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**Building State Capacity to Reduce Poverty & Inequality:
What is to be done?**

Busani Ngcaweni, The NSG

Project democracy in context

"We understand it still that there is no easy road to freedom. We know it well that none of us acting alone can achieve success. **We must therefore act together as a united people, for national reconciliation, for nation building, for the birth of a new world. Let there be justice for all. Let there be peace for all. Let there be work, bread, water & salt for all.**"

"...never and never again shall it be that this beautiful land will again experience the oppression of one by another, & **suffer the indignity of being the skunk of the world.**"



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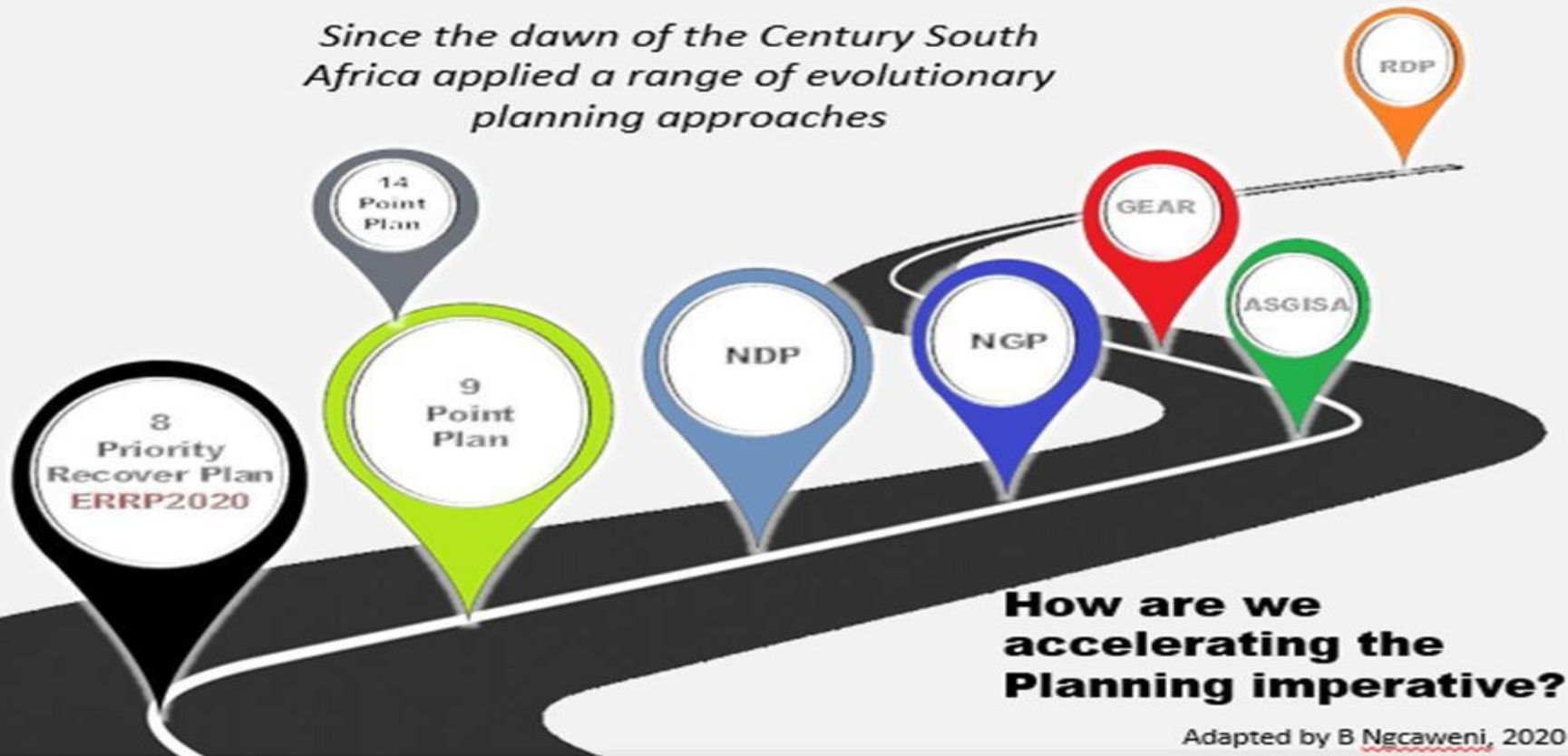
Learn Grow Serve



