Building a Capable Developmental State: the Role of Leadership

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LEAD FROM THE BACK & LET OTHERS BELIEVE THEY ARE IN FRONT.

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AU Vision 2063, the NDP and Leadership

• Achievement of Vision 2030 and NDP objectives are premised on collaboration between all sectors of society, an active citizenry and strong effective government leadership.

• Stabilising the relationship between political leaders and the administrative leadership is central to deepening the professionalisation of the public service.

• Deepening professionalisation within the public service must be linked to measures to strengthen accountability.
Core global and South African Challenges

- Poverty
- Unemployment
- Social inequality
- Environmental degradation
Key attributes for successful developmental governance and accountability

• **Hegemony** (Articulation of a cohesive overarching development vision)
• **Innovation** (Doing things differently and making impact)
• **Adaptability** (Testing and adapting programmes according to culture and context)
• **Meritocracy** (Systematic deployment of cadre according to greatest strengths)
• **Legitimacy** (Confidence of the people in the state’s ability to meet people’s needs and improve lives)
We need to Innovate

• Jacob Zuma:

• As the leadership, we take the broad policy statements and make them specific; we implement policy, we put the party's conclusions into practice. So our job is also to look at our performance since 1994 and our leadership during 15 years of democracy. And there has been weakness in implementation. That means that we need to put more thinking into our implementation. We have to do things differently.

• *Time Magazine 9 Nov 2009*
South Africa’s NDP and The African Union’s Vision 2063 - Building Capable Developmental States

• To deal with the triple challenges of poverty, unemployment and social inequality, Chapter 13 of the NDP highlights the role of the public service in a capable developmental state.
• Capable developmental states deploy administrative, political and human resources for socio-economic development.
• Under AU Vision 2063, people-centred policy will ensure that citizens will actively participate in social, economic and political development and management.
• The concepts of autonomy and embeddedness best capture the nature and character of developmental state institutions.
Autonomous and Embedded States

**Autonomy** is the ability of a developmental state to formulate and consistently implement collective goals as opposed to public employees pursuing individual or sectional interests.

**Embeddedness** is the ability of the state’s organisational structures to engage with the networks that bind state and society together; to interact with non-state actors and to elicit participation in the achievement of its development goals.
Capable Developmental States: Socio-economic development, growth and human capabilities

- Visions of capable developmental states combine Amartya Sen’s human capability approach to development with modern reconstructions of traditional economic models of growth.
- Sen argues: “well-being” involves increasing contentment through socio-economic development and growth as well as the capacity of human beings to achieve what they want to both individually and collectively.
- Thinking of “capabilities” rather than just “well-being”, shows that human capabilities are both ends in themselves and the key means to
  - socio-economic growth: and
  - the construction of democratic institutions that help us to “lead the kind of lives we value”. 
Change takes place through daily transformative acts of ordinary people

Social transformation and change are processes not events

“Real social change does not happen as a series of cataclysmic moments associated with great leaders but through daily transformation conceived and implemented by ordinary people.”

People’s participation is universally acknowledged as a requirement for Good Governance; it entails social mobilisation to build human capabilities for ground-up developmental solutions.

- People-centred development requires committed state officials and public servants who demonstrate accountable leadership by taking responsibility for inspiring an active citizenry to demonstrate transformational leadership.

- State-society relations must support community capabilities to create the material conditions for sustainable livelihoods.
Human Capabilities and developmental public service

• Developmental public administration requires professional public servants with the necessary attributes, skills and competencies

• “There are those placed in positions of responsibility who do nothing, either through incapacity or unwillingness, to address the concerns of the people they are meant to serve. Where people are found to be incapable of performing the tasks assigned to them, we must work with speed to either capacitate such people or replace them with more capable people” – ANC

• South Africans deserve a more coherent state supported by a quality, professional and meritocratic bureaucracy actively engaged with the people and focused on their needs

• We must recognise that in order to achieve this we must build political competency and acumen within the top layers of the public service. These include the capacity to foster an active citizenry focused on working with government to achieve developmental objectives
South Africa’s People-Centered Participatory Architecture

• Constitutional principles
• National Development Plan – Vision of Active Citizenry
• Participatory law-making
• Public Hearings
• Ward Committees
• Integrated Development Plans
• Presidential and political led *Izimbizo*
• Operation Phakisa
Popular participation and developmental public service and administration

- Over and above the Constitution, the South African Government has promoted popular participation in public service and administration through policy prescripts and various pieces of legislation.

- This includes the White Paper on the Transformation of Service Delivery (*Batho Pele*), the Municipal Systems Act and the Promotion of Administrative Justice Act.

- The *Batho Pele* principles provide a platform for the public to participate in the provision of services.

- Various initiatives have promoted public participation, such as *izimbizo*, ward committees and the community development workers programme.
Creating Conditions for an embedded Developmental State

• The participatory architecture created over the last 23 years has been deployed to respond to our development challenges with positive aggregate results with provincial and local variance.

• This has led to:
  ➢ Free schooling
  ➢ School feeding schemes
  ➢ Student financial aid scheme
  ➢ RDP housing
  ➢ Government employment schemes: EPWP and CWP
  ➢ Expansion of social grants
  ➢ Expanded health care
...but challenges remain

**Economic freedom remains elusive**

- Legacy of colonialism, apartheid and racial capitalism – majority of black people cannot access capital
- Colonial unconsciousness
- Procurement - a major lever of empowerment and transformation enabler is frequently corrupted
Much is going right in South Africa...

