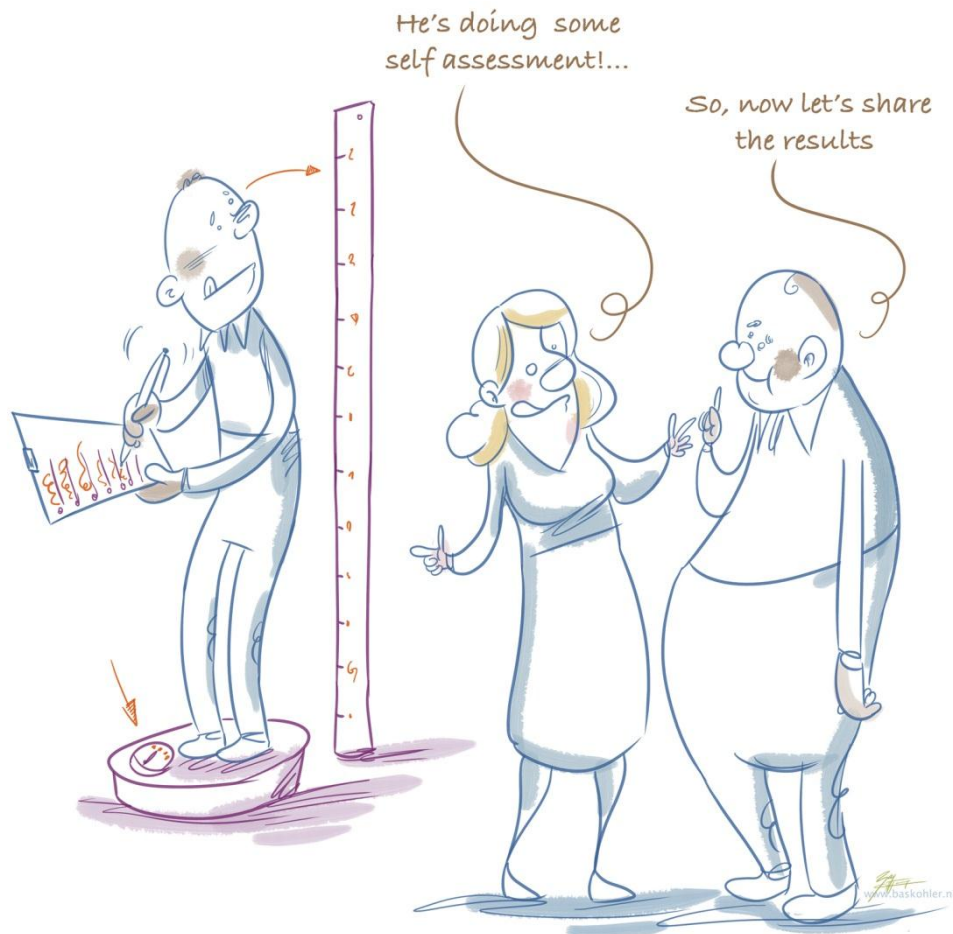


Master Class Report:

“South African Management Performances: Good Practices”



**IMPEC-DPME Master Class
15-17 Augustus 2012
Rustenburg, South Africa**

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1. Introduction

The Center for Sustainability of Nyenrode Business University (hereafter referred to as “Nyenrode Cfs”)¹, as a member of The Independent Monitoring Performance Expertise Center (hereafter referred to as “IMPEC”)², organized a three-day master class on good management practices in the South African government.³ The event has been organized in collaboration with the South African Department of Performance Monitoring and Evaluation (hereafter referred to as “DPME”)⁴. The master class took place at the Hunters Rest Mountain Resort in Rustenburg, from 15 – 17 Augustus 2012. This country resort, nestled between the Magalies Mountains, was the perfect venue to facilitate a diversity of conversations, formal and informal, both inside nice conference rooms as well as outside under the trees. The master class was attended by approximately 60 participants from different backgrounds. Amongst them were senior South African public officials from various departments, DPME staff members, scientists from South Africa, Germany and the Netherlands, and other delegates. The event was moderated by Barbara de Lange of Moondance⁵.

The aim of the master class was to share good practices of management performance of national and provincial departments of the South African government by means of learning networks. During the first two days of the event, nine case studies on good practices of South African governmental bodies were discussed among the participants. On the third day, a peer review of the case studies was presented by two representatives of the German Research Institute for Public Administration in Speyer⁶. This was followed by some individual and collective reflections on lessons learned and insights gained. The participants also formulated practical recommendations for themselves and their departments. During the whole master class, illustrator Bas Köhler of Studio Bas Köhler⁷ was making illustrations of the discussions on each of the case studies, and Paul Weststrate and Daan

¹ Nyenrode Business University is a business school in the Netherlands. The Center for Sustainability (Cfs) is a research center within the business school. The multidisciplinary research team of Nyenrode Cfs is researching sustainability subjects aimed at supporting and advising the Dutch and international public and private sector in managing their sustainability issues in a constructive and efficient way. For more information on Nyenrode Cfs please visit: www.nyenrode.nl/sustainability

² The Independent Monitoring Performance Expertise Center (IMPEC) is an international consortium of more than 700 highly motivated professionals from all disciplines, that develops and offers proven performance monitoring and evaluation methods for governments. For more information on IMPEC please visit: www.impec.org

³ The full program of the master class is attached to this report in Annex 1.

⁴ The Department of Monitoring and Evaluation (DPME) has been established by the South African Government on 1 January 2010. The Department strives for continuous improvement in service delivery of the South African government through performance monitoring and evaluation. For more information on DPME please visit: www.thepresidency-dpme.gov.za

⁵ Moondance is a Dutch company that offers guidance in the process of developing a new concept – looking especially at communication, the products and procedures – and supports the whole process of choosing a vision and mission. For more information on Moondance please visit: www.letsmoondance.nl

⁶ The German Research Institute for Public Administration (FÖV) in Speyer is the only non-university institution in the Federal Republic of Germany doing application-oriented fundamental research in the field of administrative sciences. The Institute's range of tasks relates to research in the field of administrative science with specific regard to the public administration's practical needs and functions (the motto being research into and for public administration). For more information on FÖV please visit: www.foev-speyer.de/home/home_engl.asp

⁷ Bas Köhler is a Dutch illustrator who works for several high profile magazines. He also illustrates during business meetings and conferences to visualize the things that have been said. For more information on Bas Köhler please visit: www.studiobaskohler.nl

Nieuwland of Awareness⁸ were in charge of photography and making video recordings. On the first evening, Mr. Roelf Meyer gave an inspirational pre-dinner speech. On the second evening, the participants went on a game drive in a national park to get some relaxation.

