Leadership Accountability for the Implementation of the Batho Pele

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Presentation Outline

• Introduction
• Batho Pele: Beyond the Principles
• The Role of Leadership: Beyond Catch phrases
• Conclusion
Introduction

• Batho Pele – one of the most known policies: but is there a shared understanding?
• Common understanding necessary for deepening implementation
• Role of leadership important in promoting such common understanding and driving implementation
• This presentation raises critical issues about the meaning of Batho Pele and the challenging role of Public Service Leadership in its implementation
Batho Pele: Beyond the 8 Principles

• Batho Pele is usually associated with the 8 principles contained in the White Paper.
• Provinces such as KZN have increased the number of principles to 10.
• In order to revitalise Batho Pele, DPSA introduced the belief set “We belong, We Care, We Serve”
• However, Batho Pele is about more than the 8 (or 10) principles, and it is about more than the belief set.
• While greater familiarity with the principles and the belief set is commendable, that in itself is not enough.
Batho Pele: Beyond the 8 Principles

• The White Paper on Batho Pele is about TRANSFORMING SERVICE DELIVERY
• The real test of Batho Pele is thus not just about a set of events (training on the principles/belief set, organising Public Service Week, hosting a Batho Pele day, etc)
• Rather, the ultimate test is transforming service delivery in such a manner that the Public Service puts people first. This consideration is important for at least two reasons:
  – The Principles/Belief set are simply a framework (but not a substitute) for action.
  – Recognition that Batho Pele (and thus service delivery transformation) is not limited to certain officials/departments
SOME FACTS AND FIGURES

Self-rating by Departments: Batho Pele

<table>
<thead>
<tr>
<th>Service</th>
<th>National</th>
<th>Provincial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redress</td>
<td>38%</td>
<td>26%</td>
</tr>
<tr>
<td>Accessibility of Services</td>
<td>40%</td>
<td>44%</td>
</tr>
<tr>
<td>Value for Money</td>
<td>44%</td>
<td>40%</td>
</tr>
<tr>
<td>Openness and Transparency</td>
<td>45%</td>
<td>46%</td>
</tr>
<tr>
<td>Batho Pele Principle of Consultation (National and Provincial)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SOME FACTS AND FIGURES

Citizen Satisfaction Levels

- Education: 70
- Health: 71
- Social Development: 63
- Housing: 62
- Police stations: 70
- Justice: 63
- Corr Services: 58
- Agriculture: 79
- Land Affairs: 73
- Water Affairs: 70
- DTI: 65
- Home Affairs: 61
- Transport: 50
The Role of Leadership

• Important to transcend catch phrases on leadership
• Popular catch phrases include: *Managers do things right, leaders do the right things.*
• Excellence in mastering the catch phrases does not necessarily make one an effective leader.
• Outside the realms of catch phrases and management ‘fads’, there are straightforward considerations to make about the role of leaders
The Role of Leadership

Critical leadership roles: Dr Tag Elsir Mahgoub Ali, Sudan

• Setting the strategic vision and direction
• Challenging old roles and processes
• Enlisting support
• Providing good role models
• Challenging the heart in bringing about change
• Achieving excellent results
The Role of Leadership

RESULTS
- Focus on impact
- Challenge and improve
- Engage stakeholders

INTEGRITY
- Self-awareness
- Self-confidence
- Team working

DIRECTION
- Inspire with vision
- Seize opportunity
- Take tough decisions

CAPABILITY
- Cultivate innovation
- Get the best from everyone
- Grow from experience

Cabinet Office: UK
Graph taken from British Cabinet Office
Leadership: Holding and Being Held Accountable for Batho Pele

• *Administrative accountability* to our supervisors and principals, through internal processes
• Need to ensure that processes that support such accountability are effective
• One of these is the Performance Management and Development System.
• Studies suggest that leveraging the PMDS as an effective management tool remains a challenge
Leadership: Holding and Being Held Accountable for Batho Pele

- Performance Agreements (PAs) are not always entered into on time, or at all
- Inclusion of Batho Pele Principles in PAs largely done for compliance purposes only
- Performance evaluations are not always conducted
- Even in the absence of PAs and performance evaluations, cash bonuses are sometimes provided
- Where performance evaluations are done, there’s often too much focus on the end-of-the-year annual appraisal only
Leadership: Holding and Being Held Accountable for Batho Pele

Submission of PAs of HoDs

<table>
<thead>
<tr>
<th>Financial Years</th>
<th>Submission Rate</th>
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</thead>
<tbody>
<tr>
<td>2005/06</td>
<td>77% SERIES1</td>
</tr>
<tr>
<td>2006/07</td>
<td>80% SERIES1</td>
</tr>
<tr>
<td>2007/08</td>
<td>70% SERIES1</td>
</tr>
<tr>
<td>2008/09</td>
<td>56% SERIES1</td>
</tr>
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</table>
Leadership: Holding and Being Held Accountable for Batho Pele

Trends in the evaluation of the performance of HoDs

<table>
<thead>
<tr>
<th>Financial Years</th>
<th>Trend Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004/05</td>
<td>61%</td>
</tr>
<tr>
<td>2005/06</td>
<td>55%</td>
</tr>
<tr>
<td>2006/07</td>
<td>48%</td>
</tr>
</tbody>
</table>
Leadership: Holding and Being Held Accountable for Batho Pele

- *Social accountability* to external stakeholders
- Effective public participation necessary to facilitate social accountability
- Not just about giving information to the public, but an interactive process
- Outside *izimbizo* and EXCO-meets the people, ability to promote effective public participation appears limited.
- Even one-way communication mechanisms such as Annual Citizens Reports are not used optimally
- Without such mechanisms (and capacity to implement them), social accountability is compromised.
Conclusion

• Importance of ensuring an enabling environment within Batho Pele can be implemented effectively
• Should consider balancing ‘support’ and ‘accountability’
• The provision of support (e.g. through training, mentoring) is unlikely to work unless it is accompanied by an obligation to account and to face the consequences
• Role of leadership in this regard, but should also understand that ‘leadership’ does not always refer to a hierarchical position but to a role
• Public servants at different levels of the hierarchy have a leadership role in their own area of responsibility
• There is thus a collective responsibility to shape and to drive the implementation of Batho pele
Conclusion

“The leader you have been looking for is you”

City Press Bill Board
THANK YOU!

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