

AFRICAN MANAGEMENT DEVELOPMENT INSTITUTES' NETWORK (AMDIN)

Conference on Developing Public Sector
Capacity for Africa's 21st Century Needs

30 August 2007



PURPOSE

TO EXPLORE SOME OF THE INSTITUTIONAL REALITIES AND CHALLENGES THAT IMPACT ON THE PUBLIC SECTOR'S CAPACITY TO EXECUTE IT'S MANDATE

TO DRAW SOME CONCLUSIONS ON HOW THESE CAN BE ADDRESSED FOR THE DEVELOPMENTAL STATE

POLICY CHAMPIONS

Public Policy formulation in Africa is frequently cutting edge

- WORLD CLASS POLICIES AND STRATEGIES THAT MEET REQUIREMENTS IN TERMS DEMOCRACY, TRANSFORMATION AND GLOBALISATION
- PUBLIC SECTOR POLICIES IN MOST INSTANCES HAVE A PEOPLE FOCUS
- BROADEN THE SCOPE OF SERVICES AND THE COMMUNITIES TO WHICH SERVICES ARE BEING DELIVERED

THE IMPLEMENTATION CHALLENGE

THROUGHOUT THE WORLD

- DIFFICULT TO TRANSLATE POLICY INTENT INTO DEVELOPMENT MANAGEMENT ACTION
- PATCHY IMPLEMENTATION
- DISCREPANCY BETWEEN POLICY INTENT AND REAL OUTCOMES AND IMPACT
- POLICIES ARE NOT ALWAYS REALISTIC IN TERMS OF THE RESOURCE REQUIREMENTS (AVAILABLE FINANCIAL, INFORMATION AND SKILLS)
- POLICY IMPACT IS LIMITED AND DISTORTED/ GAP BETWEEN INTENDED AND UN-INTENDED IMPACT

WHAT ARE THE REASONS?

- **VIEW OF POLITICIANS:**

- IT IS CIVIL SERVANTS WHO ARE NOT COMMITTED
- THERE IS RESISTANCE TO CHANGE AND THEREFORE THERE IS A NEED FOR EVEN MORE TRANSFORMATION

- **COMMUNITY PERCEPTIONS:**

- IT IS GOVERNMENT
- BROKEN POLITICAL PROMISES

REASONS FOR LIMITED IMPLEMENTATION

- **SENIOR PUBLIC SECTOR MANAGERS**
 - POLITICIANS CREATE HIGH EXPECTATIONS
 - THOSE WHO CRITISIZE DO NOT UNDERSTAND HOW THE PUBLIC SERVICE OPERATES
 - IT IS MIDDLE MANAGEMENT- “WE ARE STRATEGIC AND VISIONARY”
- **MIDDLE MANAGEMENT**
 - POLICIES ARE UNREALISTIC
 - NOT RESOURCED I.T.O FUNDS AND CAPACITY
 - SQUEEZED BETWEEN SENIOR MANAGEMENT AND STAFF

WHY THERE IS LIMITED SUCCESS WITH DELIVERY

POLICY MAKING ONLY PARTIALLY INSTITUTIONALISED

- POCKETS OF EXCELLENCE DURING THE POLICY PROCESS, EG:
 - COMMUNITY CONSULTATION
 - POLITICAL COMMITMENT/SUPPORT
- LIMITED SYSTEMS APPROACH - NOT ALL POLICIES ARE SUPPORTED BY STRATEGIES AND IMPLEMENTATION PLANS
- LIMITED CAPACITY: OFTEN OUTSOURCE KEY ASPECTS OF POLICY-MAKING TO EXTERNAL CONSULTANTS
- IN AFRICA, DEPENDANCE ON DONOR SUPPORT

THE INSTITUTIONAL AND CAPACITY IMPLICATIONS OF POLICIES

THESE ARE OFTEN NOT UNDERSTOOD

- FINANCIAL ASSESSMENTS OF POLICIES DO NOT CONSIDER THE “HIDDEN” INSTITUTIONAL COSTS
- INSTITUTIONAL “READINESS” AND ABSORPTION CAPACITY OF PUBLIC SECTOR INSTITUTIONS ARE NOT DETERMINED BY POLICY ANALYSTS AND CONSIDERED BY DECISION-MAKERS
- UNREALISTIC POLICIES COULD PLACE EXCESSIVE CAPACITY DEMANDS ON THE PUBLIC SECTOR

POLICIES DO NOT OPTIMISE THE SERVICE DELIVERY VALUE CHAIN ACROSS THE SPHERES OF GOVERNMENT AND BEYOND GOVERNMENT STRUCTURES

ALL GOVERNMENTS ARE FACED WITH WEAKNESS IN ENSURING THAT THE SERVICE DELIVERY CHAIN FUNCTIONS ACROSS THE SPHERES OF GOVERNMENT AND BEYOND GOVERNMENT STRUCTURES

- ROLES AND RESPONSIBILITIES PROVIDED FOR IN POLICIES ARE NOT ALIGNED WITH OPERATIONAL MANAGEMENT PRACTICES AND SYSTEMS
- RESPONSIBILITY FOR POLICY DEVELOPMENT IS RING-FENCED AT A SPECIFIC SPHERE WHILE SERVICE DELIVERY CUTS ACROSS – EXCLUSIVE DOMAINS OF POLICY AND DELIVERY
- THERE IS ONLY LIMITED DIFFERENTIATION BETWEEN DIFFERENT IMPLEMENTATION CYCLES FOR DIFFERENT TYPES OF SERVICES/ACTIVITIES

