



*Department of Performance Monitoring and Evaluation in the
Presidency*

***Management Performance Assessment Tool
(MPAT) User's Guide***

Contact Details

Ismail Akhalwaya
DDG:PSOA Branch
DPME
Ismail@po.gov.za

Contents

1	Introduction.....	1
	The Management Performance Assessment Framework and Tool.....	1
	What is the Management Performance Assessment Tool (MPAT)?.....	1
	How does the MPAT fit with existing processes?.....	2
	Who are the key stakeholders?	3
	About this user's guideline document.....	3
2	A framework for performance	4
	The purpose of the management performance assessment framework	4
	Understanding where the MPAT Performance Framework fits	4
	Use of the framework	5
	Who will use the framework?	5
	How will the information be used?	6
3	Key features of the MPAT	8
	Key Performance Areas (KPAs) and Sub- Performance Areas	8
	Indicators	8
	Weights	10
	Four levels of assessment.....	10
	MPAT Cycle	11
4	Tools that MPAT will use	12
	Database	12
	Assessment process steps.....	13
	Step 1: Secondary data collection and first round performance assessments.....	13
	Step 2: Self-assessment	13
	How to use the Self-Assessment Form.....	14
	5. Reporting.....	15
	Using the Report Card	16
6.	Roles and responsibilities of stakeholders.....	19
	Overall coordination	19
	National sphere of government	19
	Provincial Sphere of Government.....	20

Figures

Fig 1: Drawing on existing data sources	3
Fig 2: The MPAT Framework	4
Fig 3: Types of indicators	9
Fig 4: Quality of Management Areas	10
Fig 5: Secondary data Sources	13
Fig 6: Example of Self Assessment Form.....	14
Fig 7: Sample of Report Card MPAT	17
Fig 8: Scores and colour Codes	18
Fig 9: Example of Report Card: Diagram	18
Fig 10: Example of Report Card: Graphs	19

Tables

Table 1: Key Performance Areas	7
Table 2: Description of Indicators	8
Table 3: Performance levels	10
Table 4: Annual MPAT Activities	12

Annexure:	Annexure A: Key Performance Management Areas.....
	Annexure B: Self Assessment Questionnaire
	Annexure C: MPAT Framework

1 Introduction

Government is committed to improving public services and to establishing the co-operation and co-ordination necessary to achieve meaningful outcomes for South African citizens. In this a set of 12 Outcomes were agreed on as a key focus that would guide the efforts and investments of the state machinery from 2009 to 2014. Outcome 12 is focused on 'An Efficient, Effective and Development Orientated Public Service.' This outcome, with Outcome 9, "An efficient and effective local government", is essential to achieving the priority outcomes targeted in all the remaining Delivery Agreements.

The Management Performance Assessment Framework and Tool

The Management Performance Assessment Framework and Tool is a collaborative initiative led by the Department for Performance Monitoring and Evaluation (DPME). This has been done in collaboration with the transversal departments responsible for improving management practice, including the Premier's Offices, to promote and institutionalise the monitoring and assessment of the public service towards improved service delivery.

The understanding is...

Improved management practices are the key to an improved public service and will contribute to improving service delivery through providing a holistic picture of the quality of management practices within a department or municipality, against common standards. This information can be used by management to inform improvements and can be used by transversal departments to provide support where it is needed most.

The framework and tool present a structured, integrated and aligned approach that has clear roles and responsibilities for stakeholders, including reporting and accountability measures. These are described in the sections below.

Note: A separate Management Performance Assessment Tool (MPAT) Framework Document has been developed and provides an in-depth description of the Management Performance Assessment Framework.

What is the Management Performance Assessment Tool (MPAT)?

The MPAT *IS*:

- A tool that collates existing management policy and guidelines into a framework of standards and indicators of good practice in order to promote a common understanding of good management practice;
- A basis for ongoing learning about how improved management practice can improve public service so that we can collaboratively refine and develop the framework over time;
- A tool for senior managers to test their own practice against and identify management practice improvements that will enable improved service delivery;
- A tool to provide a snapshot of management practice in a range of key performance areas within departments and across the public service and identify what further support is needed from the relevant transversal departments.

The MPAT is *NOT*:

- A duplication of the standards and indicators established in existing management policies and frameworks but a collation of these into a coherent and integrated picture of good management practice;
- A new system of reporting or additional burden for managers but a streamlining of existing fragmented systems and frameworks.
- A system of monitoring policy and programme results. This will be done through a different system of monitoring the implementation of delivery agreements.
- A system of assessing the performance of individuals, which will be done in terms of the framework provided by DPSA.

The objectives of the MPAT are to:

- Establish benchmarks for performance
- Establish the baseline performance of institutions
- Provide managers with useful information to inform improvement
- Catalyse improvements in management
- For the worst performers, develop an agreed improvement plan and provide support where necessary
- Track improvements against the baseline performance

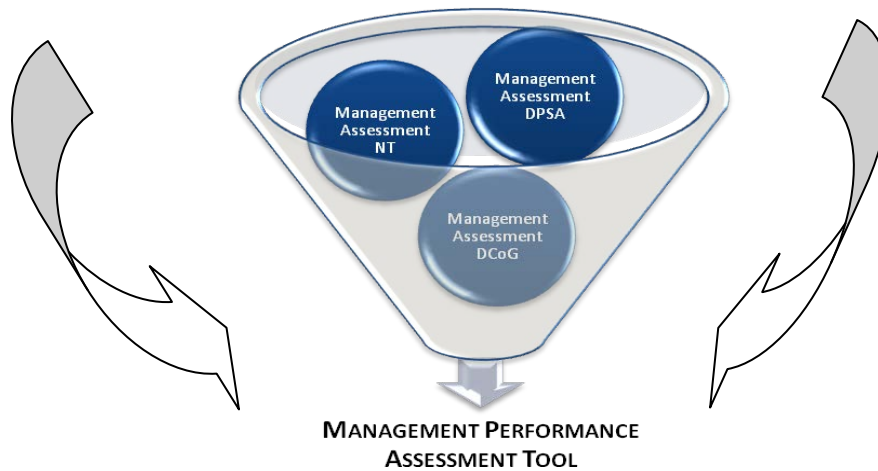
Thus, the MPAT represents the co-operative spirit necessary to effectively achieve outcomes. It results from a collaborative and co-operative process led by DPME and includes all the role-players whose combined efforts are needed for improved management in the public service, specifically the other transversal departments with responsibility for management practice, as well as departments and premier’s offices that will be responsible for implementing it. It is being piloted at municipal level to tailor it for implementation in that sphere of government.

