the Premier for ascension (Bills to be enacted); and - Government Gazette indicating the Bills are enacted. <p><u>Research division</u></p> <ul style="list-style-type: none"> - Surveys conducted to determine if the provincial Acts have had a positive impact on the lives of the citizens of the North West Province; and - Analysis report on the impact assessment conducted.

INDICATOR TITLE	2.1. PERCENTAGE (%) OF COMMUNITY MEMBERS THAT DEEM THE PROVINCIAL ACTS HAVE HAD A POSITIVE IMPACT ON THEIR LIVES.
METHOD OF CALCULATION/ ASSESSMENT	<p>An impact assessment will be conducted to determine if the provincial Acts have had a positive impact on their lives. Such a survey will be conducted twice during the MTEF period, namely year one (2025/2026) and year four (2028/29).</p> <p>The analysis report from the impact assessment conducted in year 4 (2028/29) will have statistical data that reflects amongst other, the following:</p> <ul style="list-style-type: none"> - Number of community members that participated in the survey; and - Number of community members that believe the provincial Acts have had a positive impact on their lives. <p>The percentage will be calculated as follows:</p> $\frac{\text{number of community members that believe that provincial Acts have had a positive impact on their lives}}{\text{number of community members that participated in the survey}} \times 100\%$
ASSUMPTIONS	<ul style="list-style-type: none"> - Funds available to conduct the surveys; and - Adequate participation of citizens.
DISAGREGATION OF BENEFICIARIES	<p>N/A</p>
SPATIAL TRANSFORMATION	<p>N/A</p>
DESIRED PERFORMANCE	<p>The provincial Acts have enriched the lives of the citizens of the North West Province.</p>
INDICATOR RESPONSIBILITY	<p>Executive Manager Proceedings, Hansard and NCOP.</p>

INDICATOR TITLE	2.2. RATIONALISATION OF OLD ORDER LAWS.
DEFINITION	<p>Old order laws in South Africa are laws that were enacted before 1994. The rationalisation of old order laws refers to the process of reviewing and updating outdated legislation, primarily those enacted during the apartheid era, to align them with the principles of equality and justice enshrined in the post-apartheid laws and replacing them with more inclusive ones.</p> <p>The milestones to be achieved are:</p> <ul style="list-style-type: none"> - Conducting legal research (this includes a legal opinion). - Hosting the stakeholders dialogue to thrash out the way forward. - Sponsoring a debate in the NCOP and a motion to pass a resolution on the rationalisation of the relevant laws in question. - Sponsoring a legislative Bill through the NW delegates to the NCOP, a legislation to repeal such laws if identified.
SOURCE OF DATA	<p><u>Proceedings division</u></p> <ul style="list-style-type: none"> - Database of the old order laws; and - ATC <p><u>Legal division</u></p> <p>Legal opinion obtained.</p> <p><u>Public Participation division</u></p> <p>Stakeholder Dialogue Report – Rationalisation of old order laws.</p> <p><u>Research division</u></p> <p>Analysis report -Rationalisation of the old order laws.</p> <p><u>Committee Division</u></p> <p>Committee Report – Rationalisation of the old order laws.</p> <p><u>NCOP division</u></p> <p>Resolution for consideration by the NCOP on old order laws (repeal and/or amendment).</p>

INDICATOR TITLE	2.2. RATIONALISATION OF OLD ORDER LAWS.
METHOD OF CALCULATION/ ASSESSMENT	<ul style="list-style-type: none"> - Qualitative indicator - The target will be deemed achieved when the resolution for consideration on old order laws for repeal and/or amendment is submitted to the NCOP.
ASSUMPTIONS	<ul style="list-style-type: none"> - Funds available to conduct the project (i.e. stakeholder dialogues, surveys, etc.); and - Interested citizens that will attend and participate in the stakeholder dialogue.
DISAGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	All old order laws to be repealed and/or amended.
INDICATOR RESPONSIBILITY	Executive Manager Proceedings, Hansard and NCOP.

