



# **ILGM CONFERENCE: PORT ELIZABETH**

## **The building blocks of A Modern African Local Government: Values, competencies and outcomes**

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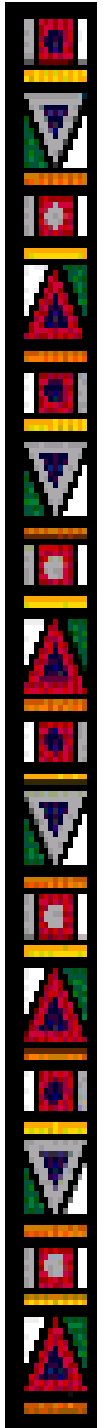
**School of Public Management and Planning,**

**University of Stellenbosch**

**28 September 2007**

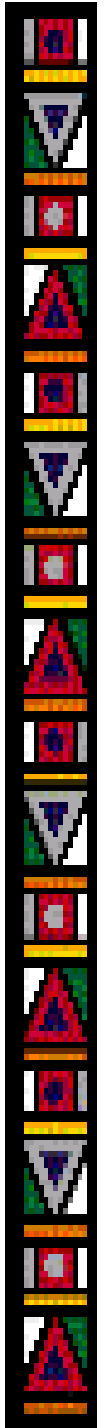
# STRUCTURE OF PRESENTATION

1. Introduction
2. Why a M A Local Government
3. Features of African Public Service
4. Governance models
5. Implications for public service
6. Values, competencies and outcomes
7. Conclusion



# THESIS STATEMENT

- Public statements by governments about good governance is intellectually empty and nothing more than political rhetoric and hence public servants practice what is known to them, namely an outdated traditional approach to public administration.





## **WHY A MODERN AFRICAN SERVICE?**

- \* Impact of globalisation**
- \* Commonwealth: Civil Service Reform**
- \* Nepad**
- \* African Peer Review Mechanism**
- \* Information Technology**
- \* Business sense**
- \* Citizens more assertive**
- \* Anti-corruption campaigns**
- \* State of the public service is chaotic**

# THE MUNICIPAL MANAGER TODAY



# Theoretical frameworks

- **Bureaucratic theory**
- **New Public Management theory**
- **Governance theory**
- **Network theory**
- **Chaos theory**

# **Local Government managers...**

- **Function in highly bureaucratic environment**
- **Continuously exposed to New Public Management**
- **Expected to consult widely: networks**
- **Increase the role of the developmental state**

# **Local Government managers...**

- **Reduce state power: Governance**
- **Experience organisational politics**
- **Function in highly complex environment**
- **Receiving end of state arrogance**
- **Get fed up and look for greener pastures.**



## FEATURES OF AFRICAN LOCAL GOVERNMENT

- Long lead time to fire inefficient staff/ directors
- Failed experimentation with business people
- Organisational pathology
- Weak institutional frameworks
- Increase tendency of centralisation
- Weak parliamentary oversight (Portfolio Committees)
- Extension of central government



## FEATURES OF AFRICAN LOCAL GOVERNMENT

- Ruling party milk the “cow”
- Rural and marginalised suffering increases
- Ceremonial Mayors
- Paper driven, (inefficiency) displacement of people
- Disjointed incrementalism
- Weak on **governance** and **networks** ...