How does the MPAT fit with existing processes?

There are a number of existing processes collecting information on management practice in specific areas; this is illustrated in the figure below. The holistic management performance assessments will be largely based on the information produced by the existing processes and there will not be any duplication of the collection of this information.

Figure 1: Drawing on Existing Data Sources

Departments, provinces, municipalities



Who are the key stakeholders?

MPAT will be led by DPME and the Offices of the Premier with the support and partnership of the transversal departments, including National and Provincial Treasury, and the Department for Public Service and Administration (DPSA). In addition, alignment and co-ordination will be sought with institutions that provide support and oversight to Government Departments such as Auditor General of South Africa, the Public Service Commission and PALAMA. DPME will also work with the Department of Cooperate Governance (DCoG), the Offices of the Premier (OoP) and Provincial Departments overseeing Local Government to customise MPAT for implementation at local government level.

About this user's guideline document

The *Institutional Performance Assessment Tool: User's Guide* is targeted at users who will mainly be interfacing from reading reports generated and completing a Self-Assessment Form for their respective department. The guide provides a comprehensive, easily accessible map designed to guide users through the framework, tool, the Self-Assessment Form and the Report Card .

There are 4 components to the MPAT system:

- Data warehousing by DPME – the database;
- Secondary data analysis;
- Self-assessment; and,
- Report generation.

These are described in the sections below beginning with an overview of the framework for performance, followed by the key features, the tools that MPAT will use, how to use the Self-Assessment Form, using the Report Card, implications and results from MPAT assessments, and roles and responsibilities of stakeholders.

2 A framework for performance

The purpose of the management performance assessment framework ...

Is to develop a clear and transparent understanding of what effective management practice entails in the four key performance areas (KPA) as a basis for assessment, learning and improvement:

- Strategic management;
- Governance and accountability;
- Human resource management and systems;
- Financial management.

The MPAT is a tool designed to draw existing secondary data generated by Center of Government departments and other stakeholders like the Auditor-General, Public Service Commission into one single database. The data will be used to assess management practice of public service institutions.

Understanding where the MPAT Performance Framework fits

Figure 2 MPAT – Framework: (below) illustrates how the MPAT Performance Framework fits into the systems and processes through which public services are provided in a department.

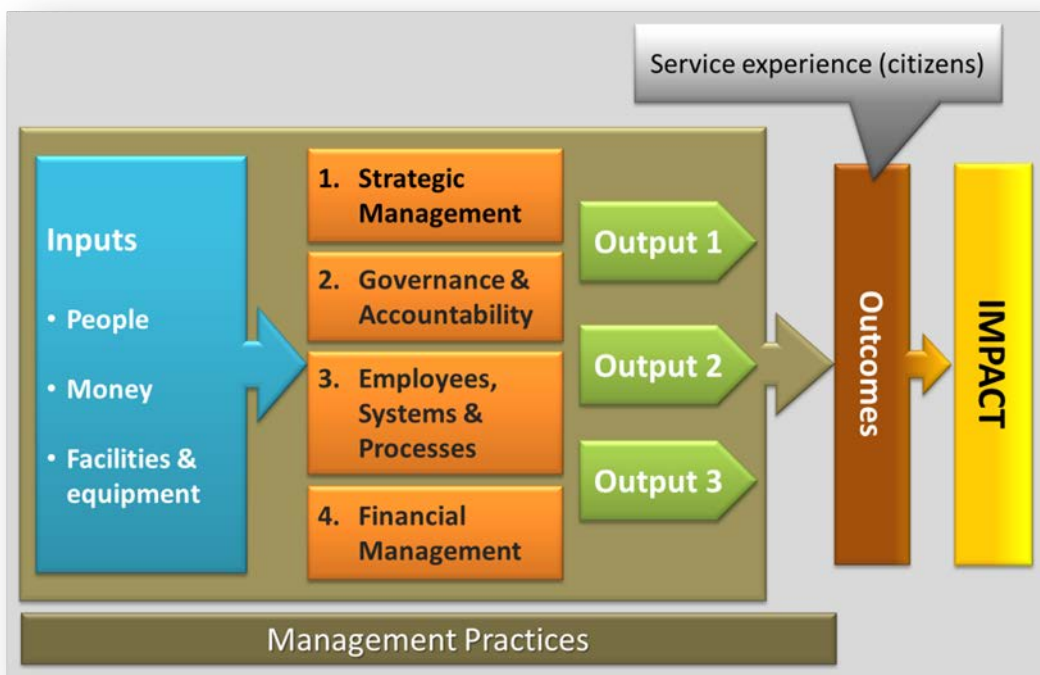


Figure 2: The MPAT Framework

Figure 2 shows how departments use resources (inputs such as human capital /people, financial resources /budget allocation and facilities) and management practice (in the four key management performance areas of Strategic management, Governance and accountability, Human resource management and systems and Financial management) to achieve the activities necessary to ensure it

delivers the results (outputs) planned. Achievement of the outputs will ensure that the department is able to make the required contribution to the achievement of one (or some) of government's twelve priority outcomes and/ or is able to achieve its own specific service delivery outcomes. Finally, the chain from inputs transformed by effective governance and management into achievement of activities, outputs and outcomes will ensure that government is able to improve the lives of citizens (impact).

In summary, the MPAT process is designed to assess the quality of Management Practices in the four key performance areas (KPA) as good management practice is a key precondition for ongoing and sustainable service delivery. In the framework for assessing management practice, each KMPA is further broken down into more specific performance areas such as Human Resources Management, Financial Management, Internal Audit, etc. Each of the specific performance areas is assessed through a set of prioritized quality standards and assessed through performance indicators linked to defined criteria.

Use of the framework

The framework will be used in the following ways:

Providing a foundation: For the ongoing development of effective practice in the KMPAs above.

Ongoing learning and improvement: The overall focus of the framework is *formative*, promoting management responsibility for ongoing learning and improvement.

Making explicit standards for assessing good practice: It will assist in making standards for assessing good practice explicit, thus establishing a common understanding of effective practice in each performance area; providing a formative framework of transparent quality standards and indicators for departments to assess their own practice.

