

The Presidency
Department of Planning Monitoring and Evaluation
(DPME)

Improving productivity in the public service


Presentation to SOG trainers Workshop

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Key risks to achieving the vision of the NDP

RISK	POSSIBLE MITIGATION
Global economic and geo-political risks	Little we can do
Pursuing wrong policies (weak, ineffective policies and plans)	<ul style="list-style-type: none"> - Evidence-based policy making - Evaluation - Willingness to be frank about weaknesses - Culture of continuous improvement
Poor implementation of good policies and plans	<ul style="list-style-type: none"> - Improve implementation capacity

> NDP defines a capable state as one that has the capacity to formulate and implement policies effectively
 > None of the other goals of the NDP will be achieved if we fail in the goal of building a capable and developmental state




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Bureaucratic culture

- Culture of doing things the way they have always been done, lack of culture of continuous improvement
- Focus on activities without assessing the results or impact of the activities
- Lack of culture of measurement and collection and analysis of data, particularly with regard to results, impacts and costs per unit output
- Weaknesses with data measurement and collection processes
- Lack of reengineering of plans and business processes based on analysis of data
- Monitoring and reporting for compliance rather than for improvement
- Poor programme planning, weaknesses in setting indicators and targets, weak logic models / theories of change
- Evidence-based planning and decision making not sufficiently valued

- Disappointing results
- Implementation weaknesses
- Poor quality of service delivery
- Insufficient value for money




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Building a capable and developmental state

HR > Priorities in Chapter 13 of the NDP:

- A stable political-administrative interface
- A public service that is a career of choice
- Sufficient technical and specialist professional skills
- Improved mechanisms to promote ethical behaviour in the public service
- Increased responsiveness of public servants and accountability to citizens
- Efficient and effective management and operations systems
- Procurement systems that deliver value for money
- Improved inter-departmental coordination and institutionalisation of long-term planning


> Back to basics: improve HRM&D, SCM, FM, business processes, planning, project management, coordination



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Focus areas of DPME to date


M&E of national priorities	<ul style="list-style-type: none"> • Plans for the 14 priority outcomes (delivery agreements, MTSF) • Monitoring (ie tracking) progress against the plans • Evaluating to see how to improve programmes, policies, plans (2012-13 8 evaluations, then 10-15 per year)
Management performance M&E	<ul style="list-style-type: none"> • Assessing quality of management practices in individual departments and municipalities (MPAT and LGMIM) • Moderated self assessment and continuous improvement
M&E of front-line service delivery	<ul style="list-style-type: none"> • Monitoring of experience of citizens when obtaining services (joint with provinces), including citizen-based monitoring • Presidential Hotline – analysing responses and follow-up
Government-Wide M&E System	<ul style="list-style-type: none"> • Guidelines for M&E across government • Data quality improvement • Capacity development • Programme planning guidelines • National Evaluation System • Custodian of strategic and annual performance planning



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Management performance monitoring (MPAT)

- Weak administration is a recurring theme and is leading to poor service delivery, e.g.
 - Shortages of ARVs in some provinces
 - Non-payment of suppliers within 30 days
- MPAT measures whether things are being done right or better
- Departments must also be assessed against the outcomes and their strategic and annual plans to determine if they are doing the right things
- DPME, together with the Offices of the Premier and transversal policy departments have since 2011 been assessing the quality of management practices in all national and provincial departments
- Some improvements from 2012 to 2013 results across most departments - in some areas of management however there has not been significant improvement

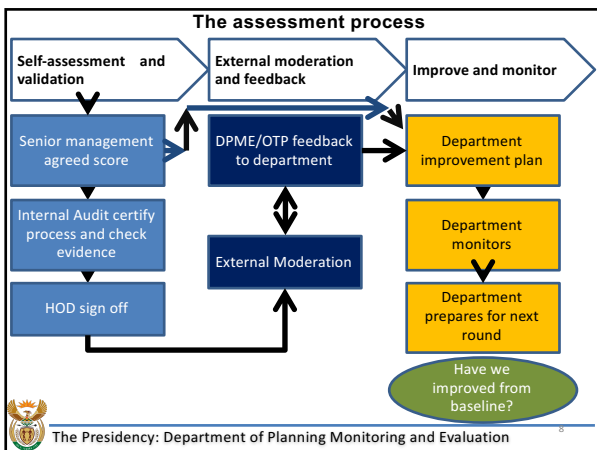


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Levels of assessment

Level	Description
Level 1	Non-compliance with legal/regulatory requirements
Level 2	Partial compliance with legal/regulatory requirements
Level 3	Full compliance with legal/regulatory requirements
Level 4	Full compliance and doing things smartly

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MPAT measures 31 standards in 4 KPAs, eg:

2.1.1 Standard name: Service delivery improvement mechanisms
Standard definition: Departments have an approved service delivery charter, standards and service delivery improvement plans and adheres to these to improve services.

Standards	Evidence Documents	Level
Department does not have a service charter and service standards		Level 1
Department has a draft service charter and service standards	Service charter and service standards	Level 2
Department has an approved service charter, service standards and SDIP	Service charter, service standards and SDIP	Level 3
Department has consulted stakeholders/service recipients on service standards and SDIP	Evidence of consultation with stakeholders/ service recipients	
Department displays its service charter		
Level 3 plus:	Level 3 plus:	Level 4
Department quarterly monitors compliance to service delivery standards	Minutes of management meetings reflecting discussion of service delivery improvement	Only 8% of 155 Dept's
Management considers monitoring reports Reports are used to inform improvements to business processes	Progress reports and monitoring reports	

Areas of weakness


- The following are management areas where more than 50% of department do not meet legal requirements
 - SDIP; Fraud Prevention
 - HR Planning; Organisational Design, Management of Diversity; SMS PMD; HoD PMDS; Disciplinary cases
 - Payment of Suppliers; Unauthorised, Wasteful and Fruitless Expenditure
- National Treasury, DPSA and DoJ need to review regulatory frameworks or provide additional support in areas where the majority of departments do not comply



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The silver lining


- For all standards, there are at least some departments operating at level 4
 - Implies that it is possible for all departments to operate at this level for all the standards
 - DPME in collaboration with Wits University School of Governance have documented and are disseminating case studies of departments operating at level 4, to assist departments to improve
- Executive Authorities and Accounting Officers should ensure that their departments implement improvement plans to reach level 4 for all standards



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Analysis against external criteria

- Statistical analysis of results by P&DM at Wits, together with data on certain external criteria, indicated that:
 - HR-related standards are particularly important for achieving results in terms of the Auditor-General's indicator of meeting more than 80% of performance targets in the APP
 - Senior Management Service (SMS) stability (the proportion of DGs and DDGs in office for more than three years) correlated frequently with a range of MPAT standards



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Conclusions

- Improving HRM&D is critical for the creation of a capable state and for improving productivity
- It is a precursor for the improvements required in other areas, including FM, SCM, operational management, planning, and project management
- Is the importance of improving HRM&D recognised widely enough?
- Do we need to raise the status of NRM&D, as the status of FM has been raised?
- Are we training our HR managers to be strategic managers who are part of the top executive team of the department, or to be transactional managers?