



The Commonwealth

International Trends in
Government Performance Management Systems (GPMS)



Marc Holzer Symposium 2022

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	Name	Designation	Country
1	Prof. Prajapati Trivedi	Commonwealth Secretary-General's Special Envoy & Former Secretary (Performance Management) Cabinet Secretariat, Government of India	India
2.	Ms. Susan Ntema	Director Performance Management Office of the Prime Minister Government of Namibia, Windhoek, Namibia	Namibia
3.	Mr. John Magua	Director Performance Management Minister for Public Service Government of Kenya, Nairobi, Kenya,	Kenya
4.	Hon. Dr. Shantal Munro-Knight	Minister in Prime Minister's Office Government of Barbados Bridgetown, Barbados	Barbados
5.	Dr. Emmanuel Meribole	Permanent Secretary, Service Policies and Strategies Office Office of the Head of Civil Service of the Federation Government of Nigeria, Abuja, Nigeria	Nigeria
6.	Mr. Nazrul Islam	Former Secretary (Administrative Reforms) in the Cabinet Secretariat Government of Bangladesh, Dhaka, Bangladesh	Bangladesh

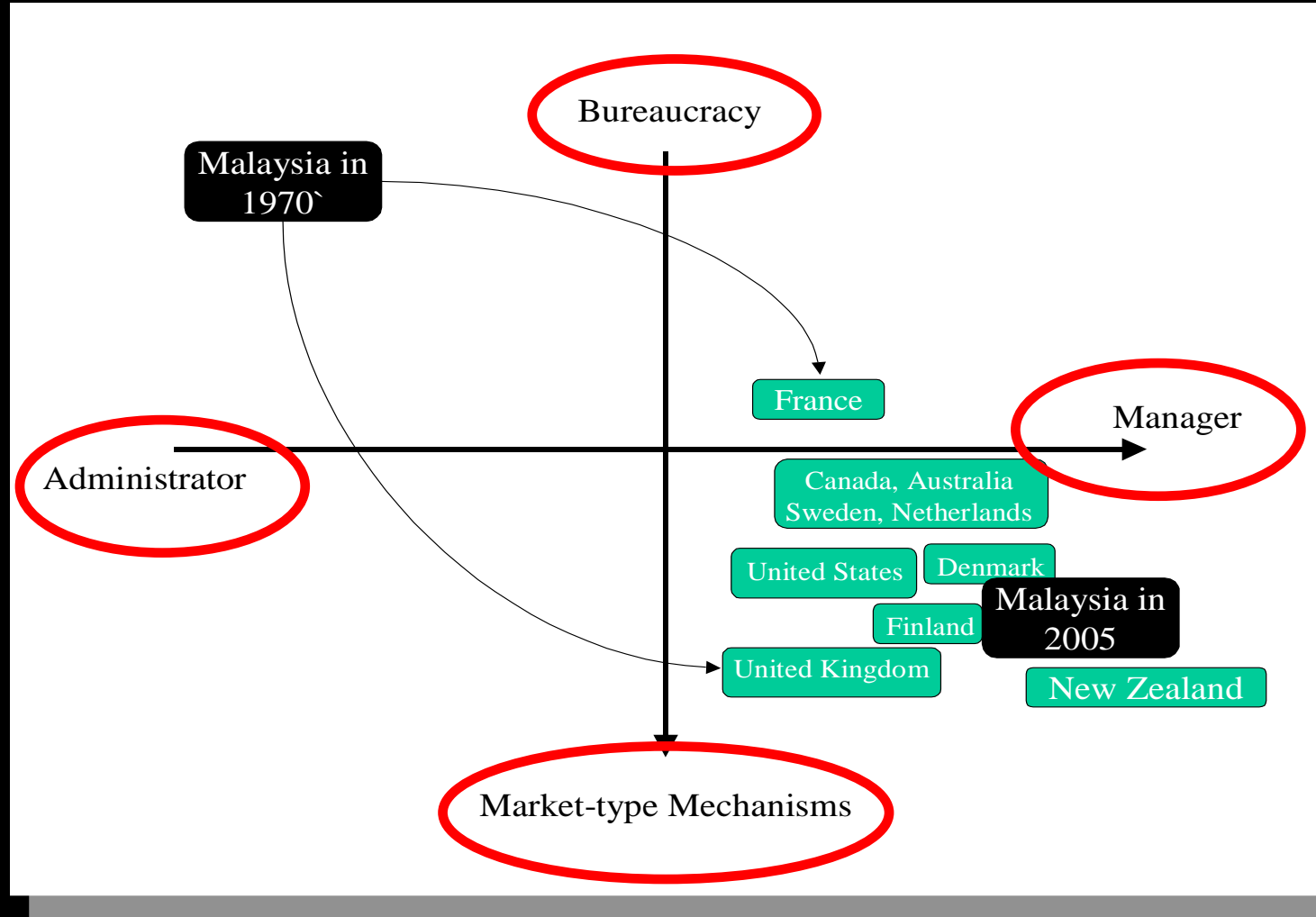
Panel # 1:

International Trends in Government Performance Management

- 1. Trend in Government Performance Management (1990 – 2005)**

- 2. Trend in Government Performance Management (2005 – 2022)**

Trend in Government Performance Management (1990 – 2005)



**Trend in Government Performance Management
(2005 – 2022)**

GAPP

Generally Accepted Performance Principles

Principle #1	The GPMS should be based on a prior agreement on the meaning of performance, be comprehensive in its coverage and focus on things within the control of management.
Principle #2	A government's GPMS should be able to calculate a composite score (a weighted index) for managerial performance.
Principle #3	The GPMS Should Cover the Whole of Government.
Principle #4	Accountability for Results and Delivery Should Trickle Down from the Top.
Principle #5	Accountability for Results and Delivery Should be Assigned Explicitly and Unambiguously to Specific Individuals in the Government.
Principle #6	A Government's GPMS Must Have an Appropriate Incentive System that is Related to Departmental, Team and, Ultimately, Individual Performance.