Monitoring the quality of compliance: It will be used to monitor the quality of compliance with the standards of good management practice specified by the transversal departments, including patterns of compliance over time. The results of this monitoring by transversal departments will be used to identify the need for further assessment where a department is not adequately compliant or where there are patterns of low quality of management practice over time or a lack of evidence that self-improvement plans are working.

Purpose of the diagnostic process: Is to understand the reasons for compliance quality problems and the kind of response required from the relevant transversal departments.

Use of the assessments: Finally, the data from the assessments can be used by transversal departments to identify trends across departments. These trends will signal the need for a wider diagnostic where the patterns of compliance suggest that a number of departments are struggling to effectively implement or apply policies.

Who will use the framework?

The framework will be used by the following stakeholders and partners in the ways described below:

Transversal departments

- To clarify standards and indicators of good management and how they will be assessed in order to promote learning and engagement on 'good practice' in the relevant management performance areas; and,
- To engage departments in their own assessment of whether the policies they have developed really provide an enabling environment for improved public service.

Auditor General of South Africa

- As a transparent basis for assessing levels of compliance. This will help departments and the AGSA by making the basis for audit in these areas clear as well as making provision for a lead-in period for new policy.

Departments

- In a self-assessment process integrated into their planning and review cycle to identify whether the documentation of a management policy or system, application and results of the management policy or system in each generic management performance area by their departments is in line with existing quality standards and, if not, what could be done to improve this. This review processes would identify how improvements in management practice can support the achievement of improved public service results.
- It is envisage that Annual reports will include a summary of the self-assessment and Annual Performance Plans will include the decisions on what improvements in management practice will be made in order to improve overall performance of departments.
- To identify the need for specific support and assistance from one or more of the transversal departments.
- To communicate concerns regarding the extent to which the management policy framework specified by the transversal departments does indeed promote effective practice that improves public service results.
- Departments that either show a pattern of low achievement of public service outcomes or a pattern of low levels of year-on-year improvement may trigger an external, expert assessment of the quality of their practice in these areas by one or more central co-ordinating department.
 - This should result in recommendations for how practice can be improved and what impact this should have on improved public service outcomes.

How will the information be used?

Questions that will be informed by the information from the management performance assessment process have been outlined below to show how the assessment results will be used by departments and transversal departments.

Questions for self-assessment by departments and for and monitoring by transversal departments:

- *What level of compliance* is there in regard to a specific management performance area / management key performance area for a specific department / sector / sphere / public service as a whole?
- How well does departmental documentation of management policies, system and/or frameworks meet the quality standards required in terms of Government prescripts?
- How well has the policy, system and/or framework been applied in management practice and does this adequately meet the quality standards required?
- How well is management practices contributing to improving the overall results the department is achieving?

Departments:

- What improvements can we make in our documented or applied management practices that will improve the results our department is able to achieve?

- Do we need additional support and assistance to improve our management practice?

Transversal departments:

- Does the level or pattern of compliance suggest that further assessment is necessary to probe the reasons for the quality of compliance achieved?
- Does the evidence from actual management practice suggest the need for further assessment and/or support?
- Does the pattern of overall improvement of a department suggest that management self-improvement plans are adequate or whether assessment and/or support by one or more transversal department is necessary?
- Does the pattern suggest that policy or enabling tools need to be amended or created.

Assessment of the effectiveness of centrally specified management policy by transversal departments:

- Are departments succeeding in promoting improved departmental performance through improved management practice in this management performance area/ key management performance area.
- If departments are effectively designing and documenting management policy, systems or frameworks, is this translating into adequately improved management practice and adequate improvements in the functioning of the organisation?
- If departments are effectively applying and implementing their management policies, is this translating into adequate improvements in the functioning of the sector/ sphere/ public service and what it achieves?

3 Key features of the MPAT

Key Performance Areas (KPA) and Sub- Performance Areas

As noted above, each indicator falls under one of the four KMPAs; namely Strategic Management, Governance and Accountability, Human Resource and Systems Management and Financial Management.

The KPAs are further broken down to Performance Areas as illustrated below.



Indicators

Indicator level information is explained in more detail in Table 2. The descriptions are a useful source when submitting data to be uploaded on the web-based database. All indicators are required to be specified using a table such as that below.

Table 2: Indicator descriptions

Description	
KPA	Key performance area. An indicator falls into one of four KPAs.
Performance Area	A more detailed performance area description.
Performance Category	A more detailed performance category description.
Indicator name	Short, unique indicator name.
Indicator code	Unique numerical indicator code.
Definition	Definition/description of indicator
Type	There are four indicator types: Performance, Compliance, Perception, Expert Assessment.
Units	Identifies the unit of measurement (e.g. %, No opinion/adverse/qualified/unqualified, List, Y/N, days).
Custodian	The custodian department is the department responsible for collection of the indicator. (Department responsible for compiling indicator data and source data.)
Instrument / Data source	Indicates the origin of the indicator. (Provides the detailed source of the indicator for the custodian, for example, DPSA as a custodian houses instruments such as the Public Management Watch and the Organisational Management Assessment Tool.)

The indicators used have been grouped into four categories namely performance indicators, compliance indicators, expert assessment indicators and perception indicators, see Figure 2 below:

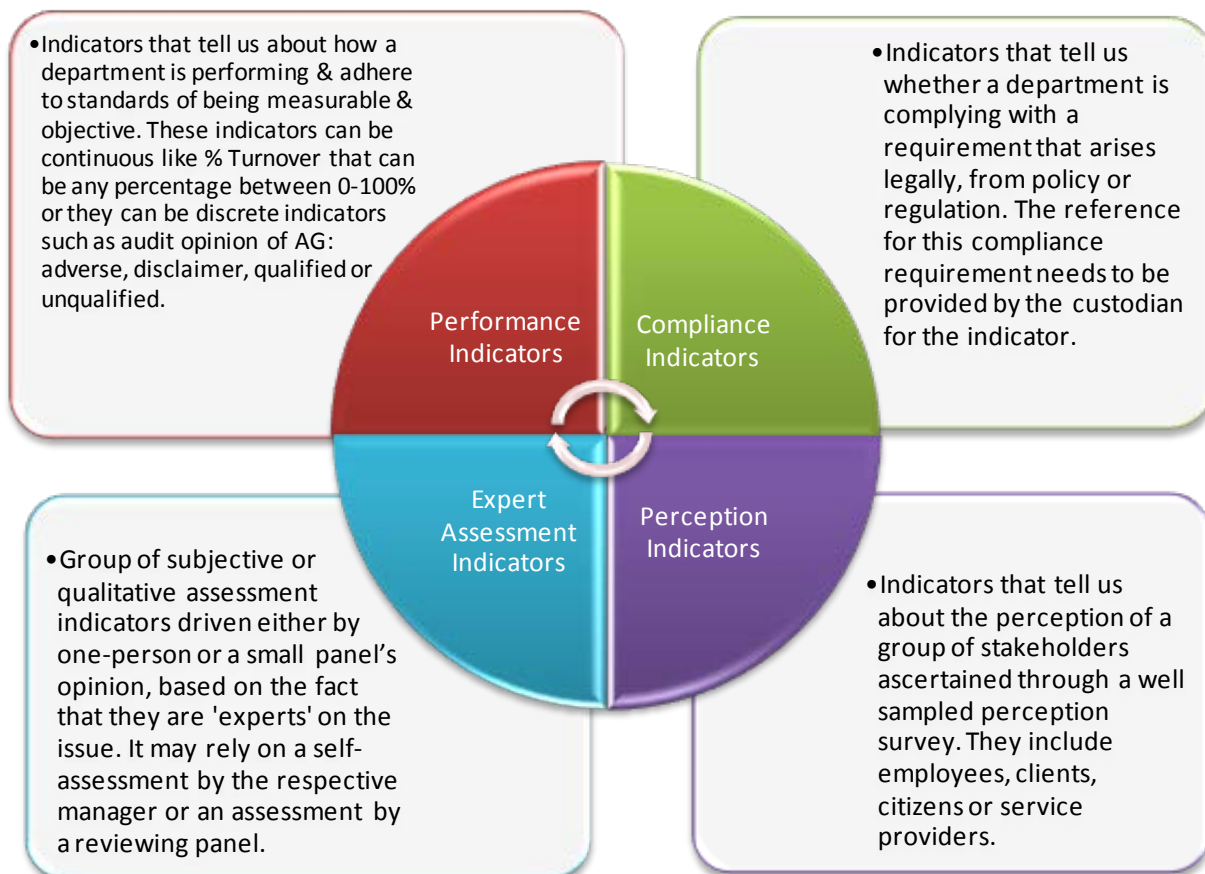


Figure 3: Types of indicators

Weights

In MPAT 1 no weighting criteria will be applied in respect of Key Performance Areas. It will however be important to cater for the fact that some requirements apply to departments differentially i.e. their relative importance to that department may be subject to the size of the departments, its mandate or even different regulatory frameworks for example supply chain management requirements are different for the Department of Defence then in the Department of Performance Monitoring and Evaluation. In such cases the weighting would be differentially applied.

Four levels of assessment

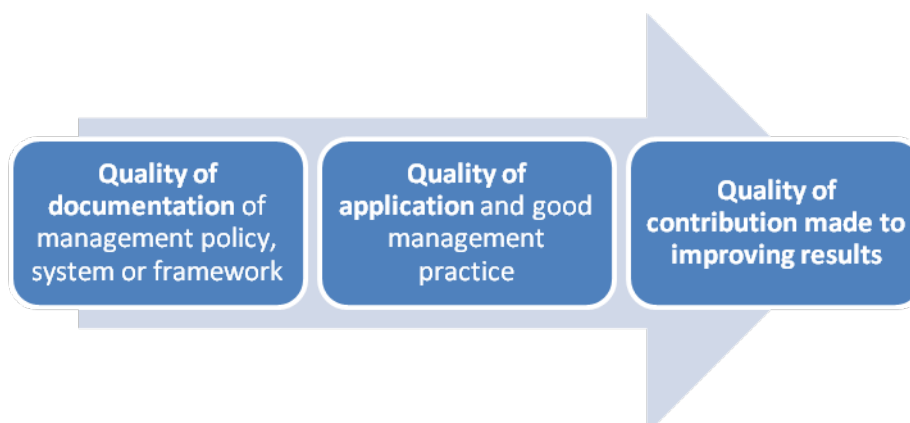
There will be four levels of assessment of the quality of management practice. These four levels of quality will guide the nature and scope of response required from the transversal departments:

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

Table 3: Levels of Assessment

The quality of management practice will be assessed in three dimensions; in regard to documentation of management policies, systems and frameworks, actual application of these in good management practice and the extent to which management practice in each performance area contributes adequately to improving organisational results. This will enable departments and transversal departments to identify where any problem may lie or what could promote improvement, ie if a system or policy was not designed well enough and documented, it is likely to impact on whether it will be adequately applied. It will also enable an assessment of whether the quality of management practice is adequately improving what the organisation achieves:

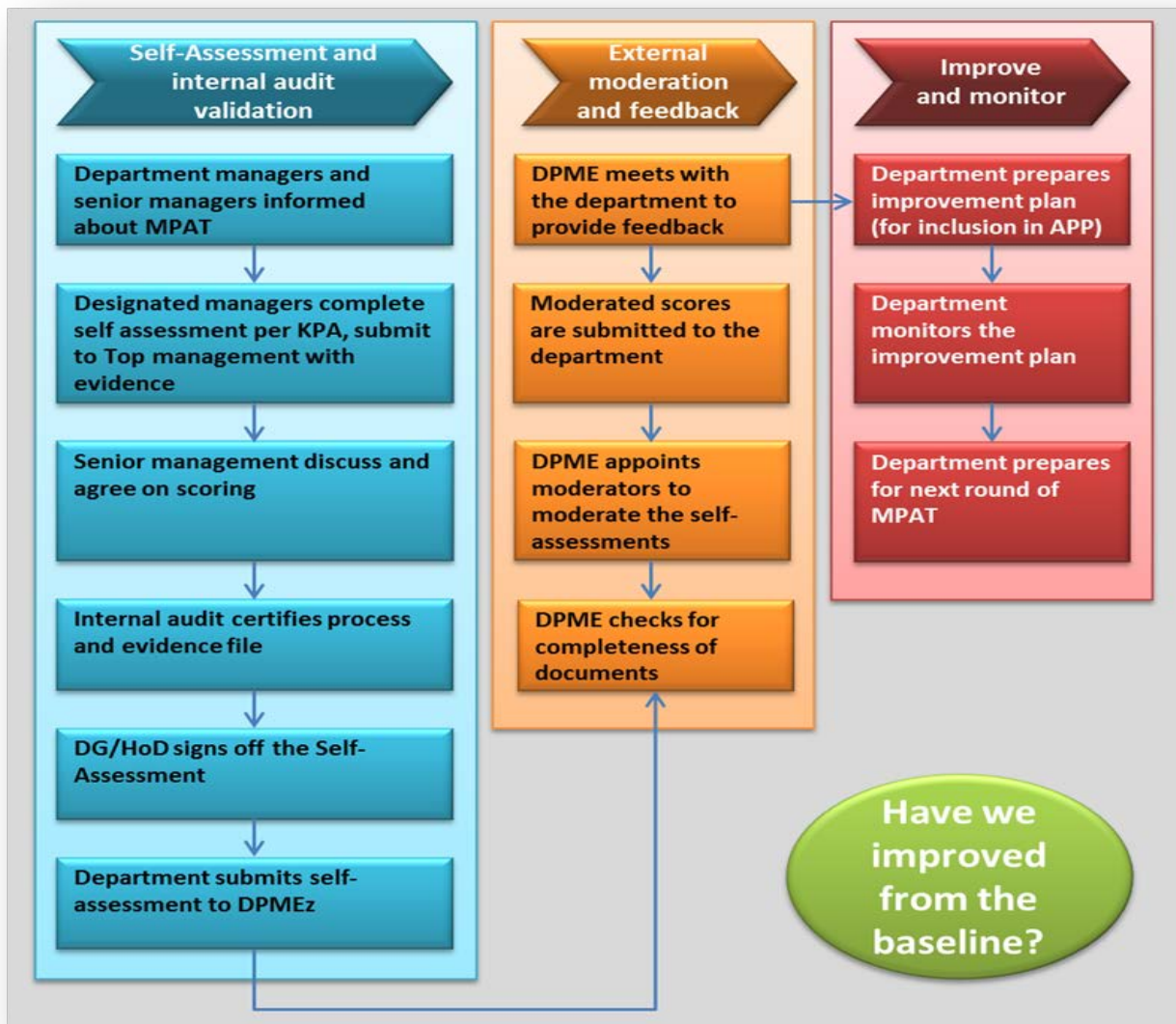
Figure 4: Quality Assurance



1. Quality of documentation of management policies, systems or frameworks – *eg supply chain management policy developed; design of risk management system, formulation of strategic plan*
2. Quality of application of good management practice – this assessment is not simply of whether there is a document, but whether it is applied and used effectively in management practice – *eg whether all procurement is in terms of the supply chain management policy adopted, turnaround time for supply chain management, number of related disputes unresolved within a particular period of time.*
3. Quality of contribution made to overall improved performance of the department – this will be linked to the annual assessment of how improved management practice will support improved overall performance of departments *eg department realises improved value for money in producing outputs that then enable improved outcomes.*

MPAT Cycle

The MPAT assessments have a number of different, yet interdependent annual cycles. These are illustrated below. For the purpose of departments, the table below shows the annual activities that will take place as part of the MPAT assessment. The MPAT cycle is linked to the planning cycle. However the first rounds of assessments will not 100 per cent being linked to the planning cycle.



4 Tools that MPAT will use

The following are the instruments or technology that MPAT will use:

Database

At the centre of the MPAT tools is a database. This will be hosted on the DPME server.

The system is intended to allow for collection of data with respect to each department, the warehousing of this performance information over time and a reporting and knowledge management function that allows for analytical reporting aimed at a range of users that include departmental officials and political leadership.

Departments, as users of the system, will mainly work with the the self-assessment form.

Assessment process steps

Step 1: Secondary data collection and first round performance assessments

The first round of departmental performance assessments will be based on a set of secondary data. All secondary data will be obtained through secondary data collection. This means that routine data will be drawn from other data collection process that departments are already reporting into e.g. Annual Reports PERSAL, Office of Accountant-General's Financial Management Capability Maturity Model (FMCMM) AND Audit Reports released by the AGSA. See Figure 4: Reliance on secondary data for first round of performance assessments.

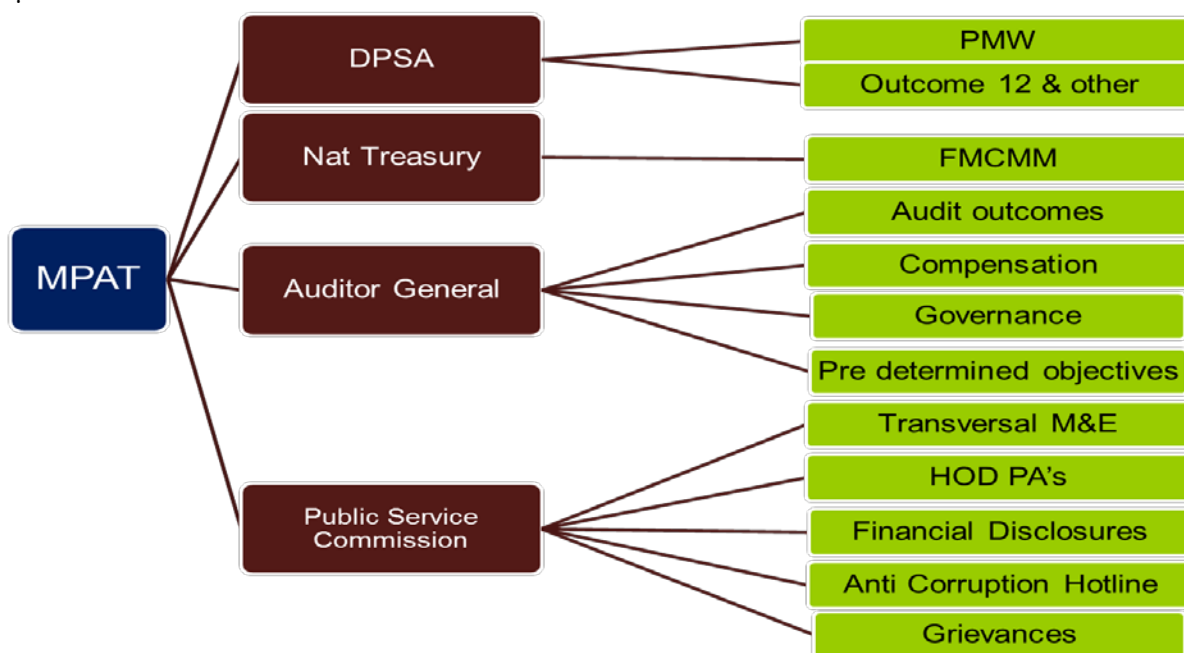


Figure 5 Reliance on secondary data and existing systems

Step 2: Self-assessment

Following the first round of performance assessments based on secondary data is a Self-assessment conducted by departments themselves.

