

MPAT Trends in Brief, 1.2 to 1.6

September 2017

About this report

The Management Performance Assessment Tool (MPAT) is an annual departmental assessment which measures management practices in national and provincial government departments. MPAT was officially launched in October 2011 by the Department of Planning, Monitoring and Evaluation (DPME). On a provincial level, MPAT has since been successfully institutionalised with 100% participation and sign-off from WCG provincial departments. MPAT provides a structured standards-based approach to assessing management practices in Strategic Management, Governance and Accountability, Human Resources and Financial Management.

This report provides a brief overview of the progress WCG provincial departments have made in relation to management practices and governance over the past five years. This report provides national and provincial data trends on standards from MPAT 1.2 to 1.6 across four key performance areas. The report highlights WCG improvement and progress on compliance regulation since 2012. These MPAT results should be used as evidence for good governance, accountability and ultimately for improved service delivery outcomes.

Throughout the report, MPAT 1.2 refers to the implementation of MPAT 2012, MPAT 1.3 to MPAT 2013, MPAT 1.6 to MPAT 2016, etc.

Table of contents

About this report	2
Abbreviations and acronyms	5
Introduction	6
Executive Summary of MPAT Results / Highlights of MPAT Results	7
NATIONAL TRENDS	9
Figure 1: Overall ranking of the provinces and national department, MPAT 1.2 to 1.6	10
Figure 2: Provincial comparison – Overall average scores	11
Figure 3: Provincial comparison for Strategic Management KPA	12
Figure 4: Provincial comparisons for Governance & Accountability in RSA	13
Figure 5: Provincial comparison for Human Resource Management in RSA	14
Figure 6: Provincial comparison for Financial Management in RSA	15
Figure 7: Comparison of the WCG average per standard compared to the national average, MPAT 1.6	16
WCG PROVINCIAL TRENDS	17
Figure 8: Distribution of the MPAT results per level, MPAT 1.2 to 1.6	18
Figure 9: WCG Departments Rankings, MPAT 1.2 to 1.6	19
Figure 10: Distribution of the MPAT results per WCG Department, MPAT 1.6	20
Figure 11: WCG Five-Year Trend Analysis per KPA	21
Figure 12: Distribution of the WCG MPAT results per KPA, MPAT 1.6	22

KPA 1: STRATEGIC MANAGEMENT	23
Figure 13: Average scores per WCG departments for Strategic Management	24
Figure 14: WCG average scores per standard for Strategic Management	25
KPA 2: GOVERNANCE & ACCOUNTABILITY	26
Figure 15: Average scores per WCG department for Governance and Accountability	27
Figure 16: WCG average scores per standard for Governance and Accountability	28
KPA 3: HUMAN RESOURCE MANAGEMENT	29
Figure 17: Average scores per WCG department for Human Resource Management	30
Figure 18: WCG average scores per standard for Human Resource Management	31
KPA 4: FINANCIAL MANAGEMENT	32
Figure 19: Average scores per WCG department for Financial Management	33
Figure 20: WCG average scores per standard for Financial Management	34
Concluding remarks	35
Notes	36

Abbreviations and acronyms

APP	Annual Performance Plan	DTPW	Department of Transport and Public Works
CSC	Corporate Service Centre	HRM	Human Resource Management
DCAS	Department of Cultural Affairs and Sport	KPA	Key Performance Area
DCS	Department of Community Safety	MPAT	Management Performance Assessment Tool
DEDAT	Department of Economic Development and Tourism	PAJA	Promotion of Administrative Justice Act
DHS	Department of Human Settlements	PFMA	Public Finance Management Act
DLG	Department of Local Government	PMDS	Performance Management and Development System
DOA	Department of Agriculture	RSA	Republic of South Africa
DotP	Department of the Premier		
DPME	Department of Planning, Monitoring and Evaluation		
SP	Strategic Plan		
WC	Western Cape		
WCED	Western Cape Education Department		
WCG	Western Cape Government		

Introduction

The Management Performance Assessment Tool (MPAT) is one of the DPME focal areas to improve the management performance of provincial and national departments. MPAT is an evidenced-based tool which assesses a number of standards aimed at improving performance towards service delivery outcomes. Following Cabinet approval in June 2011 and the first official launch in October 2011, MPAT assessments were conducted from 2012 until 2016 with 155 national and provincial departments completing their assessments and 100% completion and sign off from WCG departments.

MPAT is based on the understanding that compliance with management regulations will contribute to improved departmental performance. Within this context, monitoring compliance with key requirements such as standards, enables departments to identify management strengths and weaknesses and thereby improve practice.

MPAT focuses on management practice in four key performance areas (KPA): strategic management, governance and accountability, human resource management, and financial management. Departments assess themselves against a set of standards and provide evidence of their compliance. These assessments are moderated, and opportunities to challenge the moderation are provided and adjustments can be made based on the evidence provided. This elaborate process brings some measure of objectivity to the process.

Executive summary of MPAT results / Highlights of MPAT results

The MPAT 1.6 (2016) assessment signified the sixth round of assessment since the inception of the tool in 2011¹.

The MPAT 1.6 results also indicate that the WCG has consistently improved year on year on its overall rating since MPAT 1.2. Overall ratings achieved were: for MPAT 1.2 (3.01), MPAT 1.3 (3.30), MPAT 1.4 (3.43), MPAT 1.5 (3.51) and MPAT 1.6 (3.62). The WCG has maintained its ranking as the best-performing province for MPAT 1.6 for a fifth consecutive year since MPAT 1.2. The WCG is the best-performing province consistently across all four (4) KPAs in MPAT 1.6.

Best-performing standards

In terms of the best-performing standards for WCG for MPAT 1.6, the following five (5) standards had an average of four (4) for the province; i.e. all thirteen (13) departments received a level four (4) score:

- Internal audit
- Demand management
- Disposal management
- Delegations PFMA
- Cash flow

Worst-performing standards

In terms of the worst-performing standards for WCG for MPAT 1.6, only the following two (2) standards achieved an average of below three (3):

- Implementation of level 1-12 PMDS
- Management of disciplinary cases

¹ MPAT 1.1 (2011) results are not included since it was a pilot.

Highlights since MPAT 1.2

The Western Cape has seen tremendous results since MPAT in 2012. These include:

- The Western Cape is the best-performing province in the country (including national departments) for MPAT from 1.2 to 1.6.
- Year-on-year increase in the percentage of level four (4) scores achieved; 31% (MPAT 1.2) to 48% (MPAT 1.3) to 57% (MPAT 1.4) to 63% (MPAT 1.5) to 70% (MPAT 1.6).
- Year-on-year increase in level of compliance: 69% (MPAT 1.2) to 78% (MPAT 1.3) to 81% (MPAT 1.4) to 85% (MPAT 1.5) to 88% (MPAT 1.6).
- Corresponding year-on-year decrease in non-compliance, 31% (MPAT 1.2) to 22% (MPAT 1.3) to 19% (MPAT 1.4) to 15% (MPAT 1.5) to 12% (MPAT 1.6).
- Year-on-year increase in the overall average score achieved; 3.01 (MPAT 1.2) to 3.30 (MPAT 1.3) to 3.43 (MPAT 1.4) to 3.51 (MPAT 1.5) to 3.62 (MPAT 1.6).
- The WCG has established and implemented an internal help desk which has been operational since MPAT 1.2 that provides both technical and business support to its departments. This was a key aspect for the province achieving a 100% completion rate within the timeframes as stipulated by DPME.
- In addition to achieving good compliance and effective governance, MPAT has identified key areas that need improvement and further attention, for example:
 - Finalising disciplinary cases within 90 days – very few departments comply with this standard.
 - In the WCG, the 30-day payment of suppliers received special attention from top management as a priority.
 - The WCG still does not comply with the standard management of diversity and needs attention.

NATIONAL TRENDS

NATIONAL TRENDS

Figure 1: Overall ranking of the provinces and national department, MPAT 1.2 to 1.6

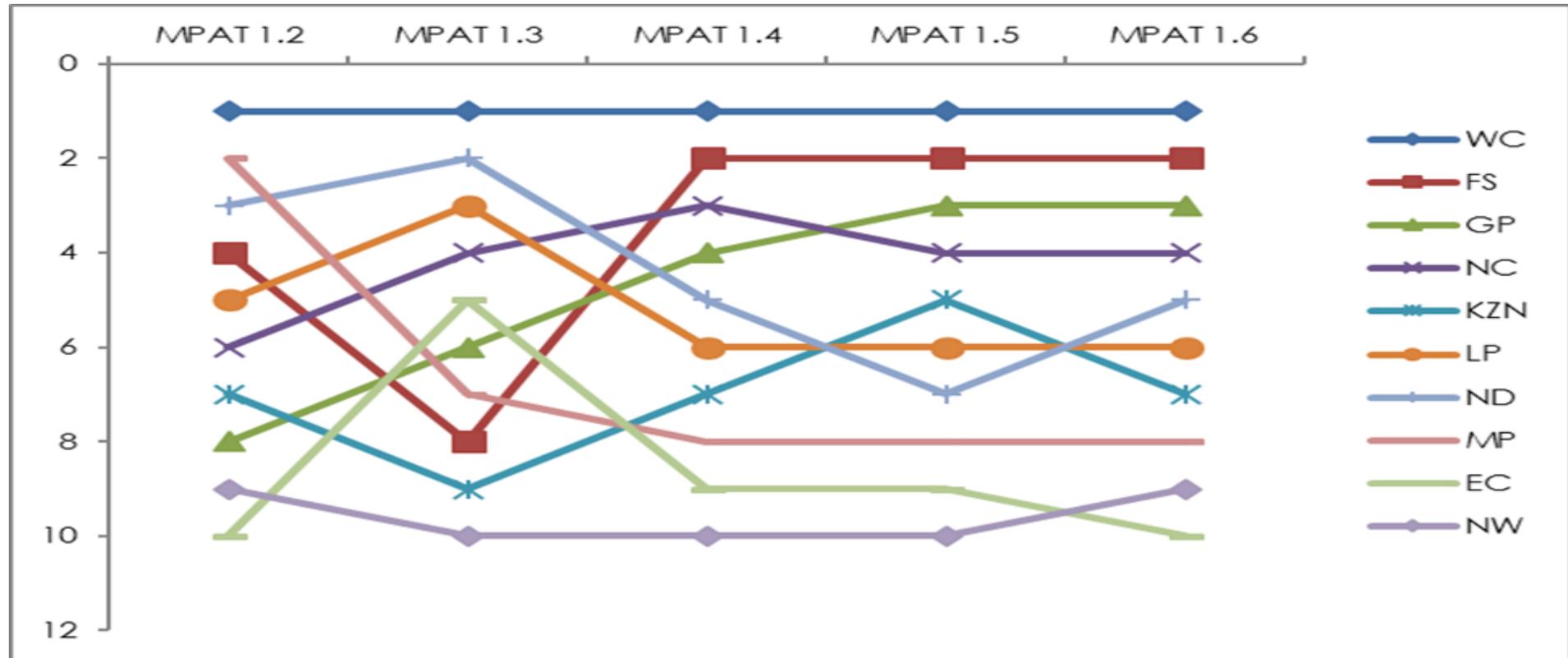


Figure 1 illustrates an overall ranking of the provinces and national department, for MPAT 1.2 to 1.6. It is evident that the WC has consistently been the best-performing province for each of the MPAT cycles since MPAT 1.2. In addition, the WC has also steadily increased its overall provincial average since MPAT 1.2. With respect to other provinces, the Free State has increased its ranking from 8th in MPAT 1.3 to 2nd in MPAT 1.4 and MPAT 1.5 and maintained that position in MPAT 1.6. Gauteng and National Departments have also seen steady improvement in their rankings. Provinces such as Northern Cape, Mpumalanga and the Eastern Cape show declining trends in their rankings.