INDICATOR TITLE	3.1. PERCENTAGE (%) INCREASE OF COMMUNITY MEMBERS PARTICIPATING IN THE LEGISLATIVE PROCESSES.
DEFINITION	The NWPL is mandated to establish a platform for the North West citizens to participate directly or in-directly in the law-making and oversight process through public participation, public education and public mobilisation initiatives conducted by the NWPL.
SOURCE OF DATA	<u>Public Participation Division</u> <ul style="list-style-type: none"> - Public participation events mobilisation plans; - Public participation events attendance registers; and - Public participation event logistics reports.

INDICATOR TITLE	3.1. PERCENTAGE (%) INCREASE OF COMMUNITY MEMBERS PARTICIPATING IN THE LEGISLATIVE PROCESSES.
METHOD OF CALCULATION/ ASSESSMENT	Cumulative (year to date) Percentage calculation $\frac{\text{number of event participants for the year 2029/2030} - 6000 \text{ people (baseline 2024/25)}}{6000 \text{ (baseline 2024/25)}}$ X100%
ASSUMPTIONS	<ul style="list-style-type: none"> - Funds available to conduct the project (i.e. stakeholder dialogues, surveys, etc.); and - Interested citizens that will attend and participate in the stakeholder dialogue. - Implemented Public Participation Framework; and - Legislature events are not cancelled and/or disrupted.
DISAGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	Enhanced participatory democracy.
INDICATOR RESPONSIBILITY	Executive Manager Committees, Research and Public Participation.

INDICATOR TITLE	4.1. UNQUALIFIED AGSA AUDIT OUTCOME
DEFINITION	The annual audited financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings.
SOURCE OF DATA	<ul style="list-style-type: none"> - NWPL AFS; and - AGSA audit report.

INDICATOR TITLE	4.1. UNQUALIFIED AGSA AUDIT OUTCOME
METHOD OF CALCULATION/ ASSESSMENT	Qualitative – At the end of the five years.
ASSUMPTIONS	<ul style="list-style-type: none"> - Policies and procedures are implemented; - Sound control environment; - Sound compliance and risk posture; - Capable, skilled staff; - Phase II of the Oracle Stabilisation project implemented; and - Adequate financial reporting.
DISAGREGATION OF BENEFICIARIES	N/A
SPATIAL TRANSFORMATION	N/A
DESIRED PERFORMANCE	To maintain the clean AGSA expressed audit opinion.
INDICATOR RESPONSIBILITY	Chief Financial Officer.

INDICATOR TITLE	4.2. IMPLEMENTATION OF THE ICT STRATEGY
DEFINITION	<p>The ICT Strategy is a comprehensive plan that outlines how the NWPL will utilise ICT to achieve its business goals and objectives.</p> <p>The revised ICT Strategy will be implemented in milestones (phases) over the 7th Administration (2025 – 2030). The planned milestones are documented in the ICT Implementation Plan.</p>
SOURCE OF DATA	<ul style="list-style-type: none"> - ICT Implementation Plan. - Progress reports on the implementation of the milestone. - Reports indicating the completion of the ICT system; and - The ICT system is physically verifiable (i.e. the system is live and can be utilised).

INDICATOR TITLE	4.2. IMPLEMENTATION OF THE ICT STRATEGY
METHOD OF CALCULATION/ ASSESSMENT	<p>Cumulative (year to end) Percentage calculation</p> $\frac{\text{number of ICT milestones implemented}}{\text{number of ICT milestones}} \times 100\%$ <p>The numerator will be the total number of milestones as per the ICT Strategy that has been implemented from 01 April 2025 to 31 March 2030.</p> <p>The denominator will be the total number of milestones (as per the ICT Implementation Plan) that have to be implemented to ensure the ICT Strategy has been 100% implemented.</p>
ASSUMPTIONS	<ul style="list-style-type: none"> - Capable and skilled staff; and - Funds availability.
SPATIAL TRANSFORMATION	<p>N/A</p>
DISAGREGATION OF BENEFICIARIES	<p>N/A</p>
DESIRED PERFORMANCE	<p>An increased access to services and information/data that would ultimately result in a paperless institution.</p>
INDICATOR RESPONSIBILITY	<p>Executive Manager Support Services.</p>



NORTH WEST PROVINCIAL LEGISLATURE

**New Parliament Building
Dr. James Moroka Drive
Mmabatho
2735**

Tel: 018 392 7000

email: communications@nwpl.org.za

 NORTH WEST PROVINCIAL LEGISLATURE

 NWPLEGSLATURE