The case studies, as discussed on the first two days of the event, were written by the IMPEC Education Team. The IMPEC Education Team for this project consisted of representatives of three academic research institutes, Nyenrode CfS, TiasNimbas Business School (hereafter referred to as “TiasNimbas”)⁹ and The Graduate School of Public and Development Management at the University of Witwatersrand (hereafter referred to as “Wits P&DM”)¹⁰. The goal of writing the case studies was to capture good examples of management performance. In order to do that, a scientific methodology was developed by Nyenrode CfS. For the case studies DPME selected South African government departments based on the outcomes of the Management Performance Assessment Tool (hereafter referred to as “MPAT”) as developed by DPME.

This report aims to provide you with insights in what has been discussed during the three-day event and tries to reflect the spirit. The second section of this report elaborates on a presentation given by Ismail Akhalwaya, Annatjie Moore and Henk Serfontein of DPME about the MPAT and the key performance areas of the assessment. The third section gives some specific insights on what has been said, during plenary sessions or in break-out groups, about the particular good practices as described in the nine case studies. The feedback and suggestions for future action given by the German researchers are reflected in section 4 of this report. Section 5 gives some insights in what has been said during the collective and individual harvesting sessions. Section 6 tries to capture the speech of Roelf Meyer. This report ends with a conclusion in section 7. The drawings in this report have been made during the master class by Bas Köhler. Credits for the photos in this report go to Paul Weststrate. The good practices extracted from the nine case studies, as referred to in this report, are also shared via videos, illustrations and in full text via www.goodxample.org.



⁸ Awareness is a Dutch based consultancy firm for policy marketing. Since 1992 Awareness supports the development and implementation of policies for both the public sector and business communities. For more information on Awareness please visit: www.awareness.nl

⁹ TiasNimbas is the business school of Tilburg University and Eindhoven University of Technology in the Netherlands. TiasNimbas offers a broad portfolio of internationally recognized management programs. For more information on TiasNimbas please visit: www.tiasnimbas.edu

¹⁰ Wits P&DM was established in the early 1990s to develop capacity for a post-apartheid public service. It is a postgraduate school offering a range of degrees to people working in the government and development sectors. Witwatersrand University is a South African University based in Johannesburg. Wits is home to 15 South African Research Chairs, seven research institutes, 20 research units, 10 research groups, three Centers of Excellence, more than 200 rated scientists, of which 16 are A-rated. For more information on Wits please visit: www.wits.ac.za

Photo. Participants during a plenary discussion.

2. The Management Performance Assessment Tool (MPAT)

The first day of the master class opened with some words of Ismail Akhalwaya, Deputy Director General of DPME. He stressed that the improvement of management practices are the key for enhancing government performance and service delivery. According to Ismail the delegates attending the master class could be seen as the “change agents” who could actively contribute to this improvement.

The South African government has committed itself to improving the public service in order to achieve the priority outcomes it has set for 2009-2014.¹¹ These priority outcomes are underpinned by outcome 12: *‘An Efficient, Effective and Development Orientated Public Service’*. In October 2010, the Cabinet approved a proposal from DPME to work with transversal departments and offices of the premier to develop and pilot the implementation of a management performance assessment tool, in support of achieving outcome 12. DPME has a contract with IMPEC to exchange knowledge between South Africa and Netherlands since 2010 .

DPME was mandated by the Cabinet to lead the development of the MPAT. In this regard DPME collaborated with transversal departments, namely, the Department of Public Service and Administration (hereafter referred to as “DPSA”), National Treasury (including the Office of the Accountant General), the Department of Cooperative Governance and Offices of Premiers of various provinces. Independent bodies, namely, the Auditor-General and the Office of the Public Service Commission have also been involved in the development of the MPAT. A technical committee comprising senior officials from DPME, DPSA and National Treasury has been responsible for guiding the technical inputs and processes of the MPAT.

The MPAT uses a ‘Management Performance Framework’ based on reviews of similar management performance assessment methodologies used by India, Brazil, Kenya, Canada, and New Zealand. Lessons learned from those international experiences indicated that such methodologies can make a significant contribution to improving the performance of government, particularly:

- (1) if the leadership of the departments being assessed take ownership of the assessment process and the findings,
- (2) if the results are made public thus encouraging competition between departments,
- (3) if the management of departments implements and monitors improvement plans, and,
- (4) if transversal policy departments implement support programs.

DPME officially launched the MPAT in October 2011.¹² Provincial governments, through the Offices of the Premier, further facilitated their own launches and self-assessments in their departments. A total of 30 national departments and 73 departments from eight provinces participated in this first self-assessment round. Afterwards the self-assessments were subjected to independent moderation in the form of a peer-assessment round, conducted by South African government officials not

¹¹ For a summary of the strategic agenda set by the South African Government for the period 2009 – 2014 please visit: http://www.thepresidency.gov.za/docs/strategy/2010-11-12-13/strategic_agenda.pdf

¹² Please see annex II for the “Accomplishments and improvements for the entire MPAT process”.

affiliated with the department in question (hereafter referred to as “Moderators”), under the guidance of DPME.

Many of those moderators participated in the master class. They were brought together to share good practices and to inspire and to motivate each other. This could be seen as a starting point for enhancing government performance and improving service delivery. Ismail stressed that DPME has the ambition to realize a measurable improvement in 50 percent of the final scores of the first MPAT round. The moderators attending the master class can play a key role in achieving this, and can actively contribute to a positive change within the departments they are affiliated with.