Figure 2: Provincial comparison – Overall average scores

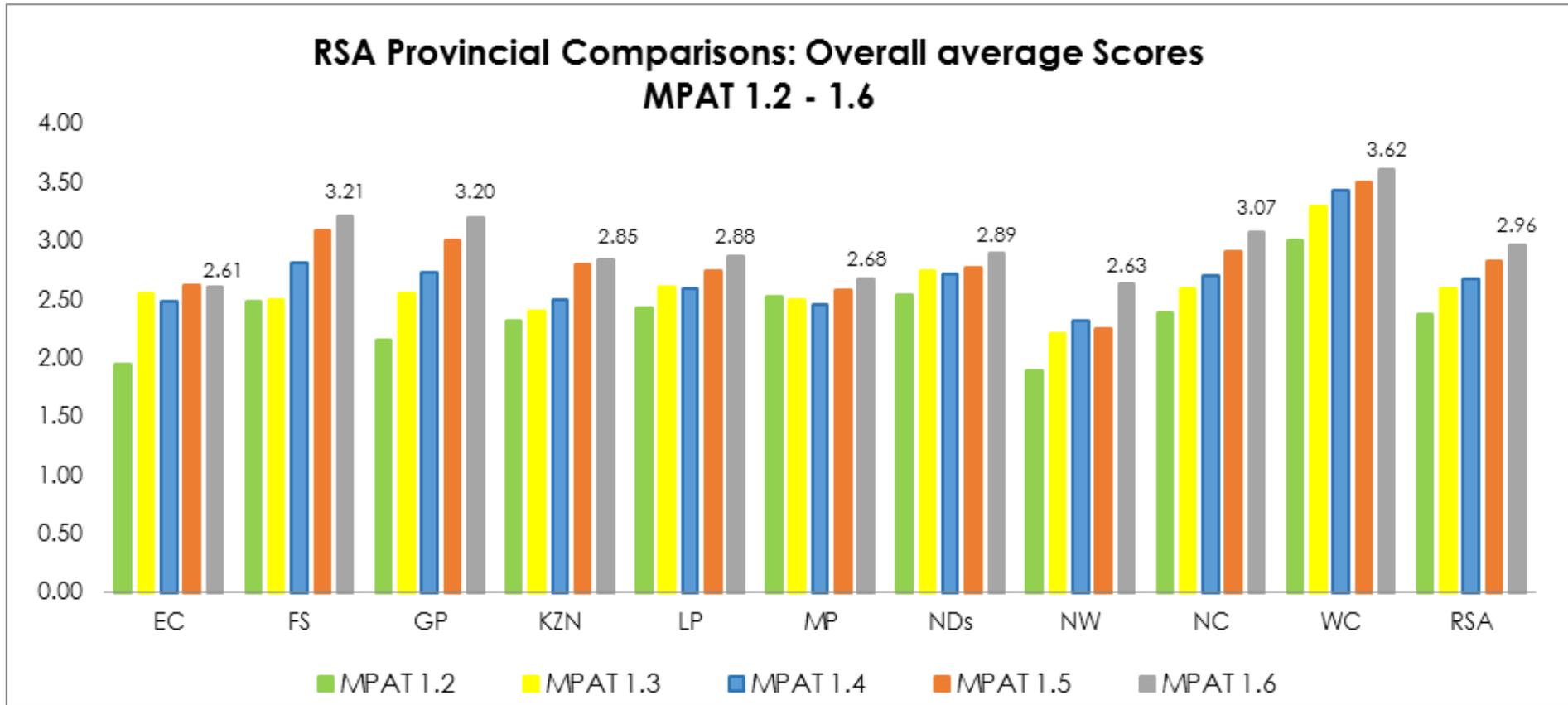


Figure 2 depicts the comparative view of the overall average scores achieved for the nine provinces and national departments in RSA. The WCG continues to be the top performer overall with an average of 3.62, followed by Free State and Gauteng with averages of 3.21 and 3.20 respectively for MPAT 1.6.

Figure 3: Provincial comparison on Strategic Management KPA

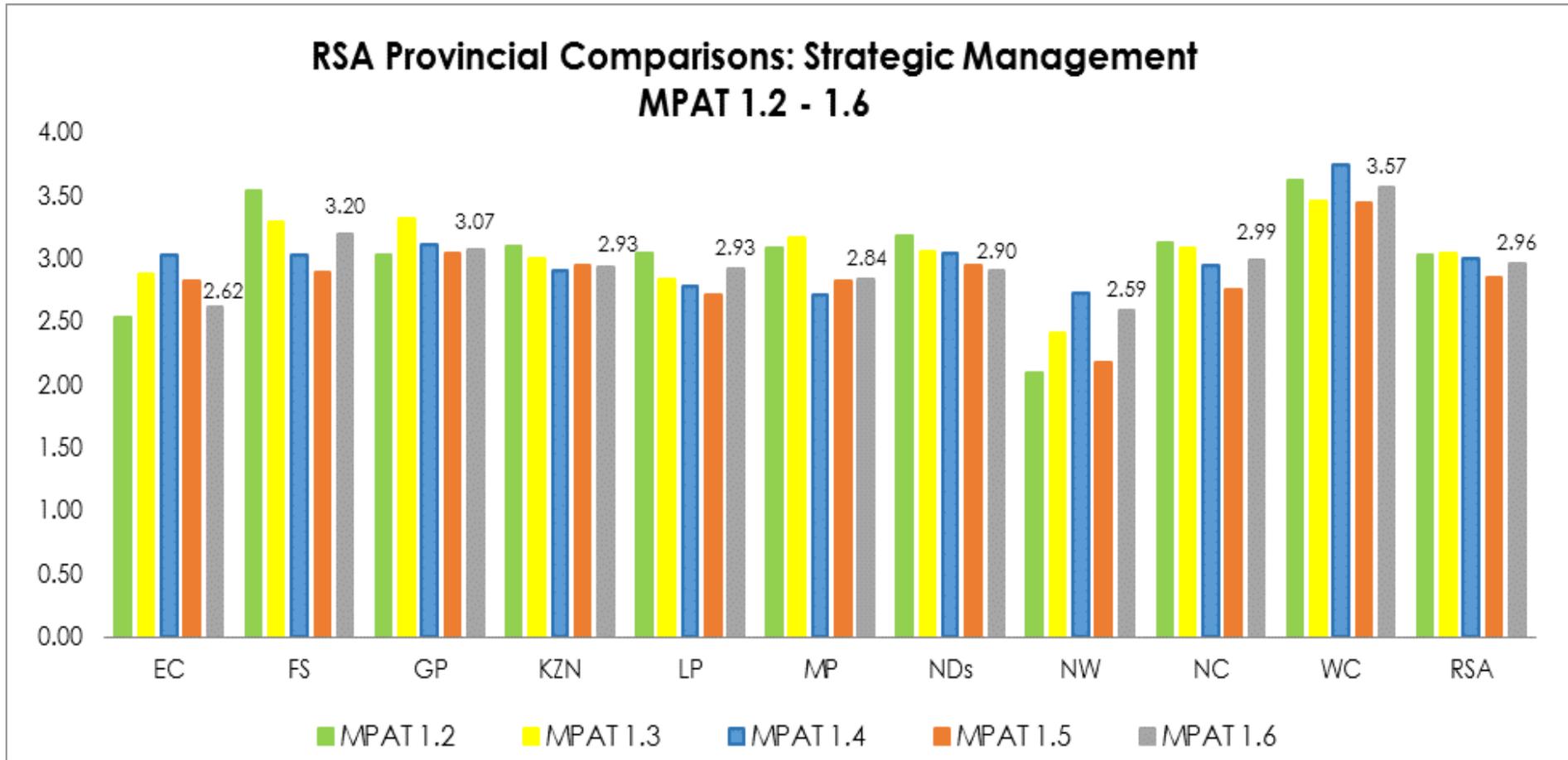


Figure 3 depicts the comparative view of the nine provinces and national departments in RSA for the Strategic Management KPA. The WCG continues to be the top performer for this KPA with an average of 3.57, followed by Free State and Gauteng with averages of 3.20 and 3.07 respectively for MPAT 1.6.

Figure 4: Provincial Comparisons on Governance & Accountability in RSA

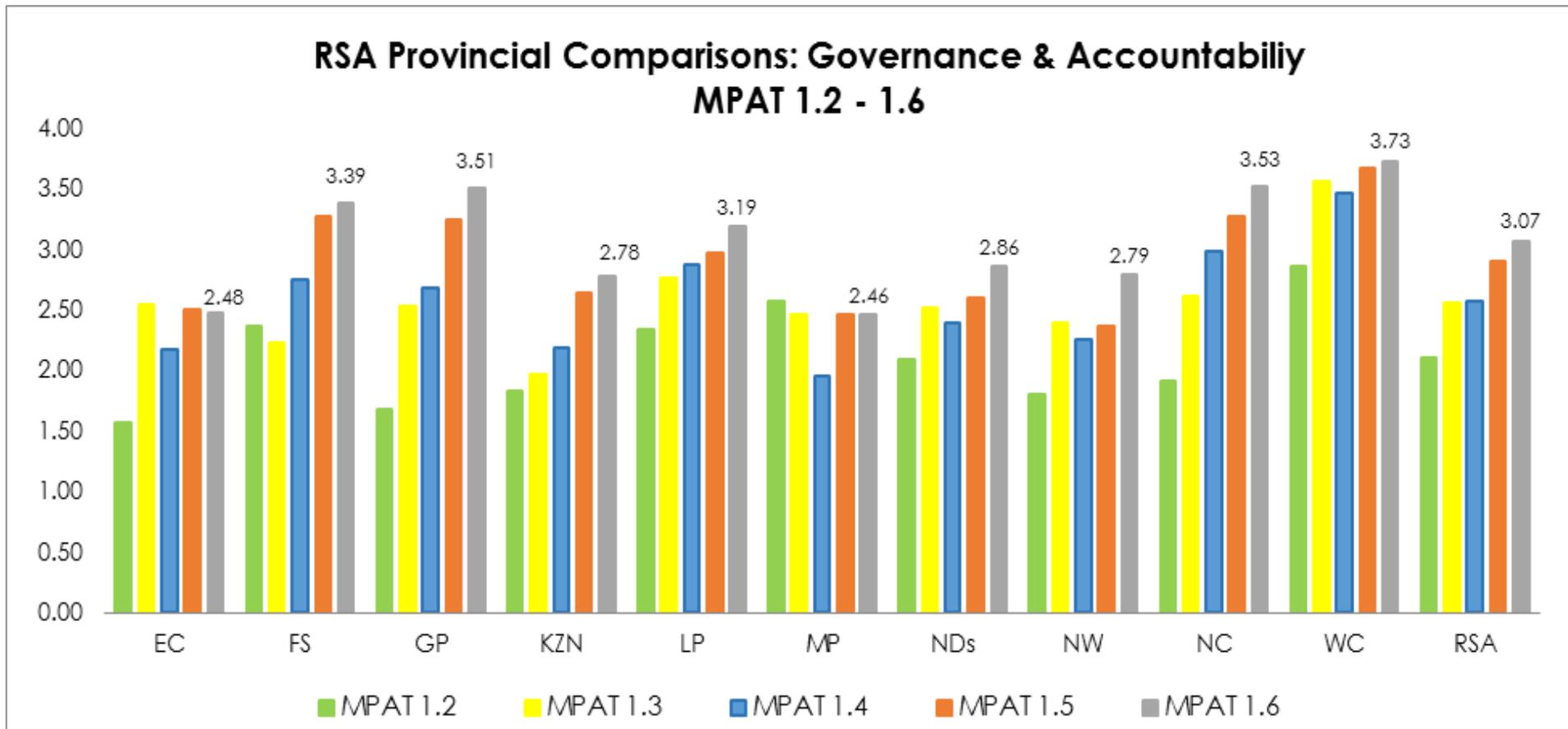


Figure 4 illustrates the provincial comparisons for the nine provinces and national departments in RSA for the Governance and accountability KPA. WCG is consistently the top-performing province for this KPA and attained an average of 3.73 for MPAT 1.6. Free State, Gauteng, Limpopo and Northern Cape all performed above average as well.

