



PSCBC

PUBLIC SERVICE CO-ORDINATING BARGAINING COUNCIL

PSCBC PRESENTATION

BUILDING A CAPABLE STATE

Introduction

- Transformation and administrative reforms are understood to be dynamic and focused processes designed to fundamentally reshape the public service for its appointed role in the democratic South Africa (Public Service Commission, 2016).
- While some changes may occur in the short to medium term, other administrative reforms are complex, long-term, negotiated and ongoing owing to the dynamic nature of the domestic and international environments (Public Service Commission, 2016).
- However, throughout the process of change, what remains an important goal is for the government to continually improve the lives of its people. This can be achieved by a capable and development-oriented public service



Building a capable State



- The role that the state play in development is currently high on the public agenda.
- The government has made a conscious choice that South Africa must become a capable and developmental state, and the National Development Plan (NDP) gives specific attention to the capabilities of such a developmental state.
- For South Africa to become a developmental state we need a public service that can design, implement and evaluate development programmes in collaboration with all sectors of society.
- This requires skills of financial modelling, policy analysis, evaluation, strategic planning, organisational development, and process design (Public Service Commission, 2016)

Building a capable State



- Actualization of a vision for proactive and planned state intervention in driving professional and technical skills development would necessitate entirely re-envisaged and re-configured working relationships between **Trade Unions (Labour), and government** as employer as well as Institutes of Higher learning
- This should lead to the formulation of short-, medium-, and long-term strategies underpinned by clear co-operative protocols and sustainable funding arrangements.
- In-service training programmes must not be generic but based on a thorough needs analysis.
- The training offered should be a hybrid of practical and theoretical with any follow-up support or on the job coaching and mentorship.

Building a capable State

- Constitutional and even legislative intergovernmental arrangements that create broad principles and a broadly designed frame-work in which the different spheres operate.
- An active and mutual spirit and culture of co-operation and problem-solving is needed (FitzGerald, 2016).
- Labour policies in South Africa have strengthened the freedom of association for public service employers but,
- Developing a capable state will mean also creating a conducive environment for labour relations where all parties feel appreciated and engaged



Building a capable State

- A National long-term perspective on public service training and capacity building is needed
- Develop a consistent frame-work and efforts to capacitate and upgrade the public service
- Failure of which the whole process will remain isolated, episodic and ineffective.
- The inception of a Graduate Recruitment and Training Programme
- Strengthening the state's role in developing technical skills, as well as ensuring clear career paths within the public sector
- Trade unions, and the government as employer play an integral role in employment relations.

*“You cannot carry out fundamental change without a certain amount of **madness**. In this case, it comes from nonconformity, the courage to turn your back on the old formulas, the courage to invent the future” Thomas Sankara.*



Building a capable State

- Building a capable state also needs the SA government to provide a regulatory and institutional environment that not only ensures decent working conditions but also enables freedom of association and the effective recognition of the right to collective bargaining for all those who work.
- The ILO Global Commission on the Future of Work forcefully advocated the enshrining of such rights in a renewed social contract that should ideally be achieved through dialogue at all levels between and among the social partners (ILO report, 2021).



Enablers of effective social dialogue



Building a capable state needs also building trust and high confidence that can lead to implementation of programmes built on a foundation of:

- a) Adequate Knowledge and understanding of labour Issues and business environment
- b) Stakeholders try to find each other and avoid defeating each other
- c) Positive give and take attitude
- d) Presence of a win-win situation

CONCLUSION

- Strong social consensus on the goal and pathways to sustainability is fundamental. Social dialogue has to be an integral part of the HRD institutional framework for policymaking and implementation at all levels.
- Facilitating this vision into action needs a transition to a more functional and integrated government, but a government that is capacitated with professional, responsive and meritocratic public servants.
- These public servants need motivation, skills development, determination, support, mentorship, coaching to strengthen relations and efficiency.
- Intergovernmental and citizen engagements are also key enablers of this priority to ensure the joint pursuit of a capable state.”



THANK YOU

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