The complexity of governance

Planning systems in South Africa since 1995 to present

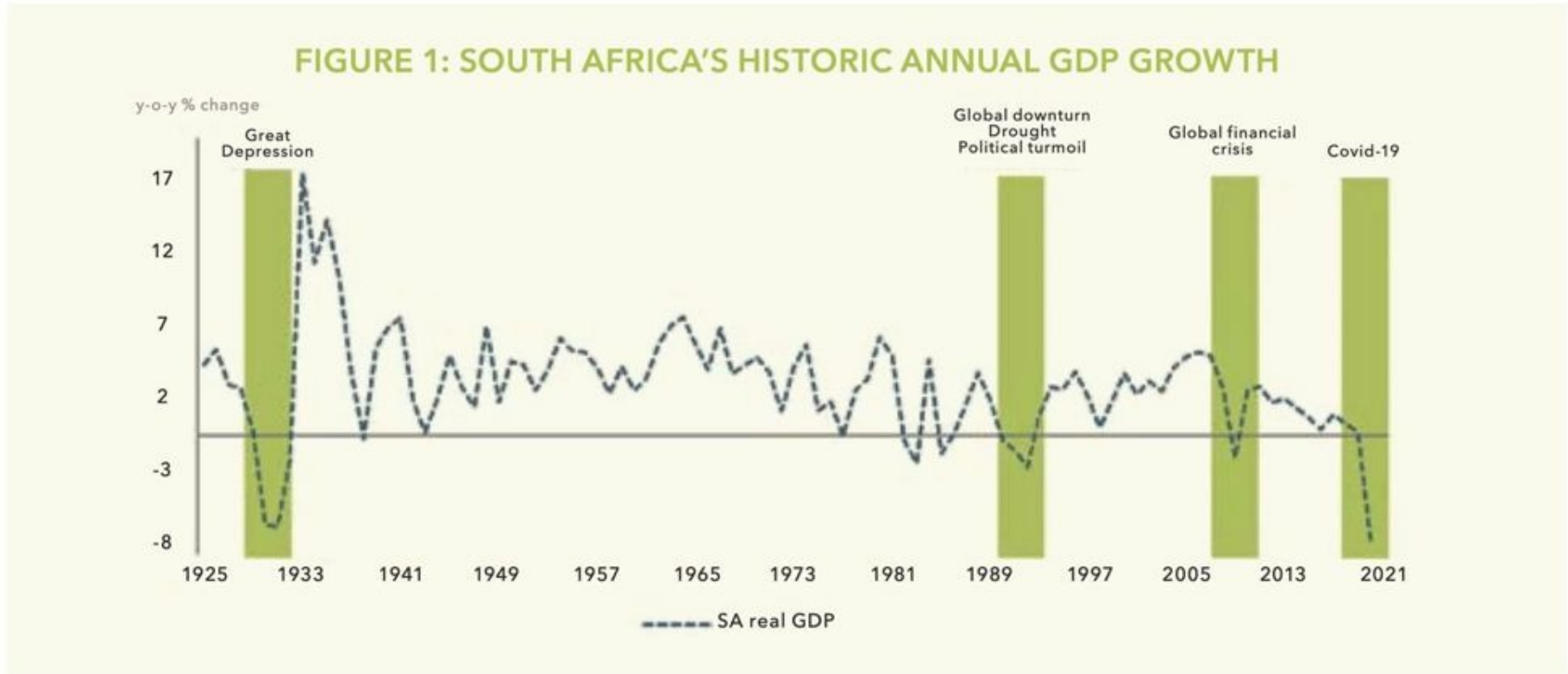
Since the dawn of the Century South Africa applied a range of evolutionary planning approaches



Adapted by B Ngcaweni, 2020

Toward a better life for all...

