

THE CONCEPTUAL EVOLUTION, STATUS QUO, AND THE WAY FORWARD OF STATE CAPACITY AGENDA.

“BUILDING A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE WITH THE REQUISITE CAPACITY TO SERVE THE PEOPLE”

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Department of Correctional Services – Strat Planning Session

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THE COVID 19 ENVIRONMENT AND CHALLENGES

Brought to the fore the role of political leadership in both the protection and advancing the wellbeing of people (particularly the vulnerable)

Brought to the Fore the role of bureaucracy in the protection and advancing of the wellbeing of the citizens and in particular the most vulnerable

Exposed the limitations of state performance institutionally & in terms of Human Resource

Exposed state's capacity on: efficiency; effectiveness; and responsiveness



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Key governance challenges

- Lack of coordination within departments, government and sectors of society
- Poor levels of accountability and consequence management
- Unethical conduct and corruption in public administration as a result of inadequate internal control and the lack of accountability,
- Government public procurement systems have become a breeding ground for corruption and maladministration
- Poor Human Resources Management practices
- Poor management and leadership – sms collective

“The ultimate aim of the building of a capable, ethical and developmental state is to ensure that both public representatives and public servants have a patriotic and development-oriented professionalism leading to a civic consciousness for better serving of the people” NDP.



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THE CURRENT CONTEXT

YEAH, IF YOU COULD DELIVER ON YOUR PROMISES



THAT WOULD BE GREAT

❖ COVID-19 showed us that most schools that couldn't open was because they didn't have water and sanitation: **THE BASICS**

❖ We need to go back to the basics. To the reasons why we joined the public service and some of us, the struggle for the liberation of South Africans was to serve.

❖ Departments must do what they are supposed to do; So must Municipalities, Officials and the whole of government



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- **Contested liberal institution** with traces of **welfarism**
- Contested by various interest groups: Commercial, cultural, ideological (maybe not), class interests
- Those with technical capital benefit more from the state functionality (mainly from state policies; and programmes....)
- Those with legal capital over state functionality benefit from state functionality
 - ✓ The above are mainly rooted within racial minorities , who in terms of technical acumen and resourcefulness and international network – are the majority.
 - ✓ Hence the state remains rooted in the irrelevant trickledown developmental policies that fails to uplift the masses, but sustain apartheid's socio-economic patterns
- Mainly an administrative than developmental
- Administrative state of welfare programmes for the economically poor majority
- Weak in terms of Governance
 - ✓ Corruption
 - ✓ Political Executive/Senior Managers relations (link between the arrival of a Pol Exec with departure of senior managers – DGs/HoDs/Procurement managers...)
 - ✓ Resource management (Audit Reports)



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Politics

- Fragile ruling party at the organizational level (fragility duplicated at the state machinery)
 - Patronage tendencies : Link between high positions in the party and senior positions in the state, access to resources, and the dispensing of such to networks
 - Leadership revolving door (lack of leadership succession management) – stifles policy, strategies, and programmatic progression in the state)
 - Inability of ruling party to lead and form public opinion on the developmental state capacity

OPPOSITION

- Lack of ideological diversity
- Regionalisation of opposition (failure to set a national base) – official opposition only interested in the Western Cape Province
- Acting as lobbyists within the ruling party



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The Context of the SAn State

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Society

- Skewed levels of public participation along racial lines (Conservative minorities participate more on public policy and legislative making formal processes....)
- Racial conservative minorities do most of state lobbying and advocacy
 - Most Think Tanks seeking to influence the state are owned and run by racial conservative minorities
 - Little appetite in black professional formations to invest in the establishment of Think Tank, research and impact on public policy and lobby state progressively.
 - Universities do not produce public administration professionals
 - Too conservative to impact on the need of a progressive transformative state



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Developmental State

- Dev state: A state which ideologically and conceptually rooted on the quest progressively advance the socio-economic conditions of its citizens both individually and collectively (and its role in continental and global affairs)

Key Pillars:

- Ideological (socio-economic conceptual foundations)
- Governance arrangements, systems , and processes
- Leadership, ethics, morality
- Transparent, accountable, and responsible
- Productive state
- Interventionist at the plight of the most vulnerable



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CHARACTERISTICS OF A CAPABLE STATE

- Efficient (It carries out its duties appropriately)
- Effective – it realizes its intended outcomes. It is Impactful on its intended beneficiaries)
- Responsive – It responds to the needs of its citizens efficiently, effectively, and **timeously**.
- Productive – it delivers quality services on time efficiently, effectively, and timeously.



