



**the dpsa**

Department:  
Public Service and Administration  
REPUBLIC OF SOUTH AFRICA

# Performance Management Developments in African Public Services

[HRM&D Steering Committee]

**CD: EPCM**

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# Objective

To share information on performance management developments in African public services

# Contents

**1 Introduction**

**2 Current situation in Africa**

**2 Lessons learnt**

**1**

# Introduction

# Background

This presentation is based on the attendance by a **dpsa** delegation of a Regional Workshop for Commonwealth Africa on Performance Planning and Measurement in the African Public Service

The Workshop was held in Mauritius in May 2008, and was jointly arranged by the Governance and Institutional Development Division (GIDD) of the Commonwealth Secretariat and the Mauritian Ministry of Civil Service and Administrative Reform

# Aims of the workshop

The workshop aimed at empowering the participants to gain knowledge and share experiences on the following:

- How to develop strategic objectives in public sector institutions that are aligned to national visions and goals
- How to set performance objectives, measures, targets and initiatives to support attainment of strategic objectives in the public service, using tools such as the Balanced Score Card
- How to monitor and measure performance
- The role of leadership in performance planning and measurement
- Capacity requirements to support and sustain performance planning and measurement

# Participating countries

Cameroon

Kenya

Malawi

Mozambique

Seychelles

Swaziland

Zambia

Ghana

Lesotho

Mauritius

Namibia

South Africa

Tanzania

# Main topics and broad issues

- Strategic performance management
- Planning, measurement, KRAs and KPIs
- Capacity building for performance planning and measurement
- The Balanced Scorecard

The presentations and plenary discussions on the Balanced Scorecard and its implementation in the Botswana public service resulted in robust debate about the applicability in African public services of what was intended to be a private sector organizational planning and measurement methodology



Much of the time during the plenary and group sessions was spent on sharing country experiences

The following two parts reflect the current situation with regard to performance management in the African public services, as well as lessons learnt

**2**

# **Current situation**

# Current situation with performance management in Africa

- Most African countries are moving away from the traditional performance appraisal system to more comprehensive systems
- The objectives of performance management are similar in most countries - to improve performance of the public service for achievement of national development priorities and national visions
- Countries have different approaches to PMS frameworks, systems and implementation

# Current situation

- Countries are at different stages of implementation as follows:
  - Some countries have integrated PMS frameworks and systems institutionalised across the public service
  - Some countries are taking a U-turn and designing more robust PMS frameworks
  - Some countries are still experimenting with PMS with no “line of sight” and no framework

# Current situation

- In some countries
  - performance management is linked with service delivery improvement initiatives
  - Performance management has necessitated reforms in human resource management policies and practices

# Current situation

- In some countries, there are performance management structures at different levels , while in others performance management is centralised, with only a few people having the required knowledge and understanding of the systems
- In some countries other stakeholders outside the public service are involved in assessing the performance of public service institutions

# Current situation

- Inadequate leadership commitment
- Inadequate skills to design, implement and evaluate performance management systems, including work-planning and conducting appraisals
- General resistance to PMS by leadership, HR practitioners and other staff

# Current situation

- Factors that militate against effective implementation of PMS include:
  - Rigid hierarchical structures in the public service
  - Organisational culture and mind-set
  - Lack of managerial buy-in
  - Lack of result orientation
  - Lack of transparency that affects the legitimacy of the system



**3**

# **Lessons learnt**

# Lessons learnt

- Sharing the vision and strategic plans to all is the foundation of effective performance management
- Leadership commitment ( Political and administrative) to drive the process is key to successful implementation of PMS
- Adequate preparation is critical for successful implementation of PMS ( political will, capacity, systems, restructuring etc)

# Lessons learnt

- Need to create an enabling environment for performance management in the public service
- PMS is not about systems, it is also about managing people
- Where PMS is located determines the outcomes (Head of Public Service versus Permanent Secretaries for Public Service or similar agencies)
- Monitoring and evaluation of PMS implementation is important

# Discussion



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