LIMITED CAPACITY OF THE LEGISLATURES

- LIMITED ABILITY TO ACCESS OR INTERPRET RESEARCH FINDINGS
- RESEARCH DOES NOT ALWAYS ENTER THE POLICY SPACE
- LIMITED ACCESS TO TECHNICAL EXPERTISE, OFTEN DUE TO LACK OF FUNDING
- NOT ABLE TO DETERMINE WHETHER DRAFT POLICIES ARE REALISTIC (FUNDS, CAPACITY, TIME) AND IF IT CAN BE IMPLEMENTED
- LIMITED MONITORING, REVIEW AND OVERSIGHT CAPACITY

TOWARDS A SUSTAINABLE SOLUTION

- 1993 UN RESOLUTION 44/221 INSTRUCTS ITS AGENCIES TO PROMOTE CAPACITY BUILDING
- CAPACITY BUILDING IS MANY TIMES INCORRECTLY VIEWED AS TRAINING
- **CAPACITY BUILDING** = ENABLING WORK ENVIRONMENT + TRAINING + ONGOING PROCESS. THE FOCUS IS ON:
 - DEVELOPING AND OPERATIONALISING BEST PRACTICE SYSTEMS AND METHODS
 - TRAINING MAINLY THROUGH LESSON LEARNING AND SHARING OF BEST PRACTICES
 - SKILLS TRANSFER, DEVELOPMENT AND RETENTION
 - INNOVATION AND PILOTING OF NEW MODELS
 - PARTICIPATIVE REVIEW AND IMPACT ASSESSMENT

REALISTIC POLICIES

- POLICIES AND STRATEGIES ARE LIKE A WHEELBARROW, IF NOBODY PUSHES THEM THEY WILL GO NOWHERE!
- STRATEGY AND POLICY SHOULD BE GROUNDED IN A REALISTIC UNDERSTANDING OF DELIVERY CAPABILITY
- THE INTENDED AND UNINTENDED IMPACT OF POLICY AND STRATEGY NEEDS TO BE MONITORED AND SHOULD RESULT IN THE ONGOING ENHANCEMENT OF POLICY AND STRATEGY

THE NATURE OF THE STATE SHOULD INFLUENCE THE NATURE OF PUBLIC SECTOR INSTITUTIONS AND SYSTEMS

- IN AFRICA THERE ARE MAINLY DEVELOPMENTAL STATES WHICH MEANS THAT THE EMPHASIS SHOULD BE ON THE MANAGEMENT OF SOCIO-ECONOMIC GROWTH AND DEVELOPMENT
- **THE IMPLICATIONS ARE:**
 - **THAT THE STATE SHOULD VIEW SKILLS AS A STRATEGIC RESOURCE (SIMILAR TO FINANCES)**
 - **THE WORK OF GOVERNMENT SHOULD LARGELY BE PROGRAMME AND PROJECT DRIVEN**
 - **SILO APPROACHES BETWEEN GOVERNMENT DEPARTMENTS AND BETWEEN LEVELS OF GOVERNMENT SHOULD BE NOT BE ENCOURAGED**
 - **PROGRAMME AND PROJECT MANAGEMENT SHOULD NOT BE BASED ON THE TYPICAL ENGINEERING MODELS BUT A UNIQUELY PUBLIC SECTOR PROCESS APPROACH NEEDS TO EMERGE**

DBSA's CORPORATE STRATEGY

- THE DBSA'S VISION IS TO FOCUS ON A PROSPEROUS AND INTEGRATED REGION PROGRESSIVELY FREE OF POVERTY AND DEPENDENCE
- THIS LEADS TO THE MISSION, WHICH IS TO DRIVE DEVELOPMENT IMPACT (DELIVERY) THROUGH EXPANDING ACCESS TO DEVELOPMENT FINANCE AND EFFECTIVELY INTEGRATING AND IMPLEMENTING SUSTAINABLE DEVELOPMENT SOLUTIONS.
- THE MISSION STATEMENT DRIVES THE STRATEGY AND INITIATIVES AND TARGETS.

DBSA STRATEGY

- TO CO-DELIVER SOCIAL AND ECONOMIC INFRASTRUCTURE
- BUILD HUMAN AND INSTITUTIONAL CAPACITY
- PROMOTE BROAD BASED GROWTH, JOB CREATION, AND COOPERATION
- SERVE AS A CENTRE OF EXCELLENCE FOR DEVELOPMENT FINANCING, EFFECTIVENESS AND GOOD GOVERNANCE
- ENGENDER SUSTAINABILITY, INTERNALLY AND EXTERNALLY

THE DBSA REVISED DELIVERY FRAMEWORK

IN ORDER TO ACHIEVE THIS THE DBSA HAS REVISED HOW IT WILL DELIVER THIS STRATEGY

- THE DELIVERY FRAMEWORK IS THREE-PRONGED:
 - FOCUS ON AREAS OF MARKET FAILURE
 - CATALYSING NEW, INNOVATIVE AND SUSTAINABLE SOLUTIONS PRIOR TO MAINSTREAMING THEM
 - FOCUS ON INSTITUTIONAL AND SKILLS GAPS
- UNDER THE FOCUS ON INSTITUTIONAL AND SKILLS GAPS, THERE ARE 3 UNITS FOCUSING ON CAPACITY BUILDING AND SKILLS DEVELOPMENT:
 - THE DBSA VULINDLELA ACADEMY
 - THE DBSA DEVELOPMENT FUND
 - THE AGENCY UNIT

CONCLUSION

- THE PRESENTATION HAS UNDERSCORED THE IMPORTANCE OF THE PUBLIC SERVICE FOR THE DEVELOPMENTAL STATE
- OF PARTICULAR IMPORTANCE IS THE ABILITY OF THE PUBLIC SERVICE TO CRAFT AND MANAGE THE KIND OF PROCESSES REQUIRED TO SUPPORT POLICIES AND THE CITIZENRY

THANK YOU