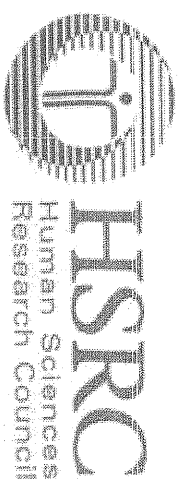




Putting people first! vs Embedded Autonomy?

Geci Karuri-Sebina, David Hemson, Jonathan Carter
Paper presented at HSRC Conference on The Potentials for and Challenges of
Constructing a Democratic Developmental State in South Africa, 4-6 June 2008,
Magaliesburg, South Africa.

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Service Delivery: *Batho Pele*

1. **Consultation**

Citizens should be consulted about the level and quality of the Public Services they receive and, wherever possible, should be given a choice about the services that are offered.
2. **Service Standards**

Citizens should be told what level and quality of Public Services they would receive so that they are aware of what to expect.
3. **Access**

All citizens should have equal access to the services to which they are entitled.
4. **Courtesy**

Citizens should be treated with courtesy and consideration
5. **Information**

Citizens should be given full, accurate information about the Public Services they are entitled to receive.
6. **Openness and transparency**

Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.
7. **Redress**

If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
8. **Value for Money**

Public services should be provided economically and efficiently in order to give citizens the best possible Value for Money

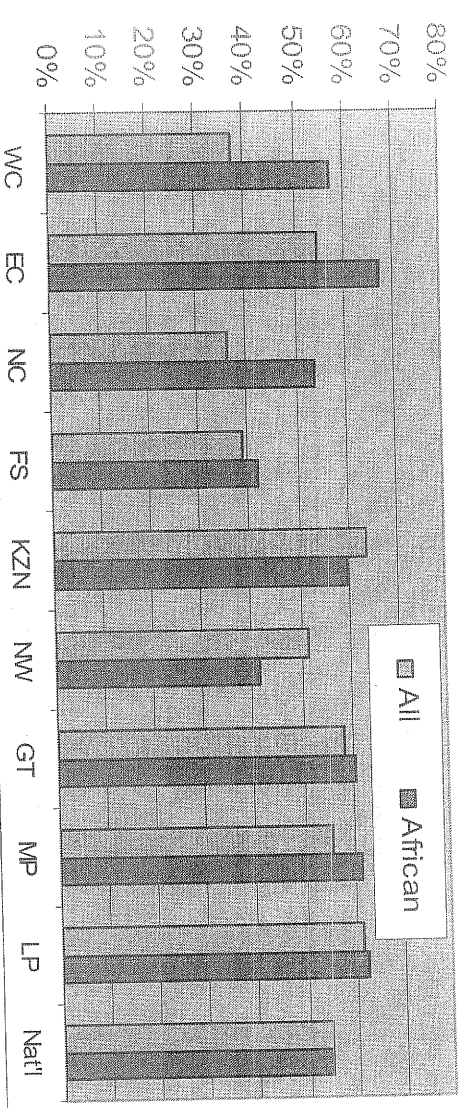
- **195. Basic values and principles governing public administration.**—(1) Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:
 - (a) A high standard of professional ethics must be promoted and maintained.
 - (b) Efficient, economic and effective use of resources must be promoted.
 - (c) Public administration must be development-oriented.
 - (d) Services must be provided impartially, fairly, equitably and without bias.
 - (e) People's needs must be responded to, and the public must be encouraged to participate in policy-making.
 - (f) Public administration must be accountable.
 - (g) Transparency must be fostered by providing the public with timely, accessible and accurate information

Illustration 1

A self referential, producer-oriented system

- 50% of provincial departments indicated little influence of users on their priorities and plans
- Education, Housing and Health sectors express highest limitation of service user influence on delivery
- 3 / 5 national sector departments doubt seriously that provincial departments are in tune with their service users
- Focus on participation in policy formulation, but not in implementation or evaluation phases (PSC M&E)