Figure 5: Provincial comparison for Human Resource Management in RSA

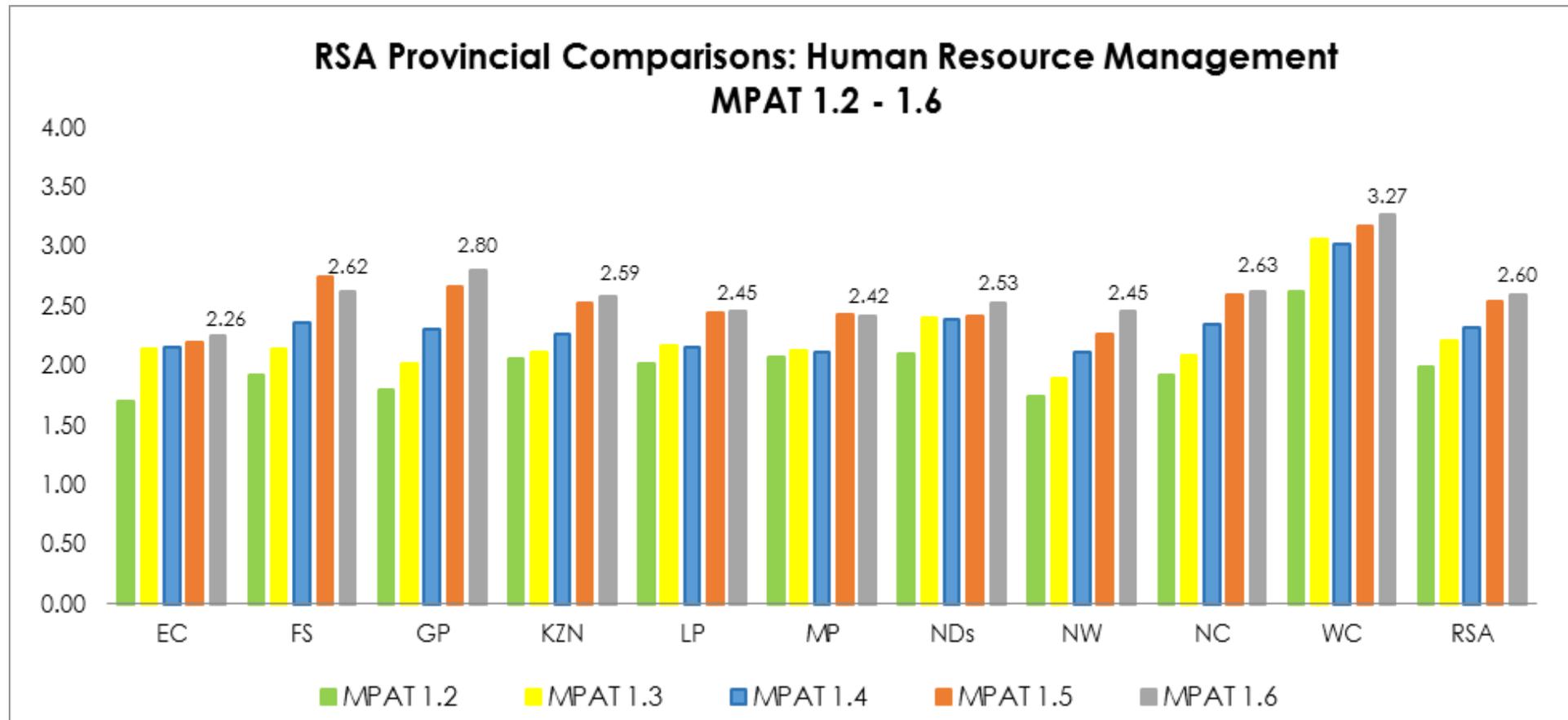


Figure 5 shows the provincial comparisons for the nine (9) provinces and national departments in RSA for the Human Resource Management KPA. The WCG is consistently the top-performing province for this KPA and the only province that registered an average score of above three (3). It is evident over the past three years that KPA 3, across all provinces and national departments, is the poorest-performing KPA. However, all provinces show improvement year on year, except for the Free State that had a slight dip for MPAT 1.6. North West, Gauteng and Western Cape must be commended for achieving the biggest improvement from MPAT 1.5 to MPAT 1.6.

Figure 6: Provincial comparison for Financial Management in RSA

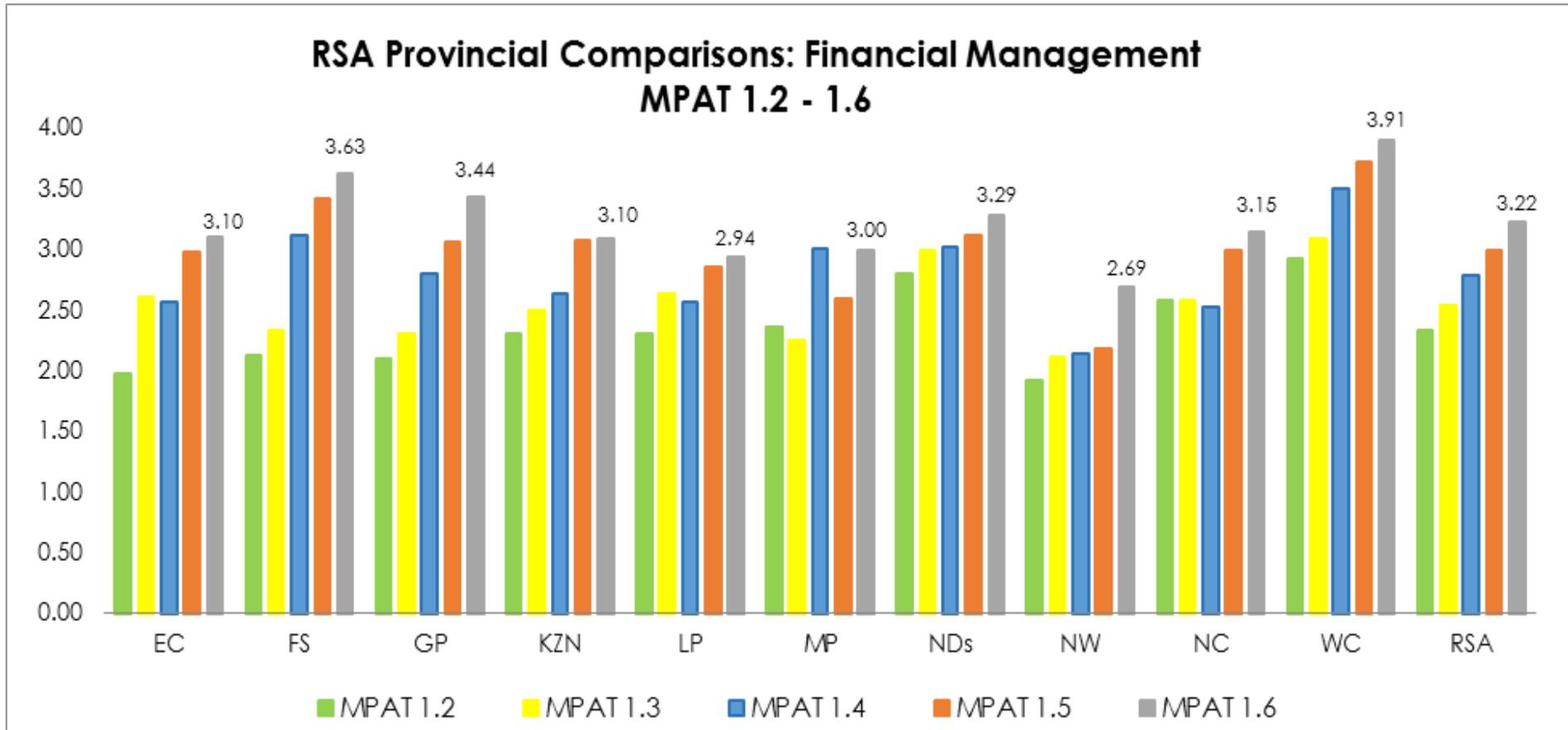


Figure 6 illustrates the provincial comparisons for all nine provinces and the national departments in RSA for the Financial Management KPA. The WCG is consistently the best-performing province with an average score of 3.91 for this KPA, followed by Free State with an average of 3.63 for MPAT 1.6. All provinces registered averages of three (3) and above for MPAT 1.6, with the exception of Limpopo and North West provinces. All provinces show year-on-year improvement, except for Mpumalanga that took a slight dip in MPAT 1.5, but has recovered well for MPAT 1.6.

Figure 7: Comparison of the WCG average per standard compared to the national average, MPAT 1.6

