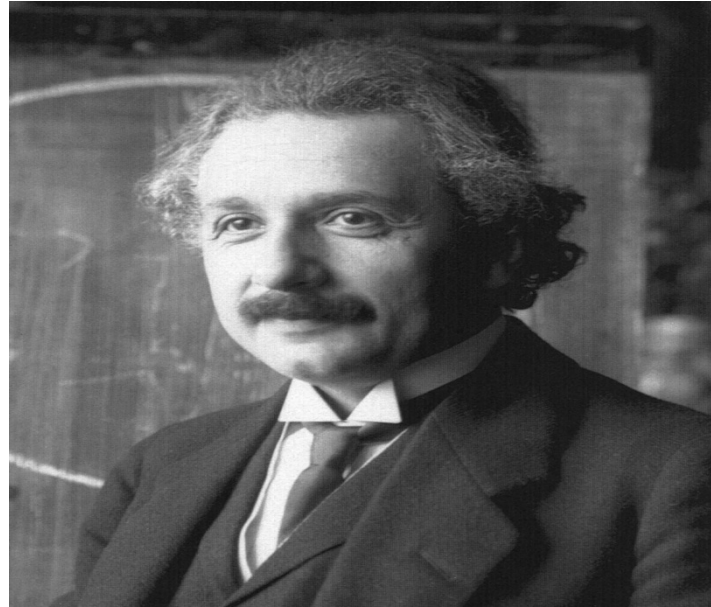


# PARLIANET WORKPLAN 2010-2011



**FIELD-TESTING OF PARLIAMENTARY  
SCORECARD INDICATORS:**  
**TOWARD A METHODOLOGY FOR  
MEASURING PARLIAMENTARY  
EFFECTIVENESS AND THE RANKING OF  
AFRICAN PARLIAMENTS'**



‘Not everything that can be counted counts and  
not everything that counts can be counted’

Albert Einstein

# STUDY RATIONALE:

## Shortcomings of Extant Studies

- Disparity between overall parliamentary assessments – primarily qualitative and regular collection of monitoring data – primarily quantitative
- Strengths and Successes not given the same weight.
- Insufficient focus on identifying ‘Best Practices’ for the purposes of strengthening parliamentary.

# Merits of the Balanced Scorecard

- Focussing on ALL the core functions
- Adopting a system-wide approach, hence holistic
- Identifying concrete performance indicators and measurement metrics, based on factual and statistical data as well as reliable qualitative information.
- a systematic performance feedback mechanism.
- Tracking the progress of key activities and events.
- Ensuring intentions are translated into actions and desired outcomes.

# SCOPE OF THIS STUDY

- Exploratory: Determining the Scorecard Indicators Methodology being 'fit for purpose', testing the realities on the ground and ascertaining scope for further studies.
- Diagnostic : pinpointing areas of concern ;seek to explain possible causes, not just the symptoms of failures or poor standards, as is the tendency
- Prescriptive: proposing improvement(demand-led)
- Developmental and heuristic: Using feedback for refining the methodology and considering alternative techniques for further, more focused, studies.

# STUDY TEAM

- Botswana & Mauritius: Jeewansing Ramlugun
- Cameroon : Dr Bernard Nzo Nguty
- Namibia: Hon.Dr Elizabeth Amukugo
- Zambia: Hon. John Bosley

# SELECTED NATIONAL PARLIAMENTS (Original List)

- Botswana
- Cameroon
- Mauritius
- Namibia
- Nigeria
- Rwanda
- Senegal
- Zambia.
- One Regional Parliament: East African Legislative Assembly (EALA).

# FINAL LIST

- Botswana
- Cameroon
- Mauritius
- Namibia
- Zambia.

STUDY GROUP :  
(Intended Common 'Cast'):

- House Leaders
- Leaders of the Opposition
- Clerks (SG),
- Heads of Research
- Representatives of NGOs
- Editors of national newspapers

# MEASUREMENT VARIABLES

- Law-Making
- Budgetary Oversight and Scrutiny
- Representation
- Parliamentary Performance and Governance
- Parliamentary Capacity Building.

# METHODOLOGY:

## DATA COLLECTION

- Questionnaire
- Interviews
- Documentary analysis
- Observations

## 2. RESEARCH INSTRUMENT

- Balanced Scorecard-Based Parliamentary Performance Indicators

# Prime Domains of Parliament:

1. Legislature : to ensure state capability.
2. Oversight: to ensure transparency,  
accountability and probity.
3. Representation: to ensure responsiveness.

# Parliamentary Performance Indicators:

## **1. Law-Making**

- Sound legislative capability & follow-up
- Autonomy (perceived & actual) in terms of:

-Structure

-Resources

-Staffing

-Functions

## 2. Budget Oversight & Scrutiny.

- Thorough understanding of the budget function
- Effectively working with public accounts committees and audit bodies.
- Tackling institutional and political obstacles to oversight.
- Capacity to enforce compliance with requests for relevant information.
- Following up, monitoring and ensuring the implementation of decisions and directions.
- Effective oversight and scrutiny with input at all stages of the budget process.

