

INTERNATIONAL INNOVATIONS TO IMPROVE THE PUBLIC SERVICE: LESSONS FOR AFRICA

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THE NATIONAL ACADEMY OF PUBLIC ADMINISTRATION

- An independent, non-profit, non-partisan organization founded in 1967, chartered by Congress in 1984 to improve governance at local, regional, state, national and international levels
- Composed of approximately 500 fellows and senior fellows elected by their peers
- Works through standing panels, project panels, and study groups to generate ideas and recommendations on request or its own initiative

<http://www.napawash.org>

THE FREE STATE SENIOR MANAGEMENT SERVICE: CREATING INTELLECTUAL, SOCIAL, AND TECHNICAL CAPITAL



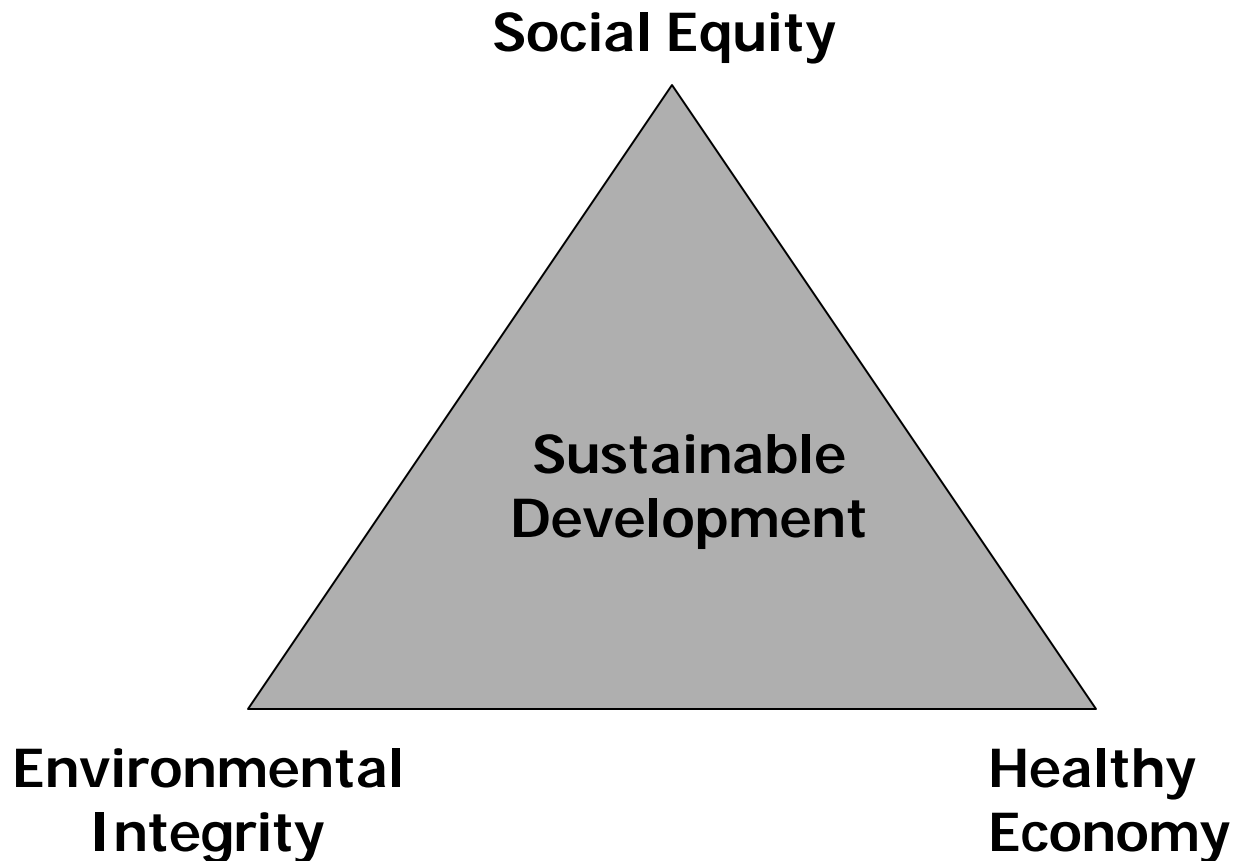
“Building a Cadre of Senior Leadership to Meet the Strategic Goals of the Provincial Government and Development Strategy of the Free State Government”



