**Memorandum from the Parliamentary Office**

**NATIONAL ASSEMBLY**

**FOR WRITTEN REPLY**

**QUESTION 3068**

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**(INTERNAL QUESTION PAPER 32 OF 2015)**

**Mr M H Redelinghuys (DA) to ask the Minister of Higher Education and Training:**

(a) How does (i) his department and (ii) entities reporting to him define red tape and (b) what (i) specific interventions and/or (ii) systems have been implemented to (aa) identify and (bb) reduce red tape in (aaa) his department and (bbb) the entities reporting to him?

**REPLY:**

(a) and (b) At the time of compilation, eighteen out of the twenty-six entities have responded to the question.

| **Name** | **(ii) How do you define red tape?** | **a) What specific interventions/systems that have been applied to identify red tape** | **(b) What specific interventions / systems that have been implemented to reduce red tape** |
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| 1. Department of Higher Education and Training
 | The Department does not have its own definition of red tape. Using the conventional use of the word “red tape”, it is understood to be unnecessary delays caused by a lack or non-existence of delegations of authority to lower levels and/or too many officials having to be in the decision-making processes of an organisation. | * I have approved the Delegations of Authority to the Director-General in respect to the Public Service Act and Public Service Regulations, and the Director-General has further delegated some of the functions to other performer levels. Further to this, the College Councils of the Technical and Vocational Education and Training (TVET) and Community Education and Training (CET) colleges are empowered by the Continuing Education and Training Act to make certain decisions and consult, and report to the Minister on decisions made where necessary. This is to ensure that decisions are made at lower levels to ensure that there is efficient and effective management as well as governance of institutions.
 | * Service standards in certain operational areas and a service delivery charter have been developed to assist in monitoring delays in the operations of the department. The standard operating procedures have been developed in certain operational areas, aimed at ensuring that the decision-making processes are clear and applied consistently across the Department within set timeframes.
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| 1. Banking Sector Education and Training Authority (BANKSETA)
 | Red tape is understood to be the regulations and/or rules that are considered unnecessary that hinders and delays work done as decision-making process is rather lengthy and negatively impacting stakeholders depending on the outcome and decisions of processes. | * The frequency of Board meetings in a year
* Through previous experiences or lessons learned over the years.
* Customer Satisfaction Surveys and Stakeholder Forums and Sub-Committees’ feedback.
* Assessment of time taken for standard applications to be processed.
 | * BANKSETA has a flat organisational structure with its Heads of Departments given a mandate to make decisions that allow the daily running of the business. This means that it is not in all instances where the Chief Executive Officer (CEO) has to make decisions. In the event where the CEO is out of the country, the acting CEO has the delegated rights and responsibilities of the CEO to action decisions needed.
* The Accounting Authority has also delegated some responsibilities and provided the CEO with the mandate to make certain decisions to aid the business to proceed with operations without waiting for the Board sitting.
* In the event where urgent decisions need to be made which falls outside the delegation to the CEO; urgent meetings/teleconference can be arranged to allow the Accounting Authority opportunity to consider what is put forth and make a decision. The other option is having round robin decision by the Accounting Authority.
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| 1. Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA)
 | Defined as administrative (i.e. rules, procedures, procedures and processes) and regulatory hurdles, to achieving the original purpose, that affect or impose unnecessary delays, inaction, costs that exceed their benefits, productivity, and/or delivery (Including competitiveness). | * We track and monitor the intended application of the regulatory requirements (i.e. Public Finance Management Act (PFMA), Treasury Regulations, Skills Development Act, etc.) to address non-compliance.
* There are now relevant registers (i.e. Supply Chain Management, Asset Management, Financial Management, etc.) in place that assists in identifying red tape.
 | * Appointed leadership that is committed to continuous improvements and rooting out corruption.
* Trained staff as part of capacitating them and improving their skills so that they provide excellent service to all our stakeholders.
* Refocused management to effectively manage performance, processes, systems, people and finances.
* Improved supply chain management practices in order to address irregular, fruitless and wasteful expenditures.
* Set tools and monitoring mechanisms in order to track payment of suppliers within the 30 days period from receipt date of invoice.
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| 1. Chemical Industries Education and Training Authority (CHIETA)
 | The bureaucracy that results in delays in service delivery. | * Continuous development and review of organisation’s operational framework.
* Monthly dashboard analysis of divisional targets and achievements.
* Monitoring of turnaround times of key performance indicators of executives and managers and implanting strategies to address deviations.
 | * Line managers have been empowered to make decisions within the broad spectrum of the organisation’s operational strategy and are fully involved in strategic and business planning.
* Monitoring, evaluation and tracking of performance against targets and continuous review and development of strategy to optimise return.
* Business process reengineering to ensure maximum efficiency, effectiveness and economy for core business processes.
* Replacement of manual processes with increasingly automated systems.
* Enforcing a culture of delivery, client orientation and focus maximising return of investment.
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| 1. Council on Higher Education (CHE)
 | CHE does not have its own definition of red tape. | Not applicable | Not applicable |
| 1. Financial and Accounting Services Sector Education and Training Authority (FASSET)
 | Non-essential procedures, forms, reporting and regulations where cost heavily outweighs benefit and stands in the way of skills development. | * Management meetings are held fortnightly to discuss issues relating to efficient and effective delivery of the SETA.
* The SETA also interacts regularly with DHET and provides input to various matters of engagement.
 | * An Enterprise-wide risk management system is in place to ensure optimal management of all risks associated with the performance of functions and delivery of services to support governance responsibilities.
* Robust Quality Management System is also in place.