Principle #7 **The GPMS Should be Effectively Integrated with the Human Resource (HR) Systems in the Government.**

Principle #8 **The GPMS Should be Integrated with the Budget System.**

Principle #9 **The GPMS Should be Transparent, Ensuring Access to all Organizational Data**

Principle # 10 **There Should be Appropriate Institutional Arrangements for Managing GPMS.**

Principle #11 **The Government Should Employ an Effective, Strategic Communications Strategy in All Phases of Implementing GPMS**

Principle #12: **The GPMS Should Have a Strong and Unambiguous Legal Foundation**

Principle #13: **Performance Measurement Should Serve Multiple, Overlapping Purposes**

Principle #14:

Performance Measurement Should be Citizen Driven

Principle #15:

Knowledge Management Should be an Integral Part of GPMS

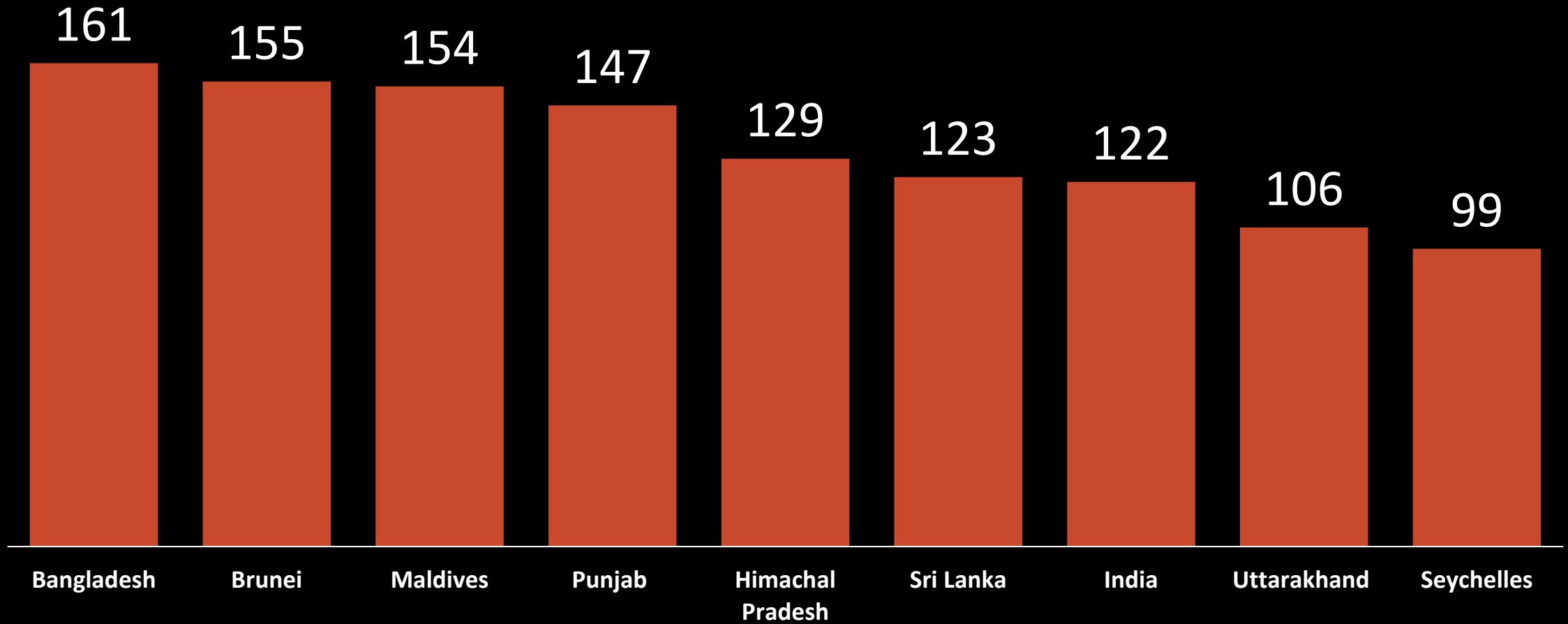
Principle #16:

Momentum, Once Built, Must be Maintained.

Regional comparison

		Bangladesh	Bhutan	India
1	Methodology	✓	✓	✓
2	Structure	✓	✓	✓
3	Performance Agreements Published on web	✓	✓	✓
4	Trickling Down	✓	✓	✓
5	Explicit Incentives	✓	✓	x
6	Results Published	✓ x	x	✓
7	Budget Integration	x	✓	x
8	HR Integration	x	✓	x
9	Legal foundation	✓ ✓	✓	x
10	Political Commitment	✓	✓ ✓	x

Peer evaluation



Name	Designation	Country
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The End