

CONFIGURATION OF THE BROADER ADMINISTRATIVE FUNCTION OF GOVERNMENT AS TO ENSURE OPTIMAL EFFECTIVENESS AND ADDRESSING THE QUALITY OF SERVICE IN THE WORKPLACE

17 October 2018

Commission 4

Address by the Department of Public Service and Administration



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

Batho Pele

Putting People First



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“A Developmental state is often conceptually positioned between liberal open economy model and a central-planned model. The theory of developmental state isn’t capitalist or socialist. The developmental state is based on combinations of positive advantages private business and the positive role of government (Bolesta, 2007: 105)”

“A developmental state – is a state that is focused on economic development and takes necessary policy measures to accomplish that objective”.



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CHARACTERISTICS OF A DEVELOPMENTAL STATE

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Envision a developmental state shaped by the history and socio-economic dynamics of South African Society with attributes that include:

- Capacity to intervene in the economy in the interest of higher rates of growth and sustainable development;
- Effecting programmes to address unemployment, poverty and under-development;
- Mobilising the people to act as their own liberators through participatory and representative democracy.

But as the NDP cautions: **such a developmental state cannot materialise by decree, nor can it be legislated or waved into existence by declarations. It has to be consciously built and sustained.**



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- Rwanda's execution of its development plan is assisted:
 - a Weberian bureaucracy;
 - staffed by skilled and motivated public servants; and
 - a visible military presence throughout the country to impose compliance and maintain peace.
- Botswana's development success was enabled by the ability to:
 - harness the strong bureaucracy that it inherited from the British system of government;
 - direct the national economy;
 - proactively and innovatively incorporate traditional leadership elements into modern governing structures;
 - generate public support for the government's programmes.
- Conversely, Ghana's developmental journey has largely revolved around administrative reforms, most of which have unfortunately not been successful.
 - Each ruling regime has attempted to make reforms of their own;
 - Corruption, nepotism and a lack of political support.



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- Substantial progress in attacking poverty, dismantling the apartheid system and delivering services - expansion of the social wage (education, health, social grants, public transport, basic services).
- However, the performance and gains have not been sustained in the latter years of the state's 24 year tenure:
 - Poverty, unemployment and inequality are persistently high; and
 - Slow economic growth.
- This has put a spotlight on the effectiveness of the state and its capacity to drive socio-economic transformation and national development.



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WHAT ARE THE MAJOR CONSTRAINING FACTORS?

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- South Africa is a Unitary State working within the Intergovernmental Relations framework – interdependent and interrelated spheres acting in a spirit of cooperative governance to achieve national objectives;
- Remain focused and forge discipline to stay the course and be consistent in terms of plans to achieve developmental goals;
- Slow broadband rollout, high cost of data, dealing with corruption, improved transport infrastructure and logistics as well as strengthening the capacity of local government;
- Translation of policy into state planning, programming and implementation;



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WHAT ARE THE MAJOR CONSTRAINING FACTORS?

(Cont.)

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- Poor outcomes in key sectors – particularly education and skills development thus poverty, inequality and unemployment remain the same;
- Programmes for sustaining livelihoods failing – agricultural support, fragmented and ineffective SMME support;
- Uneven strategic, technical and administrative capacity of the state, particularly between National, Provincial and Local Government;
- Instability of the Public Service Leadership, therefore weakening the leadership quality of the top civil servants.



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Success of the developmental state requires the presence of a capable state.

- Challenges identified by the different studies of the state:
 - Improving stability of the administrative leadership.
 - Enforcement of accountability and authority.
 - Improvements in organisational design.
- Addressing state performance and public service effectiveness at the four levels:
 - Strategic Orientation.
 - Institutional Capacity.
 - Technical Capacity.
 - Organisational Culture.

ADDRESSING STATE PERFORMANCE AND PUBLIC SERVICE EFFECTIVENESS AT THE FOUR LEVELS

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STRATEGIC ORIENTATION

- Well articulated and robust strategic intent and planning that effectively directs the public service.
- South Africa requires a master development plan which must include a detailed skills master plan.
- Pre-requisite for an effective state – learn from other countries in the continent and abroad on the “science” of implementing long term plans.
- Central coordination must prioritise joint intergovernmental, inter-ministerial and inter-departmental planning, budgeting and proper prioritisation and coordinating delivery.
- State’s macro-planning system and related capacities are critical in integrating the different aspects and levels of state/public service effectiveness



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ADDRESSING STATE PERFORMANCE AND PUBLIC SERVICE EFFECTIVENESS AT THE FOUR LEVELS (Cont.)

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INSTITUTIONAL CAPACITY

- Reviewing the current institutional configuration of public administration is critical.
- Expanded institutional model inherited from the erstwhile apartheid state – federation of departments.
- Key state functions are hived off into agencies and public entities which have proliferated with time.
- Process underway - review the macro-organisational configuration of the state.



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ADDRESSING STATE PERFORMANCE AND PUBLIC SERVICE EFFECTIVENESS AT THE FOUR LEVELS (Cont.)

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TECHNICAL CAPACITY

- Shortage of technical and managerial skills within the public service and the outsourcing of professional and technical services.
- The public sector needs to take a national long-term perspective on public service training and capacity building.
- Stabilization of the political-administrative interface. The current emphasis on “political deployment” need to be replaced by a focus on building a professional public service that serves government.
- The NDP advocates the formalization of a Graduate Recruitment scheme for the Public Service – source top talent directly from university.



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ADDRESSING STATE PERFORMANCE AND PUBLIC SERVICE EFFECTIVENESS AT THE FOUR LEVELS (Cont.)

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ORGANISATIONAL CULTURE

- Strengthening alignment between the state and public service requires for public administration to acquire a deep development ethos.
- Translate the state's objectives into necessary policies, plans and programmes.
- Intervention in economic, social and environmental relations in favour of the historically disadvantaged citizens.
- Promote the “Batho Pele” ethos.
- Promote interventions and institutions that seek to build the strategic capacity of the public service to advance a developmental agenda.
- Shortage of technical and managerial skills within the public service and the outsourcing of professional and technical services.



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Ultimately, the state can only achieve its developmental goals and the NDP objectives through coordinated and integrated short and medium term planning. But...

- The NDP has not been fully and effectively institutionalised in the workings of the state machinery.
- Significant coordination failures exist which impact negatively on lives of communities as well as add to government inefficiencies – e.g
 - Houses have been provided but no bulk and/or reticulation services available.
 - Over R3bn spent on scholar transport because schools not available where people live.
 - Dynamics of localities still reflect apartheid spatial patterns and inequities.
- Absence of a clear and deliberate Integrated Medium Term Plan, National spatial vision and policy framework to guide development planning and investment.
- The lack of deliberate effort and plan to dismantle apartheid spatial planning and undo its ravishing adverse effects on human development, social well-being and sustainable livelihoods for Black people in general and Africans in particular.



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The role of the state has changed with the advance of globalisation and the focus has shifted to the ability of the state to strengthen its capacity to effectively manage in a changing and complex situation. It has been increasingly clear that the success of a country's development programmes hinges on the country's effective economic policies, good governance and financial performance management.

The goals of the modern state are to establish an organisation based on governance and stewardship that can create an enabling environment for all its citizens to enjoy a good life.

Therefore, the configuration of the broader administrative functioning of government is essential and non-negotiable in ensuring optimal effectiveness and addressing the quality of service in the work place.

Dankie / Thank you / Ngiyathokoza
Enkosi / Ngiyabonga / Ke a leboga
Ke a leboha / Ndi a livhuwa
Ndza khensa



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