



The Menu, The Table and Renaissance: Metrics That Matter

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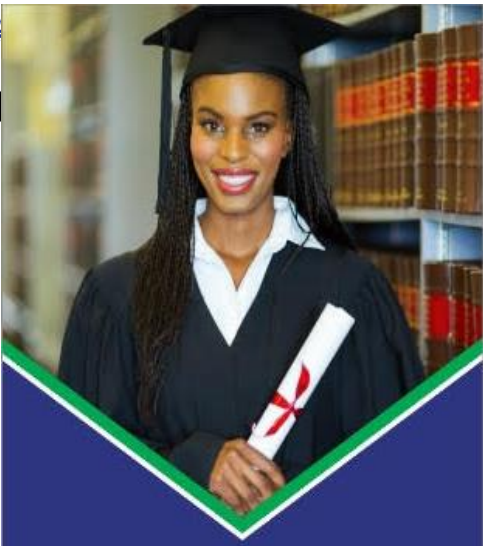


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- Some Reflections
- Planning Fallacy
- Metrics
- Call to Action



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Why this discussion matters

If you are not on the
Table, Then You are
on the Menu

If you are on the
Table without fit for
purpose Metrics,
you will be on the
Menu soon

Case Examples

- **South Africa**

- Steinhoff
- Tongaat Hulett
- Drip Footwear
- South African Post Office

- **Uganda**

- Letshego Uganda Limited
- Africell Uganda
- Shoprite
- GEMS Cambridge International School

- **Botswana**

- Mupane Gold Mine
- BCL Limited
- Choppies Enterprises (Zimbabwe Subsidiaries)

- **Tanzania**

- Sasatel (Tanzania Telecommunications Company Limited / DTV)
- Tanzania Bag Corporation
- Morogoro Ceramics