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HOW TO GET IT RIGHT IN SA

- Improve the quality politics of the ruling party (any ruling party) organizationally
- Improve the quality of opposition politics
- Improve the quality of oversight institutions (National Assembly and Provincial Legislatures)
- Build a society that values knowledge, intelligence and innovation (NSG/PSC)



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CAPABLE BUREACRACY

FOCUS ON STRATEGY EXECUTION

- Ability to link
- Strategy
- Projects
- Project Management
- Operational Plans
- Performance Management
- Public Sector Managers that manage people (Most managers do want to manage People)
- Entrench the value of Public Sector Leadership
- Modern State organisations require Senior Managers that have both Managerial and Leadership qualities



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ONGOING STATE CAPACITY INITIATIVES

- Policy evolution from the RDP, Gear, Asgisa, NGP, and the NDP.
- Sectoral state capacity assessment reports which culminated into the “Organization and Capacity of the State” presented to, and discussed by cabinet in 2005.
- The paradox of state capacity – the rationale for reconfiguration.
- Review of the capacity and organisation of the state
- Towards a state capacity assessment framework (DPSA. 2020)
- **National Framework Towards the Professionalization of the Public Service (2020)**
- Synthesis evaluation of state capacity with a special focus on Director-General and Heads of Department (HSRC.2022)
- Building Capacity of the State (Cabinet Lekgotla. January 2022)
- Multisectoral State Capacity Workshop
- Establish Multidisciplinary state capacity advisory board



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“Legal” doesn’t mean “ethical”.
However, unlawful conduct is ALWAYS unethical

Apartheid was ‘legal’ but unethical.

**Ethics must be the
bar and not the
exception**

Protect Whistleblowers

**Make it easy to
report crimes & take
away the personal
burden**



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Future of Work in the Public Service

- ✓ Is the Public Service ready for the future? Are we structured optimally to deliver the services of the future?
- ✓ What do we need to do to open up access to the Public Service i.e:
 - ❖ Review the 2016 Public Service Regulations that make it difficult to recruit skilled South Africans, strengthen accountability and consequence management;
 - ❖ Agree on a social compact which is a requirement for building strategic partnerships across society
 - ❖ Enhance the use of ICT and make final determinations on the IFMS. The moratorium on ICT procurement by the National Treasury must be reviewed
- ✓ We need disruptive and innovative interventions for greater impact
- ✓ Transform Public Sector HR from being administration and compliance driven to strategic HR