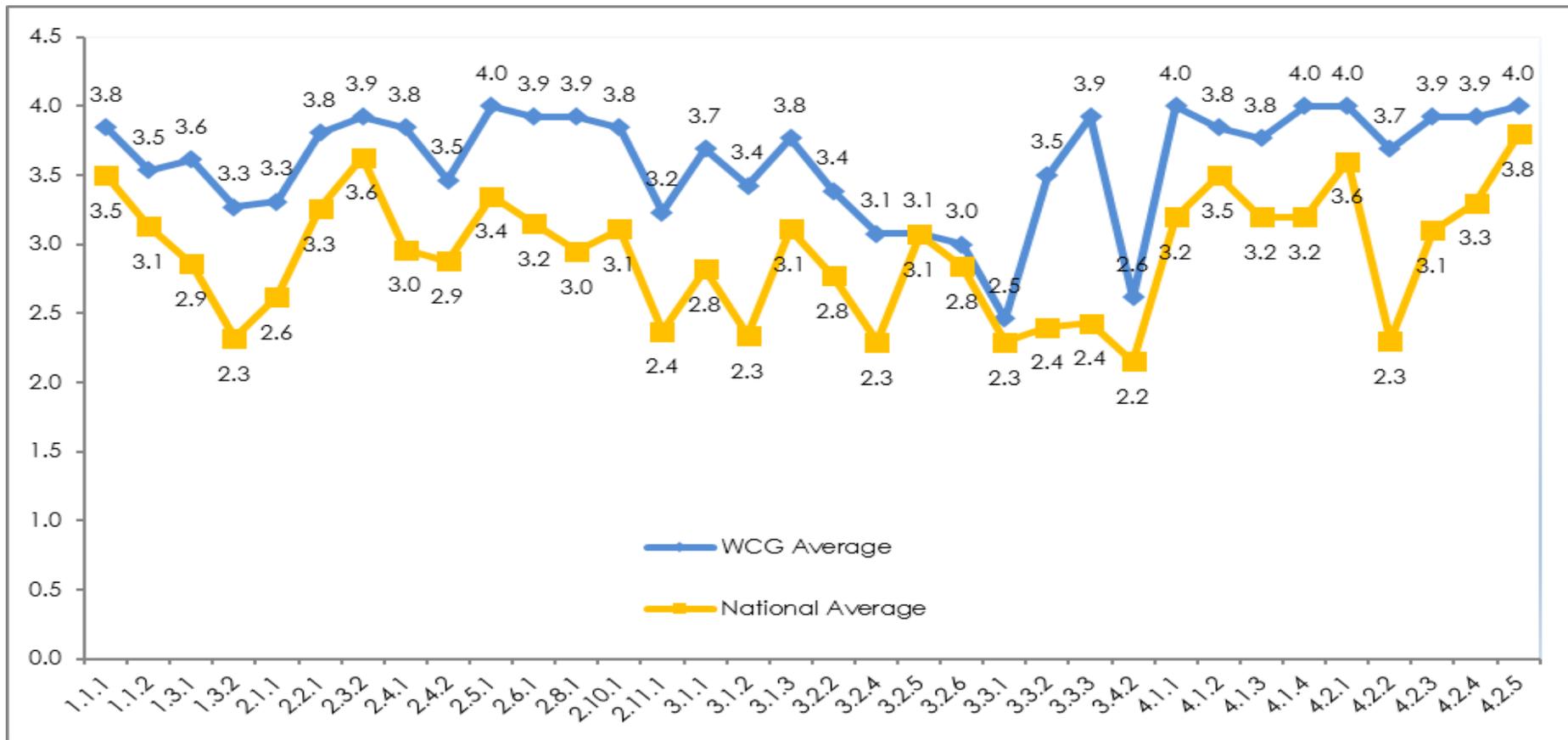


Figure 7 shows the comparison of the WCG average per standard compared to the national average, MPAT 1.6. It is noted that across all standards for MPAT 1.6, the WC average scores are equal to or higher than the overall national average scores. For the WCG, only two (2) standards have an average of less than three (3) (non-compliant), in comparison to the national results, where fifteen (15) standards have an average of below three (3). For the WCG it is evident that KPA 3 needs to focus on improvement; since the two (2) standards that are below compliance for the province fall under this KPA.

WCG PROVINCIAL TRENDS

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Figure 8: Distribution of the MPAT results per level, MPAT 1.2 to 1.6

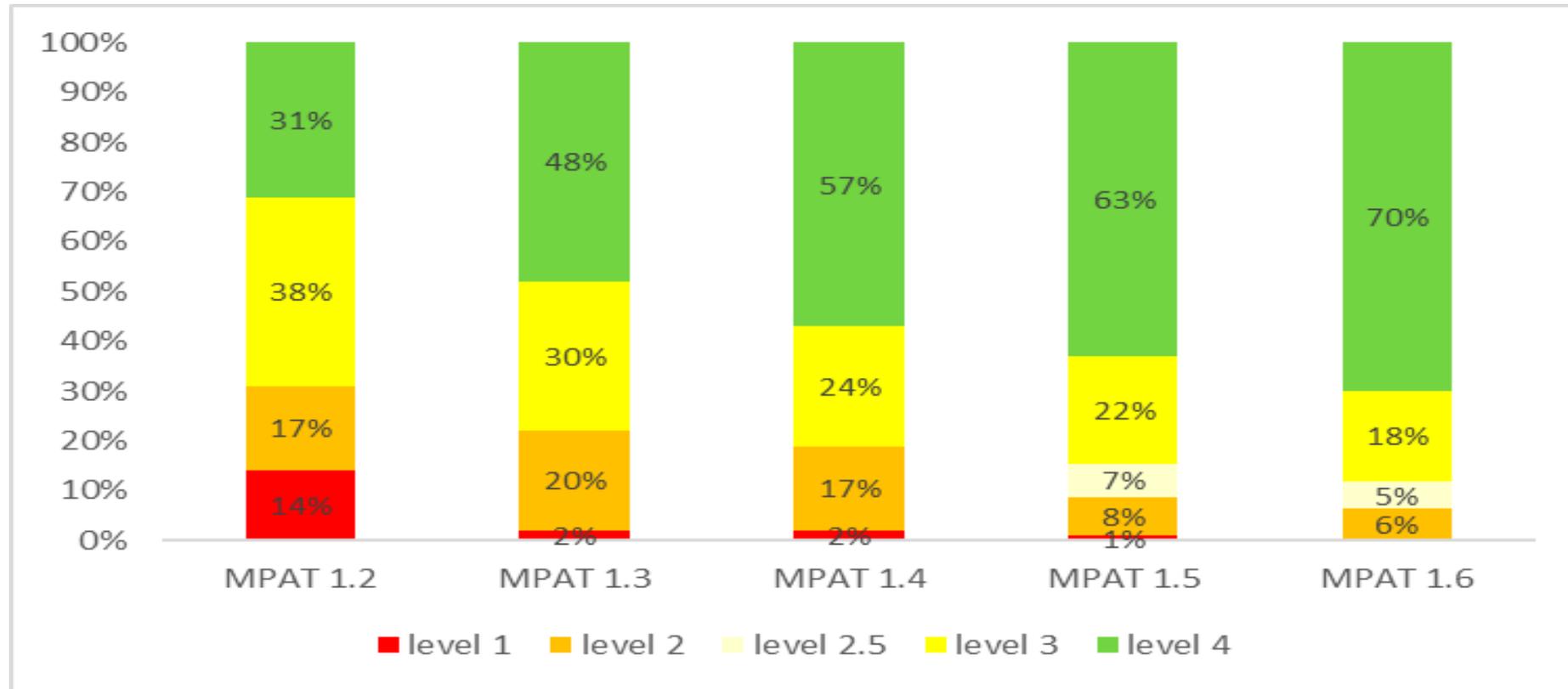


Figure 8 depicts the distribution of the MPAT results per level, MPAT 1.2 to 1.6. Overall, the WCG has improved the percentage of level four (4) scores from 31% in MPAT 1.2 to 70% in MPAT 1.6. The number of level one (1) scores has decreased significantly since MPAT 1.2. The percentage of compliance (level 3 and 4) has increased from 69% for MPAT 1.2 to 88% in MPAT 1.6. These are indicators that the WC achieves a very high level of compliance with respect to the MPAT standards. A level 2.5 was first introduced with MPAT 1.4. The reason for this inclusion was to differentiate departments that were complying with some level three (3) criteria in addition to a level two (2) performance rating (i.e. hinges more towards a level three (3)) from those that achieve a pure level two (2) performance rating.

Figure 9: WCG Departments Rankings, MPAT 1.2 to 1.6

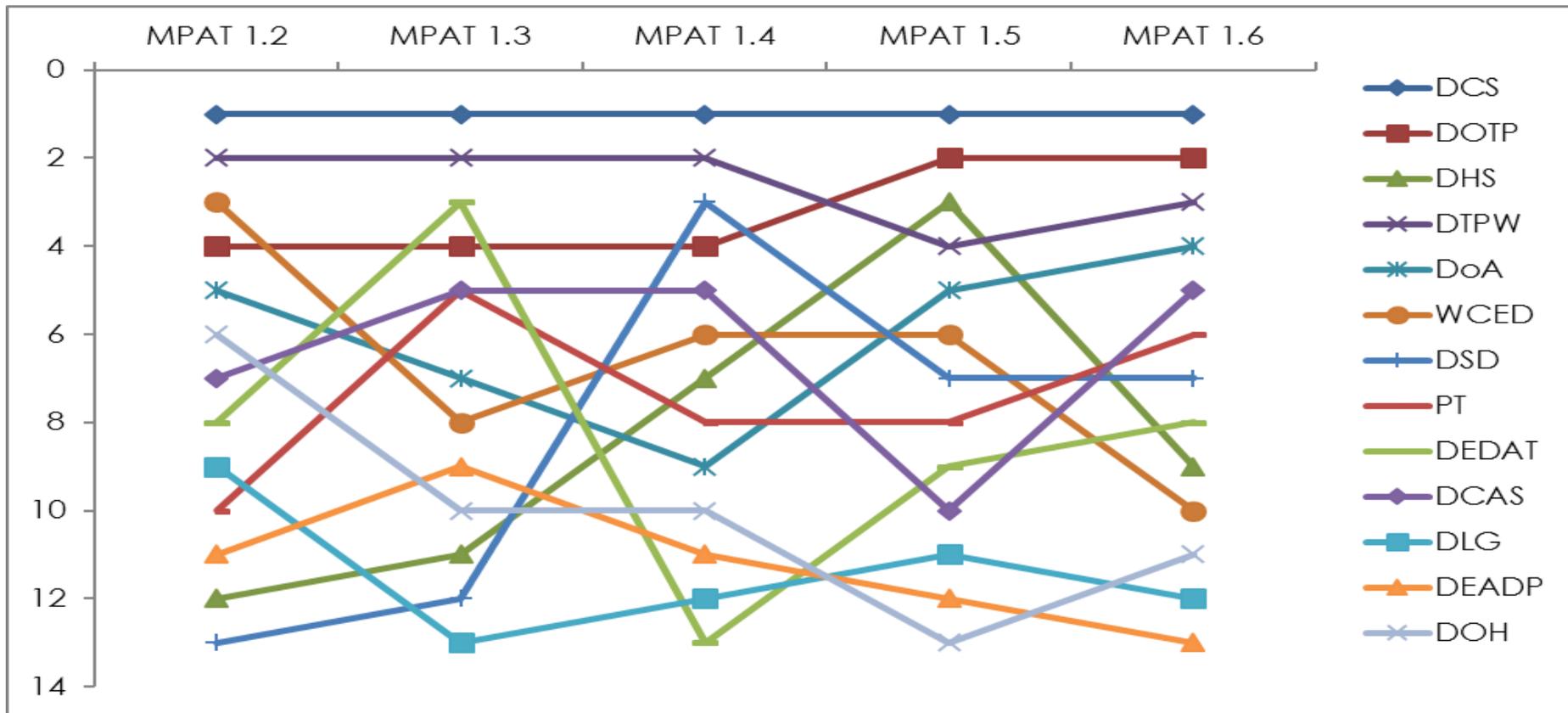


Figure 9 displays the WCG department rankings in terms of MPAT 1.2 to 1.6. Rankings are based strictly on level four (4) scores. DCS has consistently been the best-performing department since MPAT 1.2, with a level four (4) score of 88% followed by DotP and DTPW with level four (4) scores of 79% respectively. DCAS was the biggest mover, returning to ranking position 5 for MPAT 1.6, after dipping to position 10 for MPAT 1.5. DHS has significantly taken a drop from ranking position 3 for MPAT 1.5 to ranking position 9 for MPAT 1.6.