At the end of it all,
what matters is what
you have to show for
it - performance

Planning Fallacy

Less than 10% of
Organizations
Successfully Execute
the Strategy

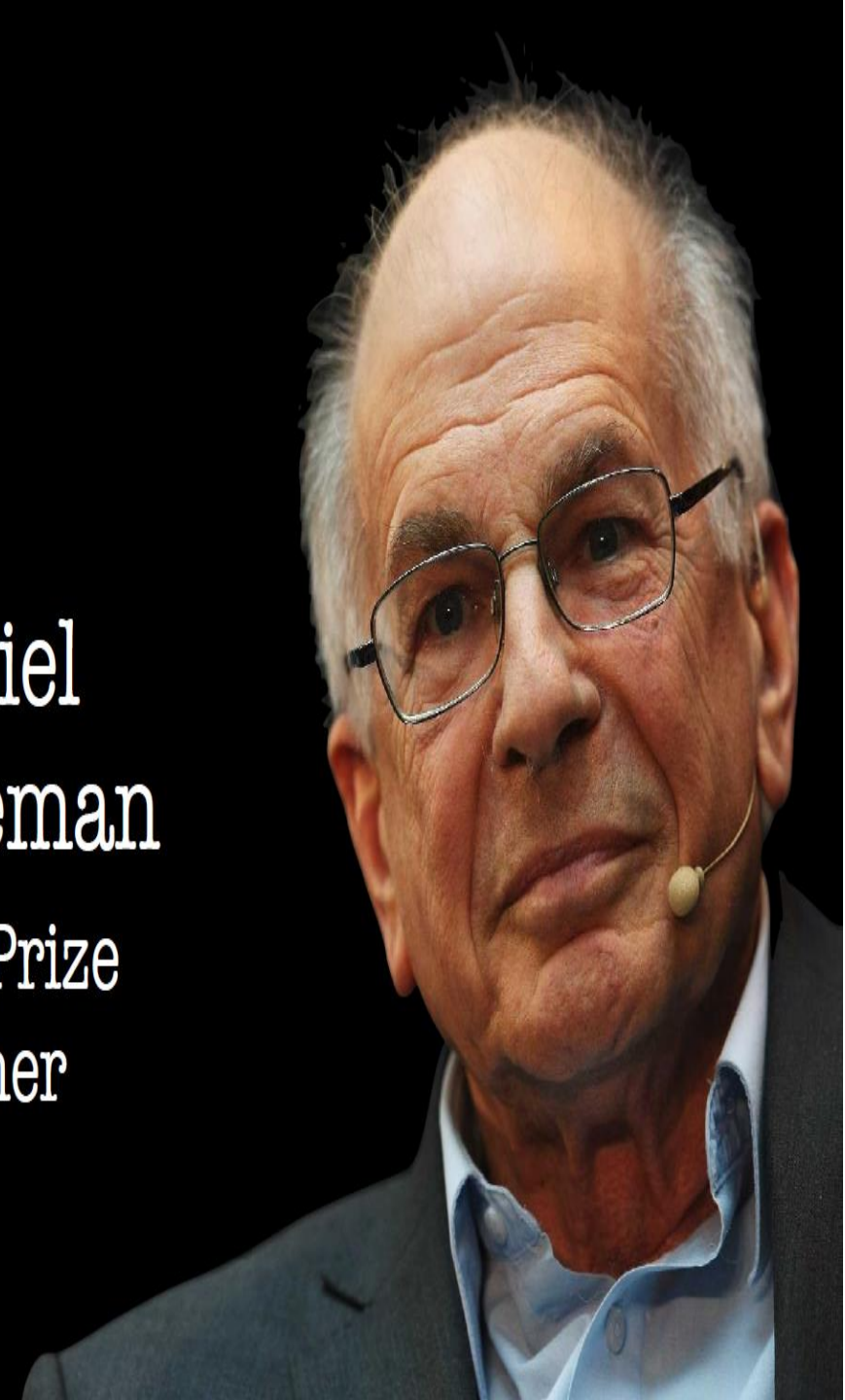


The Planning Fallacy

- Optimism Bias
- Time, Costs and Risks underestimation
- Overestimating the benefits
- “ I am better than what others think” –
Ballooned Bragging

Daniel
Kahneman

Nobel Prize
Winner



Execution Barriers

- Vision Barrier
- Communication Barrier
- Resource Barrier
- Alignment Barrier

Strategic Alignment



Metrics



Metrics

- Quantifiable measures used to track, assess, and evaluate the status, performance, or efficiency of
 - Policies
 - Programs
 - Projects
 - Processes
 - Systems

Why Metrics Matter

- Organizational Health - Performance Tracking
- Objective Decision Making
- Cost savings
- Efficiency, effectiveness, and competitive gains
- Areas for Improvement (cost drivers, system inefficiencies etc)
- Focusing on what is most important
- Risk Mitigation- Resilience Multiplication

Performance: Sequencing Matters

Planning

1

Objectives

Form vs

Budgeting

2

Metrics

Execution

3

Baseline

Substance

Reporting

4

Target

**Value is
measured after
delivery**



Objectives - Challenges

- Most lack clarity (e.g. Reduce/ Eradicate corruption; train staff)
- Objective-Strategy continuum problematic for many
- Imbalance between ambition and execution capacity

**More than 90%
Measure the Wrong
Things**

Metrics - Challenges

- Poorly defined and sometimes inoperable (learner transition rate)
- Unavailability of Data/ Inconsistency in data collection
- Not embedded in Performance Management
- Imbalance between Leading & Lagging

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Nuisance Metrics

- Employees Absenteeism
- Kilometres of roads constructed
- Workshops / stakeholders engagements held
- Publications / journal articles published
- Budget allocation

Baseline & Targets

- Baseline
 - Often times unknown/Unavailable
- Target
 - Ill conceived
 - Uninformed (capacity, resource availability, operating environment)



Africa's Challenge & Renaissance



- Wrong reference frame, largely wrong metrics
- Externalized “development”
- Disconnect (Social vs Economic Sectors)

Metrics that Matter





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SPECIFIC
MEASUREMENTABLE
ACCOUNTABLE
RESULTS-ORIENTED (#1)
TIME-BOUND