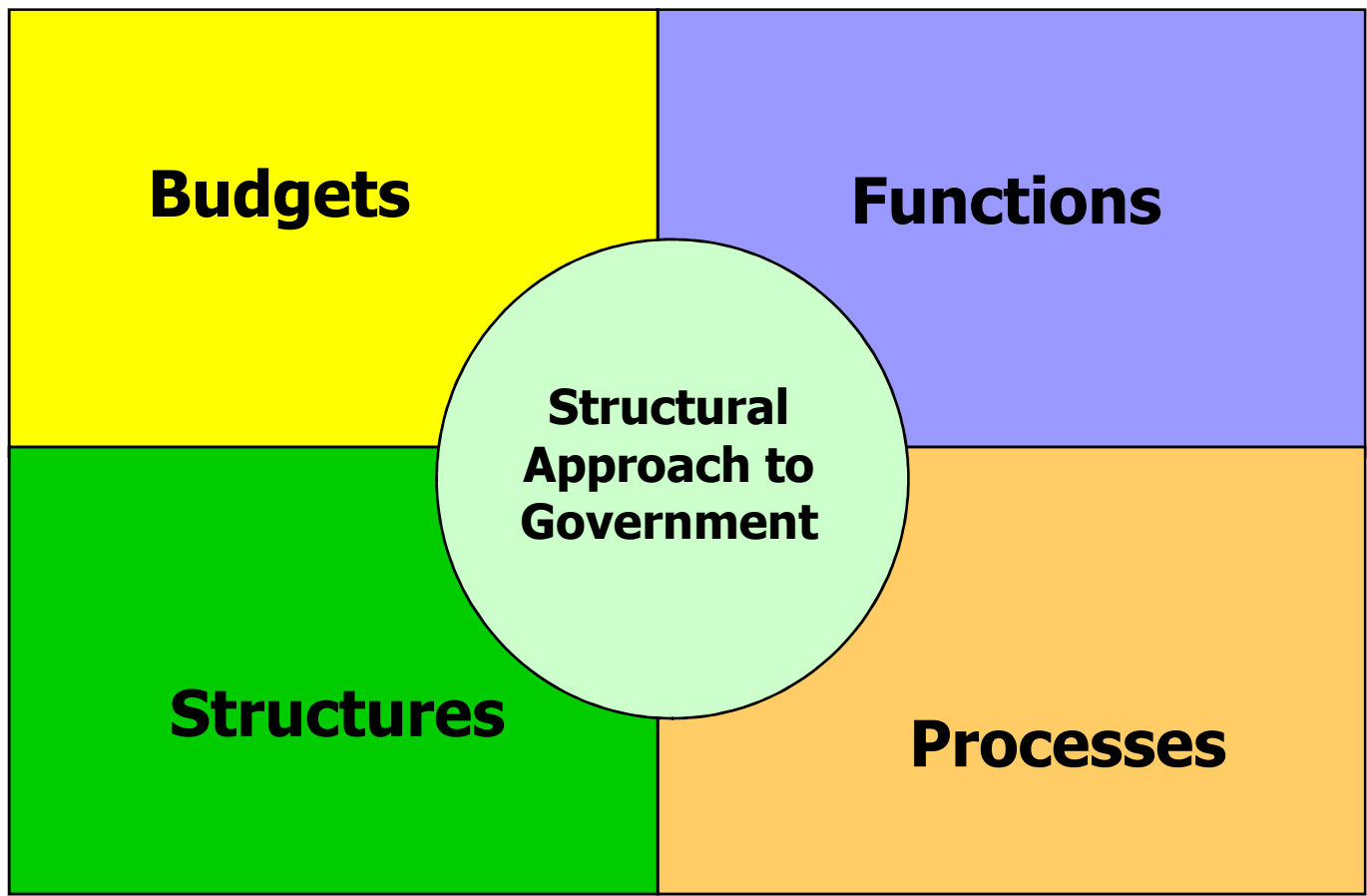
## **Recent trends in Local Government**

- **Singe public service**
- **Increase centralisation**
- **Fiscal dumping (unfunded mandates)**
- **CDW/ EPWP**
- **Focussing on events/inputs**

## **Recent trends in Local Government**

- **High staff turnover**
- **Destroying of corporate memory**
- **Pseudo public servants**
- **No clear service standards/indicators**
- **Not proud: Being loyal public servant:**
- **High level of political instability**
- **In love with projects**