Challenges of the contemporary moment



Source: Bureau for Economic Research, 2021.



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Challenges of the contemporary moment

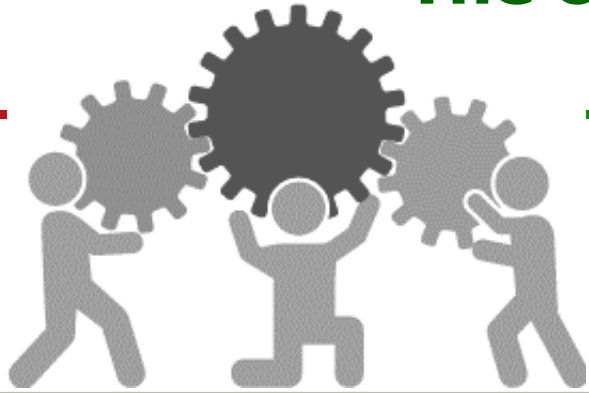


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The complexity of governance



BUILDING STATE CAPACITY



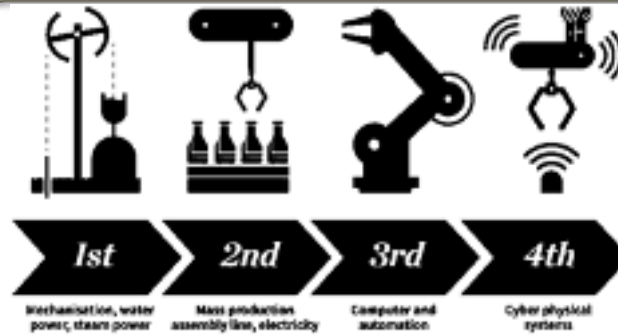
FIGHTING CRIME & CORRUPTION



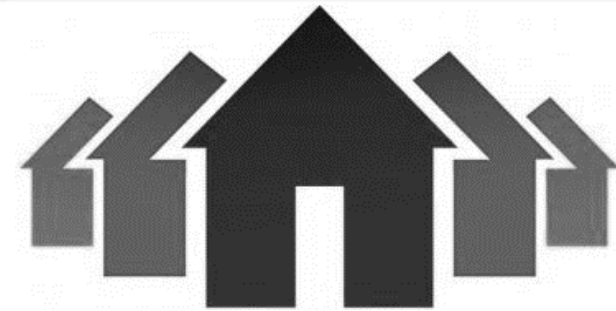
ECONOMY: INVESTMENT & JOBS



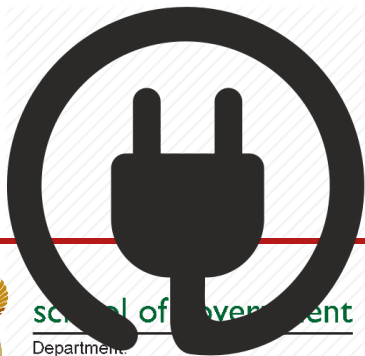
BETTER AFRICA & BETTER WORLD



4iR



IMPROVE LIVING CONDITIONS



ENERGY SECURITY



INFRASTRUCTURE DEVELOPMENT



LAND REFORM & RESTITUTION



The turbulence of leadership & governance

*As captains of 'project democracy',
are we smooth-landing or crash-
landing the aircraft?*

*Can passengers (SAns) trust us with
their lives?*

<https://youtu.be/8bPXoGzG-D4>



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Problems downstream are a consequence of neglect upstream... 9 years towards 2030...

Politics

South Africa Heading Toward Becoming a Failed State, Group Says

By [Antony Squazzin](#)

10 September 2020, 06:00 GMT+2

- ▶ Political, economic impasse has stalled South African growth
- ▶ Risk consultancy advocates maintaining welfare, SEZ zones

South Africa faces a precipitous economic and political collapse by 2030 unless it changes economic model and implements growth-friendly policies, according to Eunomix Business & Economics Ltd.

Using a range of measures, the Johannesburg-based political and economic risk consultancy forecasts that the country will rank near the bottom of a top 100 list of more than 180 countries in terms of security and prosperity, similar to Nigeria and Ukraine, and have prosperities akin to Bangladesh or Ivory Coast. That's a significant decline from its current position, though it should fare better on governance and welfare measures.

BUSINESS MAVERICK

State failure: Rio declares force majeure at RBM in face of violence

By Ed Stoddard • 30 June 2021

📷 Caption

Global mining giant Rio Tinto has declared force majeure on customer contracts at Richards Bay Minerals and pulled the plug on the biggest contributor to the KwaZulu-Natal economy. This is in

responsibility
in the
generally

The Economist

DECEMBER 9TH - 15TH 2017

The corruption of South Africa

Should Jerusalem be Israel's capital?

AI: the battle of the brains

The true cost of America's tax reform

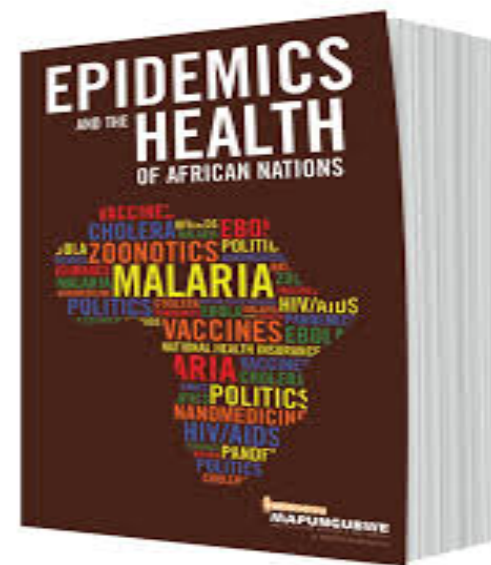
Our books of the year

Challenges of the contemporary moment:

Pandemics & endemics

According to the Medical News Today (30 March 2020), the Spanish flu pandemic, from 1918 to 1920, claimed 100 million lives. The Black Death was fatal for more than 75 million people in the 14th century. Some pandemics that have occurred throughout history include:

- **541–542:** Plague of Justinian
- **1346–1350:** The Black Death
- **1899–1923:** Sixth cholera pandemic
- **1918–1920:** Spanish flu (H1N1)
- **1957–1958:** Asian flu (H2N2)
- **1968–1969:** Hong Kong flu
- **2009–2010:** Swine flu (H1N1)
- **2020-** COVID-19



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Priorities #1 of the 6th administration

CAPABLE STATE

A capable state has the required **human capabilities**, **institutional capacity**, service processes and technological platforms to deliver on the NDP through a social contract with the people.

ETHICAL STATE

An **ethical** state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of **socio-economic rights** and **social justice** as outlined in the Bill of Rights.

DEVELOPMENTAL STATE

A developmental state aims to meet people's needs through **interventionist, developmental, participatory** public administration. Building an autonomous developmental state driven by the public interest and not individual or sectional interests; embedded in South African society leading an **active citizenry** through **partnerships** with all sectors of society.

Outcomes (performance measures):

- Improved leadership, governance & accountability for a functional, efficient & integrated state;
- Professional, meritocratic & ethical public administration, & social compacts & engagement with key stakeholders;
- Enhancing confidence & trust on the state.

What is expected of us

“When I was elected to the position of President of South Africa, I said that building an **efficient, capable and ethical state** free from corruption was among my foremost priorities.

Only a capable, efficient, ethical and development-oriented state can deliver on the commitment to improve the lives of the people of this country.

This means that the public service must be staffed by men and women who are **professional, skilled, selfless and honest**” – President Cyril Ramaphosa, 1st March 2021



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10 Thesis on Effective Public Policy

1. Vision
2. Evidence driven
3. Requires effective & well governed institutions
4. Policy must be targeted
5. Capable cadre with energy & foresight
6. Need social compact – build partnership
7. Coherence & well coordinated
8. Regular reviews – change when you must
9. Adequately funded
10. Good communication – the people must know!