Statistics South Africa 2016 Community Survey:
Despite declining economic growth and employment, continuous improvement in the quality of services and standards of living for all South Africans.
Significant improvements in access to flushing toilets connected to sewerage, access to piped water and use of electricity for cooking (over the last 5 years number of households owning electric stoves increased from 77% to 85%)

- Households in formal housing increased from 65% in 1996 to 79% in 2016
- Home owners paid off bond increased from 41% in 2001 to 55% in 2016
- 12.8 m attended educational institution in 1996; 17.2 m in 2016

South Africans are better off, better educated and better housed
What is Required?

• The reconstitution of hegemony, recognising that the tenets of the Freedom Charter, Constitution and the NDP are largely hegemonic across society

• Developing the required skills for radical socio-economic transformation

• Build state legitimacy and trust in the system through quality services

• Visionary leadership at all levels of society
National Development Plan (NDP) on Skills

- Public Service Delivery: the aim is to professionalise the public service to strengthen service delivery. It focuses on the need to improve the technical and managerial skills of public servants.

- The NDP highlights the fact that there are critical shortages of good quality doctors, engineers, information technology professionals, forensic specialists, detectives, planners, accountants, prosecutors, curriculum advisors, among others, in the public service.

- Sustainable Livelihoods: provision of life skills programmes, entrepreneurship and community development programmes.
National Development Plan (NDP) on Skills

• Education and Training: increasing the pool of mathematics and science teachers at all levels in the system.

• Research and Development: increasing the skills pool of scientists, including the number of PhDs for knowledge production and innovation.

• Public infrastructure increase the number of engineers, technologists, technicians and artisans to support the roll out of public programmes; and

• Health professionals: increasing the number of doctors and nurses.
Skills Matter in South Africa

• The 2016 report on *Skills supply and demand in South Africa* focused on the identification of skills demand and mismatches, and the corresponding policy response – it also looked at the increasing supply through improved funding to education and training providers and the workplace.

• The study found that for nearly all occupational areas there are structures in place to increase supply.

• For certain occupations, the recommendations pointed to the importance of introducing changes to the workplace. The nature of work has changed, and the way workplaces are organised, including human resources strategies, therefore also need to adapt to the needs of our complex economy. But not only that, these strategies should also be aligned to the individual needs and preferences of the labour force.
Skills Matter in Africa

• National poverty reduction strategy papers, (PSRPs) have been integrated into national development agendas in several African countries suggest that the relationship between high numbers of unemployed graduates and the skills deficit which makes them unemployable, is due to “inappropriate curricula”.

• The neo-colonial context of scarcity of capital, and skills resources, predatory monopoly capital, the drain and looting of African wealth and resources combined with the “Fourth Industrial Revolution,” require sustainable, innovative programmes to disrupt these deep historical structural challenges.
Developmental states develop capacity: human resource development

Regarding processes, systems and governance to capacitate the State in SA, concerted effort has been made, including ...

- SETAs established, reviewed and streamlined
- Post school education consolidated (DHET established)
- TVET Colleges recapitalised,
- Workplace Integrated Learning (WIL) encouraged,
- HRD Council established,
- .... NSDS IV introducing the new SETA Landscape (NSLP)

- The NSLP seeks to bridge the employability gap,
- In states like China, India and the Philippines, skills are developed through a Skilled Talent Ecosystems (strategies overcoming skills mismatch and promoting multiskilling – Mukherjee, T. 2014. Talent development 68(11):54-59).
National skills development strategy

• The vision of the national skills development strategy is a skilled and capable workforce that shares in, and contributes to the benefits and opportunities of economic expansion and an inclusive growth path.

• The strategy represents an explicit commitment to encouraging the linking of skills development to career paths, career development and promoting sustainable employment and in-work progression.
Developmental states develop capacity: creation of talent ecosystems

For the Arts, Culture and Tourism (ACT) and the Reconciliation, Healing & Renewal (RH&R) development drivers in the Province: incubate Music, Theatre and Dance centres. Utilise the Community Works Programme (CWP)

Arts and culture must be utilised to tell the story of the province and its people and that of the country as well as heal divisions existing among racial groups-at the same time develop sustainable work.
Developmental states develop capacity: creation of talent ecosystems

For the *Villages, Towns and Small Dorpies (VTSD)* and the *SaamWerk-SaamTrek* development drivers in the Province:
incubate technical skills to support the provincial enterprise development strategy for the mining, manufacturing, agriculture, and the green economy sectors (intensify the *strategic integrated projects (SIPs)* programmes).
Developmental states: empower the people

Participatory development requires capacity development in the state, civil society and communities:

- To empower government and civil society actors to improve their **stakeholder engagement** capacity, e.g. in ensuring that local and traditional community leaders engage actively with extractive industries
- To develop capacity among government officials to catalyse development opportunities, monitor corporate compliance on environmental regulation and adherence to Social and Labour Plans (SLPs).
- To empower all auxiliary community development workers to strengthen the delivery of services aimed at creating livelihoods and providing access to social protection.

Conclusion

Dr Kwame Nkrumah addressing African Heads of State and Government in 1963 said:

“On this continent, it has not taken us long to discover that the struggle against colonialism does not end with the attainment of national independence. Independence is only the prelude to a new and more involved struggle for the right to conduct our own economic and social affairs; to construct our society according to our aspirations, unhampered by crushing and humiliating neo-colonialist controls and interference.”
Leadership

• Leadership is a quality.
• It’s not about a position on a pyramid.
• Leadership is each one of us.

When the Master governs, the people are hardly aware that he exists.
If you don't trust the people, you make them untrustworthy.

The Master doesn't talk, he acts.
When his work is done, the people say, "Amazing: we did it, all by ourselves!"
(Lao Tzu, Tao te Ching)
“A leader... is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind.”

-Nelson Mandela

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It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.

(Nelson Mandela)

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Realeboga
Siyabonga
Thank-you