* Furthermore, the staff at the SETA understands and delivers on reporting requirements.
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| 1. Fibre Processing and Manufacturing Sector Education and Training Authority (FP&M SETA)
 | The process undertaken to facilitate decision making without making the processes too onerous and time consuming in order to ensure efficiency and enhancing service delivery.  | The SETA developed and adopted a new business model, which resulted in the review and enhancement of business processes. | * A more flattened organisational structure was developed and implemented to fast-track service delivery and decision making.
* The SETA has adopted a more direct reporting line and structure.
* The delegation of authority was reviewed by the Executive Authority to broaden and provide increased capacity for the CEO.
* The roles and responsibilities of Board Committee Structures have been streamlined for effectiveness and efficiency.
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| 1. Food and Beverages Manufacturing Sector Education and Training Authority (FOODBEV SETA)
 | Red tape refers to excessive regulation or rigid conformity to formal rules that are considered redundant or bureaucratic and hinders or prevents action or decision-making.  | None | None |
| 1. [Health and Welfare Sector Education and Training Authority](http://www.hwseta.org.za/) (HWSETA)
 | A tedious process of decision making which has an adverse effect on the beneficiaries of the service being rendered. | * The stakeholder sessions of the Board.
* Delivery model of the HWSETA.
* Innovation sessions with all stakeholders.
 | * Service Delivery Charter.
* Revision of the delegation of authority.
* Decentralisation and devolution of powers.
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| 1. Insurance Sector Education and Training Authority (INSETA)
 | Unnecessary and invalid / irrelevant requirements. | Process mapping and stakeholder feedback. | Bi-annual updates to processes and guidelines. |
| 1. Manufacturing, Engineering and Related Services Sector Education and Training Authority (MERSETA)
 | MERSETA does not have its own definition of red tape. | Not applicable | Not applicable |
| 1. Mining Qualifications Authority (MQA)
 | Lengthy policies that hinder progress of activities that need to be carried out. | Engagement in tender processes as it takes too long to finalise a tender, ±60 days is a long process including 21 days of advertisement. | Improved policies, that are more enabling, are being investigated. |
| 1. National Skills Fund (NSF)
 | The NSF does not have a formal definition for red tape. | The NSF implemented Project Siyaphambili aimed at improving the overall effectiveness and efficiency of the entity. This included a current state assessment of the NSF to identify inefficiencies throughout the organisation, taking into consideration various reviews conducted on the skills levy system and NSF specifically. | The NSF will improve efficiencies in the organisation through the implementation of enabling technology (ERP system, document management system, monitoring technology, etc.) and through delegations of authority to a more efficient restructured organisation. Turn-around times will be monitored throughout all processes. |
| 1. National Student Financial Aid Scheme (NSFAS)
 | NSFAS does not have its own definition of red tape.  | Not applicable | Not applicable |
| 1. Public Service Sector Education and Training Authority (PSETA)
 | Red tape is bottlenecks/ bureaucratic procedures that take long to achieve/ approve matters for implementation in the organisation, which inhibits performance. | No specific intervention or system has been applied to identify red tape. | * Clearly defined workflows.
* Standard Operating Procedures that outline roles and responsibilities, and turnaround times.
* Delegations of Authority Framework.
* Regular management meetings to review performance and to fast track decision-making.
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| 1. Quality Council for Trades and Occupations (QCTO)
 | Needlessly time-consuming procedures. | QCTO regularly monitors their procedures to identity areas of red tape, by reviewing the number of days allocated to process applications or requests received from stakeholders and by continually monitoring the chain of command in the processing of requests to improve turnaround time. | Systems and processes are continuously assessed to reduce red tape. Moreover, processes are governed by policies and procedures which stipulate turnaround times for processes. These timeframes are also part of the QCTO’s key performance indicators against which the organisation is audited. |
| 1. South African Qualifications Authority (SAQA)
 | Unnecessary steps or procedures in our processes that client’s need to follow to access our services. | * SAQA’s systems are reviewed constantly in line with our established client service standards.
* SAQA has a customer care helpline/helpdesk that records any customer complaints. These complaints are reviewed and the effects on the turnaround times are scrutinised so that SAQA can ensure continuous improvements in terms of its service delivery.
 | SAQA ensures that all unnecessary steps are eliminated from the processes. |
| 1. Safety and Security Sector Education and Training Authority (SASSETA)
 | Excessive rules and/or regulations which are redundant and prevent action taking place or decision-making. | Delegations of authority are in place, which are aligned to National Treasury prescripts and promote governance per PFMA requirements. Since the body is under administration, the delegations of authority are under review. | * Segregation of duties to employees in the entity to allow approvals / recommendations at various committees / levels.
* Operational plans that are linked to the mandate of the organisation are in place to ensure tasks at various levels are outlined and agreed upon. These operational plans are translated into performance assessment contracts.
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| 1. Services SETA
 | It is any unnecessary and unjustifiable processes that have the effect of making it impossible for role players to achieve required goals and therefore hinder service delivery. | An Organisational Development process has been embarked upon to analyse all processes, procedures and policies with a view to eliminating anything unnecessary and shortening anything which may be too lengthy or cumbersome, but without compromising quality and compliance. | * The discretionary grant application system has been simplified and automated.
* Project implementation steps are clearly articulated in the offer letters to service providers.
* Documentation required for disbursements is clearly outlined and disbursements are based on pre-agreed deliverables outlined in contracts.
* Stakeholders receive direct support and training on requirements so as to reduce the amount of back and forth engagement on matters.
* A tool is being developed to enable real time reconciliation of learner attendance to facilitate timely payments of learner stipends.
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DATE:

REPLY TO QUESTION 3068 APPROVED/NOT APPROVED/AMENDED

Dr BE NZIMANDE, MP

MINISTER OF HIGHER EDUCATION AND TRAINING

STATUS:

DATE: