



PERFORMANCE MANAGEMENT

Driving Accountability. Delivering Results. Creating Public Value.

Presented by Ms D Sebolai
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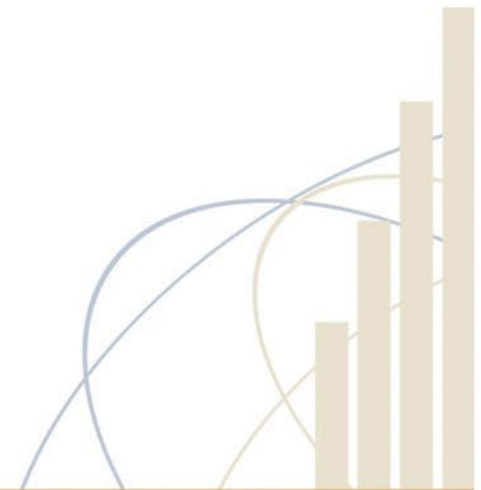
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What We Will Cover

- 01 The promise — and the paradox
- 02 Performance Management: What, Who, Why, When and How?
- 03 From Compliance to Performance: The Legislative Architecture
- 04 NDP 2030: From National Ambition to Institutional Results
- 05 The performance chain: outputs vs outcomes
- 06 Performance as a system of dependencies
- 07 What works, and where the system breaks down
- 08 Accountability, public value and five shifts



The Promise: Accountability to Public Value

Performance management is not about plans, reports and dashboards. It is about whether public resources and institutional effort change people's lives.



COMMITMENT

Are we doing what we said we would do?



RESULTS

Are we achieving what we intended to achieve?



PUBLIC VALUE / IMPACT

Is it making a difference?

Compliance answers the first question. Management answers all three.

THE PARADOX OF PERFORMANCE MANAGEMENT

We have plans.

We have indicators.

We have reports.



**But are we consistently achieving
the outcomes we planned for?**

The system produces documents on time. The question this conference must answer is whether it produces different decisions, different behaviour and different results.

Performance Management: What, Who, Why, When and How?

One discipline, answered in five questions.

WHAT?

A systematic process

Plan
Implement
Monitor
Measure
Evaluate · Learn · Improve

WHO?

Not the M&E unit alone

Executives and HODs
Managers and officials
Finance,
Assurance: Risk, Audit
Oversight: AG, etc and
citizens

WHY?

To turn resources into
results

Accountability
Better service delivery
Evidence-based decisions
Public value

Failure to do this affects
the full implementation of
the performance
management cycle

WHEN?

Continuously – in three
moments

Before: plan and target
During: implement and monitor
After: report, **evaluate**, learn

HOW?



The question is no longer simply whether government complied with the planning and reporting framework, but whether planning, resources and implementation are producing meaningful results.

Performance management should be a management discipline – not a reporting event.

From Compliance to Performance: The Legislative Architecture

Four tiers already require what performance management promises.

CONSTITUTIONAL FOUNDATION

- Constitution of the RSA
- Accountability
- Efficient, effective and transparent administration
- Public participation
- Batho Pele principles



PUBLIC FINANCIAL MANAGEMENT

- PFMA, MFMA, FMPPLA
- Treasury Regulations
- National Treasury planning and performance frameworks
- Budgeting and performance information



PLANNING & PERFORMANCE

- National planning framework
- NDP 2030
- MTDP 2024–2029
- Strategic Plans and APPs
- Annual operational plans / SDBIPs
- Quarterly monitoring and annual reporting



OVERSIGHT

- Parliament and legislatures
- Portfolio and standing committees
- Auditor-General South Africa
- Audit Committees
- Executive accountability



KEY MESSAGE

The system is not short of frameworks. The question is whether compliance with them produces better management and better outcomes.

NDP 2030: From National Ambition to Institutional Results

THE LINE OF SIGHT

The NDP Vision 2030 sets the long-term developmental vision. The MTDP 2024–2029 is the blueprint for the Seventh Administration, linking government planning back to that vision.

Every institutional plan should be a visible instalment on a national commitment.



2026 – 2030 = 3 years



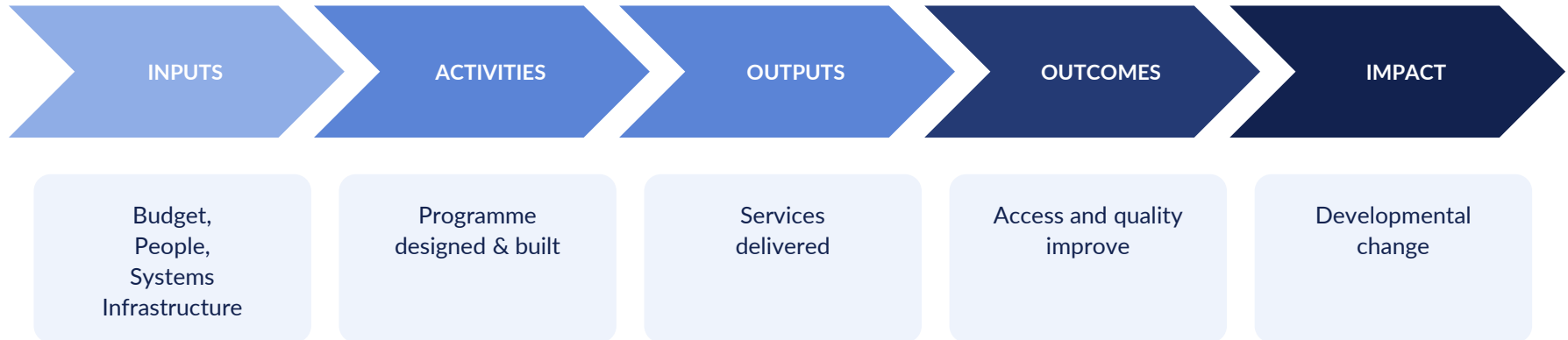
KEY MESSAGE: 25-year Review Report

“South Africa has made significant progress in expanding access to basic services, but the major lesson of the first 25 years is that *implementation capacity, coordination and accountability must improve if policy and planning are to translate into meaningful developmental outcomes.*”

Critical question: can we trace a line from a government priority to a measurable improvement experienced by a citizen?

The Performance Chain: From Policy to Public Value

Every rand and every activity must be traceable to a change in people's lives.



THE DISTINCTION THAT MATTERS

Government often measures

Money spent • meetings held • beneficiaries reached • reports submitted

The public asks

Did the service improve?
Did waiting times drop?
Did outcomes in health, learning and infrastructure change?

KEY MESSAGE

Outputs demonstrate delivery. Outcomes demonstrate whether delivery mattered.

The Same Budget, Two Different Questions

What an output indicator counts, and what an outcome indicator would prove.

Sector	Typical output measure	Outcome measure that matters
Health	Clinics built; patients seen	Waiting times reduced; health outcomes improved
Education	Learner support material delivered	Learning outcomes and pass quality improved
Water & sanitation	Households connected	Reliable, safe water actually flowing
Human settlements	Units completed	Functional, serviced, habitable settlements
Local infrastructure	Kilometres of road built	Road usable and maintained over its life
Compliance	Reports submitted on time	Decisions changed by the information reported
Provincial Treasury – Financial Governance	Number of departments/municipalities supported; compliance assessments conducted	Improved financial management, reduced irregular expenditure and stronger fiscal sustainability
Office of the Premier – Provincial Coordination & Oversight	Number of coordination meetings, monitoring reports and interventions undertaken	Improved implementation of provincial priorities and coordinated service delivery across departments
Provincial Legislature – Oversight & Public Participation	Number of oversight visits, committee activities, petitions and public participation initiatives conducted	Greater executive accountability, responsive governance and improved public value from government programmes

KEY MESSAGE

A department can report 100% output achievement while the underlying developmental problem remains untouched.

Dependencies: No Department Delivers Outcomes Alone

One department is accountable for the result – but the result is produced by the whole system.

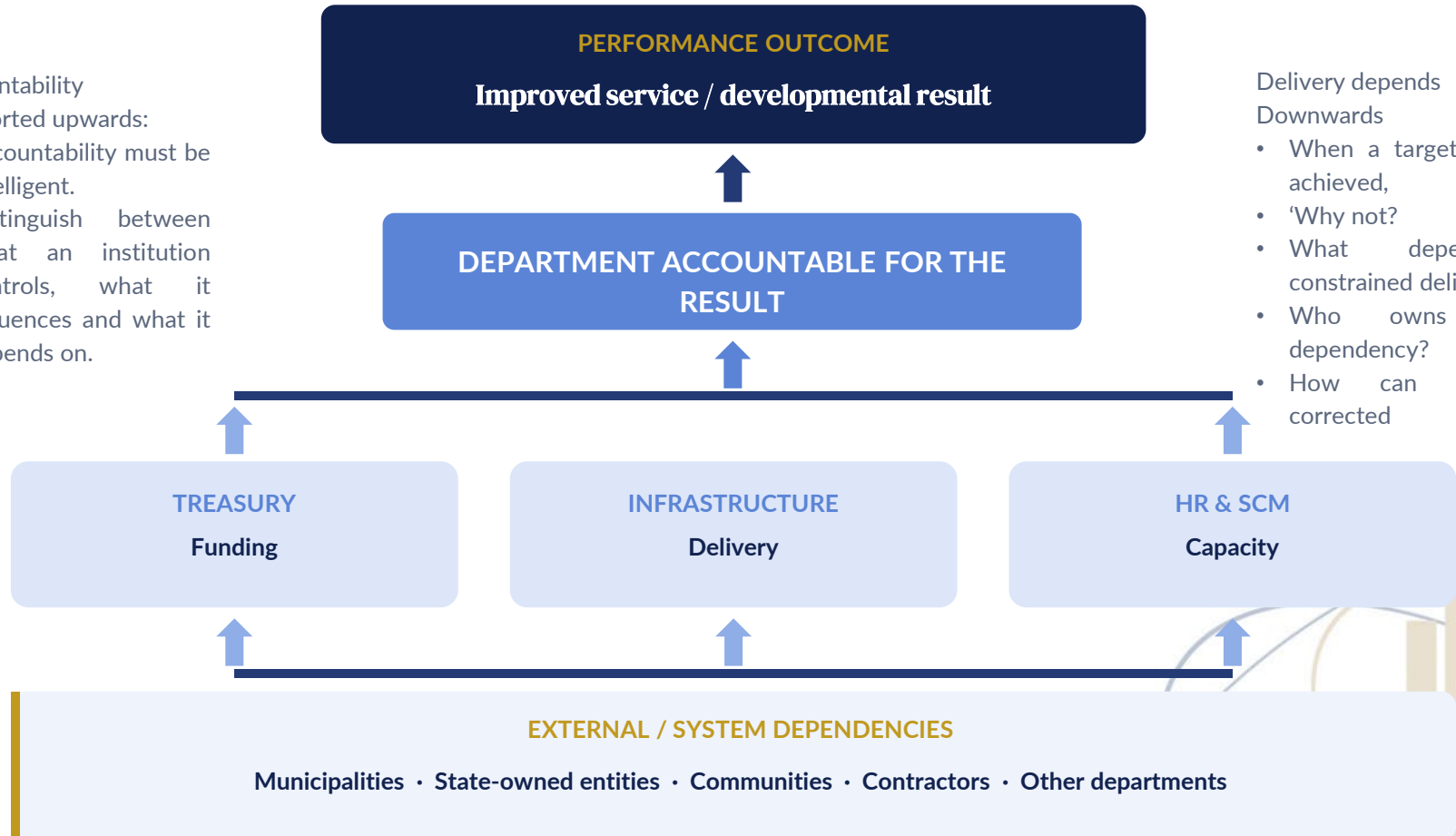
Public-sector outcomes are produced through a network of dependencies.

Accountability
is reported upwards:

- Accountability must be intelligent.
- Distinguish between what an institution controls, what it influences and what it depends on.

Delivery depends
Downwards

- When a target is not achieved,
- 'Why not?
- What dependency constrained delivery?
- Who owns that dependency?
- How can it be corrected



What Works: Characteristics of Effective Systems

Ten conditions that separate managed performance from reported performance.

01

Clear priorities

Not everything can be a priority.

02

Fewer, better indicators

Measure what matters, not what is easy.

03

Clear accountability

Every result has an owner.

04

Realistic targets

Ambitious but evidence-based.

05

Reliable information

Wrong data, wrong decisions.

06

Frequent monitoring

Don't find failure in the annual report.

07

Corrective action

Monitoring without action adds little.

08

Integration

Plans, budgets, risk and M&E connect.

09

Evidence-based decisions

Performance shifts resources.

10

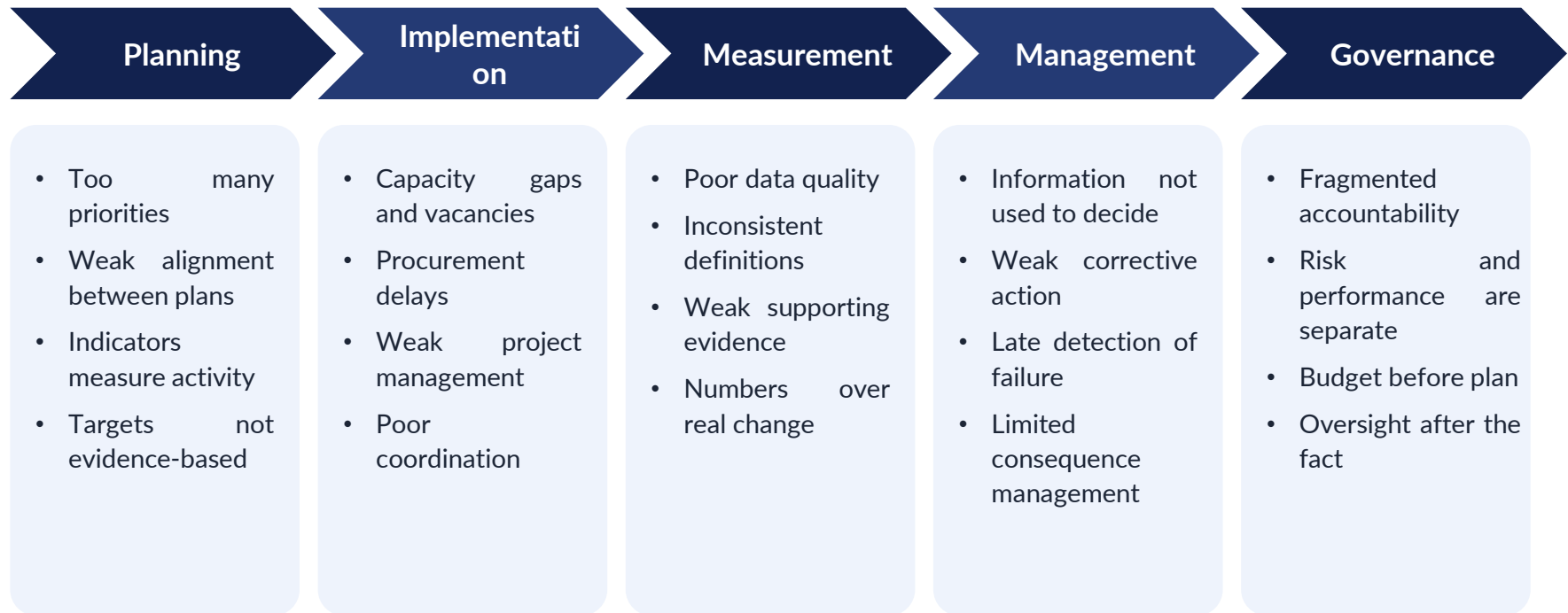
Citizen feedback

The beneficiary's experience is the test.

DPME's citizen-based monitoring places the citizen's experience of service delivery at the centre of accountability.

Where the System Breaks Down

Five failure domains — most of them managerial, not technical.



KEY MESSAGE

The greatest weakness is not the absence of performance information — it is the failure to use it to change decisions and behaviour.

What Could Work: Towards Results-Based Management

Eleven deliberate shifts in what the system rewards.

FROM

TO

Compliance



Results

Activities



Outcomes

Many indicators



Critical few indicators

Annual reporting



Continuous management

Departmental silos



System-wide accountability

Historical reporting



Forward-looking action

FROM

TO

Data collection



Evidence-based decisions

Target achievement



Meaningful results

Individual accountability



Shared accountability

Reporting failure



Correcting failure

Measuring government



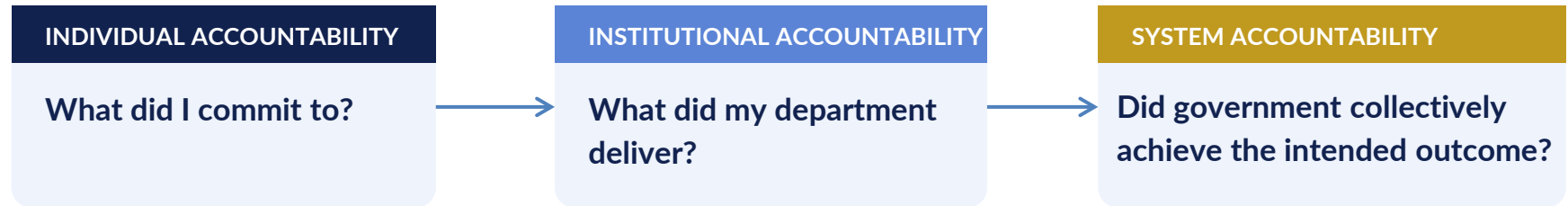
Citizen-centred performance

KEY CONCEPT

Manage performance before you report it – the direction of current reform towards results-based planning and budgeting.

Accountability for Results: Who Owns the Outcome?

When an outcome depends on five institutions, accountability must operate on three levels.



Accountability ≠ blame. Effective accountability explains results and directs action.

THE NINE QUESTIONS EFFECTIVE ACCOUNTABILITY ANSWERS

- What was expected?
- What was achieved?
- Why was it achieved or not?
- What contributed to the result?
- What was within management's control?
- What was outside its control?
- What corrective action is required?
- Who is responsible?
- By when?

Accountability cannot be separated from consequence management; responsibility must carry consequences.

Creating Public Value: The Ultimate Test

Six questions that decide whether the performance was real.

“So what?”

- Who benefits?]
- What changed?
- Was public money used efficiently?
- Was the change meaningful?
- Was the service accessible, equitable and sustainable?
- Would citizens say government improved their lives?

- A department can achieve 100% of its targets and still fail to create public value — if the targets themselves do not address the underlying developmental problem.
- Clean Audit Outcomes



PUBLIC VALUE

Results + Quality + Equity + Trust + Responsible use of public resources

“Different mandates, shared outcomes: performance depends on alignment across spheres of government.”

From Reporting Performance to Managing Performance

Option 1



Compliance



Isolated departments



Reporting what happened

VS

Option 2



Accountability
Consequence Management



Integrated government



Managing what happens next

:Moving from reporting what happened to actively managing what happens next through timely analysis, intervention and accountability

“Performance management must answer more than ‘Did we meet the target?’ It must answer ‘Did we make a difference — and what must we do next?’”

From the Speakers Mind to Yours



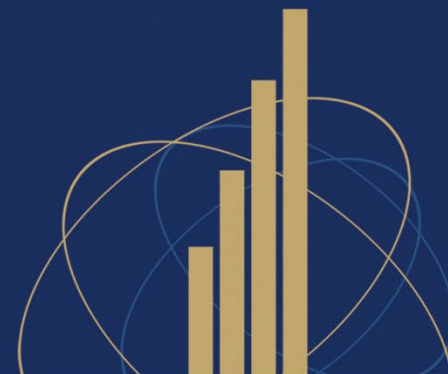
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Success is relative
Context is relative
Accountability is definite
We operate on the wings of borrowed time

“Success may be measured differently, but our accountability, despite the context, is shared—and the time we have to make a difference is now.”



Thank You!



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