



THE PRESIDENCY  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT: PERFORMANCE MONITORING AND EVALUATION

## DPME Guideline No 4.1.1.

### Process for implementing Management Performance Assessment Tool (MPAT) in National Departments

Created 1 November 2011

Updated 3 May 2012

<b>Addressed to</b>	Ministers and Directors General: National Departments
<b>Purpose</b>	The purpose of this practice note is to provide guidance on conducting an MPAT assessment in national departments
<b>Reference documents</b>	<ol style="list-style-type: none"><li>1. This practice note draws from the <i>MPAT Framework as approved by Cabinet on the 22 June 2011</i></li><li>2. Links to:<ol style="list-style-type: none"><li>a. <i>MPAT implementation guidelines</i></li><li>b. <i>Indicator Framework</i></li><li>c. <i>Self-Assessment questionnaire</i></li></ol></li></ol>
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## 1 Background

- 1.1 Outcome 12, “an efficient, effective and development orientated public service’, and Outcome 9, “efficient and effective local government”, are essential to achieving all the other outcomes. This is because it is necessary to have effective and efficient administrative machinery in order to successfully implement policies and programmes.
- 1.2 Effective service delivery depends on the translation of inputs into outputs through a range of generic management practices. Management performance assessment involves assessing the quality of these management practices and is intended to contribute to establishing a uniform level of effective management competence and capacity.
- 1.3 Management performance assessment does not include assessments of policy and programme results, which is done through other mechanisms, including through the monitoring and evaluation of the implementation of the delivery agreements for the outcomes. It also does not include an assessment of actual deliverables against planned deliverables. Furthermore, it does not include assessment of the performance of individual officials, which is done in terms of the individual performance management system managed by the DPSA.
- 1.4 However, each component of performance assessment (individual, management and programme) is an important element of an overall performance monitoring system.
- 1.5 Management performance assessments contribute to improving service delivery through providing a holistic picture of the quality of management practices within a department, against common standards. This information can be used by the leadership of a department to inform improvements, by transversal departments to provide targeted support where it is needed most, by the executive to monitor the state of management, and by the executive, legislature and public to hold management to account.

## 2 Process to complete MPAT activities

- 2.1 DPME in collaboration with DPSA and NT has developed the MPAT. The MPAT aims to provide a baseline of management performances against benchmarks. The assessment process will be conducted by means of the following 6 steps:

STEP 1: DPME will draw on available secondary data (produced by existing tools, the Auditor General, the OPSC, etc) to produce an initial overall assessment;

**STEP 2: Departments carry out the self-assessment by completing the standard questionnaire. It must be signed off by internal audit and the DG (Annex 1) (November);**

STEP 3: DPME will conduct a validation exercise of the Self Assessment against evidence (see required documents in the self assessment document) provided by the Department; (November – December 2011);

STEP 4: DPME will facilitate appointments of subject matter experts to conduct external assessment on the quality of self allocated scores; (December 2011 – February 2012);

STEP 5: DPME will engage with the leadership of your department to discuss findings (March 2012); and

STEP 6: Department will be required to develop and implement plan to address area of weaknesses (1 April 2012).

## 3 Process to complete self assessment in department

- 3.1 The self-assessment must be completed and together with the evidence submitted to DPME before the end of November 2011;
- 3.2 A top management meeting must be convened to agree on the final scores and the Internal Audit Unit must participate in the session to validate the evidence before submission to the DG for final sign-off and submission; and
- 3.4 DPME is available to brief the top management about the MPAT process and facilitate the management meeting to agree on self assessment scores

## 4 Use of Assessment results

- 4.1 The results of the assessment should be used by the leadership of the department to establish a baseline of management performances of the institutions against management benchmarks;
- 4.2 Provide leadership by using the results of the assessment to inform improvement plans and act as a catalyst for improving management practices; and
- 4.3 DPME will provide feedback to departments in March 2012 on the results of the moderated MPAT scores. Departments are however encouraged to use the results of the self assessments to develop improvement plans in management areas identified as needing improvement and not to wait for the DPME feedback.

## 5 Documents available

- 5.1 To request the MPAT documentation including the self assessment tool please forward a mail to [MPAT@po.gov.za](mailto:MPAT@po.gov.za)

Signed



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Director General

The Presidency: Performance Monitoring and Evaluation

- Annex 1: MPAT Guide
- Annex 2: Indicator Framework
- Annex 3: Self Assessment Statements