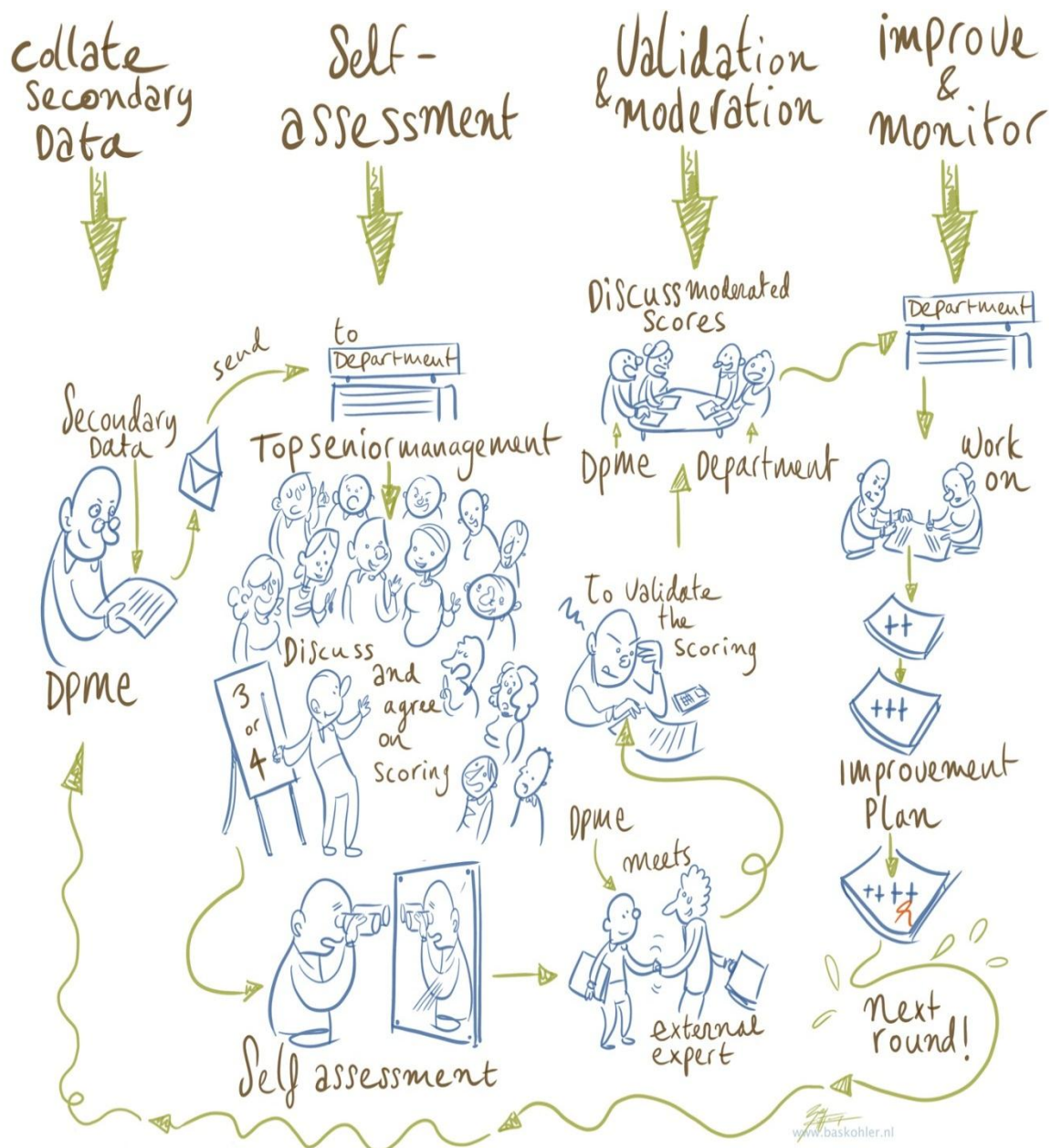




Photo. Ismail Akhalwaya is taking notes during the presentation of Annatjie Moore.

After the contribution made by Ismail, Annatjie Moore together with Henk Serfontein of DPME, gave a joint presentation on the MPAT management performance areas and the case selection methodology. During the presentation Annatjie said that the DPME staff members had been awaiting the master class with a sense of delight and anticipation for many months. She continued by saying that:

“It means a great deal to us that many participants have travelled long distances to be here and left friends and family for a significant period of time. We wish to acknowledge the effort that people have made to come – especially those who have travelled from the Netherlands and Germany.”

Annatjie and Henk elaborated on the four key performance areas of DPME’s assessment: (i) strategic management, (ii) governance & accountability, (iii) human resource and systems management, and (iv) financial management including supply chain management. In each of these four management performance areas a number of subfields have been assessed (see figure 1).

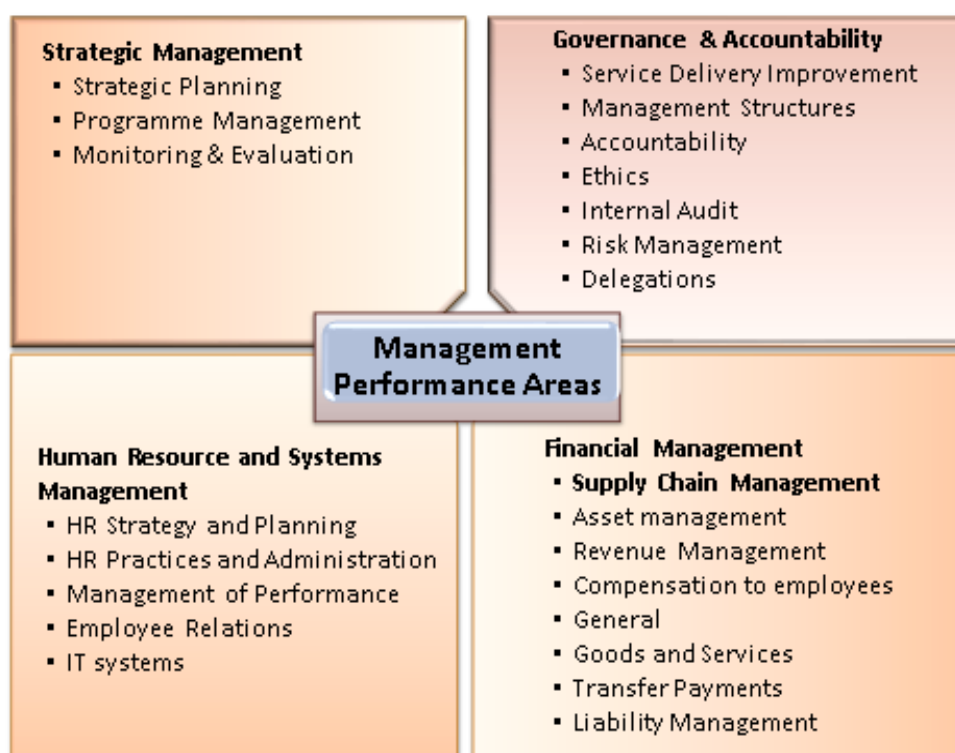


Figure 1: MPAT management performance areas.

After the self-assessment and the peer-assessment by the moderators, final scores in each of the subfields were attributed to each governmental body that had replied to the call for self-assessment. Each participating department attained 23 scores. The scores ranged from: (1) ‘non-compliance with

legal/regulatory requirements; (2) 'partial compliance with legal/regulatory requirements'; (3) 'full compliance with legal/regulatory requirements'; to (4) 'full compliance and doing things smartly'.

Out of all the collected data, DPME had selected nine departments, with specific management performance areas, which were feasible for the writing of the case studies. The selected departments had complied fully with the process and had attributed good scores. Apparently they are complying with the legal/regulatory requirements and/or doing things smartly in all or in one specific performance area. For an overview of the selected departments and performance areas, please see table 1 below.

This first self-assessment and peer-assessment round on 2011 had encountered some limitations in the process as well as in the implementation activities. This provided valuable lessons for DPME in order to improve the MPAT for the next round which will commence by the end of 2012. The results of the first round of the MPAT were reported to the Cabinet in June 2012 and published on the DPME website. Furthermore, all participating departments received feedback on their individual scores.

