

About SAPST



- SAPST established in 2007 to pursue the following strategic objectives:
 - i. To capacitate Parliaments to effectively carry out law - making, representation and oversight functions;
 - ii. To facilitate civil society and the general public to engage Parliament;
 - iii. To strengthen media coverage of Parliament business;
 - iv. To provide a platform for local, regional and international legislators to share experiences and best practices

SAPST-PSAM Partnership



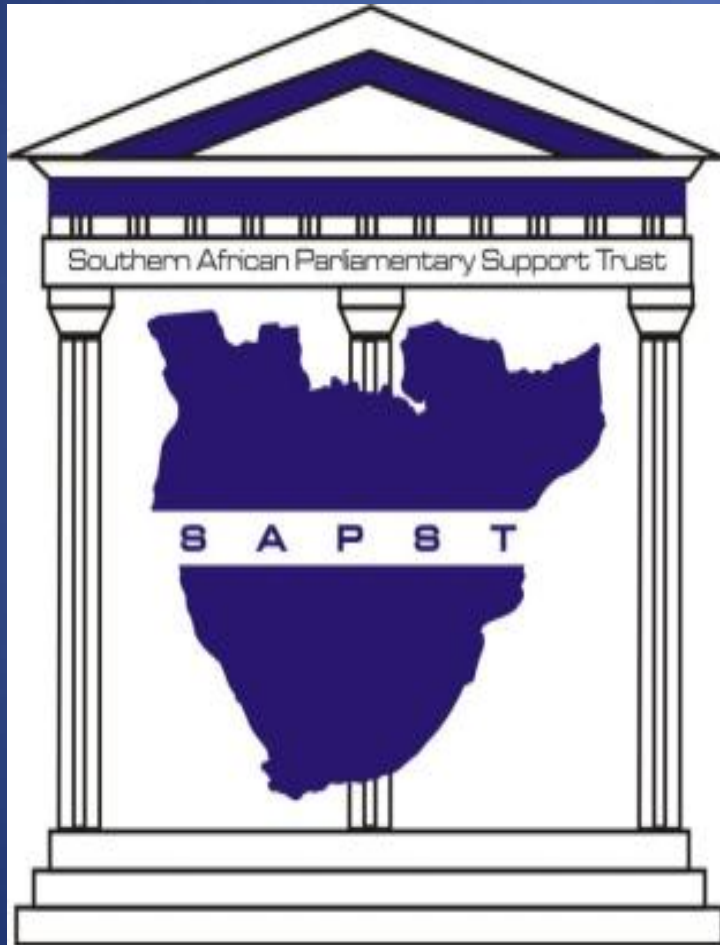
- Entered into MoU in 2013 to advance the application of SAM approach in Zimbabwe
- Adopted SAM approach in our capacity building programmes for Budget Portfolio Committees and CSOs in the region
- Localized the Zimbabwe version in 2014 and have since been training local CSOs to engage Parliament / Local Authorities effectively

Zimbabwe Learning Partnership (ZLP)



- Initial plan was to have a local consortium (ZLP) implementing SAM approach on an identified sector (equity in health)
- ZLP failed to secure funding for the above-mentioned activity
- Major activities accomplished as a consortium:
 - i. Localized version of the FSAM training module
 - ii. Training of CSOs on FSAM
- Otherwise consortium members decided to go it alone

SAPST Implementation of SAM



- SAPST decided to integrate SAM approach to existing programmes
- Two-pronged approach: Budget Oversight and capacity building of CSOs to effectively engage Parliament on PRM
- SAM approach provided a missing framework to our work

SAPST Case Study on SAM

Why case study?

- i. To trace the journey in order to make sense of what we were doing,
- ii. To reflect on milestones and pitfalls against a context defined by political polarization, limited resources, lack of political will.
- iii. To document the journey so as to share lessons learnt with our stakeholders

Summary of Case Study Output

Entry Point – Budget Oversight

- Material conditions determined the pace and direction of the journey
- Windows shut – Windows open
- Two-fold strategy: mindset and regulations
- Gradual milestones – budget priority setting reorganized (Refer to Process 1 of SAS), Parly now in control of this process, public participation on the Budget process, adoption of Quarterly Budget Performance Reporting Guidelines (modelled around SAM Tools)
- Executive impressed by Portfolio Committee analysis reports on the Budget

3 Key Lessons Learnt

1. SAM journey a “meandering stream” – output dependent on and shaped by material conditions (context);
 - When we started implementing SAM (2014), environment was characterized by political tensions – frustrating experience as little progress was made.
 - Great amount of patience required
 - Window of opportunity opened up after 2013 Elections – New Speaker + New Clerk of Parliament

Key Lessons Learnt

2. Navigating and Exploiting Power Dynamics and Relationships

- Formal relationship with PoZ governed by MoU. This allows SAPST not just to conduct capacity building programmes but also to suggest new concepts / methodologies (eg. SAM Approach)
- “Embeddedness” made it possible for SAPST to build cordial relationship with the hierarch of PoZ Admin (Speaker, Portfolio Committee Chairpersons, individual MPs, Clerk of Parliament)
- Informal relationships also matter !

Key Lessons Learnt

3. Learning as you implement allows you to revise strategies to suit prevailing material conditions;
 - Initially, our objective was the promulgation of PFM Regulations – window shut on us ! Executive dragging feet.
 - When a new window opened after elections, we changed tact; instead of PFM Regulations we pushed for the adoption of Quarterly Budget Performance Reporting Guidelines (SAM Tools) by Parliament.

Derived Benefit

- Documenting every step of the journey provides a sustainable institutional memory even if key staff members leave the organization,
- SAPST output provides valuable lessons not only to our organization but other practitioners implementing SAM Approach,

Doing it Differently

- Dedicating adequate time for the research
- Hearing the story from the “horse mouth” (Parliament Admin, MPs, Staff, Executive, CSOs)
- Producing a short video

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