

“Realising Our Dreams for a Competent and Developmental Public Service”

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The Challenges of Transition

- reconfiguration of the state (new provinces, municipalities, departments)
- integration of fragmented administrative entities (homelands, racially based departments etc.)
- building a representative civil service
- formulating non-racial, pro-poor policies
- developing a new ethos of accountability
- training and capacity building

Achievements of Transition

- Representative public sector
- Legitimacy of the state
- Integrated public service
- Strong new policies
- Fiscal stability
- Improved service delivery (water, electr etc)

Continuing Challenges

- Inter-governmental relations coordination
- Shortfalls in service delivery
- Continuing poverty
- Public frustration and anger

The Challenge of Competing Paradigms

- The RDP and the discourse of people's development
- GEAR and the Managerialist State
- The Developmental State

The Constitution

- “Peoples’ needs must be responded to and the public must be encouraged to participate in policy making.
- Public administration must be accountable.
- Transparency must be fostered by providing the public with timely, accessible and accurate information.
- The above principles apply to administration in every sphere of government; organs of public enterprises.”

Section 195

The Batho Pele White Paper

- “To treat citizens as ‘customers’ entails:
- listening to their views and taking account of them in making decisions about what services should be provided;
- treating them with consideration and respect;
- making sure the promised level and quality of services is always of the highest standard;
- responding swiftly and sympathetically when standards of service fall below the promised standard.”
- *Section 1.3.3*

The “Citizen is not a Customer”

- The relationship between citizen and civil servant can never be the same as that between a customer and an entrepreneur.
- the citizen has no choice and can not take his or her custom elsewhere.
- a citizen's taxes places him/her in an effective employer/employee relationship with officials.
- consultation (market research) between customer and supplier, is oriented primarily towards maximisation profits.
- Companies with poor service become bankrupt.

A Failure to Deliver

- Lack of professionalism
- Leadership (especially mid-management)
- Skills shortages and capacity to deliver
- Problems of accountability & corruption
- Lack of urgency

The Challenges of Local Government

- Co-ordination with national & provincial gov.
- Lack of skills and capacity
- Massive failure of front line service delivery
- Poor separation of powers
- Political promises and a crisis of expectations
- Loss of public trust

A Crisis of Expectations

Public expectations of the dividends which democracy would bring were high. These expectations were fuelled by the promises of those running for public office. Members of the community consequently expect the public service to deliver on these promises.



CONGRATULATIONS,
COUNCILLOR, AND IN CASE
YOU CAN'T REMEMBER ALL
THOSE PROMISES YOU MADE
I'VE COMPILED A LIST.
HERE'S YOUR COPY.

POLL
RESULTS

ZAP

“How much confidence do you have in the following structures?”

	Pub. Service	Prov. Gov	Local Gov
A great deal	16	18	14
Quite a lot	19	23	18
Some	31	34	28
Not much	17	16	21
None at all	14	8	17
Don't know	2	2	2

The Washington Post, et al. (2004) “Survey of South African at Ten Years of Democracy”, Table 2.1

“How would you rate the overall performance of the following structures?”

	Nation Gov.	Prov. Gov	Local Gov
Excellent	15	9	9
Good	26	27	21
Only Fair	40	39	33
Poor	17	23	35
Don't know	1	2	2

The Washington Post, et al. (2004) “Survey of South African at Ten Years of Democracy”, Table 2.8

<http://www.kff.org/kaiserpolls/upload/Survey-of-South-Africans-at-Ten-Years-of-Democracy-Toplines.pdf>