Figure 10: Distribution of the MPAT results per WCG Department, MPAT 1.6

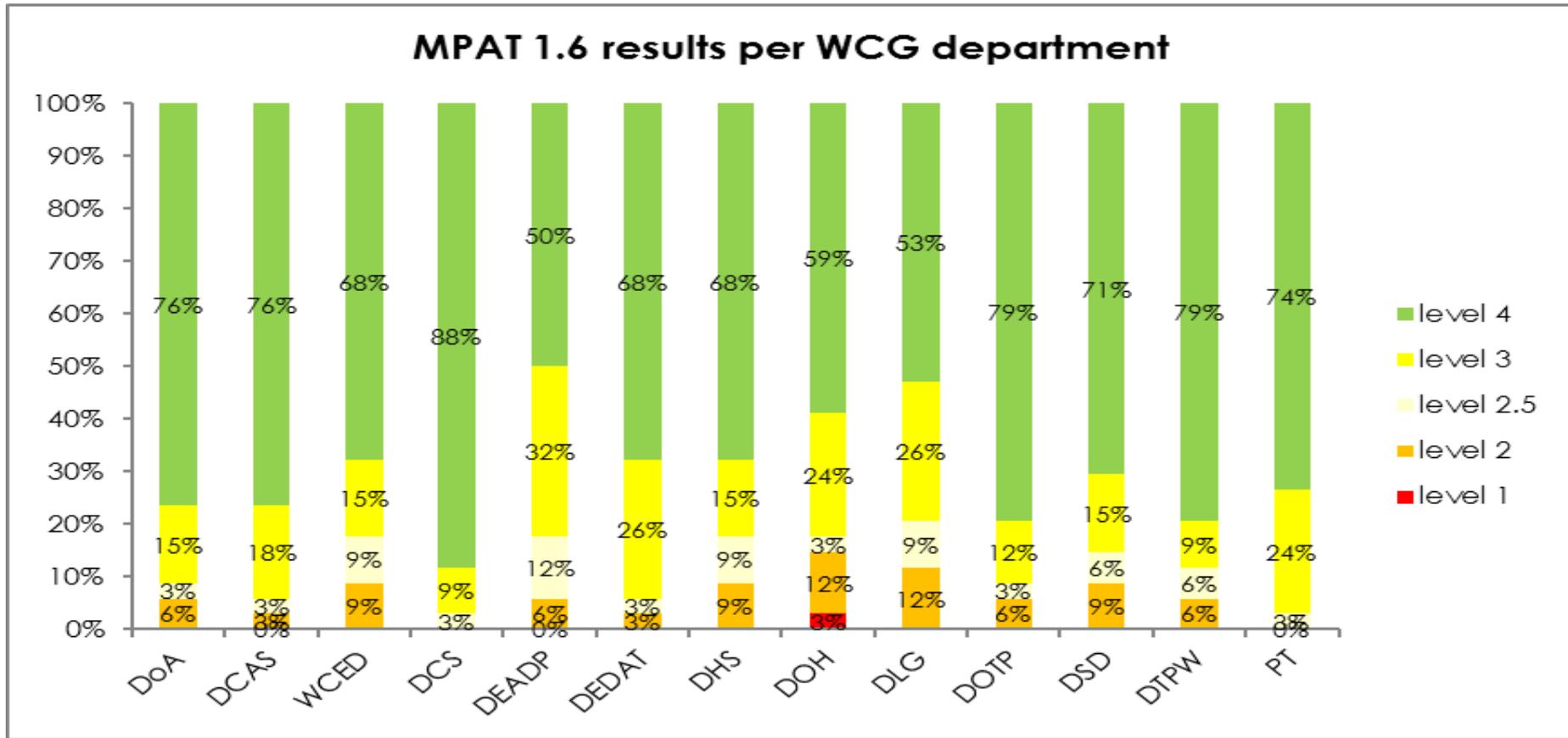


Figure 10 illustrates the distribution of results per level per department. DCS is the best-performing provincial department in terms of % of level four (4) scores at 88.2%. DotP and DTPW are the next-best-performing provincial departments in terms of % of level four (4) scores (79%). PT is the second-best-performing department in terms of compliance (level 3 and 4) at 97%, whilst 73.5% is on level four (4) only. Followed by DCAS and DEDAT both with 94% on Level 3 and 4; DotP and DoA are on 91% for Level 3 and 4.

Figure 11: WCG Five-Year Trend Analysis per KPA

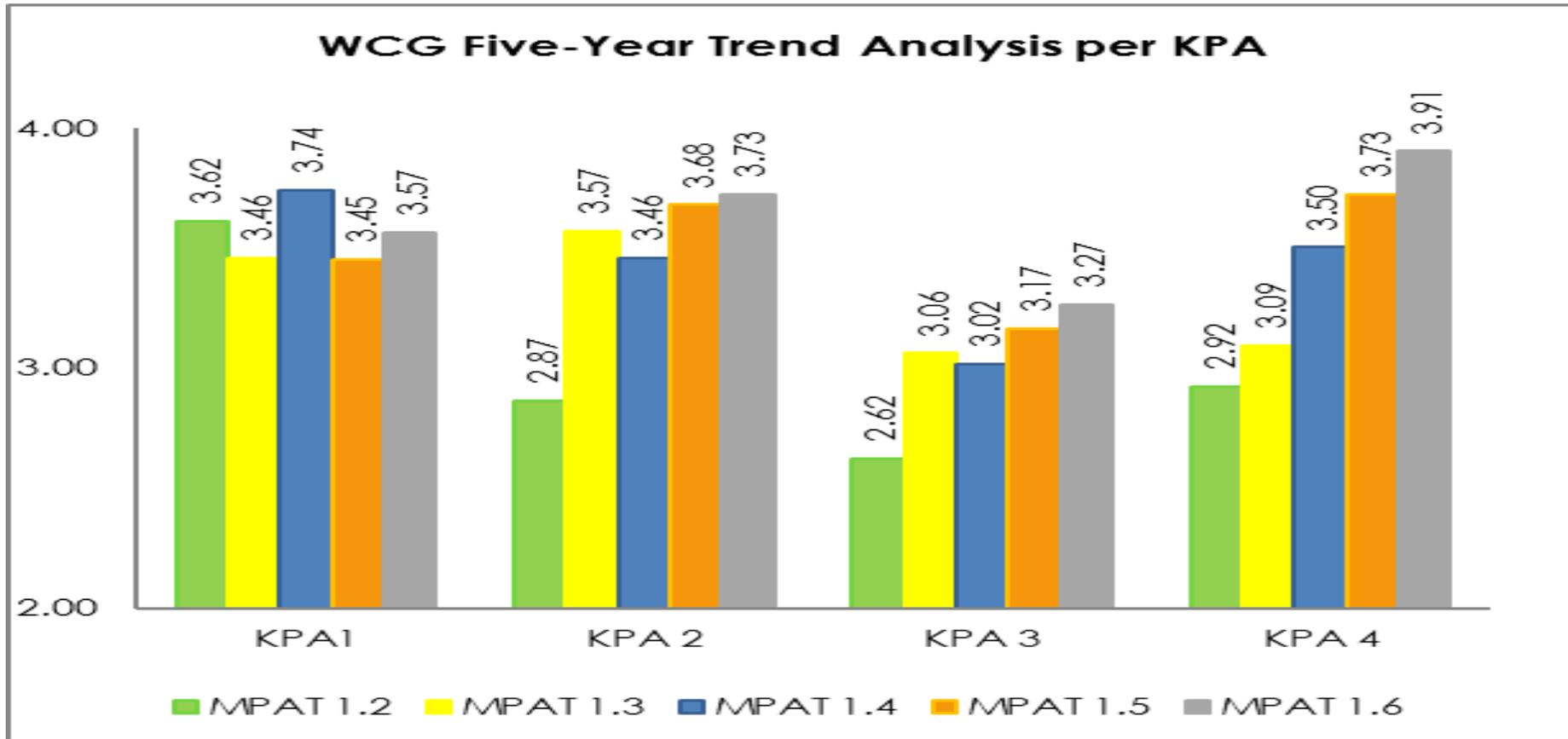


Figure 11 illustrates the WCG overall performance per KPA over the five-year period of MPAT 1.2 to 1.6. The WCG has achieved year-on-year improvement that can be observed for all KPAs with the exception of KPA 1 that demonstrates fluctuation. This inconsistency could possibly be attributed to the changes made to the standards on SPs and APPs. All KPAs consistently achieved an average rating above three (3) for at least the last four (4) MPAT cycles.

Figure 12: Distribution of the WCG MPAT results per KPA, MPAT 1.6

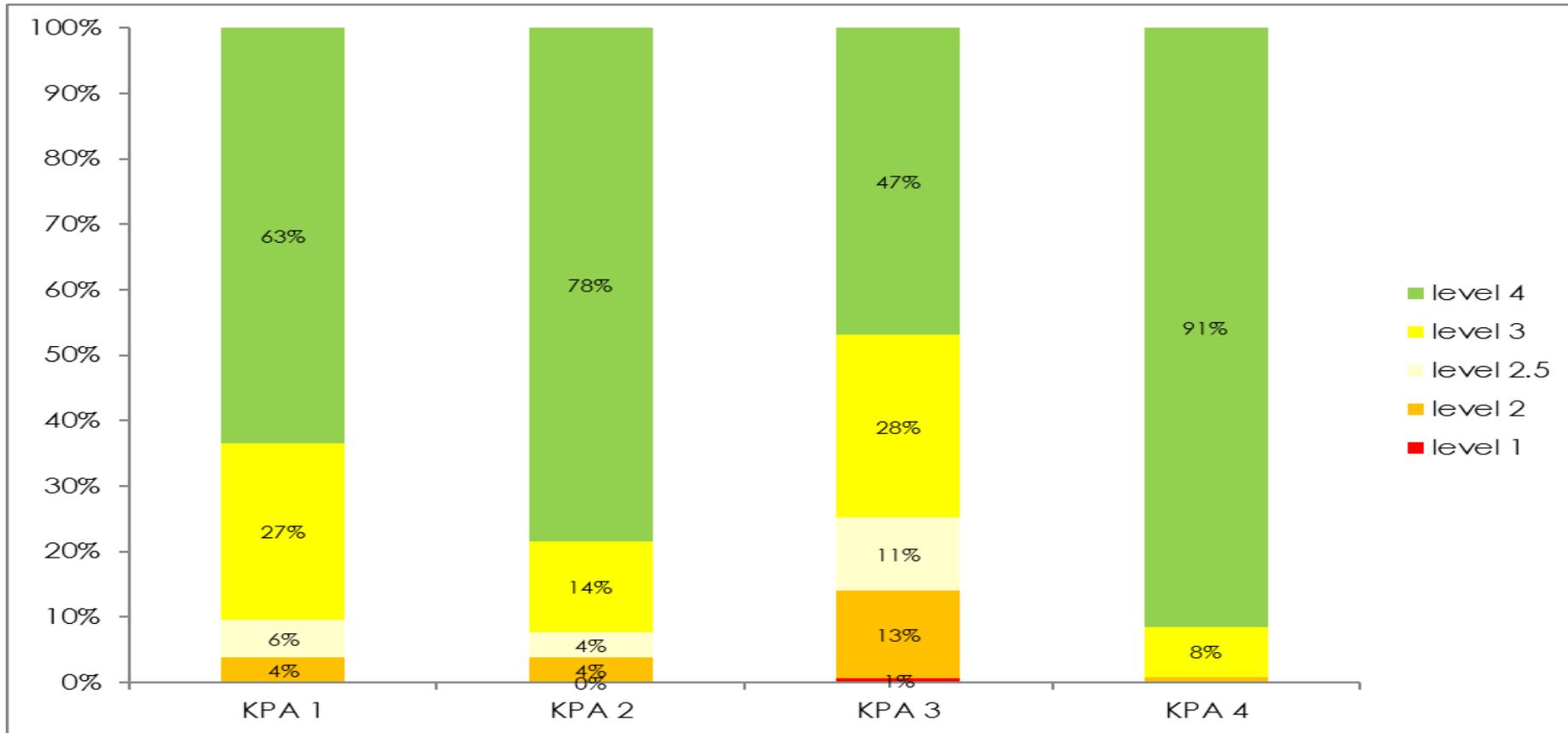


Figure 12 shows the MPAT 1.6 results per KPA. KPA 4 is the best performing with 91% on level four (4) and 99% on compliance (level 3 and 4), with improvement in all standards comparative to MPAT 1.5 averages. KPA2 was the second-best-performing with 78% on level four (4) and 92% on compliance (level 3 and 4). The poorest performing is KPA 3 with 47% on level four (4) and 75% on compliance (level 3 and 4), with 3 out of 11 standards scoring below the corresponding averages for MPAT 1.5.

