

6. Performance measurement

A final element is how performance is to be measured. One option is to track inputs, but inputs are a measure of effort and a notoriously poor indicator of future success. Indeed, such measures may not only present a distorted version of reality, but mislead and misdirect future activity. The phenomenon of redoubling effort in a lost cause is not unknown. In political work, there is zero value in counting memos, phone calls, meetings, interventions, representations and the like in assessing performance. The true measure of performance in political work lies in assessing:

- (a) the logic of the design of the strategy to achieve predetermined outcomes, i.e. the reasoning behind the course of action chosen and the connection between the outputs selected and the outcomes expected to flow from them, and
- (b) the degree of success in executing the strategy and generating the planned outputs.

Evaluating political resources

With clarity of purpose, priority objectives, well designed strategies, and a focus on high payoff activities, the task of evaluating the performance of political officers hinges on the answer to four questions:

- Was there a logical connection between the objectives which were established and the strategies and activities selected to achieve them?
- Were objectives clear and did they drive the strategies and activities of political officers?
- Were political officers engaged in the kinds of activities which contributed most directly to implementing the strategies?
- Did they devote the right amount of time and effort to these activities?

Following is a draft performance framework for managing and evaluating political work.