# TRADITIONAL PUBLIC ADMINISTRATION MODEL



## 21<sup>st</sup> CENTURY ORGANISATIONS

Characteristic	20 <sup>th</sup> Century	21 <sup>st</sup> Century
Organisation	The Pyramid	The <b>Web</b> or Network
Focus	Internal	<b>External</b>
Style	Structured	<b>Flexible</b>
Source of Strength	Stability	<b>Change</b>
Structure	Self-sufficiency	<b>Interdependencies</b>

## 21<sup>st</sup> CENTURY ORGANISATIONS

Characteristic	20 <sup>th</sup> Century	21 <sup>st</sup> Century
Resources	Atoms-physical assets	<b>Bits-information</b>
Operations	Vertical integration	Virtual <b>integration</b>
Products	Mass production	Mass customisation
Reach	Domestic	<b>Global</b>
Financials	Quarterly	<b>Real-time</b>

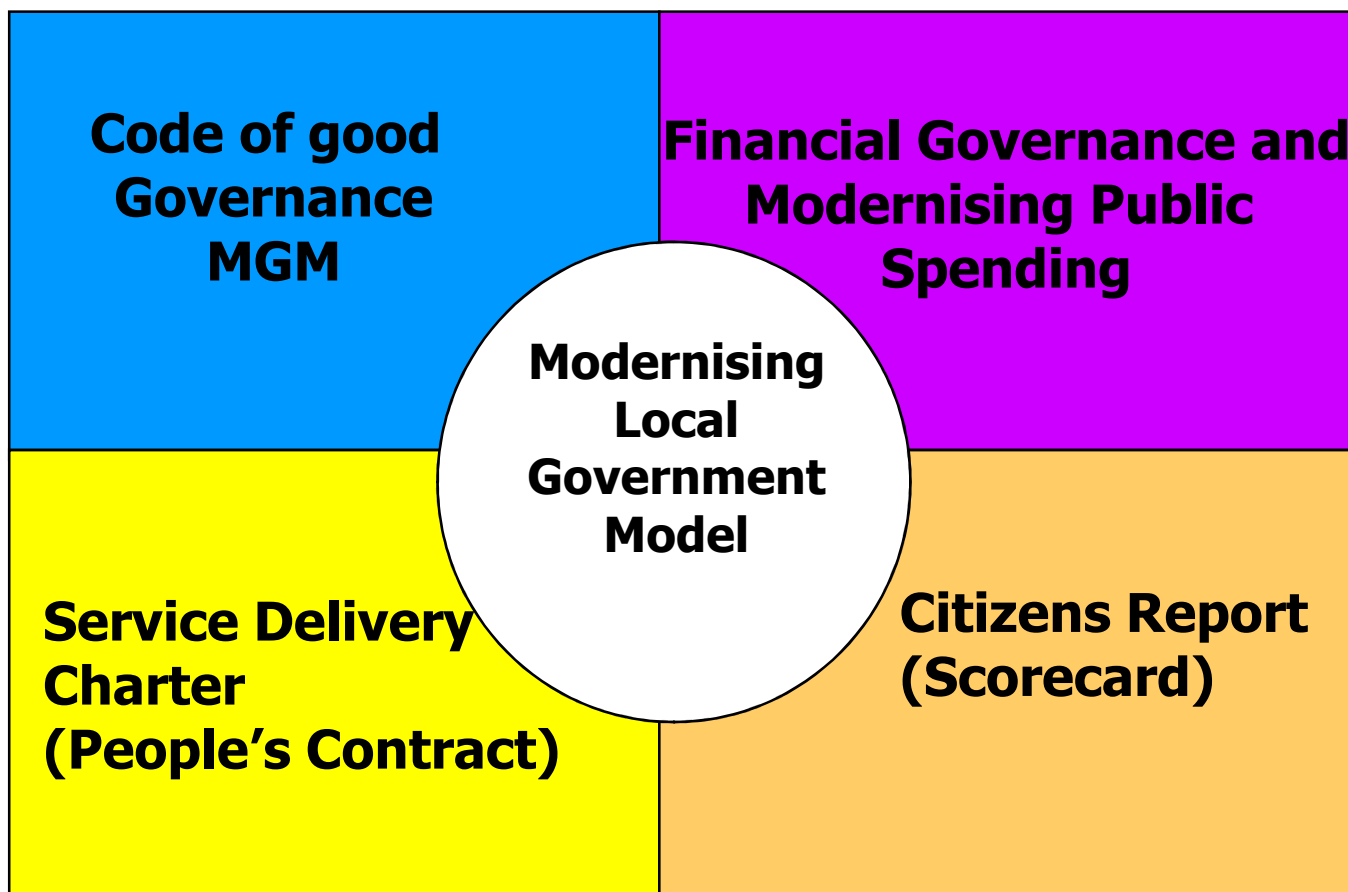
## 21<sup>st</sup> CENTURY ORGANISATIONS