Case Study	Key Performance Area	Management Performance Area	Leading Education Team Member
<i>Mpumalanga Human Settlements (3.1)</i>	Financial and supply chain management	Entire Financial Management	Wits P&DM
<i>Western Cape Community Safety (3.2)</i>	Governance & Accountability	All MPA's	TiasNimbass
<i>National Department of Environmental Affairs (3.3)</i>	All 4 KPA's	All MPA's	Nyenrode CfS
<i>Mpumalanga Community Safety and Liaison (3.4)</i>	All 4 KPA's	All MPA's	Wits P&DM
<i>National Department of Human Settlements (3.5)</i>	Strategic Management	Monitoring & Evaluation	Nyenrode CfS
<i>Western Cape Agriculture (3.6)</i>	All 4 KPA's	All MPA's	TiasNimbass
<i>Mpumalanga Finance (3.7)</i>	Governance & Accountability	Fraud & Risk Management	Wits P&DM
<i>National Department of Trade and Industry (3.8)</i>	Human Resource & Management Systems	HR Planning	Nyenrode CfS
<i>Western Cape Treasury (3.9)</i>	Human Resource & Management Systems	Organisation Design	TiasNimbass

Table 1: Overview of selected departments and performance areas for the case studies.

3. Good practices in various management performance areas

The IMPEC Education Team took the lead in the writing of the case studies and created nine research teams to do so. According to the methodology these teams consisted of (1) representatives of a university (Nyenrode Cfs, TiasNimbias or Wits P&DM), (2) a moderator (South African government official not affiliated with the department in question), and (3) one or more DPME staff member(s).

Every involved university took the responsibility to lead the completion of three case studies. Those case studies are mainly illustrative and serve to achieve two main purposes: (i) to allow for peer-learning by highlighting good practices, and (ii) to enhance transparency towards the general public by giving insights in government practices.

In order to achieve the first goal, the master class in Rustenburg was organized. Each of the nine case studies were presented in a plenary session by representatives of the research teams (academic researchers, moderators and/or DPME staff members). Also, more in depth discussion on the good practices (extracted from the case studies) were facilitated in break-out groups so that the participants could brainstorm on how to translate these into daily work practices and methods. The sub-sections below provide the highlights of what has been discussed regarding each case study. The full text of the case studies and abstracts as well as drawings made during the master class by Bas Kohler and videos made by Paul Weststrate and Daan Nieuwland can be found online at: www.goodxample.org.

3.1 Mpumalanga Department of Human Settlements: Financial & Supply Chain Management



Murray Cairns of Wits P&DM stressed, in a presentation on the setup of the supply chain management unit of the Mpumalanga Department of Human Settlements that four factors have contributed to the success in the financial and supply chain management:

- Appropriate personnel were appointed for all posts to ensure 'fit for purpose' people to deal with challenges as they unfolded;
- A monitoring function was set up as a mechanism to ensure compliance with the Treasury requirements;
- The unit identified that risk management – though not organizationally located within the unit - was a critical factor

to their success, and so they forged strong links to incorporate risk early in the supply chain management cycle; and

- The unit developed a procedures manual that defined the work of all aspects of the unit, including turn-around time for processes and committee processes. This resulted in organization-wide understanding of roles and responsibilities, and expectations.

The participants were of the opinion that the good practices of the Mpumalanga Department of Human Settlements in the management field of financial & supply chain management could be replicated in other departments under certain conditions. People with relevant qualifications and experience should be appointed to create personnel 'fit for purpose'. In this regard, personnel with potential need to be identified and a necessary skills program should be offered to them in order to use their potential. It is necessary to have a clear organizational culture (value and norms) and to set performance standards. Furthermore, there is a need to develop a procedure manual which clarifies roles and responsibilities, holds staff accountable, creates an enabling environment and facilitates management buy-in.

3.2 Western Cape Department of Community Safety: Governance and Accountability

Marc Vermeulen of TiasNimbis and Charles Goodwin of DMPE gave a presentation on the good practice of the Department of Community and Safety in the Western Cape Province. This department had an optimal score in the area of governance and accountability. Crucial to achieving the best outcome of the MPAT was the alignment and integration of basically all aspects of the department: from vision, mission, strategic objectives, programs and functions to structure, etc. Instrumental in achieving this, was the past political turbulence in the province, which resulted in an important lesson being learned: political micro-management of public administration presents a real risk in respect of just, equitable and transparent service delivery.



The delegates agreed that the good practices as shown in the Western Cape Department of Community Safety case study could be implemented in other departments if the following requirements are met:

- The creation of an organization culture which is responsive to accountability, compliance and values;
- The department should have leaders who should remain with the department for a long period of time so they really get to know the tricks of the trade and who are capable, developmental and are real "capacity builders";
- The personnel of the department should be included in the decision-making process;
- Inclusive planning processes, which use standardized frameworks and which adhere to planning legislation, should be developed.
- Monitoring and evaluation systems should be integrated in business processes and relate to the performance goals of the department in question.

3.3 National Department of Environmental Affairs: Strategic Management, Human Resources, Governance & Financial Management

Tineke Lambooy of Nyenrode Cfs and Limpho Makotoko of the Department of Environmental Affairs gave a presentation on the performance of the National Department of Environment Affairs. This department scored optimal in all four management areas. The presenters stressed that three particular fundamental elements are the most relevant as good practices:

- The department is run like a *corporate business*: a sound organizational culture exists which is driven by strict policies and procedures, such as concrete planning, the consistent use of templates, measurable outcomes, effective performance monitoring, the communication of clear expectations in terms of managers and an efficient strategic process;
- *Values*: in this department values are not on paper, the employees are simply living these values. Commitment, passion and dedication are important drivers for the department's great performance.
- *People*: in the department a "culture of performance" exists, based on the example set by top management at the organization. Moreover, its productivity is the product of the quality of the managers and their willingness to continue in their position (rather than to start job-hopping). This makes for a very experienced work place environment. Lastly, the director-general clearly shows leadership, expertise, administrative background and great managerial skills.



During plenary discussions and the break-out session several elements of the good practices as shown in the National Department of Environmental Affairs case study were perceived to be useful and inspirational for the delegates. They agreed that it is vital to have leadership and reliable information. Furthermore, they agreed that the accountability lies with all employees when it comes to feeding required information into planning and reporting systems. Also, an organizational fit is crucial. Skills are something an employee can learn, however buy-in is something that has to be on the table. From a human resource management perspective one of the delegates mentioned that there has to be a connection with business needs and a strong implemented retention policy (e.g. training and promotion).

3.4 Mpumalanga Department of Community Safety and Liaison: Strategic Management, Human Resources, Governance & Financial Management

Ann McLennan of Wits P&DM gave a presentation on the good performance, in all four management areas, of the Department of Community Safety and Liaison in Mpumalanga. She said that a key lesson from this case is that result-based management requires communication, support, caring, compliance and consequence. This is reflected in the new slogan of the department:

"The message speaks to the vision of the department – it is enough, we are arresting. We are intensifying, if you are doing wrong, we are arresting".

Recently, new practices are developed by stimulating staff members to change their normal way of acting and to focus on the result. This enables them to become compliant with a new system and outcomes-based management process. Leadership is critical in this process.