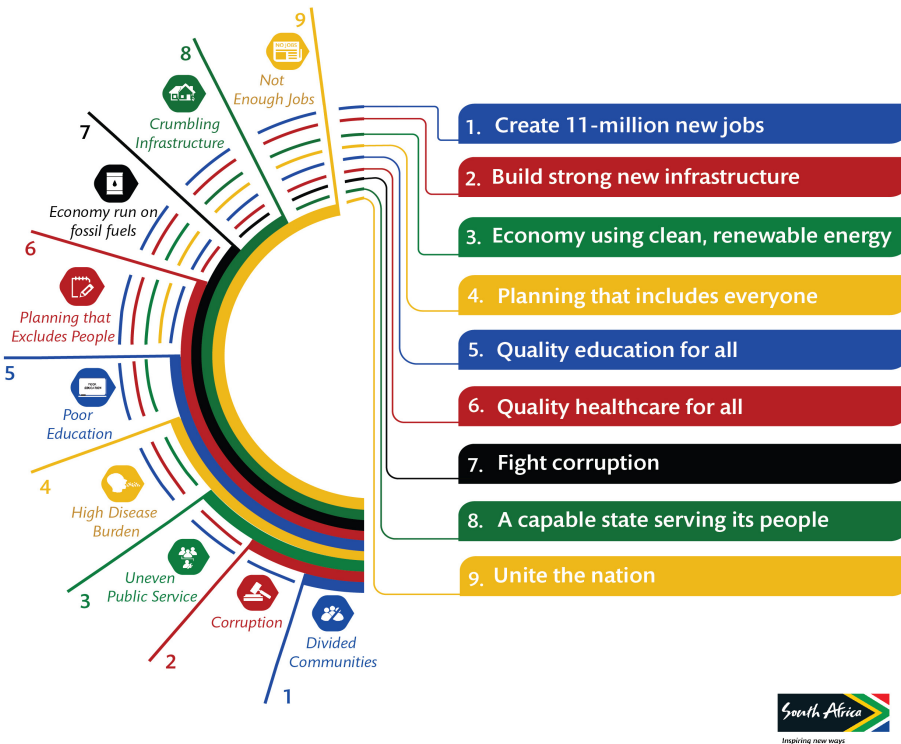


A coherent policy agenda linked to the NDP

PROBLEM TO PLAN THE JOURNEY TO 2030

THE PROBLEM TODAY
POVERTY & INEQUALITY

THE PLAN 2030
PROSPERITY & EQUITY



Strong, resilient and institutions across all spheres

Professional and ethical public administration

Execution diligence and accountability

People oriented (inclusive growth)

Capacity to plan (evidence based) short, medium to long term

Strong centre (coherence, coordination and line of sight)

Prudent use of resources

Effective governance and transparent

Compacts with social partners

Quality of decisions



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Building state capacity equal to the task

Successful developmental states balance **STRENGTH** (capacity) & **SCOPE** (extent of what you want to implement) to deliver their objectives



