Performance Monitoring - The Botswana Public Service Experience

Elias M. Magosi
Coordinator, Public Service Reforms
Office of the President
Public Service Vision and Focus

- Vision 2016
- National Development Plan (NDP) 9
- Public Service Reforms
- Performance Management System (PMS)
  - Public Service Vision
  - Strategic Planning
  - Annual Performance Plans (APP) and Budgets
  - Performance Agreements (PA) & Performance Development Plans (PDP)
  - Performance Reviews
Annual Performance Plans & Budgets

- **APP requirements**
  - States the year’s action plan
  - Defines annual objectives, targets, resource requirements, accountable persons

- **Budget requirements**
  - Informed and guided by the APP
  - Provided by Parliament (Committee of Supply)
<table>
<thead>
<tr>
<th>Annual objective</th>
<th>Expected output</th>
<th>When done</th>
<th>Resources needed</th>
<th>Accountable person</th>
<th>Key stakeholders</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Start</td>
<td>Finish</td>
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</table>
Performance Agreements - Content & Focus

- Priority deliverables for the year
  - Policies, programmes & projects
  - Internal Corporate Management
  - Clearly defined Outputs and Measures
  - Performance results at review

- Quarterly reviews
<table>
<thead>
<tr>
<th>Item</th>
<th>Performance measures</th>
<th>Performance output</th>
<th>Performance result</th>
<th>Comments by the PSP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies, programmes and projects</td>
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<tr>
<td>Internal corporate management</td>
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<tr>
<td>Finance</td>
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<td>People</td>
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<td>Information</td>
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<td>Processes</td>
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<tr>
<td>Professional development</td>
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</tbody>
</table>
### Sample PDP

<table>
<thead>
<tr>
<th>No.</th>
<th>Objectives</th>
<th>Output</th>
<th>Measure</th>
<th>Performance Result</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<td>2.</td>
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</table>
Performance Reviews

Process of Review

- Focus on progress on agreed outputs & targets
- Completion of the assessment form
- Submission of reports before review
- Emphasis on measurements
<table>
<thead>
<tr>
<th>Overarching Objective</th>
<th>Standard for Effective Performance</th>
<th>Weigh t (W)</th>
<th>Self-Rating (SR)</th>
<th>Final Rating (FR)</th>
<th>Score (WxFR)</th>
<th>Comments</th>
</tr>
</thead>
</table>
| 1. Policy, Programme and Project management and Implementation | • Desired outputs are delivered  
• PSs involvement in mobilization of resources for implementation  
• A balance maintained between quality of work on the one hand and deadlines and budgets on the other (New Projects and maintenance of existing ones)  
• Ability to identify bottlenecks by assessing potential risks and building contingencies into the implementation | 25% |  |  |  |  |
| 2. Strategic leadership including change management | • Effective supervision (Driving Performance, feedback and urgency with Judgment)  
• Team building in the organization (inspiring others, Sharing Power, Pulling together and Personal Development Planning)  
• Effective delegation including clarity of roles at all levels of the organization (Developing future Capability, Taking Responsibility and sharing power)  
• Effective facilitation of creativity, innovation and growth in the organization (inspiring B-work, driving performance improvement projects and recognition for excellence)  
• Succession management | 20% |  |  | 9 |  |
### Sample Assessment Form

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>1. Financial management and cost effectiveness through service delivery innovations</td>
<td>- Tracking &amp; managing expenditure to avoid over/under expenditure &amp; misallocations etc</td>
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<td></td>
<td>20%</td>
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<td></td>
<td>- Timely payment for goods &amp; services provided</td>
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<td></td>
<td>- Effective collection of revenue &amp; avoiding accumulation of arrears</td>
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<td></td>
<td>- Resource utilization audits for cost-effectiveness</td>
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<td>- Cost recovery &amp; cost saving measures</td>
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<td>2. People and knowledge management</td>
<td>- Assessment/measure of whether the ministry has the right people for the job (skills analysis)</td>
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<td>15%</td>
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<td></td>
<td>- Managing performance</td>
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<td>- Understanding of knowledge required to do the job</td>
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<td></td>
<td>- Embracing new ideas and technologies</td>
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<td></td>
<td>- Growing personal skills in IT, financial management, HRM and executive decision making</td>
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<td>- Tracking performance and showing progress through effective use of measures</td>
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<td></td>
<td>- Establishing and managing organizational knowledge base</td>
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| 1. Customer and stakeholder focus. (Public Service Charter and organizational values) | • The value system inculcated and practiced in the organization  
• Positive impact created by the application of the value system  
• Measures/actions that show we are meeting our customer needs  
• Collaboration with other agencies to achieve unity of purpose  
• Communicate with Customer and Stakeholders | 20% | | | | |

**TOTAL**
Performance Reviews

Areas for Review

- Performance Agreement
  - Stated outputs
  - Special projects/breakthrough areas
  - Internal corporate management
- Projects
  - Development projects
- Progress on reforms implementation
- Emerging challenges & solution strategies
Reporting Levels

- **High Level Reporting**
  - PSP’s reports to Cabinet
  - Ministry reports to the Vice President

- **Ministry Reporting**
  - Quarterly reports to the PSP, VP (& Minister)
  - Deputy PS’s and or HOD’s reports to the PS
  - Lower level reports to supervisors

- **NDP Mid Term Reviews**
  - NDP Matrix
  - DDP
Sample PSP’s Report

Average performance across the Public Service

Over-arching objectives

Policy, Programme and Project
Strategic capability & leadership
Financial management and cost effectiveness
People management and customer focus
Knowledge management and measurement
Public Service Charter and organizational values
Sample PSP’s Report

Policy, programmes and projects

Performance level

1st Q 2nd Q 3rd Q 4th Q

Ministry/Dept.
Sample PSP’s Report

Strategic capability & leadership

Ministry/Dept.

1st Q  2nd Q  3rd Q  4th Q

Performance level

Office of the President, Botswana

9/26/2011
What’s working

- Tracking & measuring performance (policies, projects, service delivery)
- Performance reports
- Timely intervention/support to Ministries
- Reduction on stories & blame
- Improving management of resources
- Improved processes & customer focus
- Recognition & rewards (performance, contribution, etc)
Lessons & Challenges in Monitoring Performance

- Cabinet focus (priorities, delivery, retreats, etc)
- Leadership & management skills
- Collaborative focus for the Public Service
- Empowerment of Ministries & Districts
- Effectiveness of regulations, procedures, processes, etc
- Baseline data & measuring impact
- More tools for effective delivery (BSC, ADC, etc)
Comments/ Questions!!!