CONCEPTS

- Intellectual Capital – Knowledge that can be converted into value
- Social Capital – Institutions, networks, relationships, norms that shape quality & quantity of society's social interactions
- Technical Capital – Capacity to use systems to process information, transform knowledge, create wealth, measure progress

MODEL OF SUSTAINABLE DEVELOPMENT





DEFINITION OF SUSTAINABLE DEVELOPMENT

“Sustainable development seeks to meet the needs and aspirations of the present without compromising the ability to meet those of the future.”

Our Common Future, The World Commission on Environment and Development Report (1987)



FREE STATE PROVINCE VISION

“A unified prosperous Free State
which fulfills the needs of its
people”

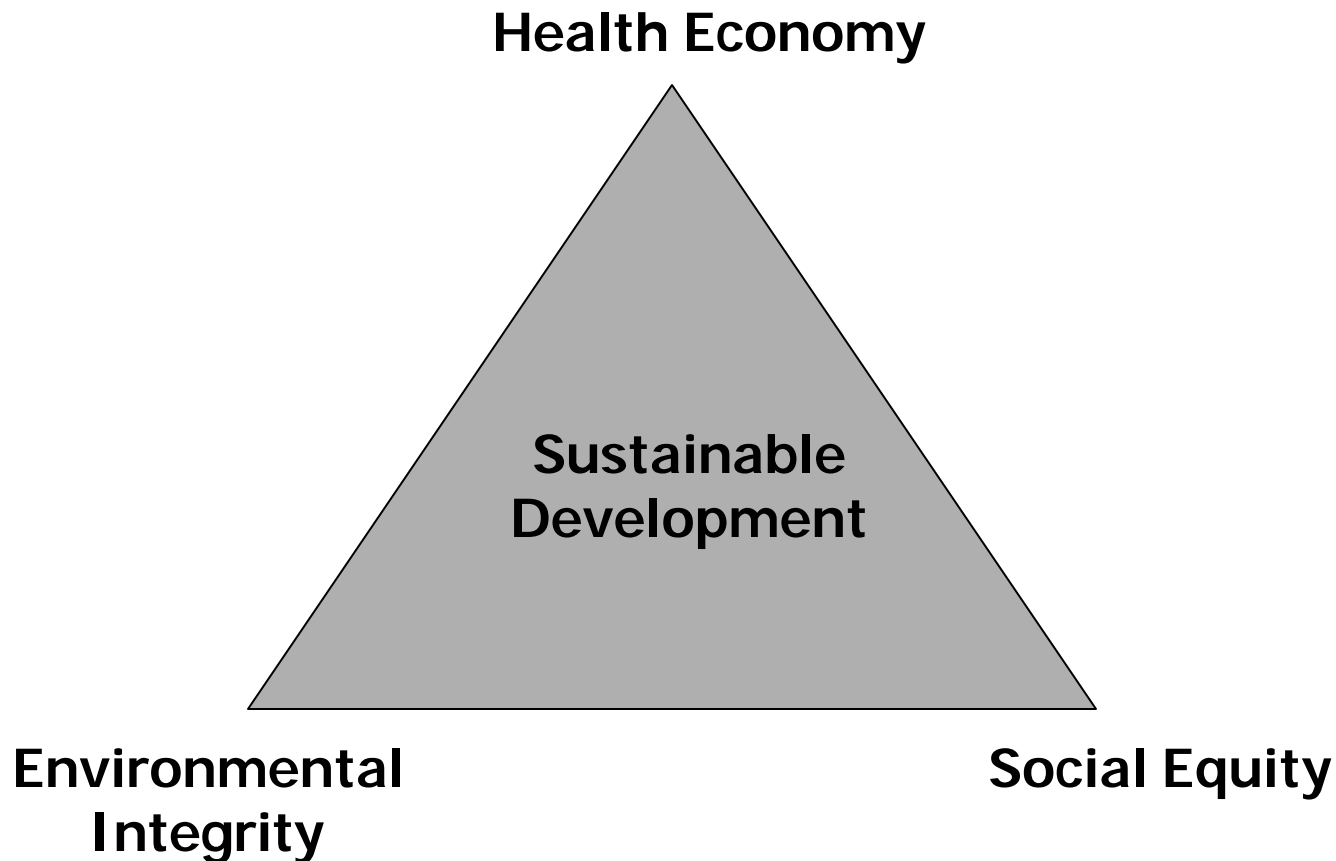
(Provincial Growth and Development
Strategy – 2005-2014)

