

Improving Government Performance





Introductory comments

- Performance Monitoring and Evaluation approach reflects Presidency's determination to drive delivery from the centre and hold responsible people accountable
- We will develop a detailed understanding of the delivery chain for priority areas: Education, Health, Crime, Econ growth and jobs, Rural development, Human settlement and Local government, Public sector capacity (end Oct)
- 20-25 Outcomes for the whole of government to be adopted by January Cabinet Lekgotla as the new PoA
- Simplify work in government, reduce processes, circulars, meetings etc to free up managers to manage service delivery (local governments have to produce 240 reports a year)



Accountability and the Delivery Chain

CRUCIAL STEPS THAT WOULD LEAD TO IMPROVEMENT

- **Outcomes:** Start with political agreement on desired outcomes – Mandate / MTSF / vision 2030
- **Output:** Determine a few of the best outputs that contribute to achieving desired outcomes – determine measures
- **Key activities:** The focus then becomes to identify the main activities that contribute to those outputs – we spend too much time on activities that are not central to delivery
- **Inputs:** Define what inputs are really necessary to carry out the activities – recognise that in health & education our per capita expenditure is higher than many middle income countries that they have better results
- **Performance & Delivery agreements:** Between President and Ministers/ MECs; Political heads and HoD



Politically agreed outcomes

- Improve the **quality** of Basic Education
 - SA per capita spending on education higher than peers
 - SA school children score the worst in all international tests on literacy, mathematics

Poor quality education outcomes

■ In the 2003 international Trends in International Mathematics and Science Study ranking of 8th grade, mathematics and science performance, South Africa scored:

○ lowest in maths (with a score of 264 compared with the international average of 467 - Korea scored 589, Malaysia 508, Botswana 366 and Ghana 274).

○ lowest in science (with a score of 244 compared to the international average of 474 - Korea scored 558, Malaysia 510, Botswana 365 and Ghana 255).

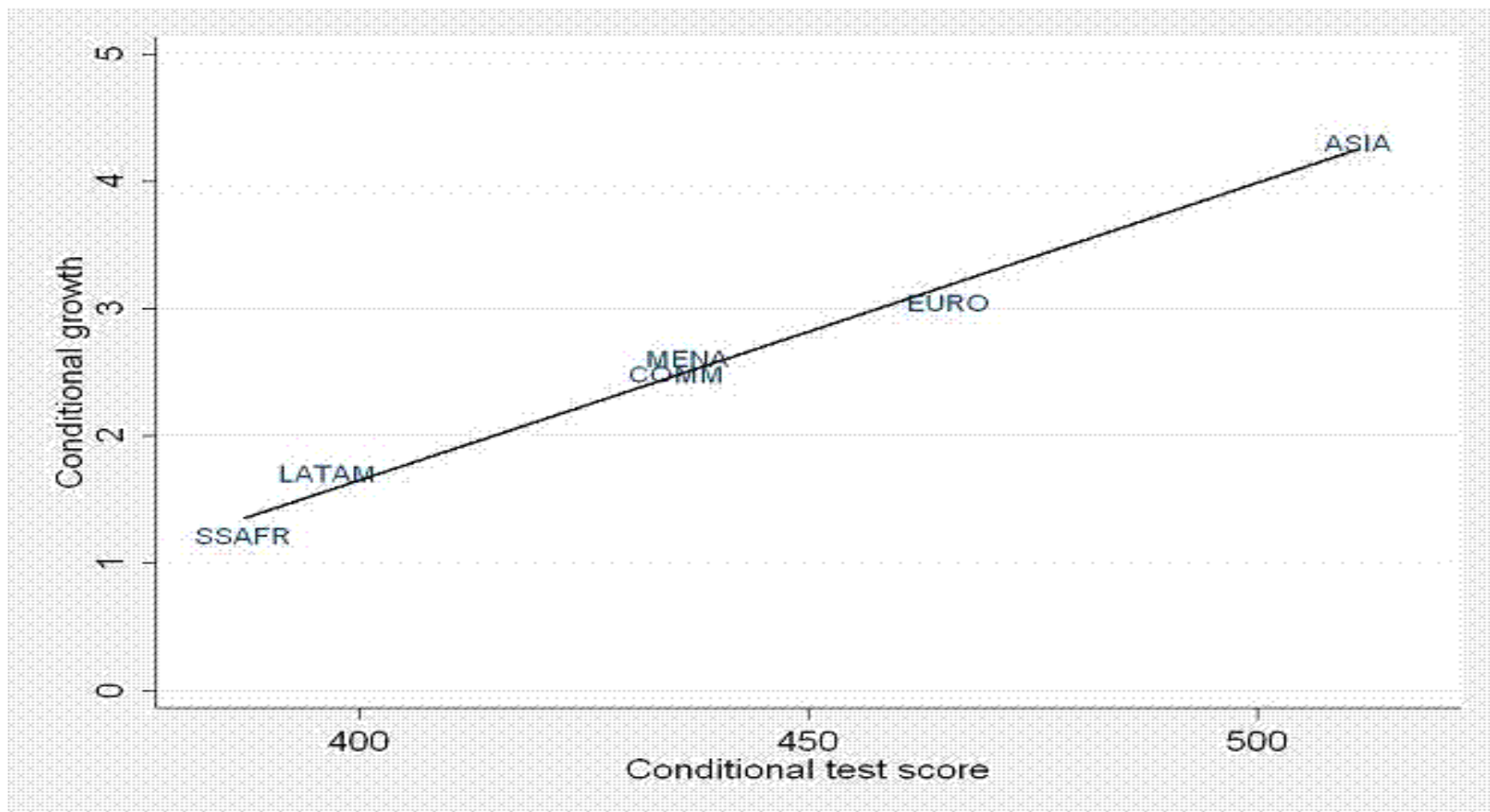
■ In the *Progress in International Reading Literacy Study* rating for grade 6 literacy, South Africa ranked last of the countries measured, with a score of 302 compared with the international average of 500.

