



PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

Assessing the Performance of Parliamentary officials: A case for the balance scorecard.

PARLIAMENT OF THE REPUBLIC OF SOUTH AFRICA

Presentation by Ms Penelope Baby Tyawa, Acting Secretary to Parliament



**FOLLOWING UP
ON OUR COMMITMENTS
TO THE PEOPLE, MAKING
YOUR FUTURE WORK BETTER.**

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INTRODUCTION

Purpose: present the experiences of the South African Parliament in as far as the practice of performance management in general and the balance scorecard in particular is concerned.



BACKGROUND

In the 1980s the notion of Weberian bureaucracy was slowly losing its heuristic value with many western countries looking for alternatives.

In the United Kingdom, Thatcherism was critical of the public sector for failing to provide its clients and users with a more courteous, efficient and higher quality service.

This ushered in a paradigm shift from public administration to public management or the **New Public Management (NPM)**.

NPM's emergence was associated with the need to restructure government bureaucracy to promote productivity, competitiveness, and efficiency and effectiveness.

South Africa & New Public Management

- South Africa was not an exception in this regard. The country was not spared from these global developments.
- Pieces of legislation which embrace the principles of the NPM trajectory:
 - the Public Finance Management Act of 1999,
 - the Preferential Procurement Policy Framework Act of 2000,
 - the Preferential Procurement Regulations of 2001, and the
 - Municipal Finance Management Act of 2003

“the shift from Reconstruction and Development Program (RDP) to GEAR (Growth Employment and Redistribution) and New Growth Path is a clear sign of the victory of NPM principles in the new democratic South Africa”

Public Admin vs Public Management

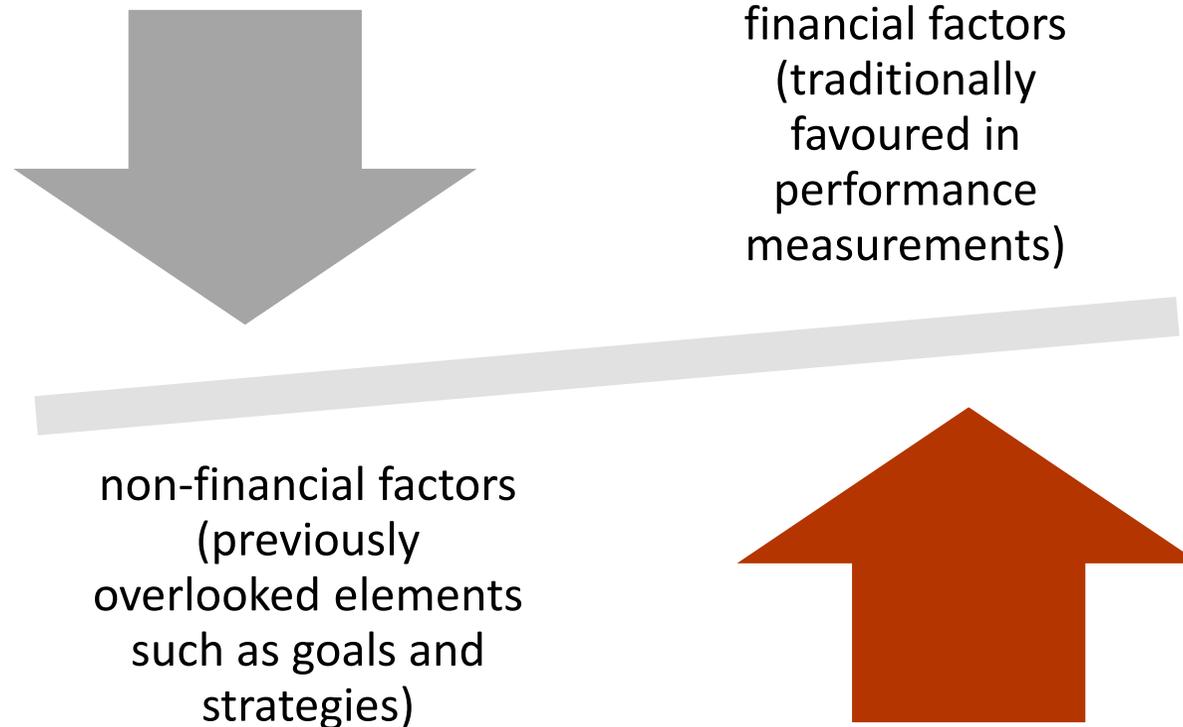
EVOLUTION OF PERFORMANCE MANAGEMENT IN SOUTH AFRICAN PUBLIC SECTOR

In South Africa, the change from public administration to public management and the evolution of performance assessment in the public sector was embedded in the country's transition from Apartheid to a new democratic dispensation.

During the apartheid era, the South African public service was isolated and out of touch with international developments in Public Sector Reform (PSR) - the NPM was highly influential in shaping PSR in post-apartheid South Africa (Cameron, 2009:3).

Kaplan & Norton's Balanced Scorecard

They developed a new method of performance measurement referred to as a balanced scorecard.



Balancing these elements would give leaders comprehensive insights into the successes and failures of their organisations.

Balanced Scorecard Six Stages of Implementation

Step 1

- Specifying objectives – What do we want to achieve

Step 2

- Balancing measures with strategy – what is most important?

Step 3

- Identifying measures – what should we measure?

Step 4

- Forecasting results – what do we want to achieve?

Step 5

- Specifying results – what will change?

Step 6

- Planning future action – where are we headed from here?

Parliament's Balanced Scorecard Perspectives



Financial
Accountability

Institutional
Process

Stakeholder
Expectations

Learning and
Growth

Balanced scorecards align an organisation's goals and strategies with many performance measures and other factors such as customer satisfaction, financial performance, internal efficiency, and innovations.



Is it Working?

- The South African Parliament has developed a performance managed policy that ensures the integration of organisation and individual performance.
- In practice, individual employee performance speaks to organisational performance to give effect to the organisation's strategy, goals, objectives and values.
- The employees' roles and job responsibilities should be aligned to the performance goals of their teams and organisation.
- Closely linked to that has been the practice of performance monitoring, review and/or assessment.
- From these periodic assessment, it is easier to discern whether the balance scorecard is a correct indicator on parliament's performance and the performance of parliamentary officials.

CONCLUSION

The balanced scorecard system remains one of the performance management tools that can facilitate change and improve organisational performance in the parliamentary environment; it can also add value in harnessing organisational performance and helping to realise institutional strategic goals and outcomes.