The self-assessment is an important component of the MPAT. All departments will have to complete self-assessment questionnaires. The completion of the self-assessment questionnaires will ideally coincide with the planning cycle in government. This will allow departments to make planned improvement strategies related to the assessment results part of their annual planning implementation programmes.

It is intended to allow for self-reflection and assessment by the leadership of each department on its performance in each identified performance area. The purpose of this self-assessment will be to identify what improvements in governance or management practice will improve the outputs and outcomes achieved by their departments. This will take the form of an electronic questionnaire either completed on-line or on a custom-designed spreadsheet to be emailed.

A self-assessment score card and graphs will be generated automatically at the completion of the questionnaire.

Assessment questionnaires will be validated by the Department's own Internal Audit and signed off by the HoD. A screen shot of an example of Self-Assessment Form is shown below.

1 Strategic Management

1.1 Performance Area: Strategic Planning
1.1.1 Indicator name: Strategic Planning Alignment
Indicator definition: Extent to which strategic plan based on analysis, is aligned with MTSF and/or PGDS, Delivery Agreements, informs APP, and includes risk mitigation.
Question: Which set of statements best reflects the quality of the department’s strategic planning?
Statement
Department’s strategic plan is not compliant with Treasury guidelines. Department’s strategic plan does not have a clear link with MTSF (PGDS for provinces) and/or any of the Delivery Agreements. <u>Little or no evidence of risk mitigation strategies.</u>
Department’s strategic plan is partially compliant with Treasury guidelines. Department’s strategic plan is linked to the MTSF (PGDS for provinces) and the relevant Delivery Agreement(s).
Department’s strategic plan is fully compliant with Treasury guidelines. Department’s strategic plan is based on situational analysis. Performance information policy including procedures and business processes in line with NT framework and APP is in place and being implemented. Department’s strategic plan is linked to the MTSF (PGDS for provinces) and the relevant Delivery Agreement(s). Strategic plan is submitted to Parliament/ Provincial legislature on time
All above in Level 3 plus: Department’s strategic plan has a ‘line of sight’ externally to government’s medium term priorities and delivery agreements, and internally to the department’s mandate. Department actively monitors the risks to achieving strategic outcomes of the Strategic Plan. Strategic plan reviewed annually and adjusted as required.

Figure 6: Self-Assessment Form

The self-assessment will also be moderated by the relevant subject specialist in the relevant transversal department. For example, the official most responsible for oversight of Human Resource Development at DPSA will moderate the assessment of departments with regard to HRD. The moderator will consider the secondary data, self assessment score and the evidence provided and provide a moderated score.

External capacity will be brought in when needed. The final score will be approved by an external subject matter panel comprising of senior managers in government.

How to use the Self-Assessment Form

This form is designed to provide departments with an opportunity to assess their own performance in the 4 KPAs: Strategic management, Governance and accountability, Human resource management and systems. The information required for Financial Management is limited because the information for Financial Management is directly sourced from the Financial Management Capability Maturity Model (FMCMM). However the MPAT provide for a few questions on supply chain management in the key performance area of Financial Management.

For each performance area there is a qualitative statement, for example, Strategic Planning Alignment: Assessing the quality of strategic planning in the department (this is shown in the screen-shot in Figure X above).

For each statement, the department selects an answer from a list of options that are provided. For most statements, 4 options are provided in a 'drop down box', which range from *Level 1* to *Level 4*.

The *Source of Evidence* column provides information on the source documents that needs to be provided to DPME to verify and moderate the response by the department.

Step 3: Validation Process

The first validating of the completed self-assessment forms should be conducted by Internal Audit sections in Departments. There after it should be signed by Directors General and submitted to DPME who will validate the completeness of the questionnaire and documents of evidence submitted.

Annexure D: Indicate required Sources of Evidence for each key performance area.

Step 4: Subject matter expert conduct external moderation on the scores

The results of the previous steps will be used by an subject matter expert to conduct an independent external moderation on the quality of the findings in the previous steps.

The moderator, that is, the Assessment Panel or subject experts, will review the information and in engagement with the respective department select its own assessment for each qualitative statement and comment where necessary. This means that the responses provided by the department are either confirmed or may be adjusted

Step 5: Engagement with departments

Engagement between the assessment team (Centre of Government) and leadership of the department will be based on the moderated scores of the four key performance areas.

Step 6: Implementation Plan

Based on the findings of the MPAT it will be required by departments to develop and implement plans to address areas of weakness.

5. Reporting

The MPAT database will facilitate reporting that will include analytical reports of performance across departments, but most importantly a report card per department for each year.

The report card will

- Provide a strategic overview of departmental performance against the performance framework adopted.
- It will enable diagnosis and profiling of departments performance so that it may be responded to appropriately.

The report card will illustrate departmental performance on selected indicators and includes

- Graph to show a complete picture of performance overall, at KPA level, at Performance Area level and at Indicator level.
- A comparative analysis of performance across departments with respect to these indicators

The report cards will be generated from the database. While this functionality is being developed, reports will be provided for by the MS Excel workbook provided by DPME.

Using the Report Card


Users will be interacting with the Report Card that draws information from the data warehouse.

The report card will indicate the following:

- Indicators
 - The complete list of indicators can be viewed
- Performance
 - Displays the result for each indicator for the secondary data and self assessment for the different year
- Run Calculations
 - Runs calculations for a chosen indicator, department and financial year
- Report Card
 - The *Report Card* summarizes performance per department and provide comparative information for the relevant sectors and provinces.

Reading the Report Card

A screenshot of the report card summary is shown below.