Balanced across critical perspectives

- L&G, BP
- Financials, Clients/stakeholders

Metrics that Matter

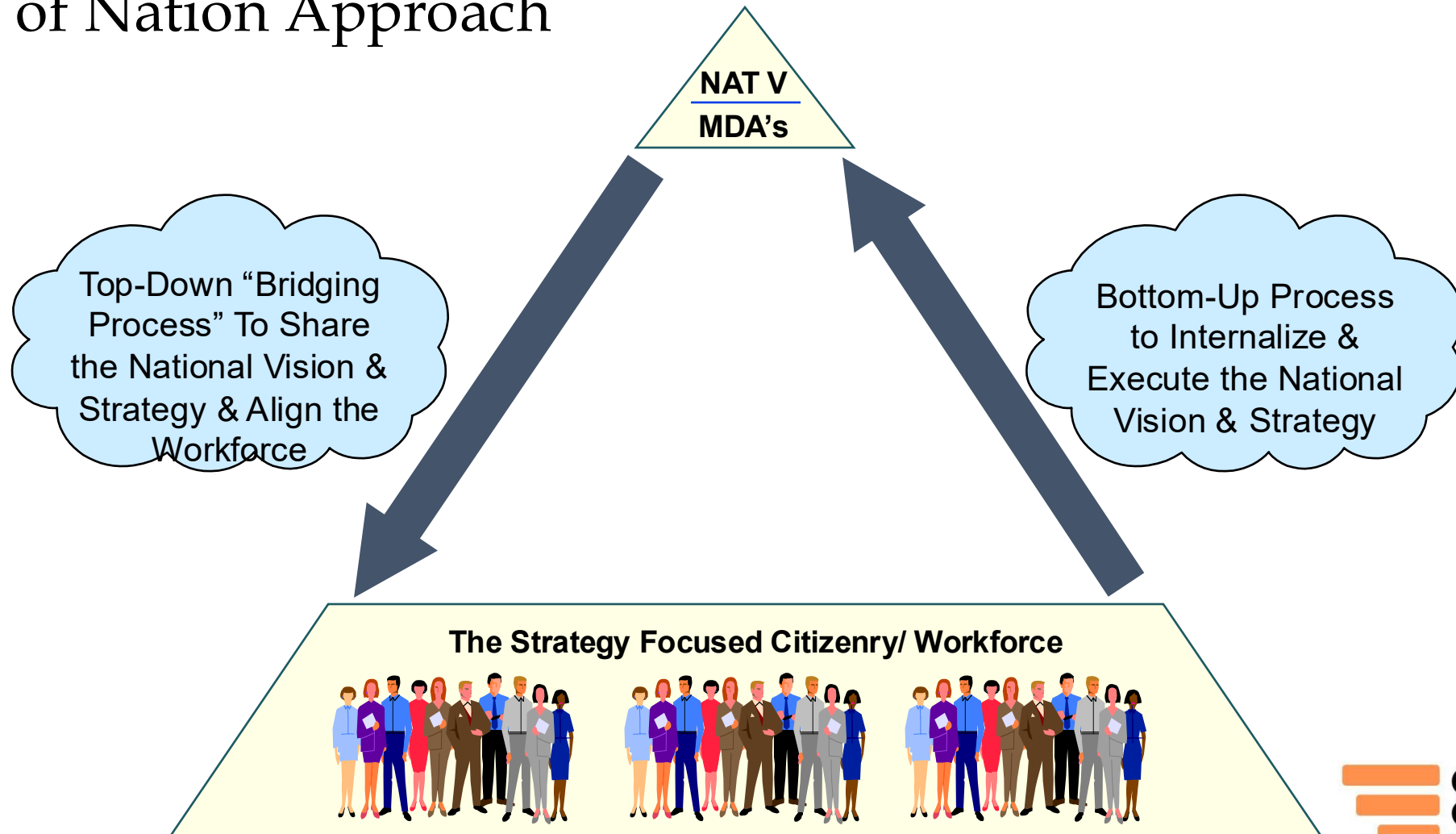
| | |
|-------------------|--|
| <i>Meaningful</i> | Reports tangible and significant accomplishments against objectives; useful for decision makers and other stakeholders |
| <i>Clear</i> | Easily understand by managers, partners, other stakeholders; tells clear story |
| <i>Legitimate</i> | Accepted or legitimated by those who must use the data |
| <i>Consistent</i> | Clear definition and data collection methodology across populations |
| <i>Reliable</i> | Captures what it purports to measure in an unbiased fashion |
| <i>Granular</i> | Able to detect performance movement |
| <i>Relevant</i> | Does not become obsolete too early: sets a pattern or baseline of performance |

Metrics that Matter

| | |
|-----------------------------|--|
| <i>Technically Adequate</i> | Available data meets technical adequacy standards such as accuracy, validity, timeliness |
| <i>Responsible</i> | Does not have unintended and undesirable consequences |
| <i>Actionable</i> | Indicates what is good or bad, driving desired behavior and the timing of action |
| <i>Accountable</i> | Related to direct action or influence of an accountable and attributable entity |
| <i>Balanced</i> | One of set of measures providing a clear picture of the full range of performance |
| <i>Vital</i> | Measures are mutually exclusive and collectively exhaustive |
| <i>Feasible</i> | Reasonable cost and accessibility of data that is not already collected |

Strategy Focused Public Service

Whole of Nation Approach



CTA



**Define, Count &
Account for what
Matters**



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