Housing: levels of dissatisfaction



Health: levels of dissatisfaction

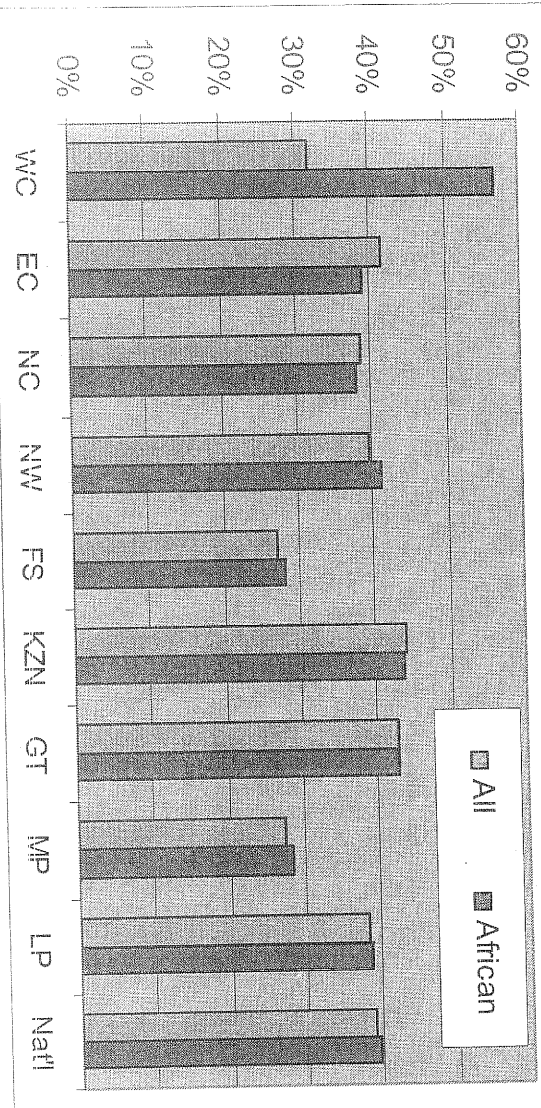


Illustration 2

Social Accountability vs Customer Satisfaction Surveys

1. Citizen report card *survey*
2. *Communicate* survey findings to stakeholders
3. *Consultation* leading to a people's contract between the municipality and citizens
4. *Institutionalization* of CRC and feedback process

