

COMMISSION 2

Building a Capable Developmental State



Our foundations:

- ❑ Constitutional values for a democratic society
- ❑ Constitutional principles for public administration
- ❑ National Development Plan – Chapter 13
- ❑ Batho Pele principles
- ❑ Code of conduct for the public service
- ❑ Provincial strategic goals
- ❑ Departmental mandate, mission, values

- Human dignity
- Inclusivity
- Equality
- Accountability
- Responsiveness
- Openness
- Professional ethics
- Commitment
- Competence
- People centredness
- Effectiveness, efficiency, economy,

Understanding the developmental state

The NDP

A developmental state needs to be capable, but a capable state does not materialise by decree, nor can it be legislated or waved into existence by declarations. It has to be built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires **leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems, and consistent and fair application of rules.**

The NDP

...A developmental state builds the **capabilities of people** to improve their own lives, while intervening to correct historical inequalities. Neither government nor the market can develop the necessary capabilities on their own.

The PDP

A democratic developmental state has to possess the following defining characteristics: **accountability; responsiveness** and **transparency; democratic governance; autonomy**; and a **people-centred development strategy** that can promote delivery of the **public good**.

– Omoweh (2012)

BUILDING A CAPABLE STATE – Government of the Future

Embracing the developmental state
Outcomes of Government
Singleness of purpose
totality of the province

Strengthen the ethical dimensions of how we do business of government
Fraud and Corruption

Effectiveness, Economy and efficiencies in conduct
Balance score card

Systematic thinking about the work of government, synchronization
Synergizing mandates
Center must hold

Social networks with communities, it has the capability to also communicate with citizens

Developmental
Legislative limitations

Design of government of provincial government



Synergy with other institutions – state, parastatals,

BUILDING A CAPABLE STATE – Government of the Future

**Public service cadre
ship / goal oriented
/execution oriented /
agility**

**Incubate excellence
zones within the public
service / forums that
support professional
building**

**Leadership
development
programme**

**Compliance for quality
Compliance and
innovation
'Center for Public Service
Innovation'**

**Knowledge driven,
'Evidence women and
man'**

**ICTs and their
applications**

**Can we influence our
source labour markets?**

**Political administrative
interface?**

BUILDING A CAPABLE STATE – Government of the Future

**Politically literate
administration**

**Partnerships for civil
service –
NSG
Universities**

**Change management
oriented –learning
organisation
-pride-
Going Back to Batho
Pele**

Q1 Deepen professionalism in the Public Service

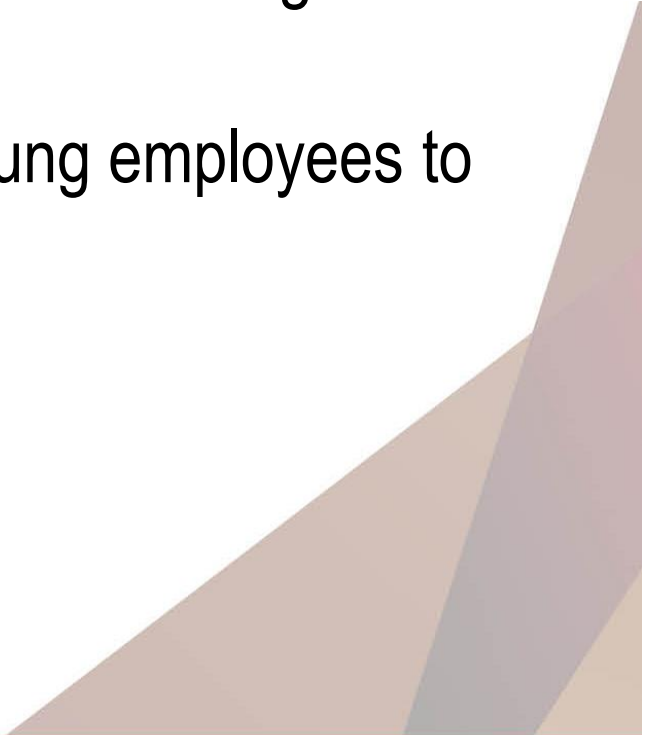
- There is a need to look deeper into the root causes for the apparent lack of professionalism and address these through interventions.
- Civil servants have internalised that “we have no capacity” and this hinders progress. Inculcate belief in own ability.
- A professional civil service is core to a developmental state – producing public value for the citizens.
- Understanding role of civil servants in the social compact between state and citizen (failing electorate if we don't)
 - Ensure the social contract is understood
- **Human capital development and talent management key to capable developmental state**
 - Enhance legislation of norms and standards in the public service.
 - Human capital development and inclusive talent development throughout the entire civil service
- **Manage pipeline and expectations for those who would join the public service (programme around bursary beneficiaries)**
 - Sign MOU with universities to ensure needs of province are factored into curriculum development
ECHRDC Council
 - Conduct pre-test for people to enter civil service as part of recruitment process
 - Foster culture of accountability