Characteristic	20 <sup>th</sup> Century	21 <sup>st</sup> Century
Inventories	Months	<b>Hours</b>
Strategy	Top-down	<b>Bottom-up</b>
Leadership	Dogmatic	<b>Inspirational</b>
Workers	Employees	Employees and <b>free agents</b>
Job expectations	Security	<b>Personal growth</b>

## 21<sup>st</sup> CENTURY ORGANISATIONS

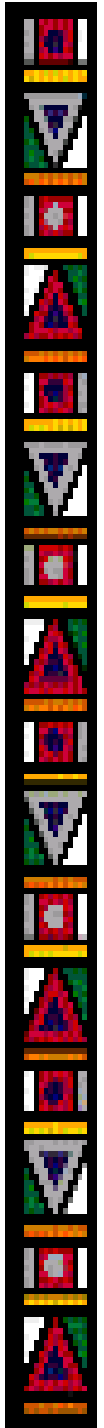
Characteristic	20 <sup>th</sup> Century	21 <sup>st</sup> Century
Motivation	To compete	<b>To build</b>
Improvements	Incremental	<b>Revolutionary</b>
Quality	Affordable best	<b>No compromise</b>

# CONSTRUCTING A MALG



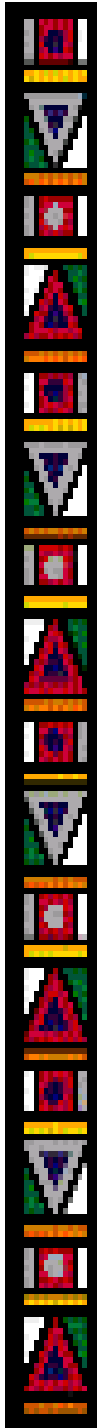
# CITIZEN'S CHARTER

- **Starts with an election: Pre-text**
- **People's contract (SA)**
- **Transform into a Citizen's Charter**
- **Firm commitment (Political)**
- **From election manifesto to Govt Agenda**
- **Refined at an Imbizo's (participation)**
- **Clearly defined targets: Municipality**



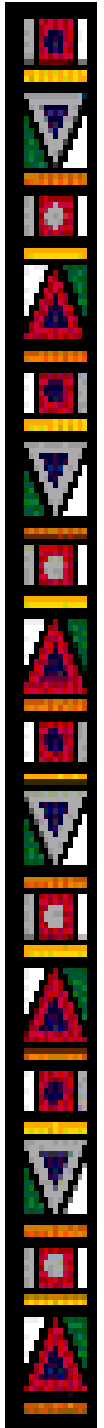
# CODE OF GOOD PRACTICE

- **Implement: corporate governance principles**
- **Professional recruitment techniques**
- **Anti-corruption tools and techniques**
- **Professional public management**
- **E-governance, service delivery standards**
- **Policy implementation protocols**
- **Performance management (indicators).**