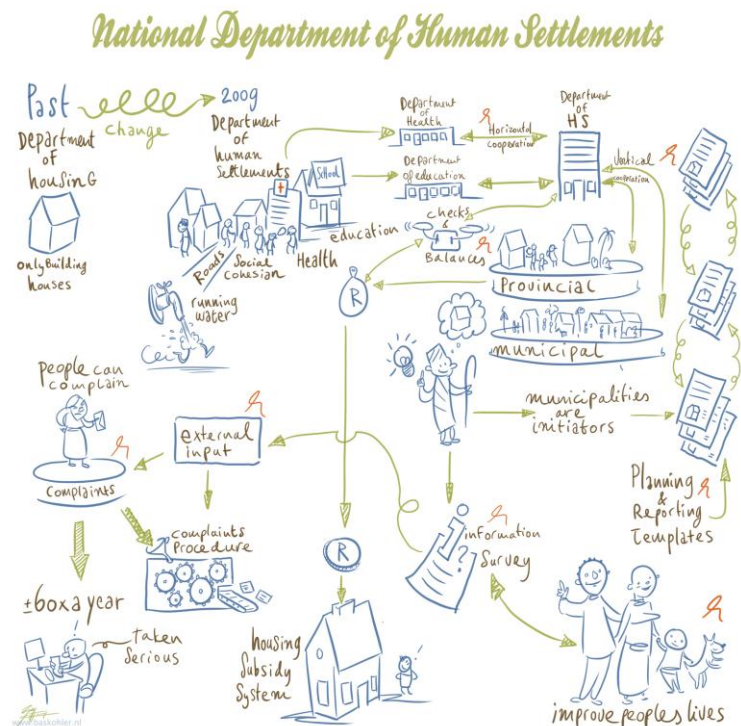


In this regard one of the delegates mentioned that the leaders of the departments must commit themselves to the improvement of service delivery and that the department must comply with all the policies and legislations, or bear the consequences. Furthermore, the delegates agreed that what can be learned from the Mpumalanga Department of Community Safety and Liaison is that community buy-in needs to be improved.

3.5 National Department of Human Settlements: Monitoring & Evaluation

Tineke Lambooy and Khanyisile Cele (of DPME) presented the good performance of the National Department of Human Settlements in the area of “monitoring and evaluation”. Tineke Lambooy said that effective citizen service deliveries and performance-oriented results cannot be achieved without effective cooperation between the national departments, provinces and municipalities and various external organizations. The presenters explained that the creation of the “project management unit” at the department, which supervises the housing projects was identified as the best practice as it helps to

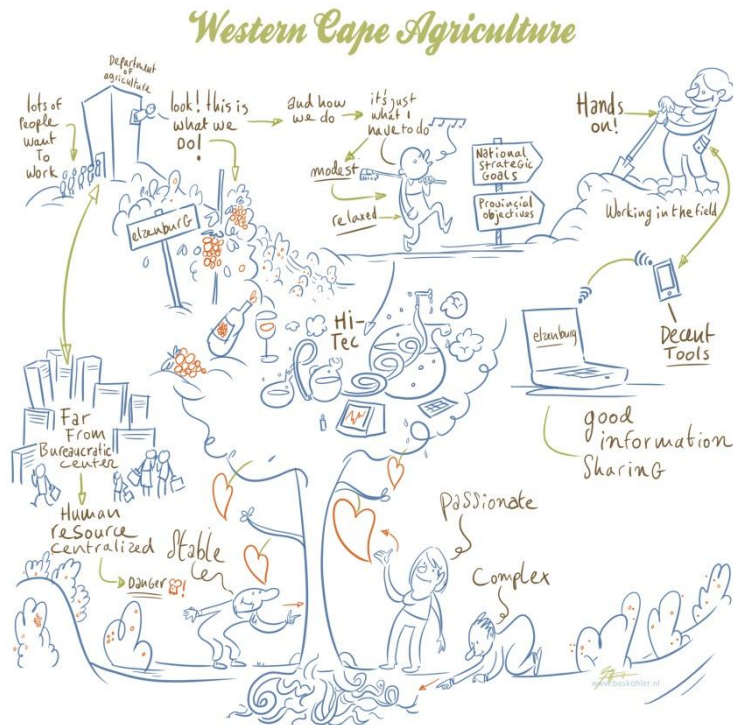
ensure transparency and expedient project delivery. The bottom-up planning, starting from provinces and municipalities and coordinated at the national level, requires the division of tasks and a clear allocation of responsibilities between the national and provincial level in order to become effective. Another good practice found at the department, as outlined by Khanyisile Cele are the ways in which communities can give input through “citizen surveys” and “complaint procedures”. Those mechanisms play a significant role in ensuring that the interests and needs of citizens are taken into account in the planning of human settlement activities.



The delegates agreed that some of the good practices shown in the case study of the National Department of Human Settlements can be useful for other departments while improving their monitoring and evaluation. The following practices are considered to be useful in particular to improve service delivery:

- The establishment of a project management unit headed by a deputy director general to provide capacity and oversight with the data verification processes;
- The introduction of a technical steering committee that is comprised of ward councilors and community members and other stakeholders, as an oversight body, at project level;
- The ensuring of data quality via monthly meetings with provinces and the establishment of user groups on information systems;
- The linkage of performance information with financial information via a basic accounting system;
- A stakeholders survey which could be used for needs analysis to inform policy design;
- A trend analysis which will be shared with stakeholders.

3.6 Western Cape Department of Agriculture: Strategic Management, Human Resources, Governance and Financial Management



On the second day Marc Vermeulen gave a presentation on the performance of the Department of Agriculture in the Western Cape Province. This department performed well in all four management areas. A reason for the optimal performance could be the atmosphere which is considered cooperative. There is a lot of cross-fertilization because the staff is used to working in multi-disciplined and -stakeholder settings. Also, the staff of the department is very committed to agriculture. Overall, the climate in the department is practical, perhaps even modest: they are 'just' giving their best without much ado and always

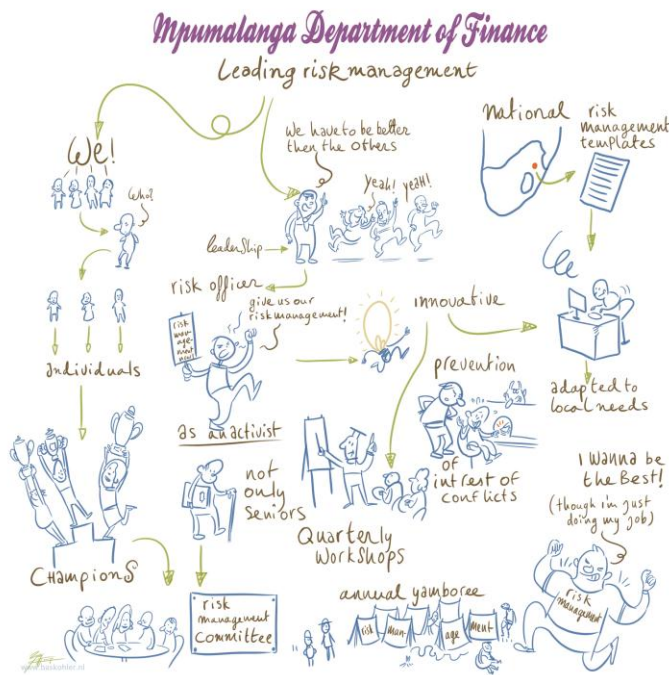
realizing that there is room for improvement. It is a well-established and stable institution, with a good track record, and ample experience in the sector and in public management. Its use of high-tech tools adds to its efficiency and buy-in from front line staff. It displays an important focus on internal communication. To comply with the set standards continuous innovation is needed.