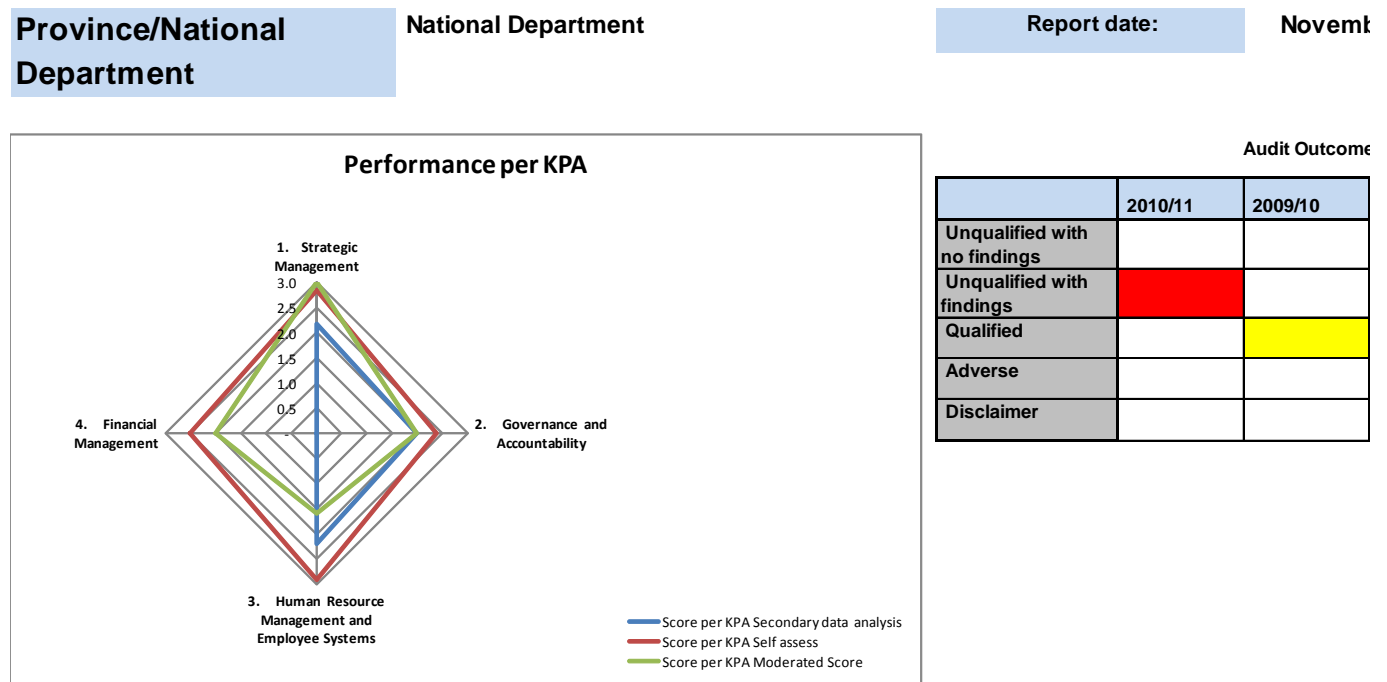


The first score is based on secondary data inputs (Eg. Audit Reports). The results present scores in all four key performance areas of MPAT.

The following score present the results of the completed self-assessment questionnaire.

The last score present a moderated score which is the subject expert rating after consideration of secondary data analysis, the self-assessment score and evidence provided by the department.

Figure 7: Screen shot of sample report card summary



Key performance area	KPA Score			Performance area	Perf Area Score	
	Secondary data analysis	Self assess	Moderated Score		Secondary data analysis	Self assess
1. Strategic Management	2.2	2.8	3.0	1.1 Strategic Planning	2.5	1.5
				1.2 Programme Management	3.0	3.0
				1.3 Monitoring and Evaluation	1.0	4.0
2. Governance and Accountability	2.0	2.4	2.0	2.1 Service Delivery Improvement	3.0	2.0
				2.2 Management Structure	-	4.0
				2.3 Accountability	3.0	1.0
				2.4. Ethics	1.0	2.0
				2.5 Internal Audit	1.0	3.0
				2.6 Risk Management	2.0	4.0
				2.6 Public Administration Delegations	-	1.0
				2.7 Financial Administration Delegations	-	2.0
				3.1 Human Resource Strategy and Planning	1.8	3.5
3. Human Resource Management and Employee Systems	2.2	2.9	1.6	3.2 HR Practises & Administration	2.7	2.5
				3.3 HR Utilisation & Capacity Development	2.5	1.5
				3.4 Employee Relations	3.0	3.0
				3.5 IT Systems	1.0	4.0
				4.1 Supply Chain Management	-	2.5
4. Financial Management	-	2.5	2.0	4.2 Budget Management	-	-
				4.3 Asset Management	-	-
				4.4 Revenue Management	-	-
				4.5 Compensation of Employees	-	-
				4.6 Financial Management	-	-
				4.7 Goods and Services	-	-
				4.8 Transfer Payments	-	-
				4.9 Liability Management	-	-

The columns of the table show each KPA, the aggregated score per KPA, the Performance Areas within the KPA, overall scores and scores per indicator type.

Scores are presented on a four-point scale and are colour-coded, as per the figure below. The four categories of performance in Section 3 describe what each score means and the type of response needed for the department.



Figure 8: Scores colour codes

An example of the summary radar diagram on the report card summary is shown below. The overall score is graphically depicted as a grey shape. This picture provides a quick view of overall performance, and the size and shape gives a high level idea of overall performance and any anomalies of performance in terms of KMPAs.