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TUESDAY MAY 31, 2005



CITY HOUSING PROTESTS SPREAD

Now Ocean View erupts

QUINTON MTYALA
RABALO NDENZE
JI MOSHOESHOE MONARE

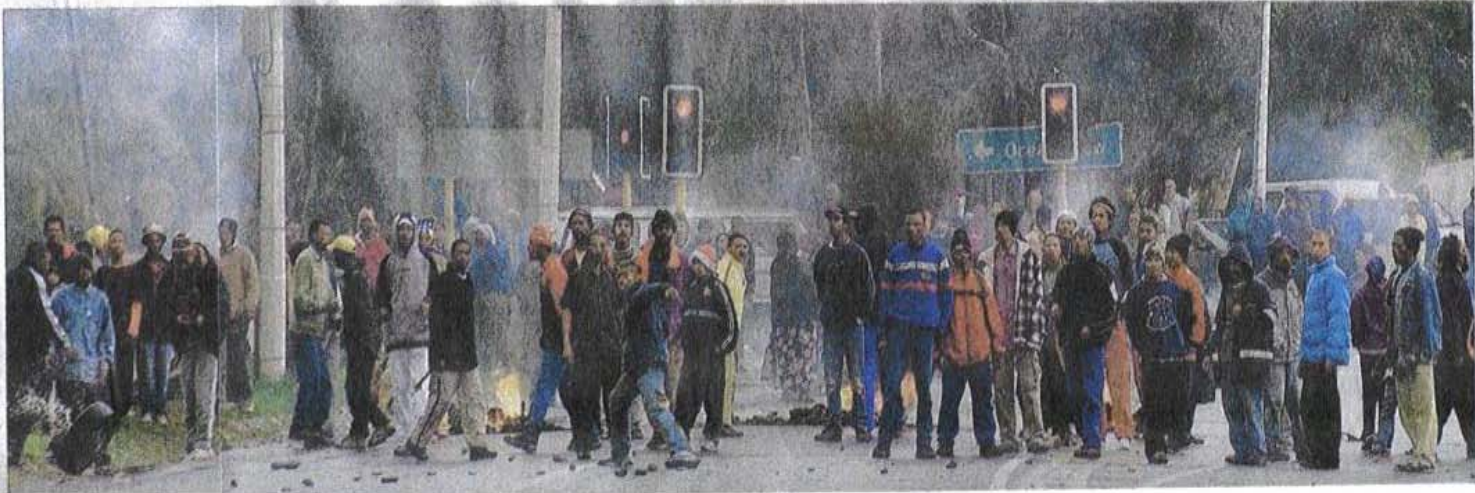
FOR the second week in a row angry Cape Town residents have protested violently at unfulfilled promises from government of a better life for all, especially decent housing.

Yesterday the main entrance to Ocean View resembled a war zone as women and youths fought running street battles with police officers trying to stop a protest that had started peacefully in the morning.

Meanwhile, the ANC has said it is "astounded" by reports that the National Intelligence Agency (NIA) is probing the root cause of the current wave of protests against service delivery in various municipalities.

Intelligence Minister Ronnie Kasrils had been reported as saying the NIA was looking into what might be behind the recent wave of civil unrest, ostensibly against poor service delivery.

Following a weekend meeting of



A Citizens Compact

In a democracy, ‘good governance’ implies efficient and effective management of the state, but it also implies a strong partnership between the government and all the citizens of the country.

Building and retaining public trust and confidence is every bit as important as managing the financial and physical assets of the state. Without the cooperation and support of the public, no state entity can hope to succeed.

Why do people resort to protest when there is a politically legitimate government, a strong enabling legislative framework for public participation, as well as a strong commitment to public sector accountability?

“Residents told us that for them to be heard they had to *toyi-toyi* to receive attention from the provincial and national government.”

Anna Buthelezi, Chairperson, Free State Portfolio Committee on Local Government.

Mail and Guardian, 1-7 October 2004

“We are not protesting because we like it; we protest because we’ve been living in appalling conditions for years. It also seems that protest is the only language that is understood by government officials.”

Khayalitsha protester

Cape Argus, 12 July 2005

Mass protest is a manifestation of community frustration with the pace and scale of service delivery and employment creation, as well as a rejection of channels established for public participation. It also represents a profound loss of trust and confidence in the public service as a whole.

Institutional requirements for building trust

1. Normative certainty – where the rules, laws and customs are well understood they give rise to feelings of orderliness, predictability, regularity and security.
2. Transparency of social organisation – where the operations of the state are transparent are understood, openly reported on and accountable.
3. The stability of the social order
4. The accountability of power

Institutional requirements for building trust

Continued

5. The enactment of rights and obligations – where institutions arbitrating the rules of society (the courts, ombuds offices etc.) are perceived to be dependable and impartial.
6. The enforcement of duties and responsibilities – if citizens know that the state will enforce the rules of society and sanction offenders.
7. The style of policy – where citizens are treated with respect and integrity.

Community trust in the public sector is also created when state departments are able to deliver the programmes which tangibly improve the lives of ordinary citizens. The converse is obviously true.