■ Compared with other Southern African countries, South Africa's performance has been poor. In the *SAQMEC II* for grade 6 mathematics in 2000, South Africa scored 486 (Kenya scored 563, Mozambique 530, Tanzania 522 and Uganda 506, even though we spend more than they do).

Politically agreed outcomes – education is top priority



- Direct link between **quality** (conceptual skill) of education and economic growth





Improve the QUALITY of Basic Education

Output

- Grade 3 literacy and numeracy to a national average of 65%
- Grade 6 mathematics and English to a national average of 80%
- Grade 9 mathematics and English to a national average of 75%
- Tests to be internationally benchmarked and independently moderated and to be conducted amongst the total populations of learners in grades 3, 6, and 9 every year – results available to parents

Activity

- Teachers in class, on time, teaching 7 hours a day
- Monitor curriculum coverage by visiting each school at least once a year

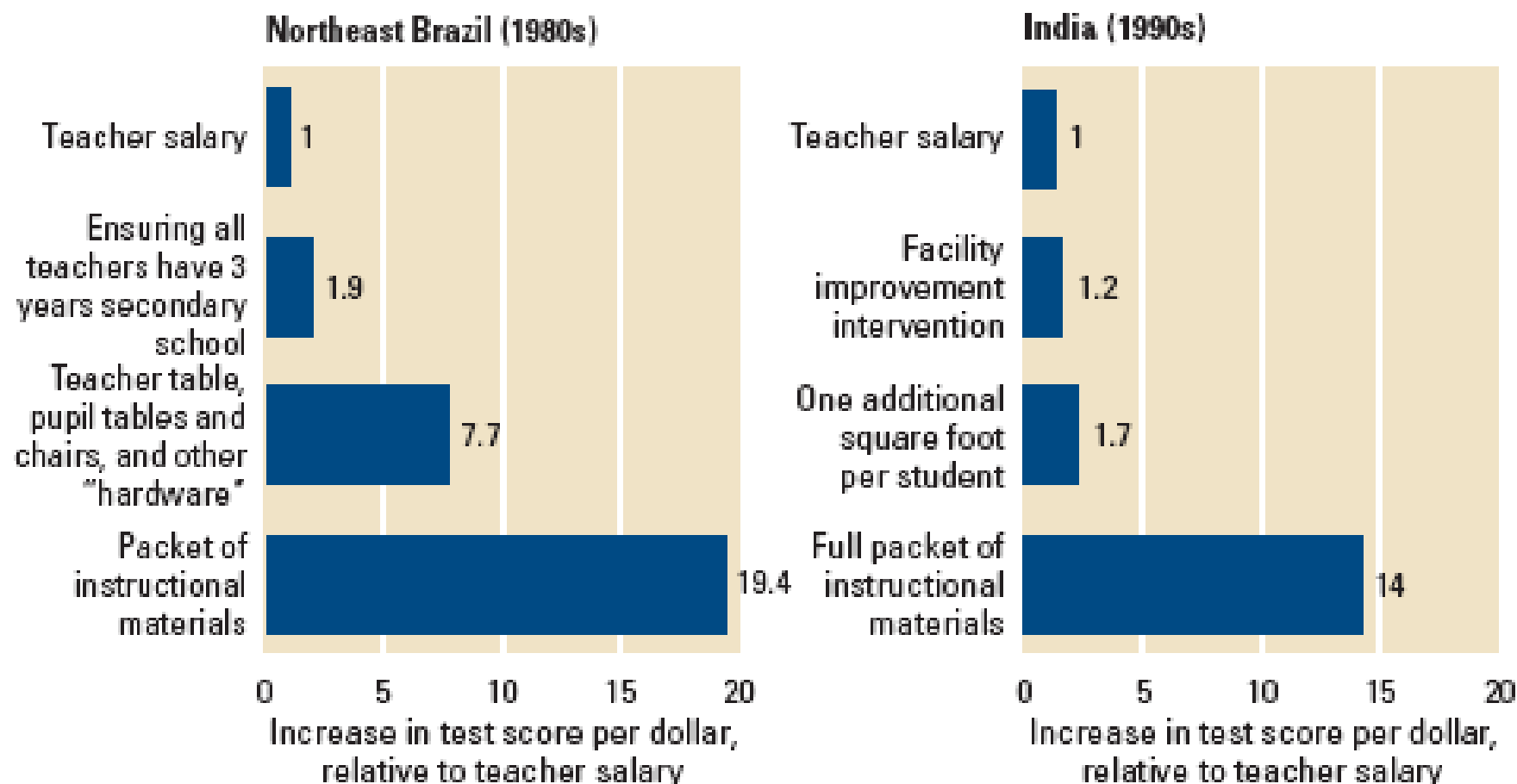
Input

- Deliver to all of the bottom 80% performing schools easy to use workbooks for teachers and learners that have weekly teaching plans



Most effective input is 'instructional material'

Figure 7.3 Increases in test scores per dollar spent on different inputs



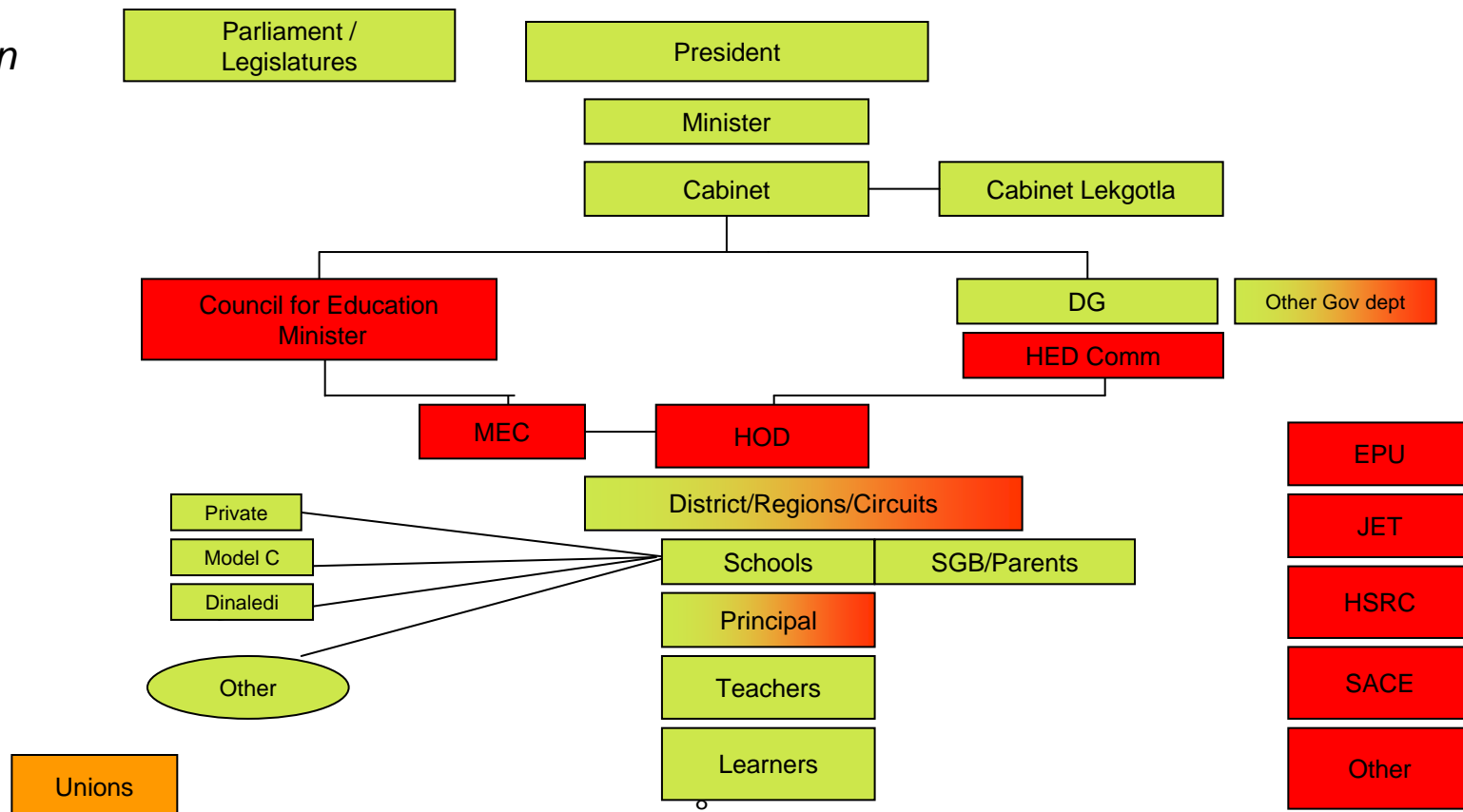
Source: Pritchett and Filmer (1999).