# FINANCIAL GOVERNANCE

- **Also governed by legislation**
- **Risk management**
- **Audit and tender processes**
- **Financial oversight instruments**
- **Compliance**
- **Outcomes (impact).**

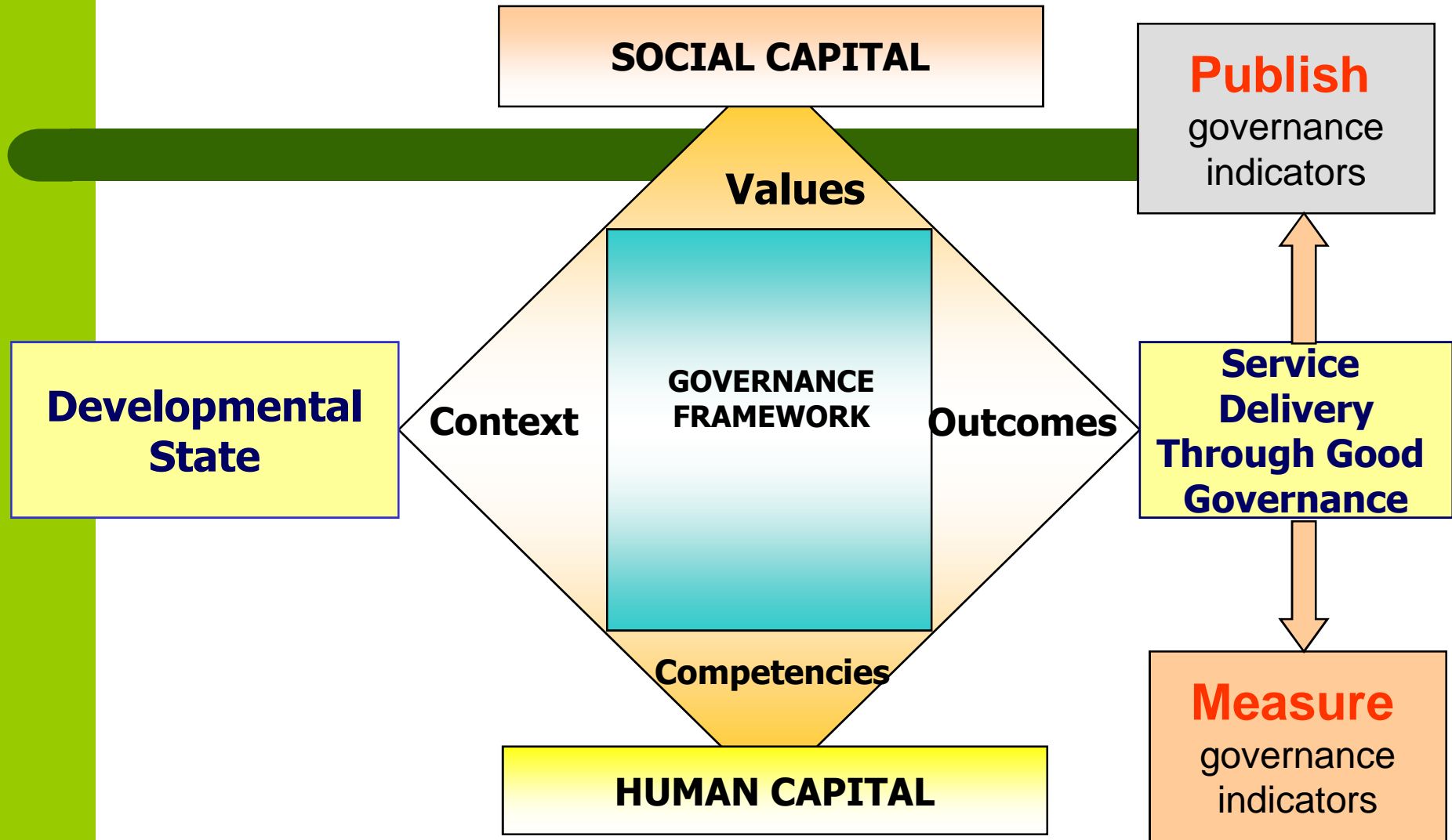