KPA 1: STRATEGIC MANAGEMENT

KPA 1: STRATEGIC MANAGEMENT

Figure 13: Average scores per WCG departments for Strategic Management

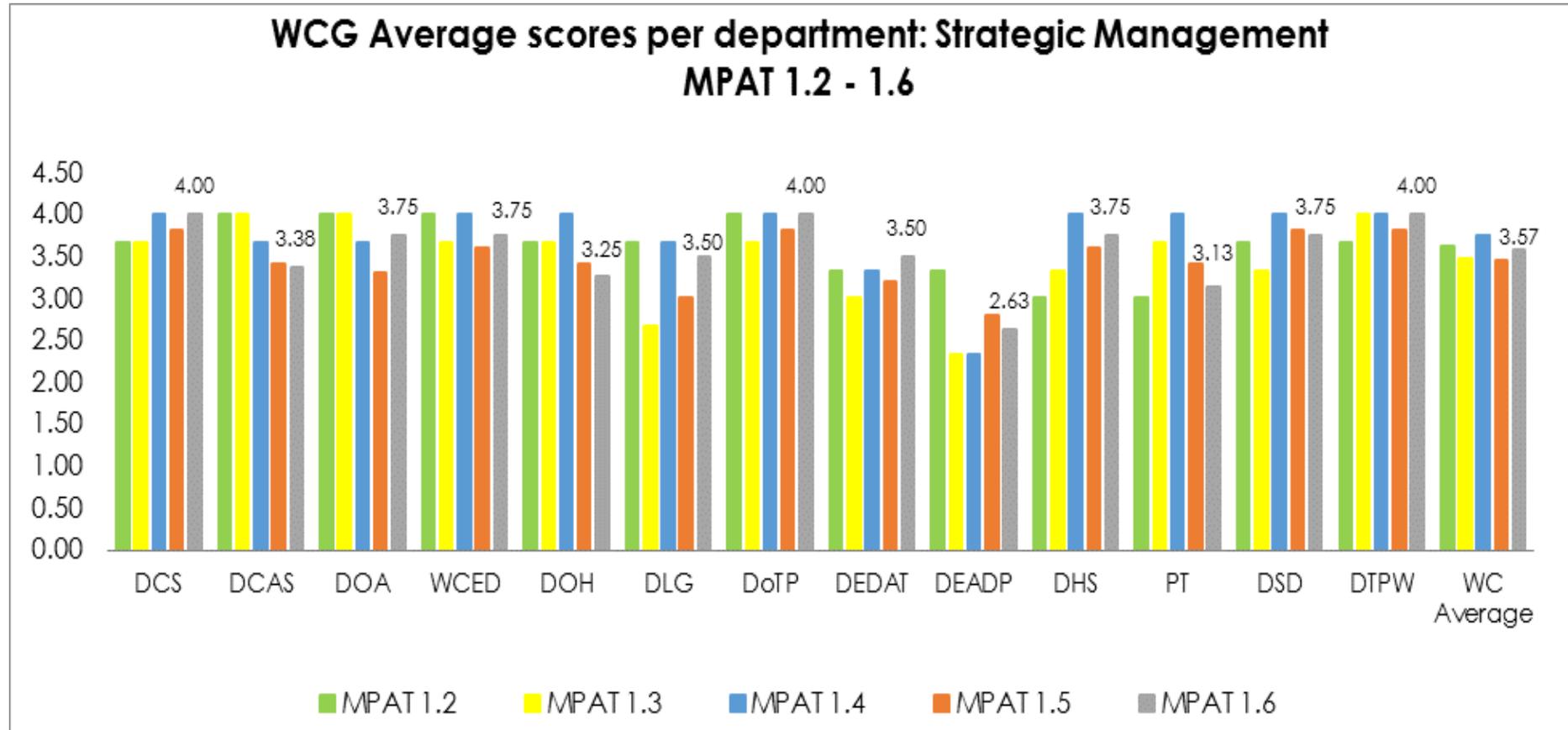


Figure 13 shows the average scores per WCG departments for Strategic Management. Most WCG departments have performed extremely well in KPA 1 over the period MPAT 1.2 to 1.6. The best-performing departments in this KPA for MPAT 1.6 was DTPW, DoTP and DCS (score: 4.0).

Figure 14: WCG average scores per standard for Strategic Management

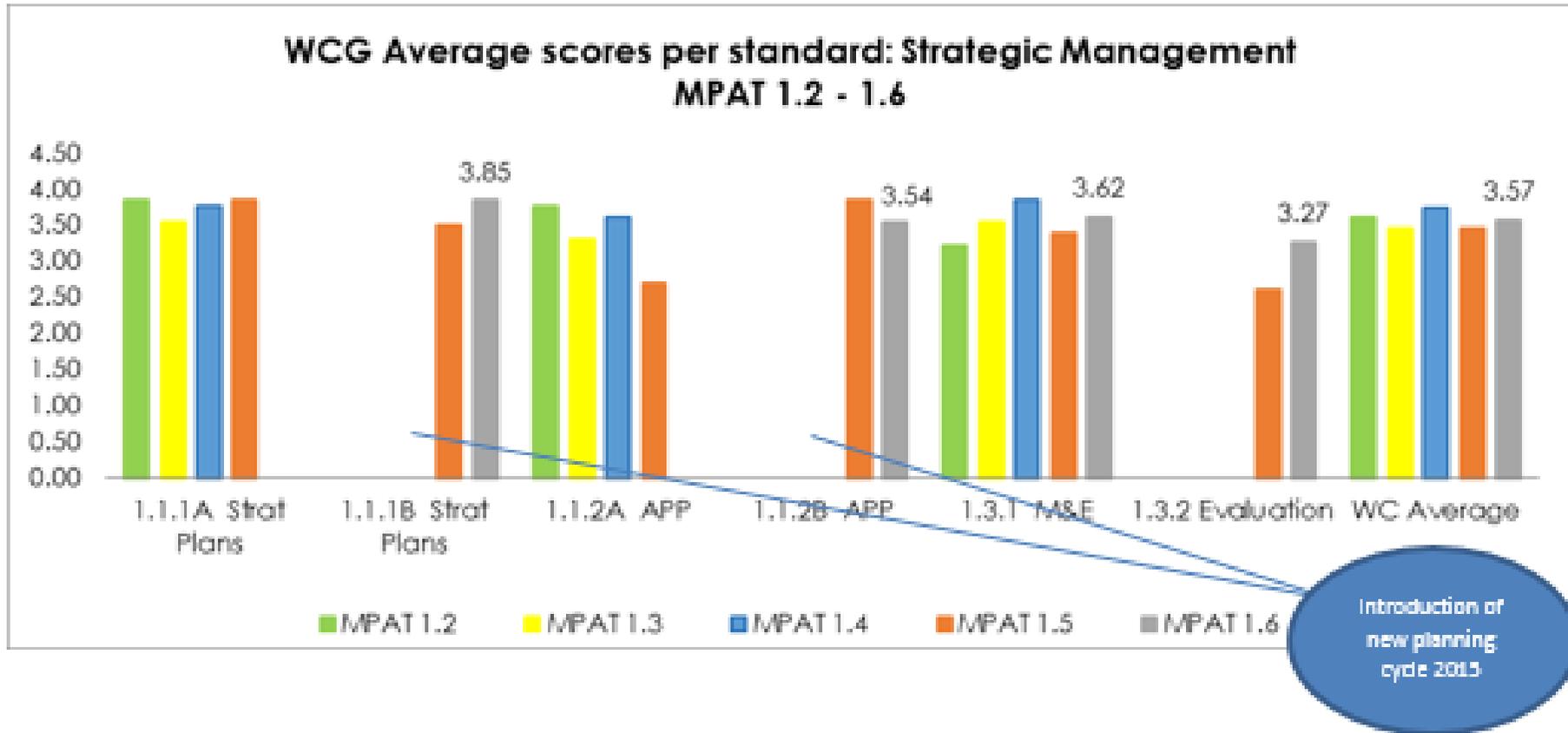


Figure 14 shows the average scores per standard in the Strategic Management KPA. For this KPA, the WCG mirrors the trend evident from the overall national graph. However, the WCG's average is much higher than the overall national average. The same decreasing trend is observed for the APP standard; the APP standard implemented in MPAT 1.5 which assessed the 2015/16 APPs was significantly higher than previous years, but experienced a drop for MPAT 1.6. The standard which assesses the SPs has been consistent and an improvement in the rating for the new standard (implemented for MPAT 1.5) is observed for MPAT 1.6. The Evaluation standard was fully implemented in MPAT 1.6 for the first time after being piloted in MPAT 1.5.

KPA 2: GOVERNANCE & ACCOUNTABILITY

KPA 2: GOVERNANCE & ACCOUNTABILITY

Figure 15: Average scores per WCG department for Governance and Accountability

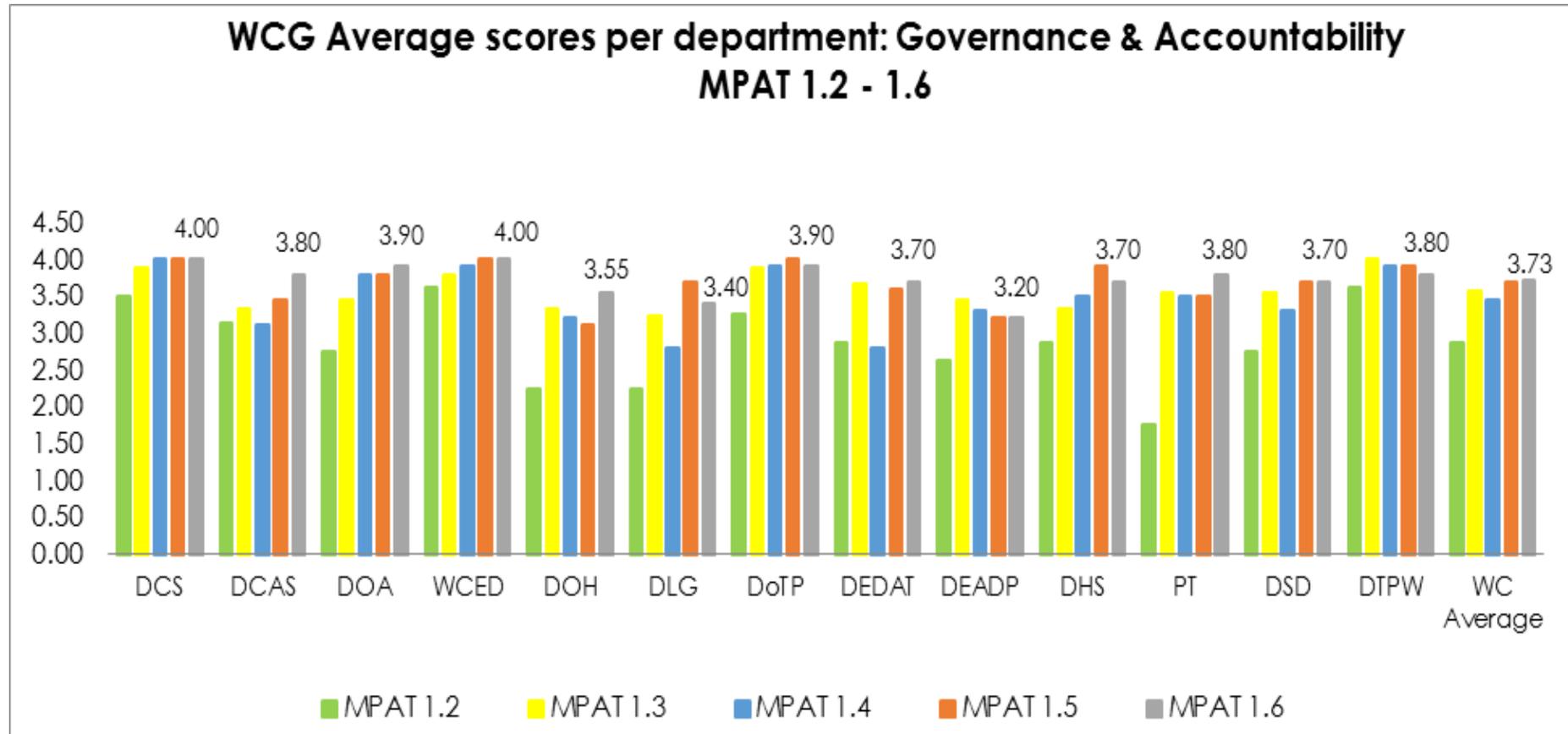


Figure 15 above shows the average score per WCG department for Governance and Accountability. All WCG departments have received good results for KPA 2. Four (4) departments have an overall average score of 3.9 or above for KPA 2 in MPAT 1.6. These include DCS (score: 4.0), WCED (score: 4.0), DoTP (score: 3.90) and DoA (score: 3.90). There are some departments that show a degree of inconsistency over the period MPAT 1.3 – 1.6 namely the DCAS, DOH, DEDAT, DLG and DSD.

