planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

NATIONAL DEVELOPMENT PLAN

2030

PRESENTATION TO THE PORTFOLIO COMMITTEE ON INTERNATIONAL RELATIONS AND COOPERATION

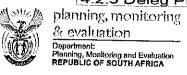# DIRCO MPAT 1.5 RESULTS

Background

- MPAT has been implemented to facilitate reforms in management practices in government departments. MPAT has over the years acknowledged that whilst there are pockets of improvements, these have not reached the desired levels.

- A capable state as envisaged by the NDP is the enabler for government to realise its long term development goals. At the centre of government's plan is the outcomes approach. With this approach government adopted the systems thinking approach to ensure integration and the "whole of government" working together to ensure realisation of sustainable goals.

- To complement the achievement of the outcomes approach, DPME also developed and implemented the Management Performance Assessment Tool (MPAT). MPAT was designed to assist government to support transformation of management practices in the public service towards building a capable and development orientated public service thereby contributing towards objectives of outcome twelve (12). MPAT was approved by Cabinet in 2010.

- MPAT assesses the management practices within departments and the scores do not necessarily reflect the overall performance of the departments.

- MPAT focuses on management practice in four key performance areas:
- KPA 1: Strategic Management (SM)
- KPA 2: Governance and Accountability (G&A)
- KPA 3: Human Resource Management (HRM)
- KPA 4: Financial Management (FM)

planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

3

NATIONAL
DEVELOPMENT
PLAN

2030

Sub Performance Area Short	2012	2013	2014	2015	Deviation From Previous Year	RSA Average Score	Deviation From RSA Average
1.1.1 Strat Plans	4.0	4.0	4.0	4.0	-	3.44	0.56
1.1.1B Strategic Plans				3.0	3.00	3.02	0.02
1.1.2 APP		3.0	4.0	4.0	-	2.44	1.56
1.1.2B APP				3.0	3.00	3.16	0.16
1.3.1 M&E	3.0	3.0	3.0	3.0	-	3.01	0.01
2.1.1 Serv del impr mech	3.0	3.0	3.0	4.0	1.00	2.46	1.54
2.10.1 Prom Acc Inf		1.0	2.0	3.0	1.00	2.56	0.44
2.11.1 PAJA			1.0	1.0	-	2.07	1.07
2.2.1 Mgt struct	3.0	1.0	4.0	2.0	2.00	3.10	1.10
2.3.2 Account Audit Comm	2.0	2.0	3.0	3.0	-	3.64	0.64
2.4.1 Prof ethics	1.0	1.0	1.0	3.0	2.00	3.00	0.00
2.4.2 Fraud prev	2.0	1.0	3.0	3.0	-	2.92	0.08
2.5.1 Internal audit	2.0	2.0	2.0	2.0	-	3.27	1.27
2.6.1 Risk Mgt	1.0	1.0	4.0	1.0	3.00	2.54	1.54
2.8.1 Corp Gov ICT	2.0	1.0	1.0	4.0	3.00	2.87	1.13
3.1.1 HR Planning	3.0	2.0	2.0	3.0	1.00	2.70	0.30
3.1.2 Org Design	2.0	2.0	2.0	2.0	-	2.51	0.51
3.1.3 HR Dev Plan	2.0	3.0	2.0	2.5	0.50	2.76	0.26
3.2.2 Recruit and reten	2.0	3.0	3.0	3.0	-	2.93	0.07
3.2.4 Mgt diversity	2.0	1.0	2.0	2.5	0.50	2.15	0.35
3.2.5 Man Emp Health		2.0	2.0	2.0	-	2.63	0.63
3.2.6 Deleg PSA	2.0	3.0	4.0	3.0	1.00	-	3.00
3.3.1 Level 1-12 PMDS	2.0	2.0	2.0	3.0	1.00	2.64	0.36
3.3.2 SMS PMDS (ex	3.0	2.0	3.0	2.0	1.00	2.54	0.54
3.3.3 PMDS HOD	3.0	3.0	3.0	2.0	1.00	2.08	0.08
3.4.2 Discipl cases	1.0	1.0	2.0	2.0	-	2.47	0.47
4.1.1 Demand Mgt	3.0	2.0	2.0	4.0	2.00	3.14	0.86
4.1.2 Acquisition Mgt	3.0	3.0	3.0	4.0	1.00	3.25	0.75
4.1.3 Logistics mgt	3.0	3.0	3.0	4.0	1.00	2.99	1.01
4.1.4 Disposal mgt	4.0	3.0	3.0	4.0	1.00	3.02	0.98
4.2.1 Cash flow	3.0	3.0	4.0	4.0	-	3.23	0.77
4.2.2 Paymt of suppl	3.0	2.0	2.0	2.5	0.50	2.61	0.11
4.2.3 Unauthorised Etc	2.0	2.0	3.0	3.0	-	2.76	0.24
4.2.4 Pay sheet cert	2.0	3.0	3.0	4.0	1.00	-	4.00
4.2.5 Deleg PFMA	4.0	3.0	4.0	4.0	-	-	4.00