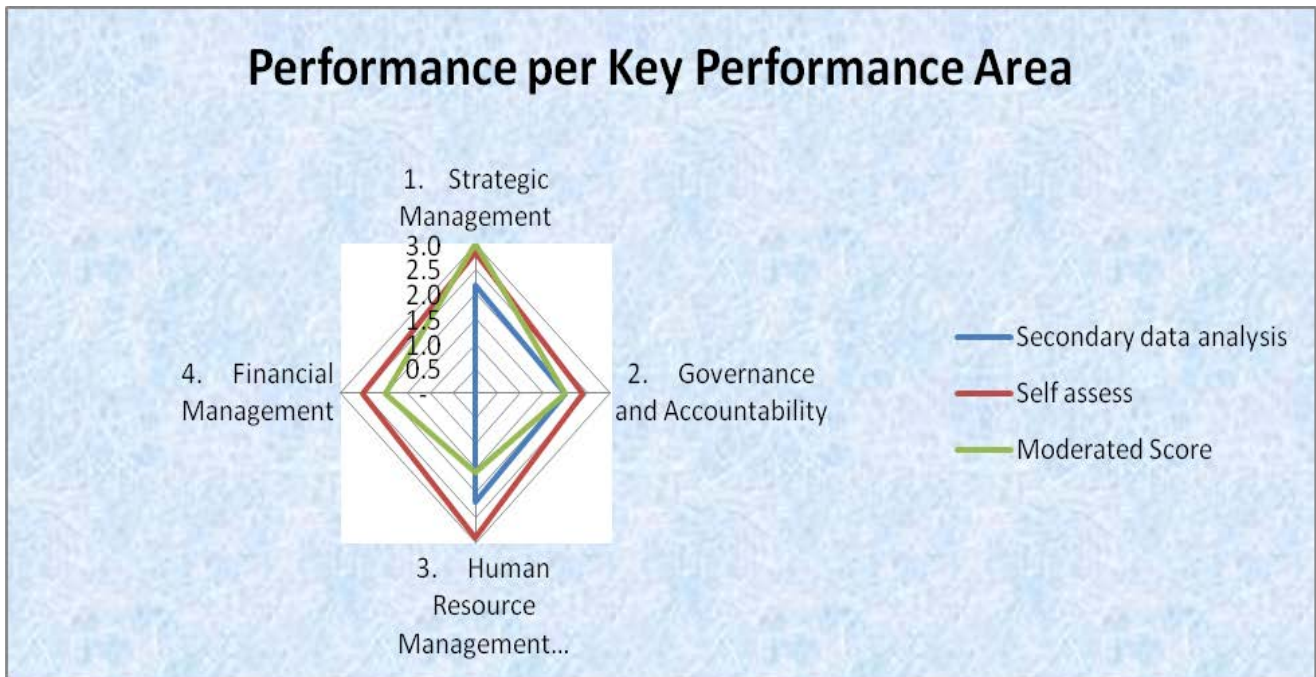


Figure 9: : Example of report card radar diagram of scores

The figure below reports the scores for Financial Management over the two years for which data was collected (2009 and 2010). From this it is possible to view trends in each performance area.

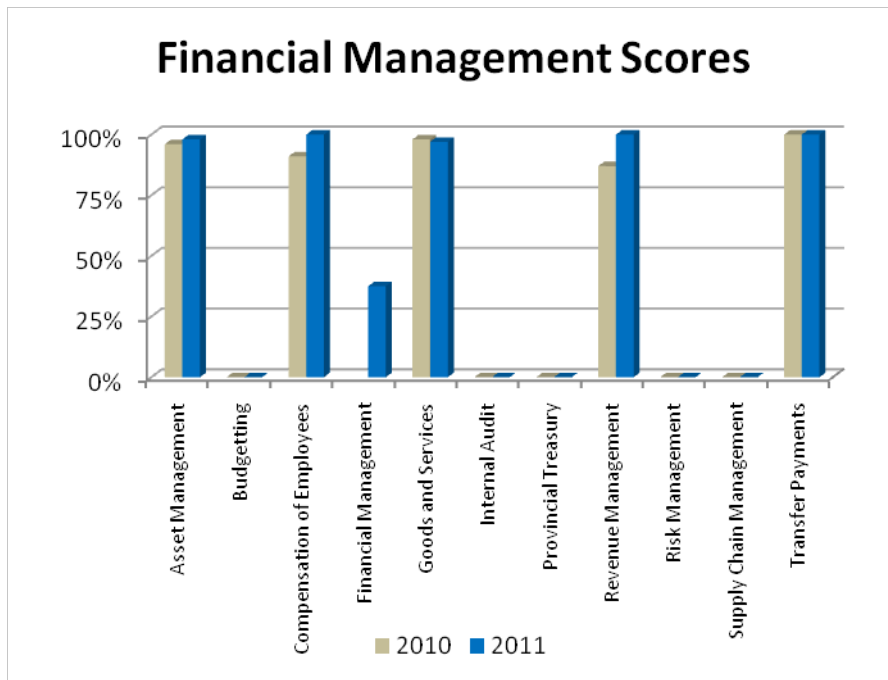


Figure 10: : Example of report card graph showing Financial Management scores

6.Roles and responsibilities of stakeholders

The successful implementation of the MPAT process requires the dedicated involvement of a core group of stakeholders. While there are differences at the national and provincial spheres, it is critical that there is a clear understanding of the roles and responsibilities of the stakeholders that form the transversal departments. The sections below identify the key stakeholders and their roles and responsibilities.

Overall coordination

The overall coordination of the MPAT is undertaken by the DPME. DPME is also responsible for the coordination of the performance assessments for national departments. Provincial departments will be coordinated by the Offices of the Premier. The assessment of municipalities will be covered under a separate framework.

National sphere of government

DPME: Through the phases of the MPAT cycle, DPME is responsible for coordinating and facilitating the assessment process of National Departments in cooperation with the transversal departments or CoG departments.

Transversal departments and agencies: The Departments in the Centre of Government (CoG) include the DPSA, National Treasury, DCoG, and GCIS. These departments are both sources of data for the performance assessments as well as responsible for supporting various phases of the MPAT cycles. In addition the AGSA, the PSC and PALAMA have a significant role to play as providers of data. Alignment with their respective processes is important for MPAT.

It should be noted that DPME is a secondary user of the assessment results from the above departments. For example, data for the financial management KMPA will be drawn from National Treasury's Financial Management Capability Maturity Model (FMCMM) and their Strategic Management

Analysis (using the data of programme analysts). Data for the Governance and Accountability KMPA will be sourced from the DPSA.

DPME is responsible for reporting on the progress of the MPAT assessments in national departments to Cabinet.

Key Performance Area KPA Panels will comprise of Senior Government Officials working in the different performance areas.

External Subject Experts : will comprise of subject matter experts, like academics, specialists in private practise and senior government specialists.

Provincial Sphere of Government

Office of the Premier and Provincial Treasury: The OoP in each province is tasked with the coordinating role in the performance assessments of provincial departments. The OoP should be assisted by the Provincial Treasury to form part of the expert panel. The OoP needs to report to Provincial Executive Committee on the outcomes of provincial assessments.

DPME will obtain the consolidated data from provinces to draw a national overview.