Figure 16: WCG average scores per standard for Governance and Accountability

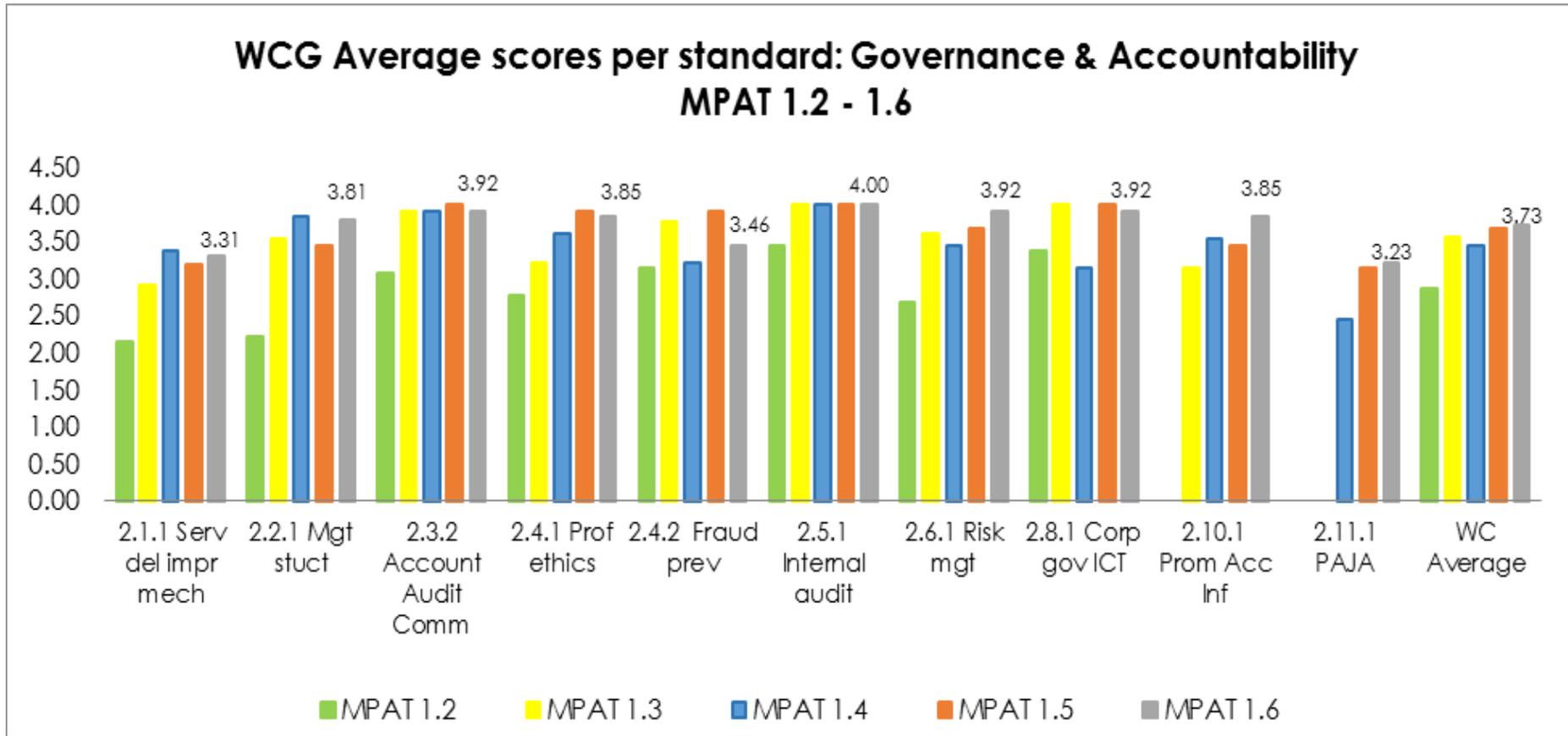


Figure 16 depicts the average scores per standard for Governance and Accountability. The WCG has performed exceptionally well in KPA 2 since MPAT 1.3. All standards had an average score of above three (3) with many standards averaging close to or equal to four (4) for MPAT 1.6 the worst-performing standards in KPA 2 are Service Delivery Improvement Mechanisms and the Promotion of Administrative Justice Act (PAJA).

KPA 3: HUMAN RESOURCE MANAGEMENT

KPA 3: HUMAN RESOURCE MANAGEMENT

Figure 17: Average scores per WCG department for Human Resource Management

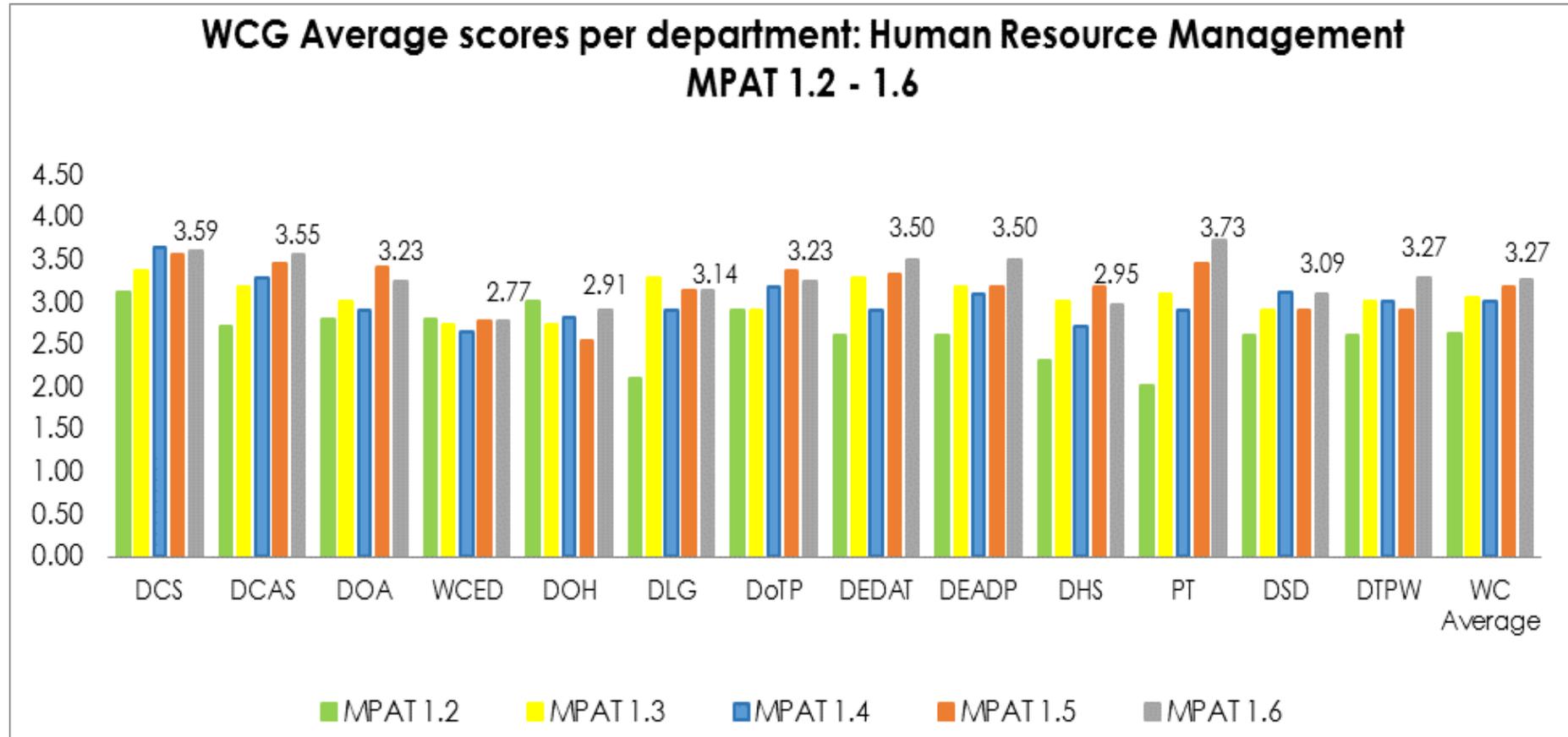


Figure 17 shows the average score per provincial department for HRM. Even though KPA 3 is a poor performing KPA relative to the other KPAs in the WCG, eleven (11) out of thirteen (13) departments had an overall average of three (3) or above for MPAT 1.6. The best-performing departments for MPAT 1.6 in the WCG were the PT (score: 3.73) and DCS (score: 3.59).