planning, monitoring & evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

NATIONAL DEVELOPMENT PLAN

2030

Strategic Management

- The department performed at a compliance level: 3.4 average

- **Highlights of this KPA:**

    ✓ Dept achieved level 3&4 in the following standards: strategic plans, annual performance plans and monitoring and evaluation.

    ✓ Management of the department engages with performance data, quarterly to inform improvements and make decisions. This approach also has an impact in terms of good AG finding around pre-determined objectives by the AG.

planning, monitoring
& evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

7

NATIONAL
DEVELOPMENT
PLAN
2030

Governance and Accountability

- The department performed below compliance level: 2.6 average
- **Highlights of this KPA** :
  - ✓ Dept achieved levels 3&4 in the following standards: PAIA, SDIP ,Audit committee, Prof ethics, Fraud prevention and Corporate governance of ICT
  - ✓ Management structures- although decisions are documented there is no action list/decision matrix to assist following-up on decisions taken – the impact here is that decisions made might not be implemented and followed through.
  - ✓ Assessment of Internal Audit arrangements- No proof that the IA unit had been reviewed by an external review in 5 years as required by the ISPPIA 1312
  - ✓ Assessment of risk management arrangements- evidence submitted for some was outdated/ not signed – Documents need to be signed to provide assurance that there is level of insitutionalisation and adoption.

planning, monitoring & evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

9

NATIONAL DEVELOPMENT PLAN
2030

Financial Management

- The department performed at compliance level: 3.7 average

- **Highlights of this KPA :**

  ✓ Dept achieved level 3&4 on following standards: Demand management, Acquisition management, Logistics management, asset disposal management, cash flow and exp vs. Budget, management of unauth, irreg, fruitless, and wasteful exp, Payroll certification, Delegations,

  ✓ Payment of suppliers- there are measures to track invoices, management investigates non-payment within 30 days and take action however not all of the department's invoices are paid within 30 days.

planning, monitoring & evaluation

Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

13

NATIONAL
DEVELOPMENT
PLAN
2030

Key Findings from MPAT 1.5

Two key issues coming out of the performance assessments and case studies are as follows :-

There are pockets of excellence with regards to management practises throughout government.

Weak managerial leadership practises remain a major challenge and contribute to administrative failures in government. Good management practices are crucial and at the centre as enablers for service delivery and have to be established throughout government institutions.

Management practices combined with good leadership are key to success of any organisation.

planning, monitoring
& evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

15

NATIONAL
DEVELOPMENT
PLAN
2030

Ke ya leboga

Ke a leboha

Ke a leboga

Ngiyabonga

Ndiyabulela

Ngiyathokoza

Ngiyabonga

Inkomu

Ndi khou livhuwa

Dankie

Thank you

planning, monitoring
& evaluation
Department:
Planning, Monitoring and Evaluation
REPUBLIC OF SOUTH AFRICA

NATIONAL
DEVELOPMENT
PLAN
2030