## C-GOVERNANCE

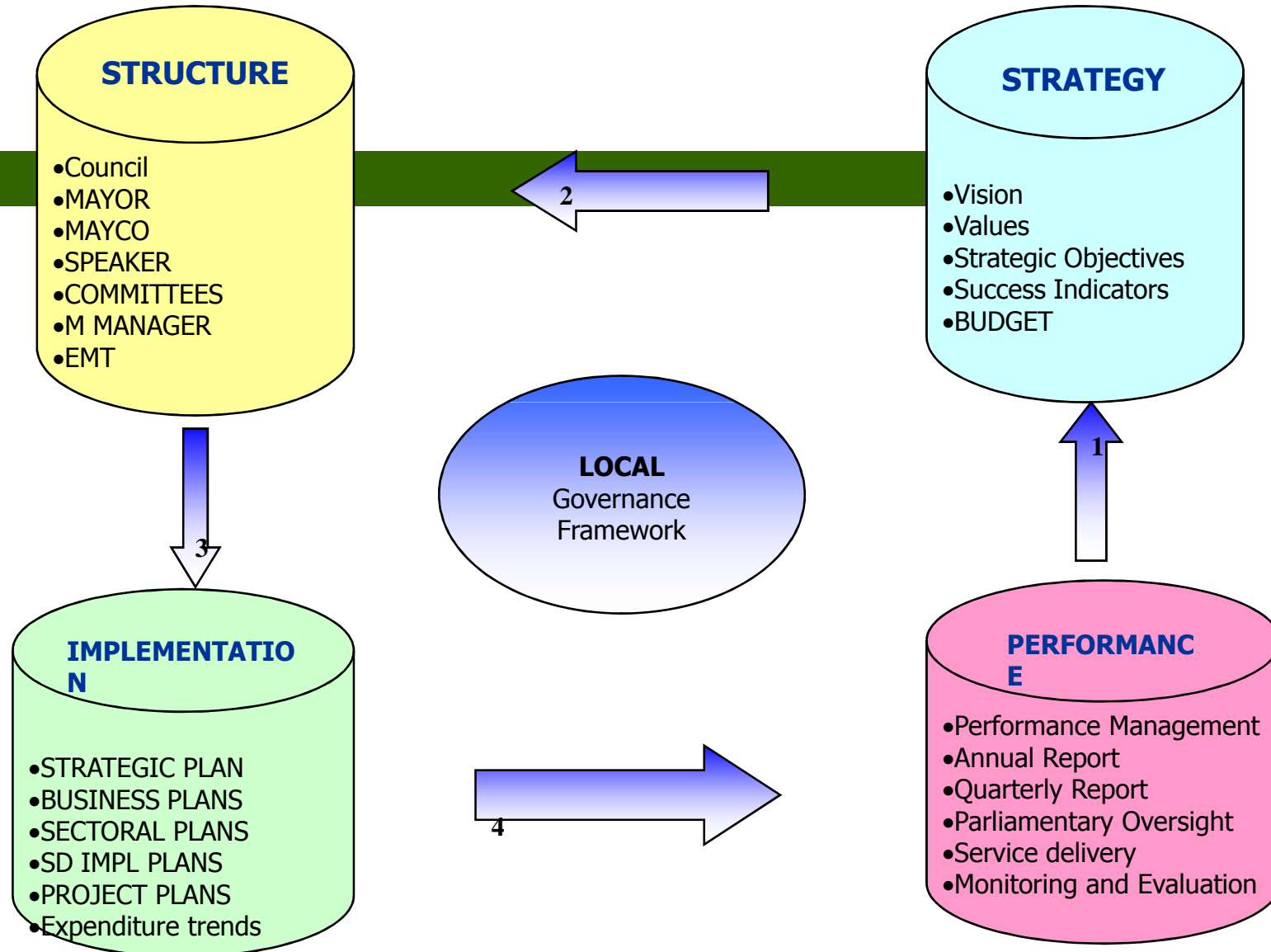
- **Citizen development index**
- **Scientific review process**
- **Scorecard (HDI)**
- **Assess outcomes** (not processes)
- **Feedback into planning**
- **Report to Parliament**
- **Citizen oversight.**