Towards Realisation of the Dream

Reconfiguring the State

- **Realignment of provinces?**
- **A Unified Public Service?**
- **Improved Intergovernmental Relation**
- **Alignment of inter-government policies**
- **Local Government Reform**

Local Government Reform

- Reconfiguration of local politics
- Increase local accountability
- An asymmetrical devolution of power
- Increased support (Operation consolidate)

Leadership

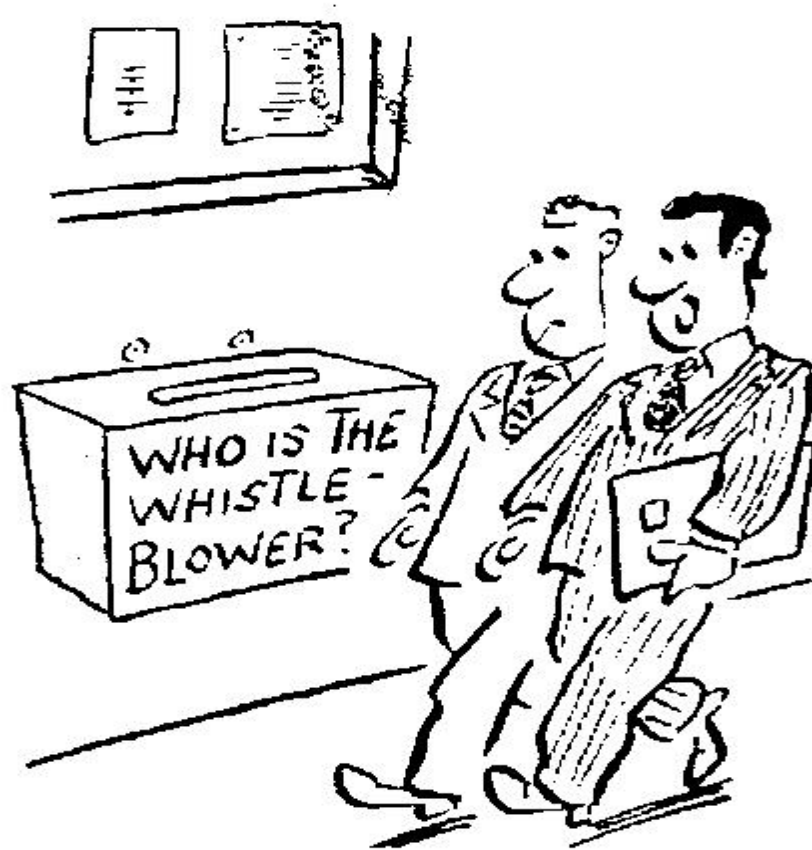
- Development of a leadership cadre
- Skills training
- Improve accountability of leadership (especially at middle-management)
- Improve the ethos of professionalism
- Analyse best practices in South Africa

Accountability of State Actions

- Set realistic delivery targets and ensure they are met.
- Ensure budget and auditing standards are met.
- Ensure that civil servants are accountable to political leaders.
- Promote accountability of political leaders.

Improve Accountability and Stamp out Corruption

- Strengthening and implementation of legislation.
- Tightening of systems and audit procedures.
- Development of a culture of outrage.
- Positive encouragement to public service integrity.
- Protection of whistle blowers.



"Remember the good old days when it was a suggestion box?"

Transparency in policy decisions

- Ensure that state actions are well spelt out.
- Provide full and accurate information, even on failures – people can accept unhappy truths but not happy lies.
- Provide details on the costs of projects and on monies spent.

Improve Communication

- The public must be informed on all policies which affect them, through appropriate media.
- Feedback on action should be provided.
- Make no false promises.
- Public officials should be visible in poor communities – they should not feel abandoned.

Civil Servants not Civil Masters

- Ensure the public is treated with respect and courtesy (Batho Pele) – train staff
- Ensure that action is timeous.
- Ensure that administrative systems are easy.
- Ensure that expected standards are known.
- Ensure that redress measures are in place and that action is seen to be taken.

Skills Upgrading

- Training capacity within the public sector
- Matching training to work place needs
- On site mentoring and support
- An emphasis on service and accountability
- Skills retention measures

Back to Basics in Administration

- An emphasis on effective routines
- Accountability at every level of service
- Constant monitoring of standards
- A sense of professionalism at all levels
- Treat international best practice with caution

The Future

- Public service is maturing but this will still take time.
- Realistic targets should be set.
- Develop the culture of a learning institution
- Emphasise the positive