Image from <https://medium.com>



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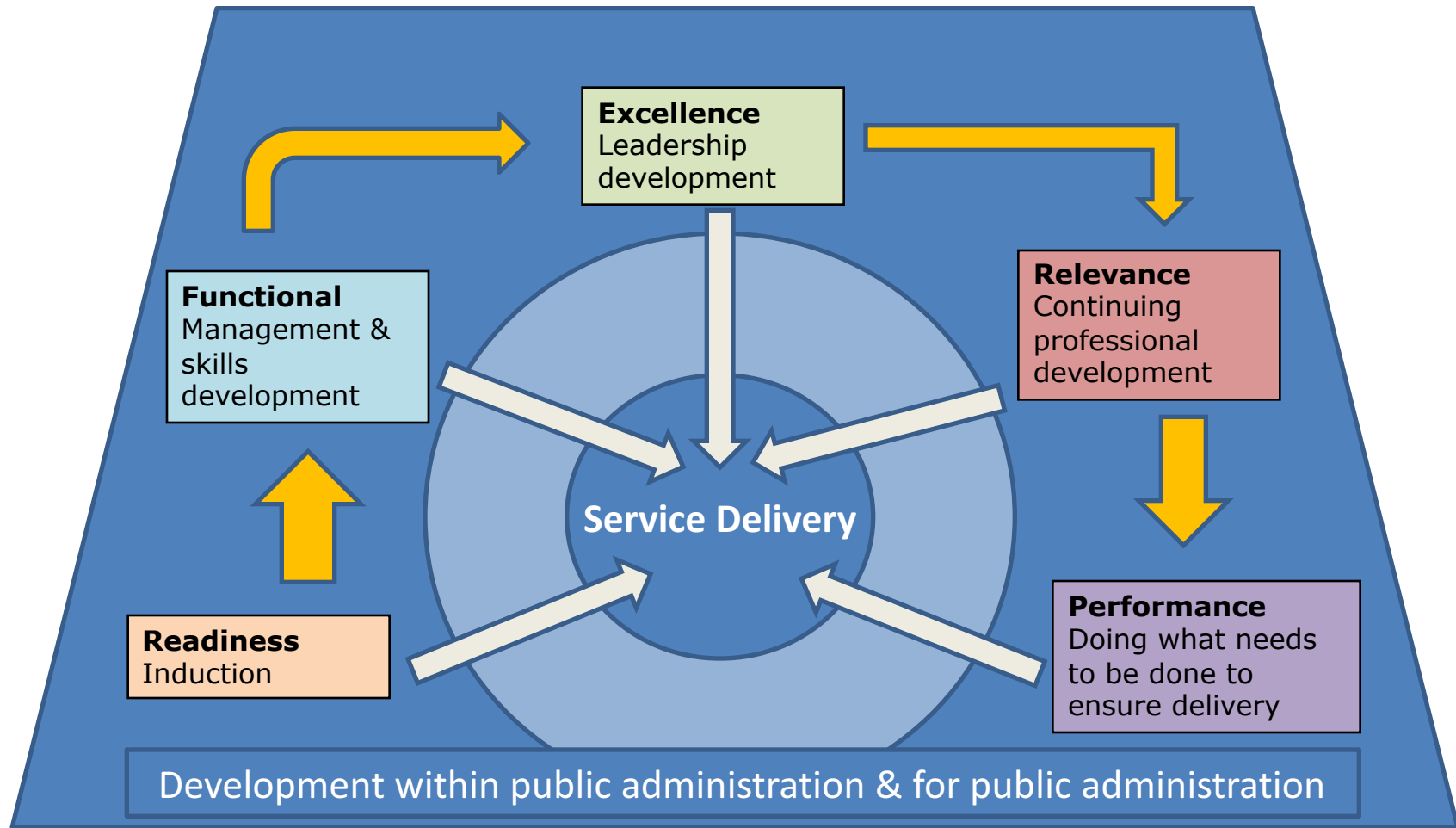
Professionalise the civil service

In December 2020, the MPSA released the **Implementation Framework towards the Professionalisation of the Public Service** for public comments

- **Cabinet approved** the publication of the draft framework in November
- The **NSG is leading** this project on behalf of the MPSA, to be approved late this year.
- Professional bodies, interested parties, civil society organisations, institutions of higher learning are being consulted.
- What is being proposed:



Professional development linked to service delivery



A new cadre of public sector leaders...

Committed to the course of national development and transformation

Diligent in the execution of national priorities

Prudent in the deployment of public funds

Masterful and know what they are doing

Ethical and **Accountable** to the people

Innovative, always seeking new ways of doing things with precision



Bring poverty alleviation back into the policy & fiscal agenda

- Countries that have successfully dealt with poverty and inequality have:
 - Designed sound policies
 - Effectively implemented these policies
 - Job creation prioritized
 - Invested in human capital development
- China
 - Five Year Plans effect implementation of goals and outcomes realistically
 - Infrastructure development, within protection of ecosystem or green economy, is central to economic growth (E.g. Belt & Road Initiative)
 - Rural development for food security and decongestion of big cities
 - Innovation through Technology



Elsewhere in the world they are celebrating...



