

# Board Accountability

- Key interventions:
  - Draft Corporate Plans be required for comment & final plans be approved by shareholder – corporate plans to focus on end of 3-year performance targets within framework of strategic intent
  - Annual Shareholder Compacts to focus on annual targets within framework of 3-year plan
  - Quarterly Reports to focus on demonstrating that SOE is on track to meet annual & 3-year targets
  - Strategic Planning general meeting with Board scheduled after the AGM to convey expectations of the shareholder for the preparation of the Corporate Plan for the next year
  - Board Induction Programme

# Accountability to Parliament

- Accountability through submission of Annual Financial Statements & Annual Report (retrospective assessment)
- Submission of Shareholder Compacts considered (forward looking expectation & benchmark for assessing achievement with reference to Annual Financial Statements & Annual Report)
- Publication of strategic intent & submission of Shareholder Compact to Parliament should improve the integrity flow of reporting on performance

Annual General Meetings

1st  
Quarter  
Report

2nd  
Quarter  
Report

3rd  
Quarter  
Report

4th  
Quarter  
Report

Shareholder Compact



# Shareholders & Capac

- Lack of intra-government definition (p regulators/ shareoversight challenge departments es| atural monopolies: industry & sectors often blurred
- Concurrence & jurisdiction within government clarified to avoid intra-government
- Asymmetry of information & availability and between SOE & departments constrains
- Developing coherent government-wide management arrangement framework for SOE recommendation
- DPE function characteristics of a holding – proposals being to have oversight body
- Within DPE development workflow



public enterprises

Department  
Public Enterprises  
REPUBLIC OF SOUTH AFRICA

# Process Forward

1. Conceptual Framework to serve as basis for Government-wide consultation
  2. Consultation within Government
  3. Draft Legislation & implementation of reforms not requiring legislative change
- Key aspects to be addressed in legislation
    - Classification
    - Strategic Intent Interventions with reference to types of entities
    - Mechanism to issue guidelines for consistency in approach to corporate structure, SOE shareholder rights & performance monitoring & reporting
    - C-operative governance principles within Government
    - Reporting to Parliament





ink yc



public enterprises

Department  
Public Enterprises  
REPUBLIC OF SOUTH AFRICA