



planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA



NQF Governance

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DHET Colloquium on NQF

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Presentation Outline

1. DHET/NQFA implementation evaluation
2. Governance: working definitions... King IV (broader context); Government; NQFA...
3. Observations

Governance: working understandings... King IV (hard biz); Government; NQFA...

King IV:

1. The definition of **corporate governance** for the purposes of King IV, is [] the exercise of *ethical and effective leadership* by the governing body towards the achievement [] *ethical culture*.

Common Sense:

2. Oversight = “Board”
 - fiduciary (financial)
 - corporate strategy,
 - funding/revenue,
 - operational performance
 - internal policies and risk management
 - public accountability
 - executive appointments

Government

- Typically no Board, but Minister – management executives – report to National Legislature and NCOP (provinces)
- Fiduciary (financial) – PFMA, Treasury regulations, AGSA – in form of financial audit
- Departmental SPs, APPs – reporting on long/medium and short-term planning and implementation (NDP, MTSF, POA) in form of QPRs, ARs. Political governance system
- CBM
- Evaluations (EPRs, other research)
- In case of multiple departments, IMCs, IDMCs and multiple spheres (IGR and concurrency)

Key characteristics of “good governance”

OECD: R Murray (SAPM)

Good Governance?

- ♦ Trust of citizens
- ♦ Due process of law
- ♦ Efficient production and programs
- ♦ Democratically controlled
- ♦ Attracting FDI

Example: state-owned companies (SOCs)

➤ For SOC's

- Governments must play a strategic role in deciding scale of SOC expenditure and interface with markets
- Separate shareholder, policy & regulatory functions
- Adequate accountability on policy and regulatory environment in line with relevant legislation
- Take recommendations of Presidential Review Commission forward

➤ For DFI's

- Governments play a strategic role in developmental lending and spending of DFIs
- Ensure strategic accountability with planning (policy and management stays with custodian department)

Governance Framework

- SOC's governance structures must balance and reconcile business & social objectives:
 - Clear mandates for roles and activities serves the public interest.
 - Clarify responsibilities between shareholder and policy ministry
 - To improve the stability and governance of SOC's
 - NDP recommends that shareholder and policy ministries should jointly appoint boards of SOC's and these boards should appoint their chief executives
 - Ensure clearer lines of accountability between government's and SOC boards and between SOC Boards and their chief executives
 - Performance of SOEs across a range of governance issues
 - Performance management of Chairpersons of boards and CEOs/Eds
 - Skills needs of SOEs

NQF: Governance Structures

- IMC: policy performance, strategic management and coordination, direction
- NQF Forum: ineffective, non-functional, damaging effects on accountability
- CEO Committee: sector management and coordination, operational management?
- Sector department: monitoring and reporting, policy management

NQF: governance? Sector and institutions – structures, processes, measurement



- fiduciary (financial): institutions only; AG report
- corporate strategy: policy leadership, sector guidance, institutional role clarity, ToCs & Logframes
- funding/revenue: sector+ funding streams, sustainability
- operational performance: sector yardsticks, institutional Kpindicators – nested ToCs, logframes
- internal policies and risk management: individual institutions
- public accountability: sector reporting, dialogue... also individual institutions
- executive appointments: performance agreements

Conclusions

- Governance is fundamental to strong sector and institutions
- Every problem is not necessarily systemic, or one of policy
- But governance capacity is not what it should be... build it – very practically (policies, structures, systems, processes, instruments)
- The essence of sound governance, is sound strategic management?

Ke ya leboga Ke a leboha
Ke a leboga Ngiyabonga Ndiyabulela
Ngiyathokoza Ngiyabonga
Inkomu Ndi khou livhuha Thank you
Dankie