FREE STATE MISSION & PRIORITY AREAS

Serve The People By Working with Stakeholders Through:

1. Economic Growth, Development and Employment
2. Justice and Crime Prevention
3. Social and Human Development
4. Cooperative Governance and Efficient Administration

MODEL OF SUSTAINABLE DEVELOPMENT



PUBLIC ADMINISTRATION TRANSITIONS

- Minnowbrook 1968 to Bloemfontein 2005

“Old” Public Administration:

Efficiency (highest return on least investment, few unintended consequences)

Effectiveness (“doing the right thing right”, “satisficing”)

INCULCATING A NEW PUBLIC ADMINISTRATION ETHIC

- *Is it enough to manage the public business to achieve the highest efficiency and effectiveness – or must we also manage in a way that enhances social equity?*

PUBLIC ADMINISTRATION TRANSITIONS (*cont.*)

- “New” Public Administration:
Adding “social equity” as a third pillar of public administration
- “Governance” as a new paradigm:
 (“Every body into the act” – governments, NGOs, CSOs, public entrepreneurs, stakeholders, etc.)

SOCIAL EQUITY IN GOVERNANCE DEFINED

- Fair, just and equitable management of all institutions serving the public directly or by contract
- Fair, just and equitable distribution of public services and implementation of public policy
- Commitment to promote fairness, justice and equity in formation of public policy

MANAGEMENT CRITERIA & PERFORMANCE INDICATORS

1. Procedural Fairness
 - due process, equal protection, hiring, promotion, awarding of contracts, etc.
2. Distributional Equity
 - assured equal access, targeted intervention, commitment of resources to achieve results
3. Process Equity
 - consistency in the level of service delivery regardless of distributional criterion used
4. Outcome Disparities
 - why disparities in results of policies and programs if above criteria met?

THE SEARCH FOR SOCIAL EQUITY INDICATORS

Disparities or inequalities in

- Education
- Employment
- Income
- Health
- Living standards (housing, environment, mobility, etc.)

MEASURING THE QUALITY OF GOVERNANCE

- Voice and Accountability
- Political Stability and Lack of Violence
- Government Effectiveness
- Regulatory Quality
- Rule of Law
- Control of Corruption

(World Bank Benchmarks)

IMPERATIVE OF INTERNATIONAL LINKAGES AND NETWORKS

- The global economy
- Trading and borrowing diseases, Skills, knowledge, strategies
- Special ties and traditions of Africa Diaspora
- World watching South Africa



CONCLUSION

*Creation's Lord, we give thee thanks, that
this thy world is incomplete*

*That battle calls our marshaled ranks
And work awaits our hands and feet –*

*Since what we choose is what we are
And what we love, we yet shall be
The goal may ever shine afar
The will to win it makes us free*

Henry DeWitt Hyde



CONCLUSION *(cont.)*

- COLLEAGUES, WE HAVE WORK TO DO – NOT ONLY HERE IN THE FREE STATE PROVINCE – BUT THROUGHOUT AFRICA.
- ***LET'S GET STARTED!***