

# **Working Group 6 : Mainstreaming Governance**

# Members of the Working Group

- Parliamentarians
- CPs (Bilateral & Multilateral)
- Central Statistical Office
- Line Ministries and Government Institutions

# **Part A: Mainstreaming Governance at Sector level**

# Introduction

- The group confined itself to three dimensions of governance, which are:
  - a. Core governance which concerns the functions of the state,
  - b. Principles of governance such as transparency, accountability, participation and inclusion
  - c. Clusters of governance such as democratisation, human rights, decentralization, rule of law, etc.
- Governance was regarded as a cross-cutting issue that impacts economic and social development

# Issue 1: Weak transparency & accountability principles in budget system

## *Issues:*

- Resource allocation not always based on good governance principles
- Poor representation of MPs and other stakeholders during budget preparation
- Limited role that parliament is given during budget implementation

## *Response/Way Forward:*

- Undertake mid-term budget reviews and involve parliament
- Schedule DDCC meetings within parliament's existing timeframes
- Formalize the participation of MP at DDCC meetings
- Publish the amounts of funding received on a monthly basis

## **Issue 2: Poor performance management**

### **Issues:**

- Performance on key indicators by sectors is unsatisfactory because of poor implementation

### ***Response/Way Forward:***

- Define corrective measures for non-performance
- Institutionalise performance audits for sectors
- Strengthen M&E systems within sectors through mainstreaming it

# **Issue 3 : Weak link between governance efforts to sectors**

## ***Issues***

- poor mainstreaming of governance in sectors
- Efforts made by Governance Secretariat do not filter to the sectors
- Governance constraints are major challenges to ensuring better results in sectors

## ***Response/Way Forward:***

- Each sector should conduct governance reviews and implement recommendations that arise
- Sectors may consider applying the analysis framework provided by CPs

# Issue 4: Politicisation of the public service hinders professionalism

## Issues

- One area that hinders governance was the basis upon which the Government made decisions
- Decisions that politicians and professionals make may be in conflict

## *Response/Way Forward:*

- Institute evidence based decisions and provide sensitisation programs
- Follow up on the implementation of the Public Service Management Reforms

# Issue 5: Oversight and Transparency in Decision-Making

## **Issue:**

- Too much discretionary authority in decision-making
- Decision-making systems do not always involve other stakeholders and are not always contestable

## ***Response/Way Forward:***

- Involve the community and other stakeholders in decision-making processes e.g. other stakeholders to sit in Tender Committees
- Government should pursue proper and wider stakeholder consultations
- Recommendations of oversight institutions should be taken into consideration

# Issue 6: Poor enforcement of existing laws and regulations

## Issue:

- An issue cited affecting governance was the ignoring of existing laws and regulations by the public service and executive
- Laws and regulations are also selectively enforced

## *Response/Way Forward:*

- Action Taken Report/Treasury Minute of all parliamentary committees should be made public
- Audit committee should be established and function in all government institutions
- Internal audit must be strengthened
- Audit reports should be tabled before the audit committees

# ***Issue 7: Review revenue side of government***

## **Issues:**

- It is not clear how ZRA is always exceeding their targets - maybe more revenues could be collected
- Revenue base should be expanded e.g. the informal sector.
- Measures including new laws that seek to reduce incomes must be thoroughly reviewed and debated upon before being implemented
- Loss of tax revenues due to high rates charged

## ***Way forward:***

- Government must collect all revenues it is supposed to collect as a way to grow the country's revenues
- Build the capacity for ZRA for them to be able to collect more taxes within the mining sector to monitor hedging as well as variable profit taxes
- Establish regulations for sales receipts