Photo. Participation during a Break-Out session.

The delegates underlined in response to Marc Vermeulen's presentation on the good practices of the Western Cape Department of Agriculture that organizational culture and development can be promoted through compulsory training on areas relevant to a department. Furthermore, they said that cross fertilization of skills could be important in every department. Hence, multiskilling ensures continued operations even though there are challenges. This promotes empowerment and development of skills across the department.

3.7 Mpumalanga Department of Finance: Fraud Prevention and Risk Management



Salim Latib of Wits P&DM gave a presentation on the best practice of the Department of Finance in Mpumalanga in the area of fraud prevention and risk management. He said that the path towards good practice in risk management for the department required constant adjustment and learning on how to best manage risks and to integrate related controls into the department's work, rather than to view risk management as a subject that stands outside of the formal work activities. Reflecting on the experience within the Mpumalanga Department of Finance, the most strategic one of the interventions was the deepening of risk

management and the creation of a risk engagement culture through the mobilization of risk champions within the department's business units. These champions were individuals who had the time to ensure that the practice of risk assessment and management were entrenched in the department. Closely linked to this was a partnership approach that had emerged between the internal auditor and the chief finance officer. As a consequence of which a young energetic individual was designated with the responsibility and demonstrated value as part of his own career aspirations.

The delegates of the master class brainstormed during a break-out session on how to translate the above mentioned good practices into the daily work practices at their departments. In general they agreed on the following:

- Risk awareness strategies could be utilized to empower public officials;
- It is valuable to let people understand the value of policies by giving them specific training;
- The introduction of the concept of risk champions is a good example of how capacity could be built on an on-going basis;
- Leading by example is a good way to go;
- It is important to create a culture of continuous learning and improvement; capacity should be built on an on-going basis.

3.8 Department of Trade and Industry: Human Resource Planning

Tineke Lambooy of Nyenrode CfS, Mumsy Subramoney of DPME, and Kaajal Soorju of DPME (moderator) shared the good practice of the National Department of Trade and Industry in Pretoria. This department scored optimal at the MPAT in the area of human resource planning. The research team found that the drive, leadership, common vision and team work of the 'human resource business unit' were instrumental factors in overcoming key challenges. Looking back, 3 to 4 years ago the department had a vacancy rate of 25,2%. Meaning that, at that time,

the department was understaffed, lacked specific specialists and hence did not function efficiently. The human resource business unit played a key role in reducing the vacancy rate; it is continuously dropping and currently at a rate of 7.4%. Other problematic areas, such as the high rate of employee turnover and diversity issues, have also been tackled. Some 'fundamentals' contributed to the change; these included the acquisition of a common vision, the establishment of realistic targets and plans, and the possession of a sense of ownership by the managers. A 'client-oriented approach' has been adopted in which the 'client' is the Department and its staff. This has become a stepping-stone in deciding upon the targets and deliverables. Also, risk management and the communication and sharing of best practices (internally and externally) contributed to achieving positive results.

The delegates agreed that it is important to accept the fact that there are challenges and hence to manage them actively. To do so, improvement strategies should be implemented and the right mind-set has to be created, if the employees of a department want to realize the ambition that "this is the preferred department to work for", they will excel.





3.9 Western Cape Treasury: Organisational Design

The last case study was presented by Charles Goodwin of DPME. His presentation elaborated on the good practices of the Western Cape treasury department in the area of organizational design. Over the last years a progressive re-organization at the department has been facilitated. The involvement of the head of the department in the conceptualization and the treasury in the implementation thereof, had a significant impact on the treasury's ability to effectively facilitate

future re-organization and, thereby, enabling organizational development. The success in fulfilling their respective roles to the same end is commendable.

According to the delegates the good practices of the Western Cape Treasury Department could serve as a show case for other departments. It is important that the organizational design is aligned to the outcome of the analysis in terms of mandate, function and structure. A continuous review of the organizational design is necessary and should be complemented by a change management strategy in order to realize a positive change.

4. Reflections by Kay Masser and Linda Mory

Two external experts from the German Research Institute for Public Administration in Speyer, Kay Masser and Linda Mory, systematically reviewed the methodology as well as the content of the nine case studies written by the IMPEC Education Team. For their review the German researchers used several criteria which are shown in table 2 below. On the third day of the master class the German researchers gave a plenary presentation to share their findings.

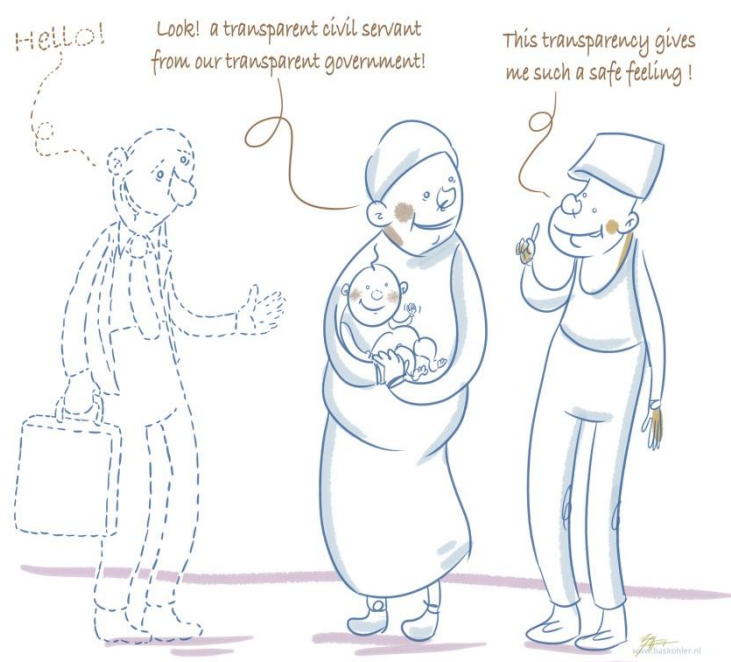
Formal Criteria	Content Criteria
(1) Methodology approach – How was the case study approached?	(1) Starting Position - What was the reason for becoming good practice?
(2) Interview setting – How did the interviewees perceive the interview situation?	(2) Measures Taken - Which instruments/tools yield the success?
(3) Alignment with the MPAT documents – How were the MPAT documents integrated in the case study?	(3) Personal Story – Can the interviewee give personal “review narratives”?
	(4) Knowledge Sharing – Which networks are involved?
	(5) Sustainability – Are there already concerns about future developments?