Service Delivery Forum

- Create Service Delivery Forum integrate sector across all spheres
- Partnership between government and other institutions
- Negotiate what each member will deliver, with which resources.
- Delivery Agreement between Minister & MECs and sector

Education example





Performance Agreement

For each sector, an individual Minister, groups of Ministers, or clusters of Ministers and MECs will be receiving a letter from the President outlining expected outcomes and the measures we will be using to assess success. (one page letter with clear agreed performance outcomes/ outputs)

On a six monthly basis, there will be focused meetings between the President and the sector political leadership to assess progress



In priority areas - process

- What is the present reality? – accurate, truthful
- Determine ideal end state - Cabinet approved outcomes
- What is the strategy per outcome?
- What are the available resources? What is required?
- What policy/ legislations is supportive? Changes?
- What would be the indicators that we are on the way?



Thoughts.... JCPS

Politically agreed outcomes

- Ensure that South Africans ARE and FEEL safe

- Reality and perceptions (feelings of safety and social impact)
- Relative small number of crimes -trio- have disproportionately high impact
- Increase in numbers in SAPS, but what about capacity?
 - Skills profile
 - Detectives
- Admin responsibilities to be removed
- Skills of prosecutors
- Court backlog increasing
- Cost per prisoner (vs other social exp)



Thoughts.... JCPS

Outputs & Activities

- Annual crime survey
- Target trio crimes
 - Allocation of resources to this task
- Establish specialised units
- Increase effective roadblocks
- Reduce number of guns in society
- Corruption related cases and assets forfeited
- Decrease time per trail
 - Norms for utilisation of courts
 - Awaiting prisoner
- Model of prosecution and detectives working from inception
- Norms for crime scene investigation adhered to
- Measure and reduce recidivism
- Correctional service cost reduced by 20% -
 - alternatives to sentencing
 - reduce unit cost per prisoner



Thoughts.... Human Settlements

Politically agreed outcomes

- Increase the number of people who live in well services and sustainable Human Settlements

- Almost 2 million houses built
- Unfavourable location – poorest furthest away from work opportunities, transport cost
- Low quality houses
- Low density
- Only used model of subsidised houses ('RDP houses')
- Housing funds and infrastructure funds needs better coordination
- Houses not used as asset base - approximately 5 000 RDP houses registered p/a



Thoughts.... Human Settlement

Outputs & Activities

- Formalise well located informal settlement - 400 000 hh
- Provide serviced sites with R15 000 voucher for building materials
- Align Bulk Infrastructure and Housing budgets – central fund
 - Prioritise funding projects in Priority Development Areas
 - Identified by HDA & proclaimed by Minister
 - Funding flow directly to accredited munis
 - 40% in-situ upgrading; 40% RDP; 20% serviced site and voucher
- RDP quality checked through NHBRC guarantee once registered at Deeds Office