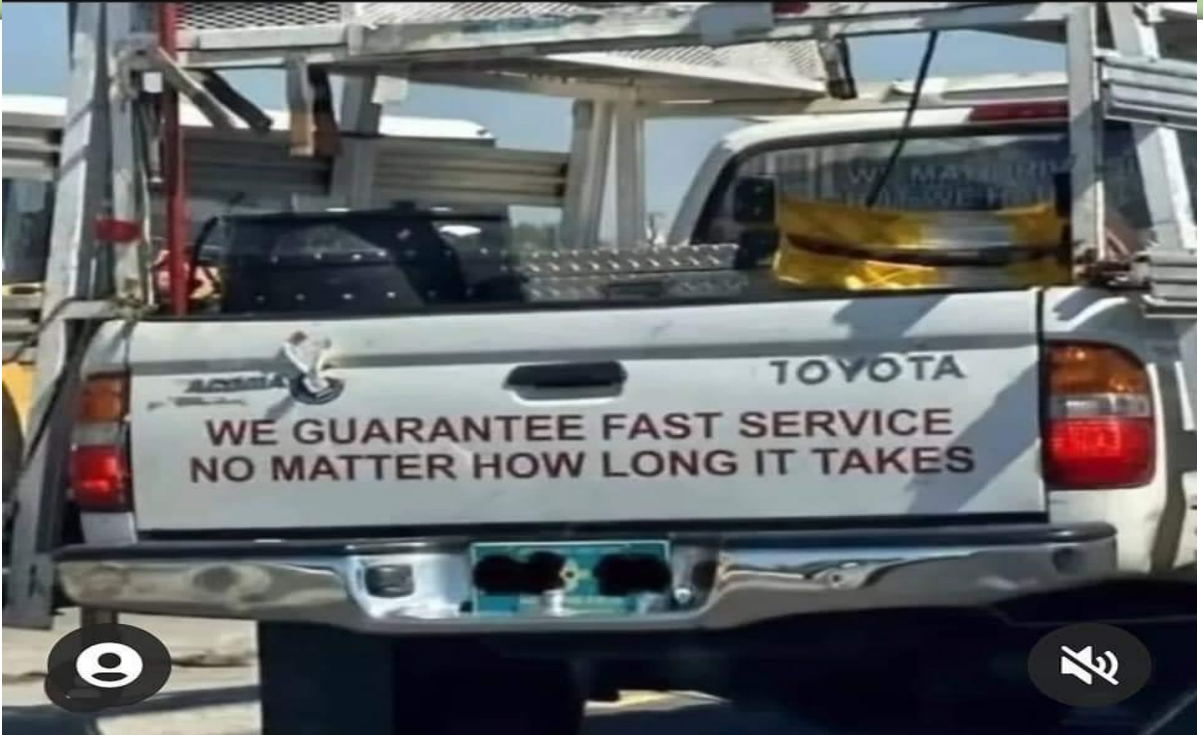
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Service Delivery???



Residents in Thohoyandou, Limpopo, share their service delivery frustrations with Ramaphosa

This road is so potholed, 'you'd need to be drunk to drive in a straight line'



The spotlight is on Limpopo's pothole-ridden D3840 where driving in a straight line is an impossible task.



It would take 115 years to tar Limpopo's roads, says Road Agency



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Service Delivery????

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Ramathuba revealed this on Thursday in her budget speech for the department for the 2022/23 financial year.
Photo: Joshua Sebola

NEWS

With a staggering R14 billion worth of medical negligence lawsuits, Limpopo Health MEC Phophi Ramathuba is concerned that the department will have to divert funds meant to buy medicines to settle the claims.

- Stan Mathabatha admitted to the provincial government's failure to provide clean and potable water.
- Stats SA revealed that the province had regressed on access to water.
- Mathabatha believes the situation can be reversed with the adoption of a "provincial water master plan".

We did a root cause analysis which includes a lack of adequate staff and equipment, poor attitude, and inadequate skills.

"But we cannot rule out a possible collusion between government employees – be it state attorneys or department of health officials – with the plaintiffs' lawyers and senior counsels,"

Mathabatha admits his govt failed 'to supply people of Limpopo with clean and potable water'

news24 Russel Molefe, Correspondent



What are we supposed to do with a useless hall, when we have no tap water or roads in our village?" asks David Ledwaba, a resident of Zebediela in Limpopo province.

The Citizen

Limpopo municipality likely to return unused R180m, but residents still without water

The Sekhukhune district municipality in Limpopo is likely to return more ... otherwise, service delivery will remain a pipe dream in our...

2 weeks ago



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- Conceptually and practically accept – state capacity is about government productivity: effectiveness; responsiveness and timeousness.
- Citizens experience government engagement positively domestically and internationally
- Internationally competitive
- Value government as a liberation government, and not a mere institution for contestation
- Act with Urgency
- Building State Capacity is the Foundation of a capable State.



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Khanimambo