Figure 18: WCG average scores per standard for Human Resource Management

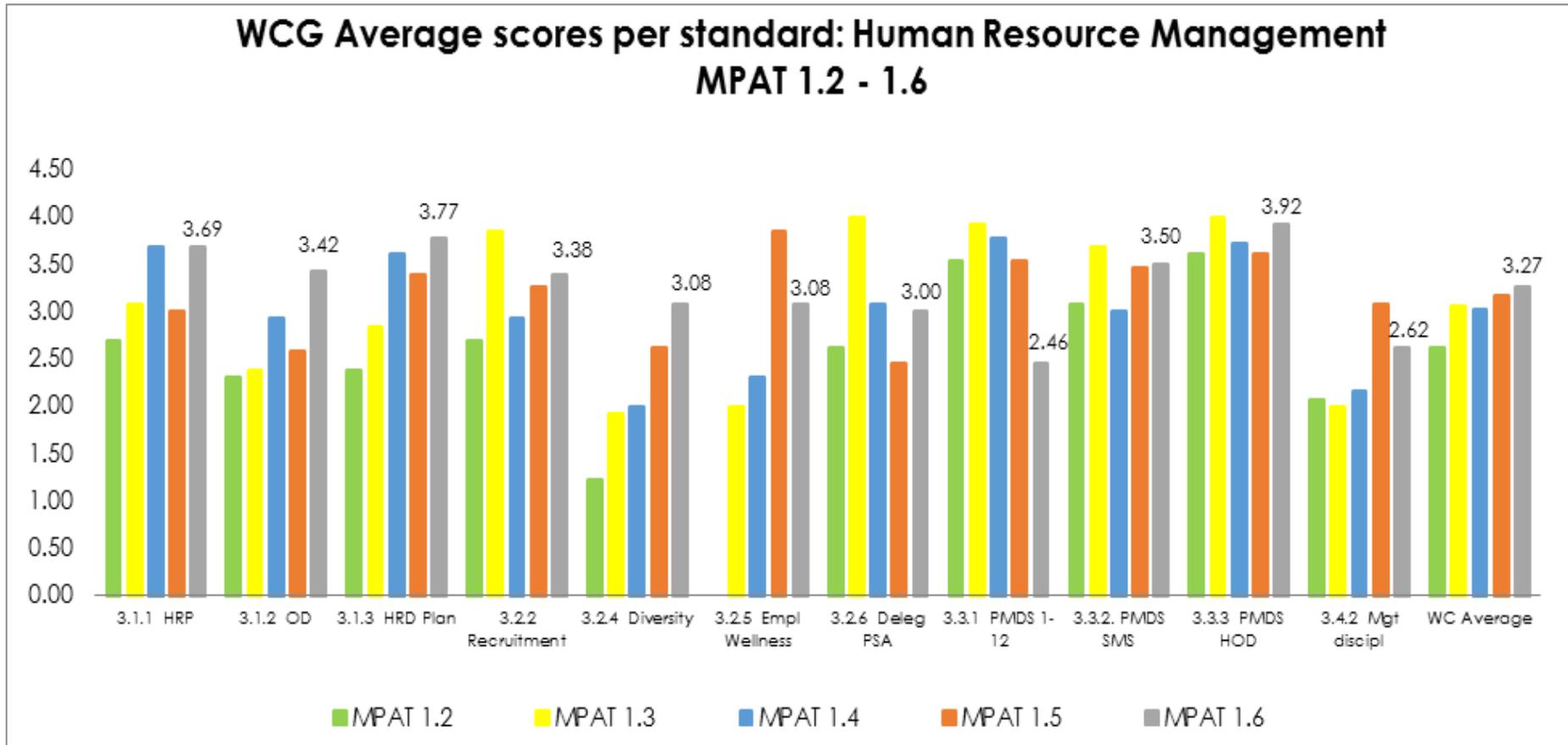


Figure 18 depicts the average score per standard for HRM. In the WCG, KPA 3 is the poorest-performing KPA. However, the WCG has shown steady improvement. Only two (2) standards in KPA 3 have an average below three (3) in the WCG for MPAT 1.6. A few standards in KPA 3 have come down from previous years: Employee Health and Wellness policy, finalisation of PMDS for levels 1 to 12 and management of disciplinary cases. The improvements on these standards going forward have already been addressed by the CSC.

KPA 4: FINANCIAL MANAGEMENT

KPA 4: FINANCIAL MANAGEMENT

Figure 19: Average scores per WCG department for Financial Management

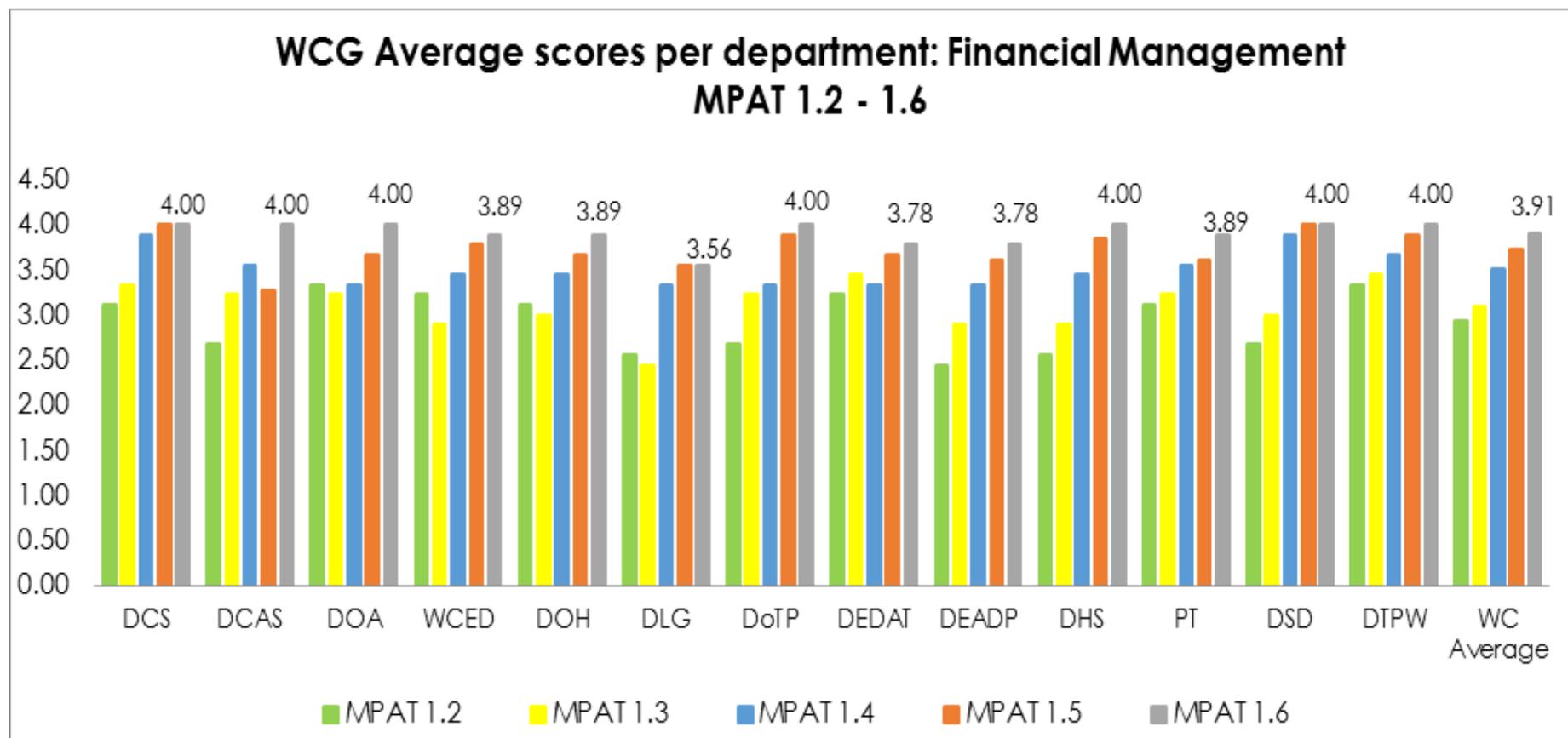


Figure 19 shows the average score per provincial department for the Financial Management KPA. It is evident that all WCG departments have received good results for KPA 4. All 13 departments have an overall average of 3.56 or above for KPA 4 in MPAT 1.6. Year-on-year improvements are observed for the majority of departments, resulting in the steady increase in the overall WCG average score for KPA 4. It is evident that this KPA has shown significant improvement since MPAT 1.2.

Figure 20: WCG average scores per standard for Financial Management

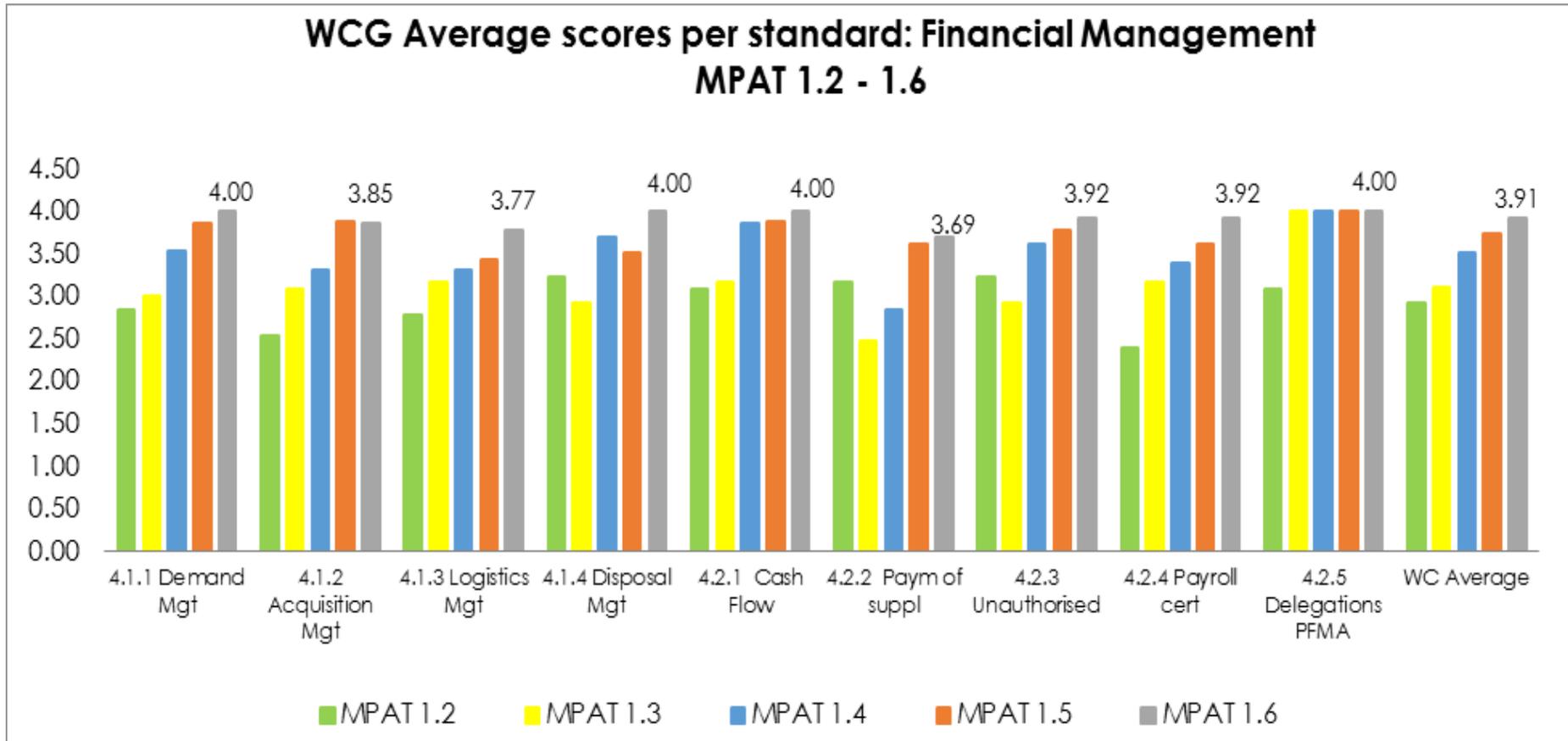


Figure 20 illustrates the average score per standard for Financial Management as achieved in the WCG. In the WCG, KPA 4 has shown consistent improvement over the last five years. All standards have improved since MPAT 1.2. It is evident that all the standards have improved significantly since MPAT 1.2.

Concluding remarks

Since its inception, the MPAT tool has highlighted the importance of compliance with legislative frameworks and management practices for the WCG. This process also has intensified the awareness and the focus of identified challenges; and the MPAT process has become the vehicle to monitor and track improvements within these areas.

I. The question remains: Do we continue to monitor compliance, and if so, how should we monitor this, when should we monitor; what should we monitor? Furthermore, how do we bridge the gap between compliance, management practice and actual performance? How do we ensure improved service delivery and better development outcomes for our citizens? It is evident that MPAT is at a crossroads where it needs to be re-engineered and realigned to have the desired relevance and benefits.



Chief Director: Zeenat Ishmail

Chief Directorate: Strategic Management Information

Department of the Premier

PO Box 659

Cape Town

8000

www.westerncape.gov.za

Contact Person

Amina Mohamed

Tel: +27 21 483 6091 Fax: +27 21 483 5447

Email: Amina.Mohamed@westerncape.gov.za



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