Thoughts.... Local Government

Politically agreed outcomes

- Create more efficient, effective and sustainable governance at a local level

- 172 (of 283) municipalities are struggling financially
- Rising salaries costs not sustainable, low maintenance
- Limited in capital and infrastructure budget
- Governance structure overly complex
- Policy failure at national level leads to uncoordinated fragmented intervention by national departments
- Technical services low priority
- Patronage and corruption

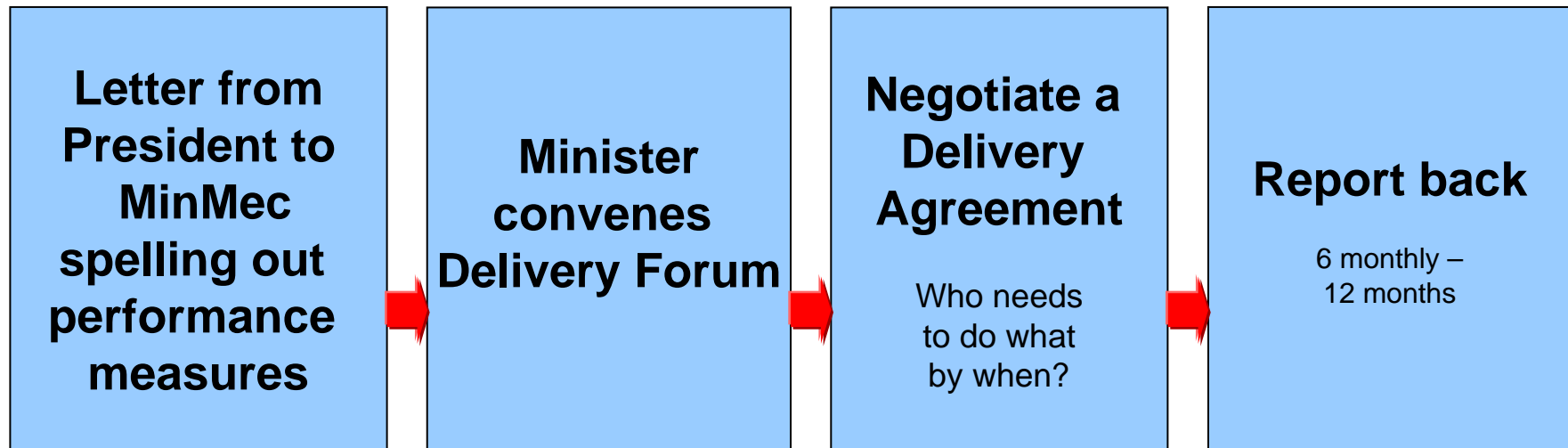


Thoughts.... Local Government

Outputs & Activities

- 'Intensive Care Unit' in the Presidency with COGTA, HS, NT, WA, DBSA-Siyenzamanje, SALGA, Demarcation Board, Prov dept of local gov
 - Co-ordinate data collection
 - Coordinate intervention by national departments
 - Complete segmentation of municipalities
 - Revisit distribution of functions - limited cases
- Five step intervention per municipality
 - Revisit IDP and simplify
 - Review core funding plan -reduce costs, increase revenue
 - Develop minimum capacity plan
 - Stop appointment of unqualified people
 - Simple 2-3 point performance plan
 - Reduce compliance burden

How the Outcomes Performance Management System works – institutional mechanisms



KEY ISSUE FOR CONSIDERATION

1 national dept & many munis & nat dept
1 local gov system need to work together as a seamless delivery machine. Sector Delivery Forums and Agreements which is described below.

