



Background: This Study Tour was developed in response to a request received by the Australian Government from the South African Department of Performance Monitoring and Evaluation (DPME). The DPME have been mandated to strengthen the performance of Government programs and agencies at both the national and the provincial level, as a result of an extensive problem analysis, which found the public sector in South Africa to have weaknesses in productivity and accountability. Having assessed the policies and operations of different governments around the world, the DPME sees relevance in the Australian experience, in particular the role of the Council of Australian Governments (COAG), which has placed a strong emphasis on making the public sector more effective, efficient and accountable.

Objective: The objectives of the study tour were to:

- enhance understanding of performance management, and greater confidence to fulfill its role as the DPME;
- strengthen relationships/linkages between Australian and South African government agencies/entities; and
- identify informal and formal follow-up support and engagement.

Activity description: Four men and three women participated in the study tour, which began with a structured learning program delivered by Professor Geoff Gallop, the former premier of Western Australia and a leading expert on New Performance Monitoring and Strategic Government. This was followed by a number of site visits to relevant agencies of the Commonwealth Government and the New South Wales Government. These agencies included: the Department of Prime Minister and Cabinet; the Department of Foreign Affairs and Trade; AusAID; the National Audit Office; the Australian Public Service Commission; the Council of Australian Governments (COAG) Reform Council; and the New South Wales Department of Premier and Cabinet. During field visits, different institutions hosted the group at a number of informal dinner and lunch functions. This encouraged further discussion and relationship building in a more informal setting, and it encouraged participants to engage one-on-one with presenters.

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■ AusAID:	AUD47 566

Activity outcomes: The Study Tour Satisfaction Survey revealed that participants rated the overall usefulness of the tour at 4.3/5. They emphasised the value of the Australian experience in managing the relationship between the Commonwealth Government and the states/territories and the role that a variety of different institutions play in facilitating, monitoring and evaluating this relationship.

Feedback from participants and service provider: The Graduate School of Government (GSG), University of Sydney, reported that they were “delighted to be involved in the Study Tour on Performance Management for the South African Government. Our view is that such visits need to combine the best of ‘theory’ with the best of ‘practice’”.

When asked ‘Did this Study Tour help enhance understanding of innovative performance monitoring and evaluation?’, one participant said: “The importance of communicating findings was brought home to me by the Australians. It also demonstrated the importance of sharing results with the broader community.”

Next steps: During the study tour, members of the DPME identified issues that they will consider when designing a series of initiatives to strengthen relations between themselves and various institutions in Australia, including:

- exploring in more detail how better to manage the national/provincial divide in South Africa;
- strengthening the relationship between the DPME and the COAG Reform Council to learn from each other about the value of an independent ‘whole-government’ evaluation authority and how best to distribute monitoring and evaluation findings to a wider audience;
- inviting an Australian to sit on an international peer review panel within the DPME. The panel would advise the DPME on its strategic direction and provide technical advice;
- designing a strategic leadership intervention with ministers/permanent secretaries/director-generals in South Africa facilitated by Professor Geoff Gallop and a South African-based facilitator; and
- identifying ways and means of promoting an ongoing relationship specifically focused on issues of data quality, data utilisation and data verification.