Q1 Deepen professionalism in the Public Service

KEY ACTIONS:

- ✓ Establish professional development forum within departments – this will assist targeted skills development for (technical) professions in the public service
- ✓ Establish clear leadership development programme, which enforces accountability and strengthens service ethos
- ✓ Reinstate the OTP led culture change programme as central leadership programme
- ✓ Develop joint programmes with the School of Government and influence university curriculum to instil constitutional values

Q2 Build resilience in administration

- Strengthen change management capability and / improve openness to change
 - Use of foresight in planning – strengthen situational analysis through scan of the horizon for signs of change, and prepare for them through policy
 - Strategic risk management – and use outcomes of risk management in strategic planning
 - Embrace disruptions – embrace technology change and enable young employees to work in new ways.
 - Engage with communities and stakeholders
- 
- The bottom right corner of the slide features a decorative graphic consisting of several overlapping, semi-transparent geometric shapes in shades of beige, tan, and light brown, creating a modern, abstract design.

Q3 Balance between gaining mastery over basics (compliance and innovation)

- Understand compliance in the context of need for accountability. Compliance and innovation should not be seen as contradictory. Innovation should be about creating public value and achieving outcomes
- Corporate services vs core business – engage with the enabling aspects for PFMA rather than focusing on the punitive clauses
- Embrace technology – don't let policies stand in the way of technology change and possible savings from tech change (embrace disruptions)
- Culture of taking risk
- Stick to the decisions that we make –implement and see decisions through for implementation and ongoing learning

Q3 Balance between gaining mastery over basics (compliance and innovation)

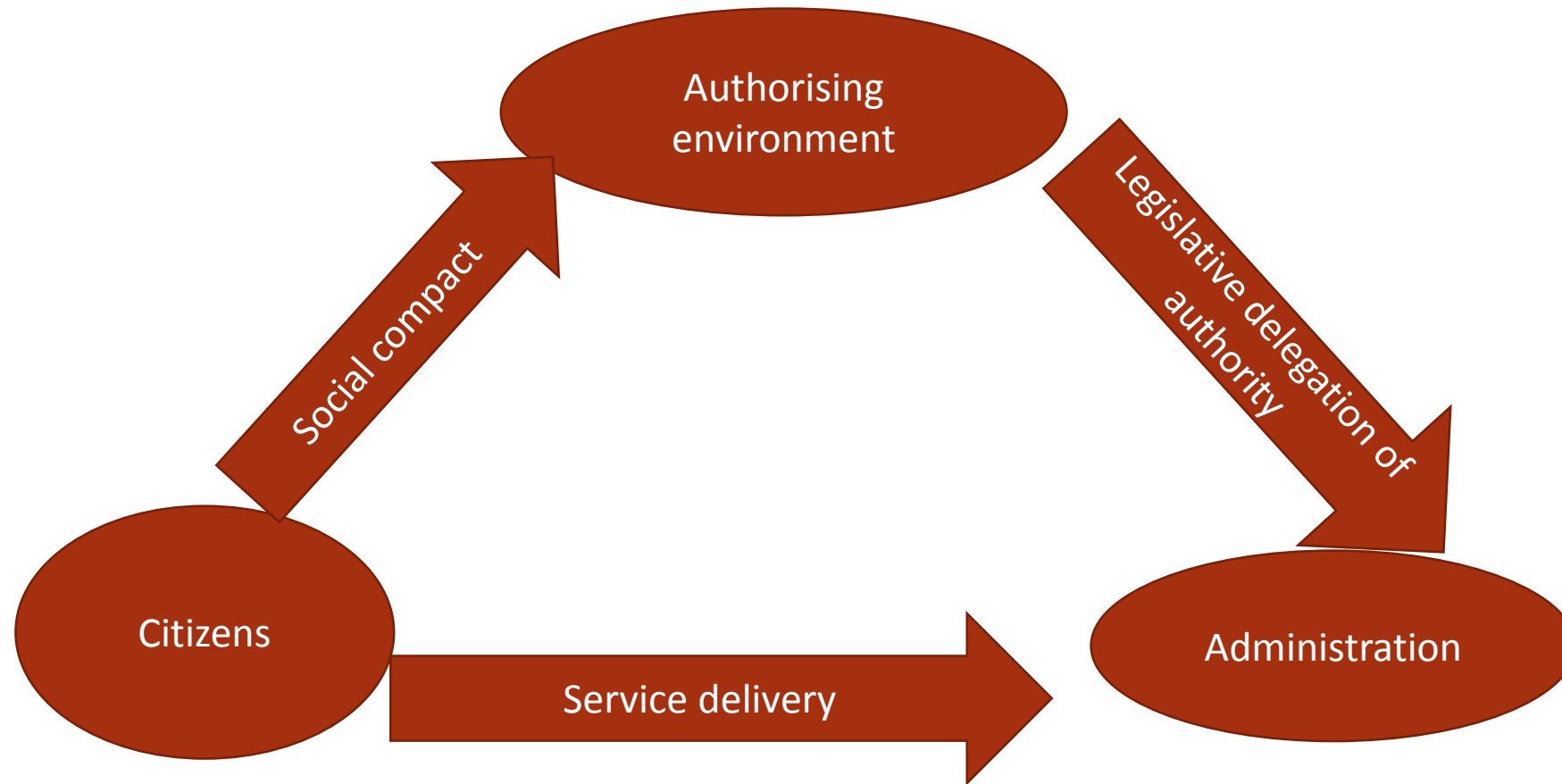
KEY ACTION:

- ✓ Review legislation and policies in light on goals of NDP/PDP
 - Review of legislation/policies to unlock progress and development; (e.g. SCM regulations causing cost overruns)
- ✓ Use of open innovation challenges as a tool for new solutions that may (not) be known presently. (learn from Centre for Public Service Innovation and Science and Technology Park)
- ✓ Engage with existing material on public service innovation by the Public Service

Politics/Administration

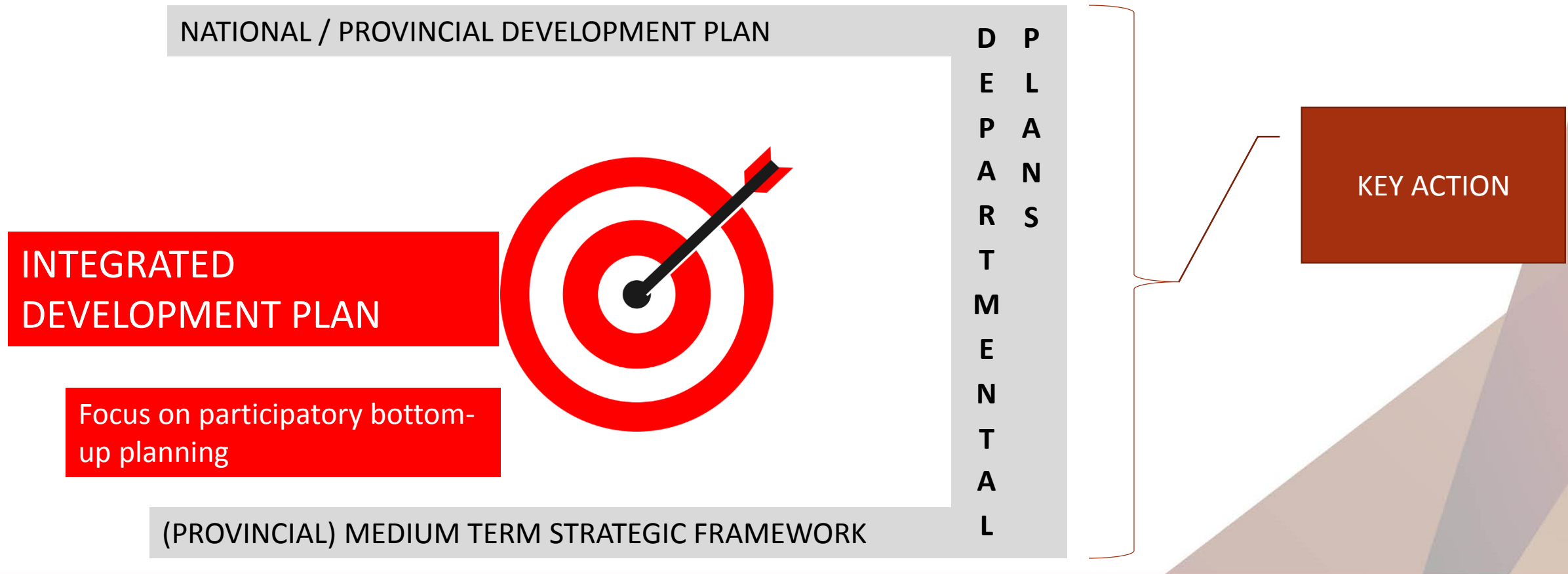
- Harmonisation of PFMA and PSA to mitigate areas of conflict between HOD and EA (possible area of policy activism from the Eastern Cape - DG?)
- Understand value of political interface with citizens as public representatives and relationship with responsive service delivery

Political – Administrative Interface



Q6: Promote active citizenry

- Grounded in constitutional imperatives (not a nice to have)
 - Intentional, demonstrable and measurable mechanisms for participatory planning



Q6: Promote active citizenry

KEY ACTION:

- ✓ Deepen institutionalisation of Operation Masiphathisane

How do we build capable leadership, strengthen governance and accountability?

- Deepen professionalism in the Public Service
- Build resilience in administration
- Balancing between gaining mastery over basics (compliance) and doing things differently (innovation)
- Stabilise the relationship between Political and Administrative leadership
- Strengthen single government (IGR) – collaboration
- Promote active citizenry
- Build capable leadership, strengthen governance and accountability

THANK YOU