BUILDING A CAPABLE DEVELOPMENTAL STATE
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THE CURRENT CONTEXT

THE COVID 19 ENVIRONMENT AND CHALLENGES

- *Brought to the fore the role of political leadership in both the protection and advancing the wellbeing of people (particularly the vulnerable)*

- *Brought to the Fore the role of bureaucracy in the protection and advancing of the wellbeing of the citizens and in particular the most vulnerable*

- *Exposed the limitations of state performance institutionally & in terms of Human Resource*

- *Exposed state's capacity on: efficiency; effectiveness; and responsiveness*

THE SOUTH AFRICAN STATE

Contested liberal institution with traces of welfarerism

- Contested by various interest groups: Commercial, cultural, ideological (maybe not), class interests
  - Those with technical capital benefit more from the state functionality (mainly from state policies; and programmes….)
  - Those with legal capital over state functionality benefit from state functionality
    - The above are mainly rooted within racial minorities , who in terms of technical acumen and resourcefulness and international network – are the majority.
    - Hence the state remains rooted in the irrelevant trickledown developmental policies that fails to uplift the masses, but sustain apartheid's socio-economic patterns

THE SOUTH AFRICAN STATE

- More of an administrative state of economic transactions for the elite
- Administrative state of welfare programmes for the economically poor majority
- Weak in terms of Governance
  - Corruption (parasite host)
  - Political Executive/Senior Managers relations (link between the arrival of a Pol Exec with departure of senior managers – DGs/HoDs/Procurement managers…)
  - Resource management (Audit Reports)

The Context of the SAn State

Politics

- Fragile ruling party at the organizational level (fragility duplicated at the state machinery)
  - Patronage tendencies : Link between high positions in the party and senior positions in the state , access to resources , and the dispensing of such to networks
  - Leadership revolving door (lack of leadership succession management) – stifles policy , strategies, and programmatic progression in the state)
  - Inability of ruling party to lead and form public opinion on development state capacity

  OPPOSITION
  - Lack of ideological diversity
  - Regionalisation of opposition (failure to set a national base) – official opposition only interested in the Western Cape province
  - Acting as lobbyists within the ruling party

The Context of the SAn State

Society

- Skewed levels of public participation along racial lines (Conservative minorities participate more on public policy and legislative making formal processes….)
- Racial conservative minorities do most of state lobbying and advocacy
  - Most Think Tanks seeking to influence the state are owned and run by racial conservative minorities
  - Little appetite in black professional formations to invest in the establishment of Think Tank, research and impact on public policy and lobby state progressively.

  Universities do not produce public administration professionals
  - Too conservative to impact on the need of a progressive transformative state

Developmental State

Dev state: A state which ideologically and conceptually rooted on the quest progressively advance the socio-economic conditions of its citizens both individually and collectively (and its role in continental and global affairs)

- Key Pillars:
    - Ideological (socio-economic conceptual foundations)
    - Governance arrangements, systems , and processes
    - Leadership, ethics, morality
    - Transparent, accountable, and responsible
    - Productive state
    - Interventionist at the plight of the most vulnerable

CAPABLE STATE

CHARACTERISTICS OF A CAPABLE STATE

- Efficient (It carries out is duties appropriately)
- Effective – it realizes its intended outcomes. It is Impactful on its intended beneficiaries)
- Timeous -
- Responsive – It responds to the needs of its citizens efficiently, effectively, and timeously.
- Flexible – ability to adjust to emerging situations (e g Covid)
- Productive – it delivers quality services on time efficiently, effectively, and timeously.

HOW TO GET IT RIGHT IN SA

- Improve the quality politics of the ruling party (any ruling party) organizationally
- Improve the quality of opposition politics
- Improve the quality of oversight institutions (National Assembly and Provincial Legislatures)
- Build a society that values knowledge, intelligence and innovation

CAPABLE BUREACRACY

FOCUS ON STRATEGY EXECUTION

- Ability to link

  – Strategy

  – Projects

  – Project Management

  – Operational Plans

  – Performance Management

  Public Sector Managers that manage people (Most managers do want to manage People)

CAPABLE BUREACRACY

Entrench the value of Public Sector Leadership

- Modern State organisations require Senior Managers that have both Managerial and Leadership qualities
  - Envisioning
  - Strategise
  - Operationalise
  - Control (people and resources)
  - Empower (Motivate, inspire)
  - Build learning organisations (& benchmark with related institutions

KHANIMAMBO

MANY THANKS