# CONTEXT, VALUES, COMPETENCIES AND OUTCOMES

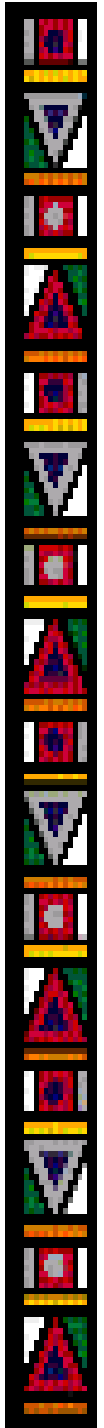


# A GOVERNANCE MODEL



# Operational requirements

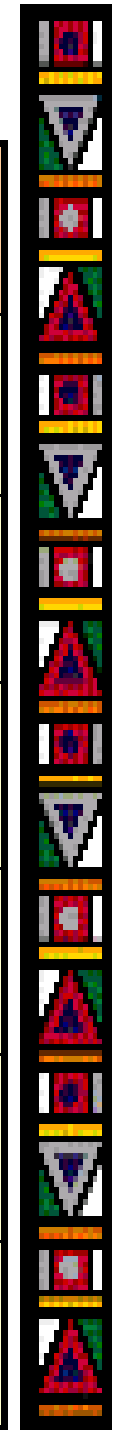
- **C**ontextual driven
- **V**alue and ethical base
- **C**ompetencies
- **A**ccountability
- **O**utcomes focussed
- **P**redictability
- **P**articipation
- **T**ransparency



## **Strategic requirements: Understand**

- **Bureaucratic theory**
- **New Public Management theory**
- **Governance theory**
- **Network theory**
- **Chaos theory**

THEORETICAL TOOLS	PRACTICAL INSTRUMENTS
<b>Bureaucratic theory</b>	<b>Administrative skills</b>
<b>New Public Management</b>	<b>Alternative service delivery</b>
<b>Governance theory</b>	<b>Accountability</b>
<b>Network theory</b>	<b>Public participation</b>
<b>Complexity theory</b>	<b>Do things that you don't always understand.</b>
<b>Chaos theory</b>	<b>Organised chaos</b>

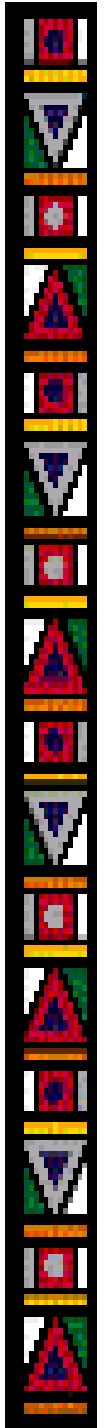




# COMPETENCIES FOR GOVERNANCE

Competency 3: **Flexibility**

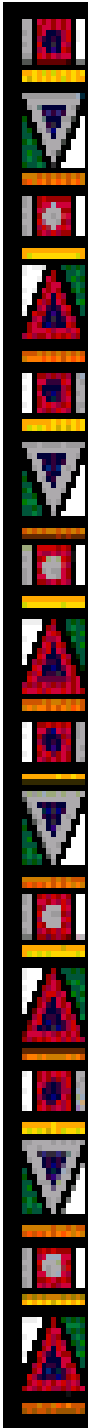
Competency 4: **Constitutional and admin law**