Kai Masser and Linda Mory were, in general, positive about the methodology and the content of the case studies. Regarding the methodology they suggested that there is no need to keep the interviewees anonymous since we talk about “good practices”. Also, they wondered how DPME can distinguish good practices in cases in which concrete evidence is lacking. Furthermore, it was underlined that reform narratives should be used. In terms of the content they stressed that the kind of “leadership” taken by the departments in questions could be specified more in detail.



Photo. Delegates listening to a plenary presentation.

During their presentation they also gave some recommendations as to how to move ahead with the good practices. They pointed out that there is a need to exchange knowledge and experiences in a changing environment. Thus, for further action they suggested to establish an “Innovation Club”. The members of this club should be public officials from the same department who gather regularly (for example four times a year). During those meetings they could have in depth discussions on the good practices and innovations in the field of management and governance practices within their



department. Furthermore, the development of a “Benchmark Cluster” has been suggested. This cluster should be a voluntary assembly of representatives of various governmental bodies facilitated or assisted by a professional organization (for example a peer practitioner like a Dutch or German civil organization). The members of this cluster should firstly agree upon performance indicators and measurement data and collect data in the arranged way. During the Benchmark Cluster meetings the data could be shared, analyzed and discussed.

5. Collective and individual harvesting

The master class was packed with good news, but it is in human's nature to forget the good things and lessons learned as time goes by. So just to remind the delegates Barbara de Lange asked them to make notes of their new learning's and commitments on post cards brought along from the

Netherlands. Nyenrode Cfs collected the post cards and sent this “reminder post” to all the delegates early November 2012.

In short, the insights gained in the master class helped the delegates to harvest the following:

- Management must start thinking out of the box.
- Leaders must lead by example.
- Work smartly, irrespective of limited resources; there is a need to make better plans.
- Be an example to colleagues by doing what you have to do with a positive attitude.
- Don't shy away from the challenges.
- Use existing forums to communicate the best practices.
- Create an environment open to improvement.
- Communication is important.
- Prioritize what can be done with limited resources.
- Be the change you want to see.
- Managers must create a culture of participation to involve all levels within the departments.
- Advocacy should be driven from the top.

Ismail Akhalwaya of DPME underlined that the master class has been successful and that he was positive about the insights gained. Furthermore, he stressed that it is important to keep the group spirit alive and to continue inspiring each other. In this regard it could be useful to organize several future events in which the moderators will catch up again and share good practices. In a future session new case studies could be discussed, however, it could also be interesting to follow up on the current stories and to see how the moderators implemented the lessons learned during this master class.

6. Contribution of Roelf Meyer

The organizers of the Master Class are very grateful to Roelf Meyer whose speech on the first evening aimed to inspire and motivate the participants to contribute to future success in government performance and service delivery. Roelf Meyer is a former South African politician and mediator, presently he is a consultant in conflict resolution and government strategic reviews. He became famous in his position as the National Party's chief negotiator in the Multiparty Negotiating Forum in 1993 after the failure of CODESA. He established an amicable and effective relationship with the ANC's and their negotiators. He is proud of the rainbow nation and very eager to contribute to the improving of the “New South Africa”.

In his speech Roelf Meyer shared some of his experiences and some lessons learned which the participants of the Master Class could keep in mind to develop future success. Roelf Meyer said for example that people should commit to change and embrace this change from their heart and their mind. In general, people should do what they have to do and should resolve problems themselves. South Africa still has a long way to go and thus there is a need for continuous transformation in which good leadership is needed. Roelf Meyer ended his speech emphasizing that there is a need of

self-assessment for the governmental bodies. Self-reflection is basic for awareness and for changing people's mind-set.



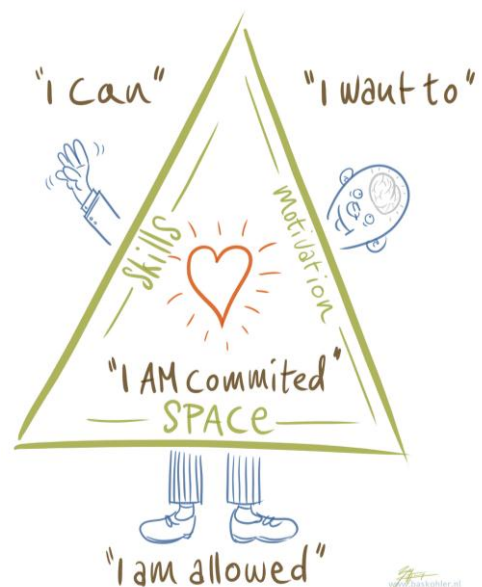
Photo 6. Ismail Akhalwaya, Roelf Meyer, Tineke Lambooy and Carlo Bakker having dinner.

7. Conclusion

The organizers of the master class managed to create an open atmosphere in which delegates were comfortable to share insights and were able to learn from each other. Sharing the best practices in the master class and making the case studies accessible on the internet contribute and will contribute in the future to the transparency and accountability of the departments in question. However, perhaps more important, the good examples also serve as a story of inspiration from which practitioners can learn. Peer learning is crucial and thus it is important to bring people together and to let them inspire and motivate each other in master classes like this.

Evaluating the reflections made in this report in regards to the knowledge acquired and shared in the mc, the authors noted that a general theme that came up often is leadership. Good leadership was often mentioned as one of the cornerstones for a successful implementation of management practices in all departments. Leadership starts with self-governance. Internalized values offer the most effective form of self-governance. A way to ensure that all governmental departments embark on good management practices is, in line with Roelf Meyer's words, to instill those values in the hearts and the minds of each public official affiliated with the particular department.

The participants of the master class could be seen as a group of 'change agents' in a peer learning process. They might be the ones who already have the right values in their hearts and minds. That's why the organizers are confident that the participating moderators could positively spread the gained insights within their departments, take leadership and contribute to a better performing South African government.