KEY ISSUE FOR CONSIDERATION

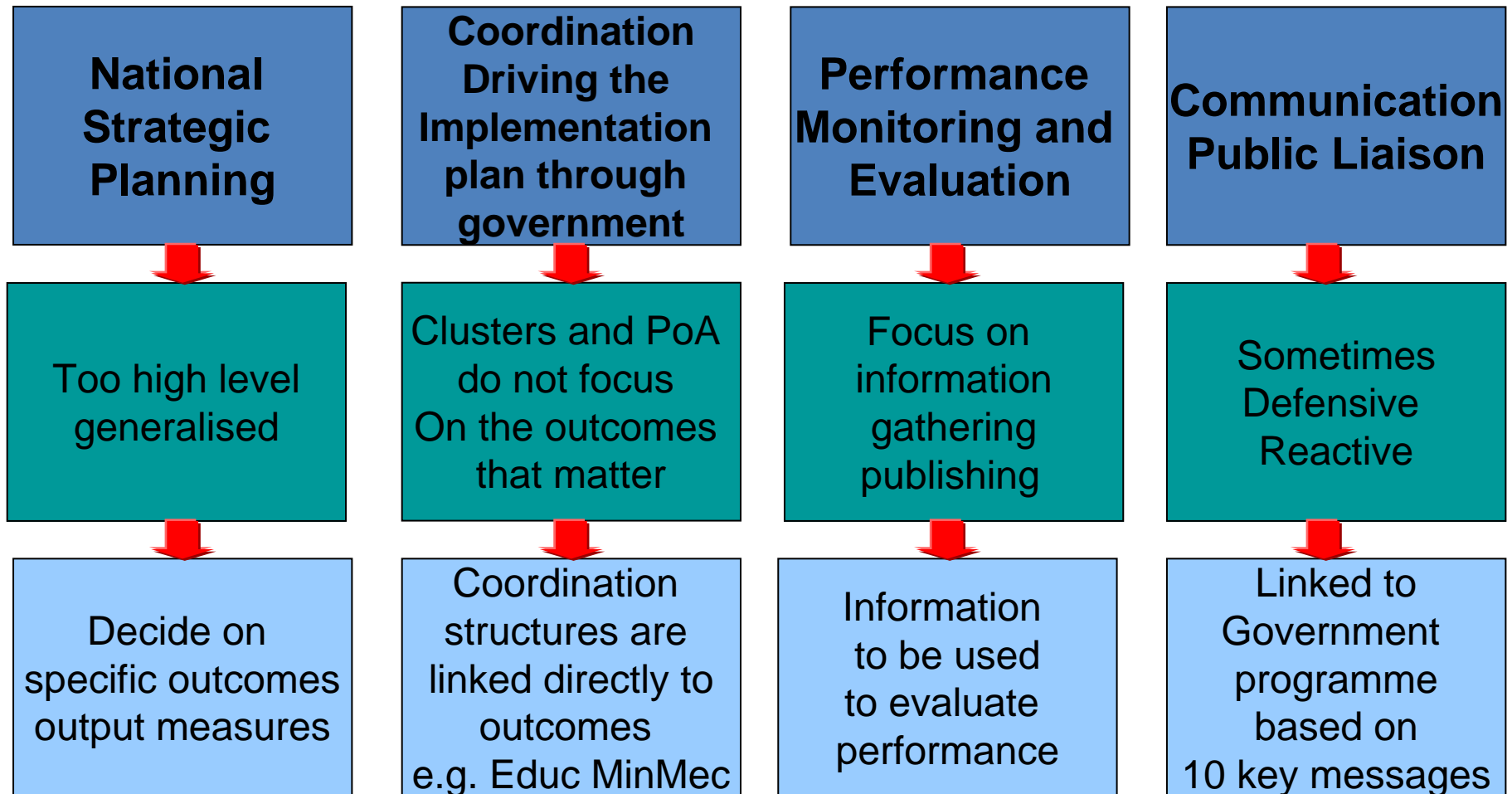
PFMA - DG/ HOD accounting officer
PSA and the political process hold Minister / MEC accountable.
DG/ HODs appointment accountable to the President or Premier.
Need to align system for accountability.



Inter-governmental considerations

- One size fits all approach to government not appropriate
- Some sectors with exclusive national powers e.g. SAPS – regional consideration
- Some sectors with concurrent powers (e.g. Education, Health) need enhanced vertical integration
 - preferably political agreement
 - constitutionally derived norms and standards,
 - explicit policy frameworks and regulatory requirements
 - fiscal transfer mechanisms
- Co-ordination at local level to be strengthened & simplified, recognise diversity of capacity at local level

What we be doing in the Presidency to ensure delivery?





Ke ya leboga

Ke a leboha

Ke a leboga

Ngiyabonga

Ndiyabulela

Ngiyathokoza

Ngiyabonga

Inkomu

Ndi khou livhuha

Dankie

Thank you