## COMPETENCIES FOR GOVERNANCE

**Competency 5: Emotional intelligence**

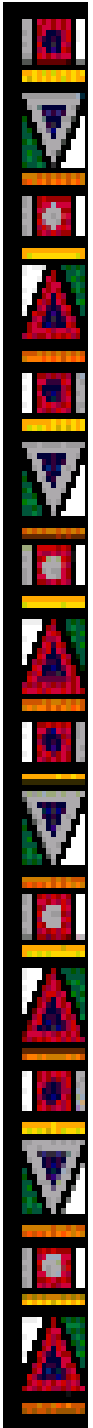
**Competency 6: Research and development**



## COMPETENCIES FOR GOVERNANCE

Competency 7: **Teamwork**

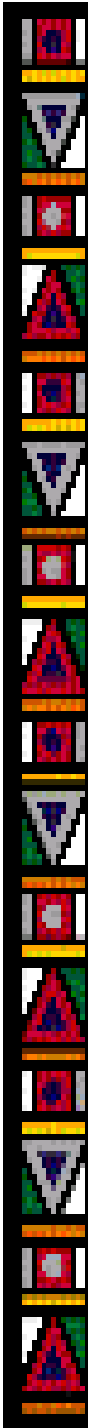
Competency 8: **Work ethic/ proud**



## COMPETENCIES FOR GOVERNANCE

**Competency 9: E-governance**

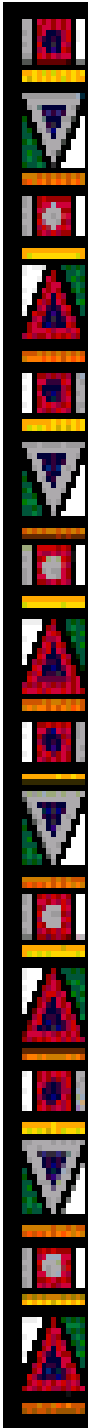
**Competency 10: Servant leadership**



# COMPETENCIES FOR GOVERNANCE

**Competency 11: Diversity**

**Competency 12: Client care**



# VALUES, COMPETENCIES AND OUTCOMES

<b>VALUES</b>	<b>BATHO PELE</b>	<b>WE CARE</b>	<b>WE BELONG</b>	<b>WE SERVE</b>
<b>COMPETENCIES</b>	<b>Big picture</b>	<b>Operational excellence</b>	<b>Adapt to change</b>	<b>Diversity and teamwork</b>
<b>OUTCOMES</b>	<b>Improved Service delivery</b>	<b>Results based government</b>	<b>Public Value</b>	<b>Participatory governance</b>

**VALUE AND ETHICAL BASE:**



**Centre for Implementing governance**

**Outcome**

HOLISTIC GOVERNANCE

**Pillars & Programmes**

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delivery

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**Style**

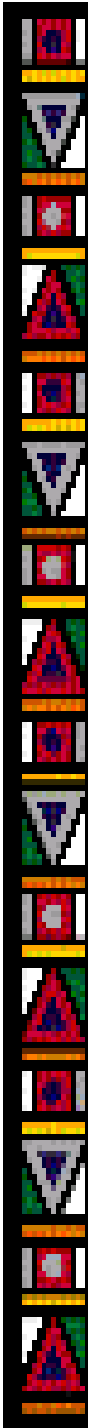
**Interventionist-Enabling-Directive-Supportive**

**Basis**

**LEGISLATIVE AND NORMATIVE FRAMEWORK**

# CONCLUSION

- **The king is back: Bureaucracy**
- **Back to basics**
- **Current ruling paradigm is NPM**
- **MM: Conceptual and contextual tools**
- **Stressful working environment**
- **Understand complexity and chaos theory**
- **Understand tensions governance models**
- **Fail forward.**





**Thank you**

**Dankie**

**Enkosi**

**Ngiyabonga**

**Kealeboga**