Chaired by: Barbara de Lange
Hosted by: the Department of Monitoring and Evaluation (DPME)
Content by: Nyenrode Business University, DPME, IMPEC, GIZ, TiasNimbas (IVA), University of the Witwatersrand

Program Master Class 15-17th August

Wednesday 15 August

08:30 Welcome Address

Ismail Akhalwaya – DPME

08:45 Introductory Speeches

Barbara de Lange – Moondance

Tineke Lambooy – Nyenrode

Carlo Bakker – IMPEC

Ruan Kitzhoff – GIZ

Getting to know the person sitting next to you

09:30 Explanation of the MPA's

Annetjie Moore – DPME

09:45 Presentations of Case-Studies (including coffee break)

- **Mpumalanga Human Settlements**
- **Western Cape Community Safety**
- **National Department of Environmental Affairs**

Reflection and Q&A

12:15 Lunch Break

13:15 Presentations of Case-Studies

- **Mpumalanga Community Safety and Liaison**
- **National Department of Human Settlements**

14:15 Break-out sessions (including coffee break)

Exploring the five Case-Studies in ten different break-out groups

15:30 Sharing the findings

Discussion on the outcomes of the break-out sessions plenary

17:30 Spare time

Relaxation and refreshment before the informal dinner

18:30 Dinner

Informal dinner including pre-dinner speech by *Mr. Roelf Meyer*

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Thursday 16 August

08:30 Presentations of Case-Studies
(coffee break included)

- **Western Cape Agriculture**
- **Mpumalanga Finance**
- **National Department of Trade and Industry**
- **Western Cape Treasury**

11:00 Break-out sessions

exploring the four Case-Studies in eight different break-out groups

12:30 Lunch Break

14:00 Sharing the findings

Discussion on the outcomes of the break-out sessions plenary

16:00 Spare Time

Individual preparation for the game drive

16:30 Game drive

Pilanesberg area

21:00 Dinner

Friday 17 August

08:30 Reflection

Dr. Masser - GIZ

09:45 Individual harvesting

Integrating Key Finding of the MC into your daily work

10:45 Break

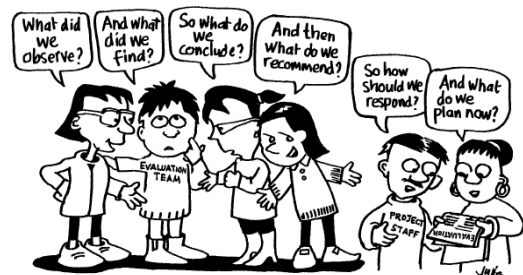
11:15 Collective harvesting

Feedback on the monitoring process

12.15 Wrap up

13:00 Lunch & Goodbye

14:00 End of the Master Class



ANNEX II ACCOMPLISHMENTS AND IMPROVEMENTS FOR THE ENTIRE MPAT PROCESS

ACCOMPLISHMENTS	IMPROVEMENTS
<ul style="list-style-type: none"> • Encouraging and motivating (go the extra mile). • Triggers self-reflection as starting point of change. • Positive work attitude and team work. • Get peers to talk to each other (exchange). • User friendly tool. • Clear logic of MPAT (management → service delivery). • Ownership. • SMS collective responsibility. • Participation. • Tool encourages a culture of continuous improvement. • Level of debate by people from different backgrounds. • Culture of collaboration is emerging. • Self-assessment has built a culture of striving towards self-improvement. • The fact that results are published elevates the issue of quality standards around management practice in the public sector. • Acknowledgement of the MPAT system in improving the 4 KPA's. • This process will also improve the DG's performance. • Motivated participants and good researcher teams. • Inspiring environment. • Great and well-structured 3 case studies of the SA team. 	<ul style="list-style-type: none"> • Sustainability • Put success stories into more contexts and make them more comparable. • Have case studies based on moderated scores and not self-assessment scores. • The best practices must relate to service delivery improvements. • A repeat of the Master Class based on the improved MPAT version and based on moderated scores. • Interface with FSD. • Strengthening and enforcing improvements. • Collaboration of centre of government. • Testing of logic and negative connotations. • Correlation and alignment with results from other oversight tools. • Strength of centre of government. • We should guard against turning the exercise into an academic exercise. • Baseline information. • Move beyond compliance and must consider performance: APP, Budget and Audit. • Development of case studies should include local universities. • Communication about the tool and its impact on organisational performance especially to departments. • Competition may lead to a culture of not willing to share information strategies. • Make the MPAT criteria more transparent and use quantitative approaches as well.

<ul style="list-style-type: none"> • Pilot was a good success. • Sharing of best practice and what led to good practices. • International, national and provincial perspectives and interaction on these practices. • Informal but yet structured approach worked well to share as much as possible information during a short time. • Good time management of the process. • Developmental approach to monitoring and evaluation. • Cartoons were excellent. • Master class is a good idea as part of the MPAT process. • I can do it. • A platform for departments to learn from other departments who get things done. • Involvement of university experts is highly valuable. • Master class was inspirational and motivating. • Documentation, packaging and presentation were excellent. • Continue to create such opportunities for networking. • Incremental improvement suggested. • Video wonderful. • Drawings fantastic. • Great interaction with colleagues from other countries. • Thank you GIZ for support. • Useful external review. • Useful questions sharing of experiences. 	<ul style="list-style-type: none"> • Pilot was very successful but now this has to be taken into further action. • Use interview guidelines for all case study writers/researchers. • Use more evidence (hard facts) in the evaluation. • MPAT process: criteria used for moderation should be given to the departments. • Information should be verified before moderation by DPME. • Role of internal audit should be clarified. • Feedback from citizens/stakeholders. • Ensure linkage on information flow: NT → DPSA → AG → PSC. • Are we not reporting over and over again? Reporting fatigue e.g. DPSA, AG. • Invite public servants from European countries to provide practical examples. • Professional networking opportunities with other MPAT moderators. • Future master classes should focus on specific key performance areas within the MPAT including more stakeholders of the KPA. • If processes are not identified to make this to the level of implementation if may not add value. • Develop criteria for the selection of best practice. • Relook how we document case studies so that it makes sense to the user. • Need to have a theme for every master class. • Good practice not best practice. As there is always room for improvement. • Invite interviewees/departmental reps to the
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<ul style="list-style-type: none"> • Raised useful questions of MPAT. • Sharing of stories and understanding. • Good venue. • Diversity • Sharing of experience in small group discussions. • Academic/practitioner interface great. • 	<ul style="list-style-type: none"> master class sessions. • Conduct an impact assessment of the best practice by DPME – are department in deed using the case studies. • Guard against MPAT being used as a political tool. • Ask departments to provide reasons for not complying with level 1. • Motivate people to develop an “I can do it” attitude. • Supervisors/managers must be empowered to provide subordinates with tools, space and support to achieve agreed target goals. • DPME should only put the data of MPAT together as the monitoring department. • Policy owners should own their management areas and be their own change agents. • Interviews on case studies include other key people such as Minister, HoD, chairperson of the Audit Committee, etc. • Owners of the case studies must participate. • Master Class should not exceed 2 days. • Policy makers from transversal departments should participate. • Make sure best practice interviews are held with correct people. • Anonymous interviews may reflect distrust, fear and un-mandated feedback. • DPSA is a critical role player in the HRM work stream, they should be presented at MPAT meetings, even if they could only send 1 delegate. • Venues for engagement at more central location, closer to airports.
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	<ul style="list-style-type: none"> • Incremental improvement suggested. • More real-life stories needed from the coalface. • Not enough breakaway work. • Too time oriented. • Upfront description of the whole process. • Overall MPAT case study not well explained. • No policy people present. • Invite people involved in good practice cases. • Former senior public servants for engagement and knowledge sharing.
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