



# **Policy rationale, aims and challenges of the newly created**

## **Performance Monitoring and Evaluation Ministry in South Africa**

***... Improving Government's Performance***

# Performance Monitoring and Evaluation Ministry

---

## Outline of Presentation

- 1. Rationale**
2. Aim and Functions of Ministry
3. Challenges

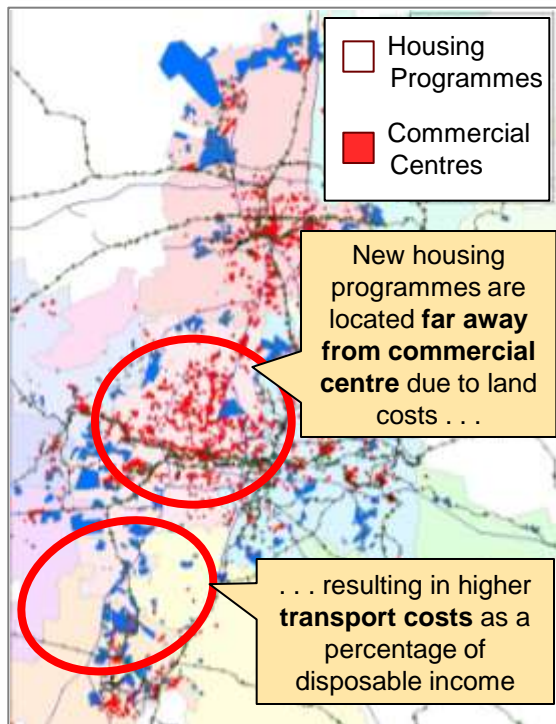
# Democratic transition in 1994

---

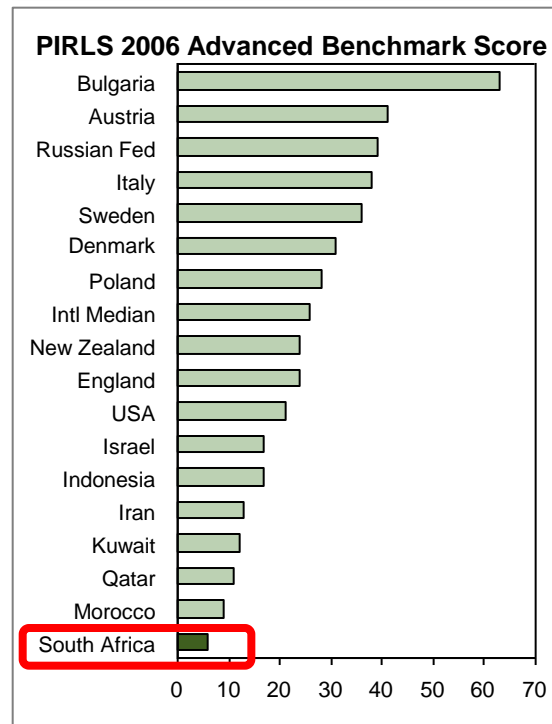
- Inherited massive backlog in service delivery
- Apartheid legacy of:
  - spatial segregation
  - undermined human capital
  - inequality of income and wealth
- Bill of Rights – socio-economic rights to be progressively realised within available resources

# 2008 Despite massive increases in expenditure, outcomes did not improve enough

## Spatial Development

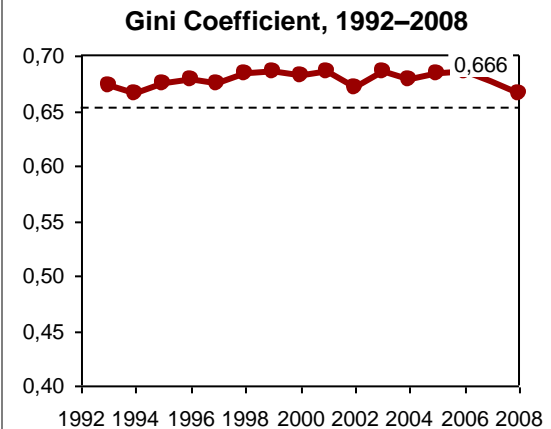


## Human Capital



## Inequality of Income and Wealth

*Our Gini coefficient has not changed substantially since 1994 . . .*



*. . . which is why at least 80% of SA's wealth is controlled by only 5% of the population*

...

...

# Why didn't we get the Outcomes we expected?

---

There are various reasons for this

- Many new policies
- Policies not fully implemented
- Weak institutional design and allocation of decision making rights
- Complicated governance structures (SOEs, tiers of Government)

But, most of all

**Incorrect assumptions between  
outputs (what we produce) and  
outcomes (what we want)**

# Setting outcomes alone won't make a difference

---

- Determine outcomes politically - and monitor
- Monitor key steps in delivery chain
  - Understand key steps that leads to an outcome
- Develop data-driven and evidence-based strategies between the input, output and outcomes

**Created Ministry for  
Performance Monitoring and Evaluation in  
The Presidency**

# Performance Monitoring and Evaluation Ministry

---

## Outline of Presentation

1. Rationale
- 2. Aim and Functions of Ministry**
3. Challenges

# Executive oversight vs line function responsibility

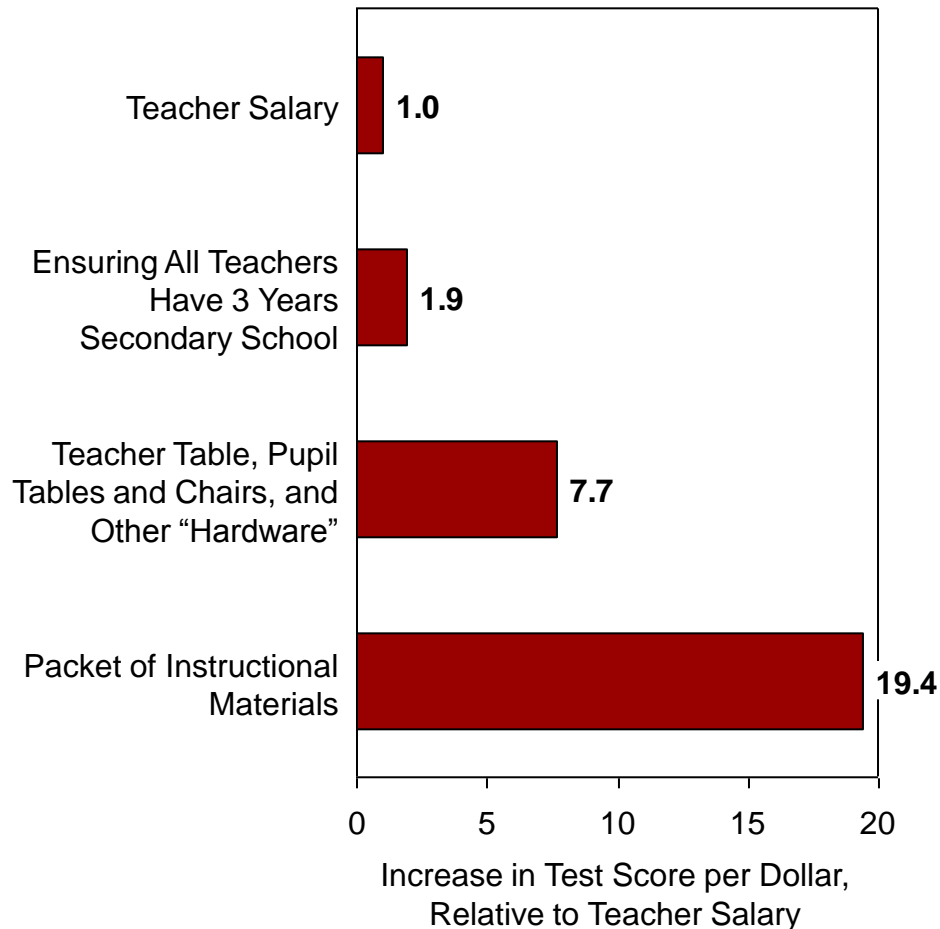
---

- Conventional wisdom – central executive focus on monitoring outcomes, rest of delivery chain for line function department
- Developmental role of state, requires stronger guidance from Presidency
- Capacity and accountability problems along all steps of delivery
- Need to monitor that key intervention strategies are delivering results, 4-5 per sector

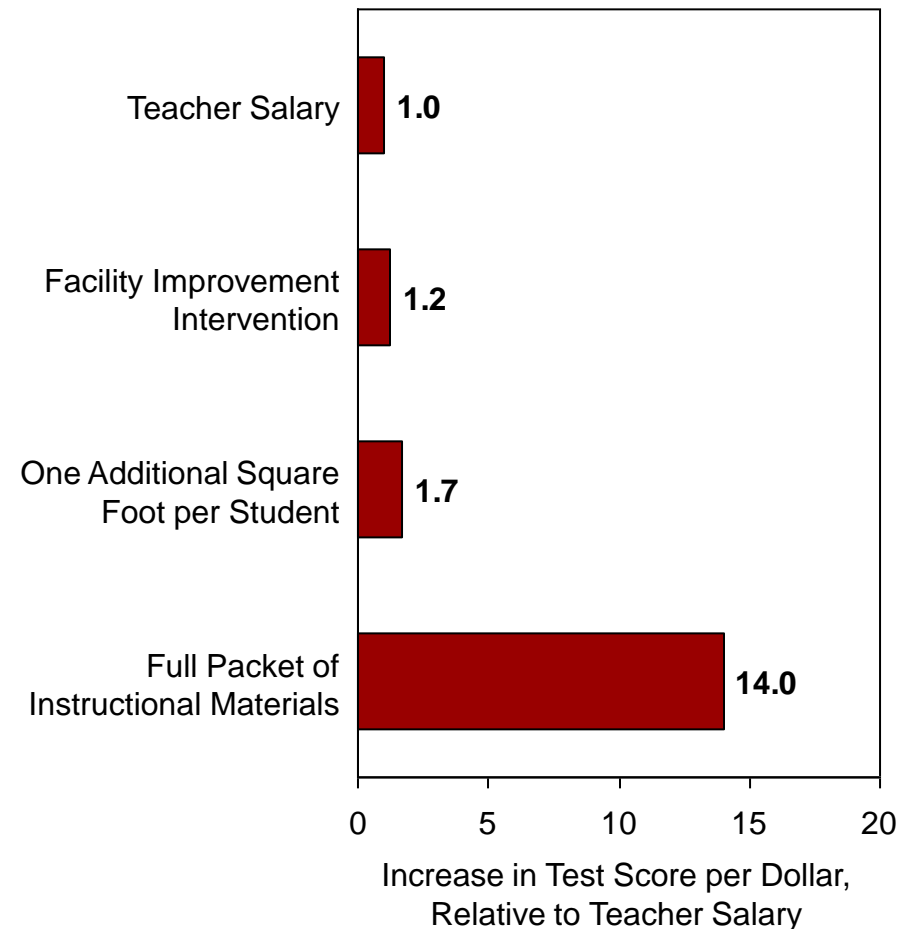
# To address quality problem in education, we will monitor delivery & use of instructional material

## Increase in Test Scores per Dollar Spent on Different Inputs

Northeast Brazil (1980s)



India (1990s)



# In Education ....

---

- High enrolment rate – 98% at primary school level
- Education quality not up to standard
- Deliver uniform text books and workbooks to all grades
- Independently moderated internationally benchmarked test for grades 3, 6, 9
- Inputs and strategies to be monitored by the Presidency

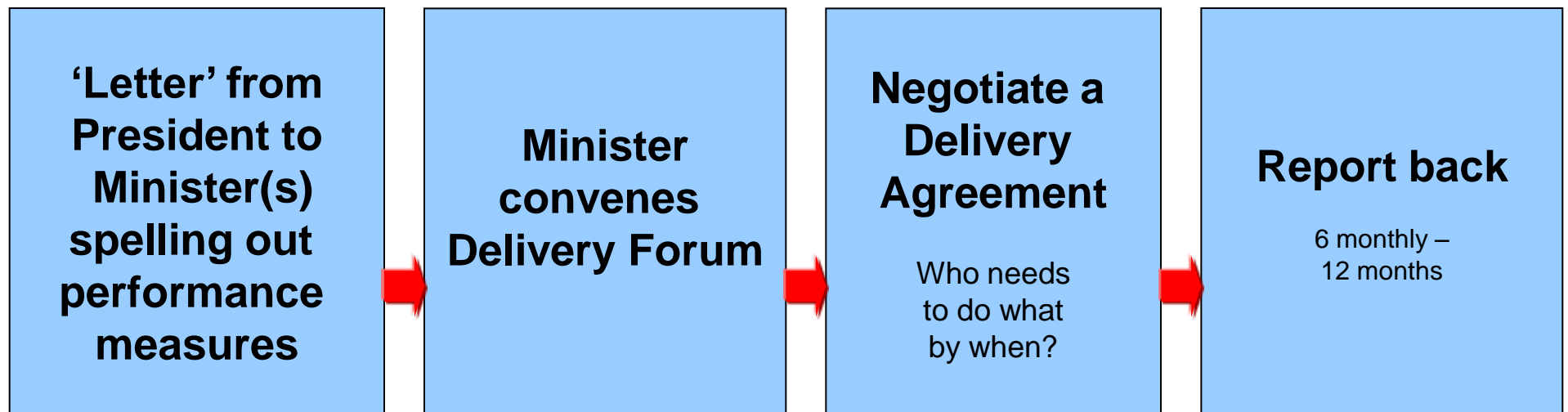
# In Health...

---

- High per capita expenditure with low outcomes
  - Impact of HIV and Aids
  - Health care system not optimally functional
- Monitoring standard health outcomes
- Monitoring turn around strategy in Health care management
  - Allocation of decision rights

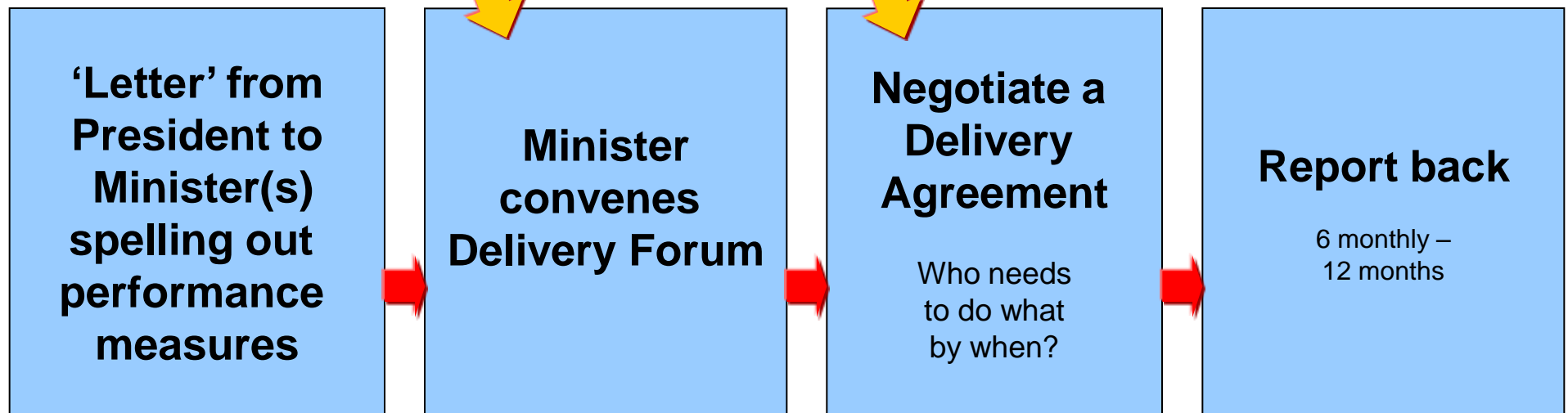
# Accountability

- Performance agreements between President and political principals
- Joint agreement on measures between Presidency and line function department
- Published – will involve civil society, create different dialogue on service delivery



# Coordination vs joined-up

- Initial period post 1994, coordination for conceptual coherence of policy, mandates etc
- Now, require discussion on inputs (budgets, HR) and data on outputs
- Delivery forums per sector



# List of proposed Key Outcomes

1. Improve the quality of basic education
2. Live long and healthy lives
3. Ensure that South Africans are and feel safe
4. Ensure decent employment for people by facilitating and contributing to inclusive economic growth
5. Develop skills and capabilities to support an inclusive growth path
6. Promoting rural development with a focus on former homeland areas

# List of proposed Key Outcomes

7. Create stable and well-serviced communities with well planned and managed Local Governments
8. Protect and enhance our environmental assets and natural resources
9. Create a better Africa and a better world — make our contribution to global relations
10. Promote a strong, fair and inclusive citizenship
11. A public sector capacity that is efficient, effective and worthy of a Developmental State

# Performance Monitoring and Evaluation Ministry

---

## Outline of Presentation

1. Rationale
2. Aim and Functions of Ministry
- 3. Challenges**

# Challenges

---

- Meeting people's expectations
- Democratic culture
- Institutional inefficiencies
- Public Service capacity to responsive and effective
- Political agreement on what should be measured
- Sound data collection institutions

---

**THANK YOU!**