### **3. Parliamentary Representativeness**

- Strong outreach and constituency relations.
- A commitment to issues-based budgeting
- Informing and educating the public about its role and activities
- Tackling legal, social and political constraints on effective representation.

## 4. Parliamentary Performance and Governance

- Competence of parliamentarians(command of briefs)
- Parliament as an example of Good Governance( keeping house in order, running a tight ship)
- Dealing effectively with corruption and abuses & ensuring accountability at all levels.

IN 'MANAGEMENT TODAY'(November 2011):

- 'A trillion dollars a year are paid globally in bribes'
- 'A quarter of African GDP is lost to graft'

## 5. Parliamentary Capacity Building

- Having the right complement of knowledge, skills and organisational resources
- Providing & availing of opportunities for training & development
- Performing with diligence and professionalism

# FIELD TEST:

## SCORING SYSTEM

Responses were rated as follows:

Agree +1

Strongly +2

Disagree -1

Strongly Disagree -2

## BOTSWANA PARLIAMENT

### **SAMPLE**

Deputy Leader of the House and Acting Vice-President  
Leader of the Opposition  
Clerk of Parliament

(The Head of Parliamentary Research, 1 Director of a major NGO and 3 newspaper Editors covering Parliamentary Affairs were also interviewed).

	Positive (+1&+2)	Negative (-1 &-2)
Law-Making & Sovereignty	27	18
Budget Oversight & Scrutiny	36	21
Representativeness	9	2
Parliamentary Performance & Governance	29	18
Parliamentary Capacity Building	13	19

## CAMEROON PARLIAMENT

### **SAMPLE**

- Minister Delegate at the Presidency in Charge of Relations with the Assemblies
- Secretary General, National Assemblies
- Director of Legislation & Linguistic Affairs
- MP& Deputy Speaker
- MP, Retired High Court Judge
- MP, Leader of the Opposition
- Lawyer, President, Cameroon Bar Association
- Country Programme Director, American Bar Association, Rule of Law & Initiative
- Publisher, Eden Newspaper
- Journalist, CRTV, covering NASS activities.

	Positive (+1&+2)	Negative (-1 &-2)
Law-Making & Sovereignty	68	68
Budget Oversight & Scrutiny	44	128
Representativeness	4	20
Parliamentary Performance & Governance	74	70
Parliamentary Capacity Building	33	45

## MAURITIUS NATIONAL ASSEMBLY

### **SAMPLE**

- Deputy Leader of the Opposition & Chair of the Public Accounts Committee ( a former Minister of Justice)
- The Government Chief Whip
- Speaker of the National Assembly (In discussion only)
- Clerk of the National Assembly
- (1 Editor of a National Newspaper and the Director of a major NGO were also interviewed)..
- The researcher also sat in the National Assembly sessions to observe proceedings.
- Country background information and accounts of meetings with the Chief Whip and the Speaker of the National Assembly are contained in the full country report

	Positive (+1&+2)	Negative (-1 &-2)
Law-Making & Sovereignty	34	8
Budget Oversight & Scrutiny	56	5
Representativeness	12	0
Parliamentary Performance & Governance	26	10
Parliamentary Capacity Building	13	14

# NAMIBIA PARLIAMENT STUDY

## **SAMPLE**

- Members of Parliament (5)
- Speaker of the National Assembly
- The Chief Whip of the Ruling Party
- Former Leader of the Official Opposition

	Positive (+1&+2)	Negative (-1 &-2)
Law-Making & Sovereignty	54	26
Budget Oversight & Scrutiny	68	32
Representativeness	14	6
Parliamentary Performance & Governance	60	15
Parliamentary Capacity Building	32	18

# ZAMBIA PARLIAMENT

## **SAMPLE**

### **Study Group**

- Chief Whips (W=4)
- Clerk (C=1)
- Head of Research (R=1)
- Former Committee Clerk ( R=1)
- CSO (R==1)

	Positive (+1&+2)	Negative (-1 &-2)
Law-Making & Sovereignty	93	19
Budget Oversight & Scrutiny	112	39
Representativeness	27	4
Parliamentary Performance & Governance	85	25
Parliamentary Capacity Building	63	6

**(NB Mistakenly in the main report the totals of items (ii) & (iii) have been conflated).**

# KEY AREAS FOR PARLIAMENTARY INTERVENTIONS & CAPACITY BUILDING

- Relationship-building to ease tensions and attain better working relations between the Executive and the Legislative body ,and among and between political parties.
- Leadership development
- Research skills
- Legislative Drafting
- Public administration in the parliamentary context.
- The development & strengthening of Parliamentary Committees as a matter of priority. (This is the universal lever for empowering Parliaments).
- **FURTHER WORK:**
  - Revising Scorecard Instrument in the light of feedback(Cameroon & Zambia)
  - Proposing other parliaments for study
  - More in-depth study of priority areas of parliamentary activities.