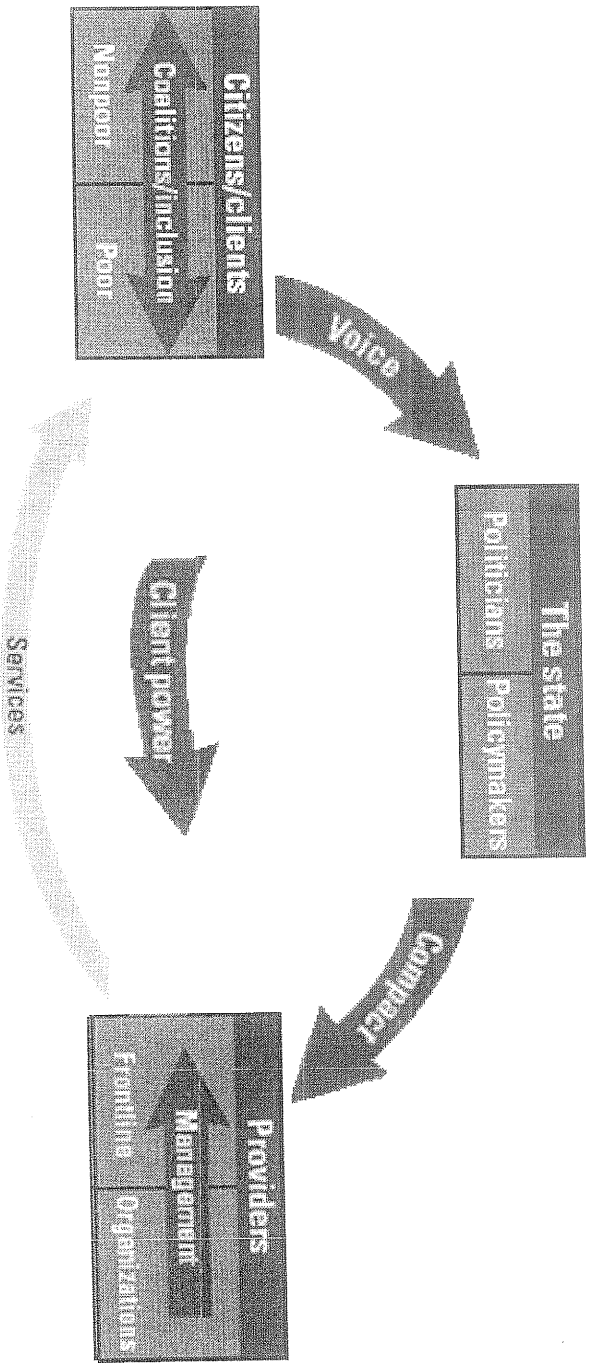
Customer Satisfaction Surveys ✓

Citizen report card method ✕

1. Citizen report card survey

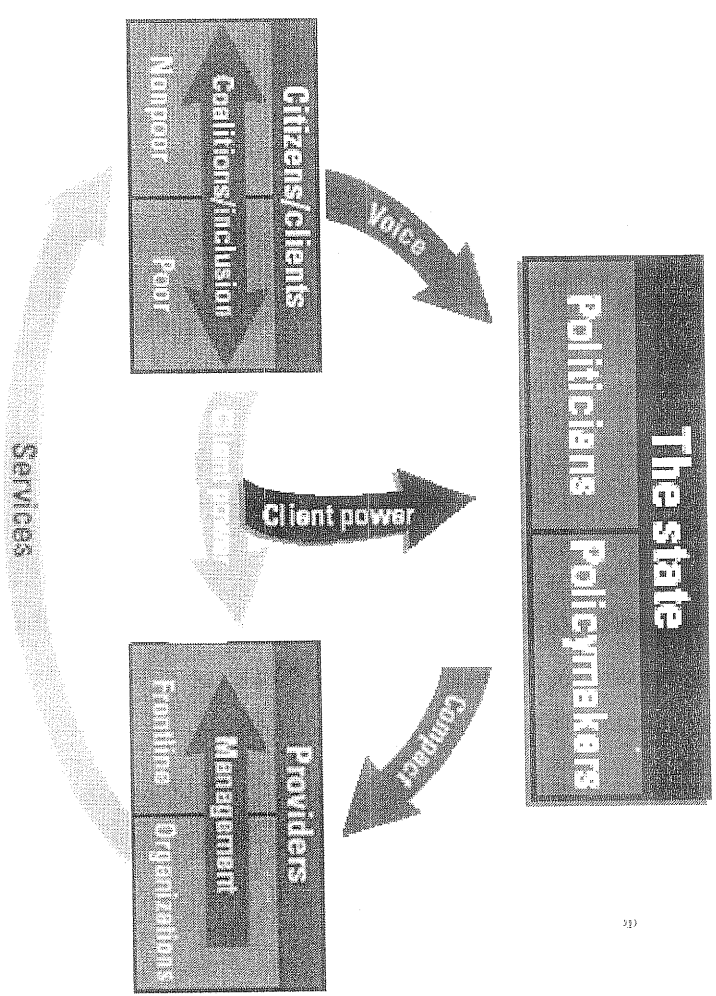
2. Communicate survey findings to stakeholders
3. Consultation leading to a people's contract between the municipality and citizens
4. Institutionalization of CRC and feedback process

Service Delivery



World Bank Accountability Framework

1) *We don't seem to have a "short route", only a long... very long route*



2) The devil is in the “d”: Can we reconcile the democratic ideals of Batho Pele with the strong, autonomous developmental state?

- Responsiveness and accountability are critical to public service delivery (at least within the philosophy of Batho Pele)
- SA is trying to transform its public service
- Are interventionism, strong autonomy, and self-reference viable and appropriate values?
 - At the very least, aren't they at odds with the commitments of section 195 of the Constitution?

Some critical factors undermining the advance towards DDS

- **Capacity:** Rapid turnover of high-level officials, unfilled posts, changing ethos in the public service career
- **Wide-spread protests:** dissatisfaction with the state of delivery
- **Intra-party strife:** contestations about what is the mission and who is to carry it out?
- **The weakening of vision & values:** fragmentation by wallowing in the detail of government
- **Compromised results:** poor delivery and outcomes

Point

- Staff turnover = loss of institutional memory = organisational knowledge to be *strategic* not developed
- Our systems provides lots of governance:
 - TM/NT: “What isn’t measured isn’t managed”
 - But simplistic-ness that complicates, rather than facilitating
- But these systems do not lead to good governance
 - In reality: you get what you measure