HOME LOCAL CORONAVIRUS SPORT LIFESTYLE



BIDEN CELEBRATES PANDEMIC VICTORY, BUT COVID COULD BE THE EASY PART

About 1,000 guests -- emergency service and essential workers, military members and their families -- are set to pour into the White House grounds for the kind of party unimaginable a year ago, when the country was under lockdown.

Chinese President Xi Jinping says his country has achieved the "miracle" of eradicating extreme poverty.

His government says that over an eight-year period, nearly 100 million people have been lifted out of poverty.



Building economic governance capacity among members of the executive

Late Minister Mthembu on the Economic Governance course, Nov. 2020

<https://youtu.be/dzyM4bNZ0jc>

Mayor Masina on the Economic Governance course, Nov. 2020

<https://youtu.be/AK9yv166qog>

DM Masulle on the Economic Governance course, Nov. 2020

<https://youtu.be/OeYGWJKjNao>

Minister Ndabeni-Abrahams on the Economic Governance course , Nov. 2020

<https://youtu.be/b-sthYFgQMs>

Minister Didiza on the Economic Governance course

<https://youtu.be/KhHLAh6bwfw>



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Let's return to the simulator

Only a well-trained & conscientious captain (supported by a skilled crew) safely land aircrafts under difficult circumstances whilst keeping the cabin calm. In their craft (aviation) returning to the simulator is a prerequisite for retaining the trading license. **Returning to the simulator for public sector leaders has to become a minimum requirement for responsive & effective governance**

<https://youtu.be/8bPXoGzG-D4>



In conclusion... building confidence is essential



"China succeeds **because** of government"

"India succeeds **in spite** of government"

Prof Kishore Mahbubani



What about South Africa?

South Africa succeeds because...



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In conclusion... policy making is complex...

Weight the options & choose the best of the best, not least of the worst...

- ❑ **Public policy making is not a randomised control trial where every variable can be lined-up, clinically observed and accounted for.** But still it must not be a black swan event. Driven by proper evidence, statecraft & governance, policy results can be estimated for efficacy & effectiveness.
- ❑ Hence I argue that capable states must be characterised by **diligent management of public affairs & courageous pursuit of society's aspirations for economic & spatial justice, social cohesion & epistemic freedom.**



Partnerships are the future: international



Institute for
Innovation and
Public Purpose



Civil
Service
College
Singapore



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Learn Serve Grow

24



Partnerships are the future: domestic



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA



RHODES UNIVERSITY
Where leaders learn



UNIVERSITY
OF
JOHANNESBURG



Tshwane University
of Technology
We empower people



University of Fort Hare
Together in Excellence



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Thank you

Seminar on Building Governance Capacity for South Africa 2020 July 13-July 26

WOMEN'S MONTH 2020 26 Aug

Prof. Thuli Madonsela Hon. Sindile Chikanga

Generation Equality: Realising Women's Rights for an Equal Future Streaming live on facebook

Dr. Ncumisa Jilata Ms. Nozipho Tahabalala

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www.thensg.gov.za

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Cost per participant R 265.00

NYUKELA | PRE-ENTRY INTO SENIOR MANAGEMENT SERVICE

The NSG:

Learn: expanding learning opportunities for public servants to master statecraft

Serve: building capacity (& culture) of public servants to serve society effectively

Grow: public servants combine learning & service/experience to grow professionally

Academy of Science of South Africa (ASSAf)

ASSAf Research Repository

<http://research.assaf.org.za/>

B. Academy of Science of South Africa (ASSAf) Events

I. Other

2021

Webinar Three of a Three-part Series: What must be done if the state is to be capable of poverty and inequality reduction?

Academy of Science of South Africa (ASSAf)

Academy of Science of South Africa (ASSAf); SARChI Chair in Social Policy at the
University of South Africa (UNISA)

<http://hdl.handle.net/20.500.11911/193>

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