

TOWARDS

THE EFFECTIVE IMPLEMENTATION

OF

THE NATIONAL DEVELOPMENT PLAN

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THE PATIENT

THE NATIONAL DEVELOPMENT PLAN

- **Cornerstone of South Africa's economic and social growth to 2013**
- **Dependant on an effective road network for success**

SIGNS OF POSSIBLE ILLNESS

State of much of the current road network

Inability to efficiently and effectively implement roads programmes in many instances, as attested to by:

- **SP and other politicians**
- **SAICE infrastructure score card**
- **NPC diagnostic study**
- **SAICE “Needs and Numbers” study**
- **RISFSA document**
- **Research studies**
- **The media**
- **Many others**

DIAGNOSIS

- **“Out-dated” institutional framework for road delivery**
- **Poor management**
- **HR constraints (capacity and leadership)**
- **Inadequate and unstable financing arrangements and control**
- **Lack of attention to intricacies of implementation**
- **Political involvement in roads programme (SAICE)**
- **Ineffective systems (RISFSA)**
- **Poor road maintenance**

PRESCRIBED TREATMENT

- **Improved management as well as systems approach**
- **Introduce decisive leadership and good governance**
- **Develop and refine “implementation” ability**
- **Restore institutional memory and capacity**

ALL WITHIN

Appropriate institutional arrangements

IMPROVED MANAGEMENT

Process of acquiring and using resources effectively towards objective

Some areas for attention:

- **Sound and effective systems and procedures**
- **Develop professional capacity – many facilities available**
- **Stabilise finances and financial planning and control**
- **Assign responsibility with accountability**
- **Integrate physical planning with financial planning**
- **Commercial approach – “businesslike” practices – value for money**
- **Develop public support**
- **LEADERSHIP**

LEADERSHIP TYPES

- **STRATEGIC LEADERSHIP**
- **DELIVERY LEADERSHIP**
- **RELATIONSHIP LEADERSHIP**
- **PERSONAL EFFECTIVENESS LEADERSHIP**

LEADERSHIP EMBRACES

- **Providing vision and strategic direction**
- **Promoting ethical and inspirational approach to duties**
- **Conceptual thinking ability**
- **Displaying technical skills, expertise, wisdom and customer focus**
- **Ability to mentor and develop others**
- **Resilience, self-development and self-management**
- **Appreciate and manage the link between the executive and political components of the activity being managed**
- **POSSESS GOOD GOVERNANCE ABILITIES**

SOUND GOVERNANCE

Governance :

- **Authority, stewardship, direction and control**
- **Process of ensuring accountability**
- **Maximisation of value in execution of functions**

A positive relationship exists between sound governance and effective service delivery in Transport agencies in South Africa (Mitchell and Freeman study)

GOVERNANCE PRINCIPLES

- **Commitment and discipline by senior management for accepted way of behaviour**
- **Transparency**
- **Independence**
- **Accountability**
- **Responsibility**
- **Fairness**

SYSTEMS APPROACH TO MANAGEMENT

An integrated set of procedures for providing and maintaining an effective network at minimum cost and maximum efficiency

Introduced 35 years ago in South Africa – reached peak in about 1995 and now in decline (see RISFSA, Kanemeyer, et.al)

PMS is the most widely known and used component of a total RMS

Suggest:

- Revisit RISFSA recommendations on the subject**
- Adapt NPC recommendations to the roads sector**
- Involve Treasury in the process**

IMPLEMENTING ROADS PROGRAMMES

A complex leadership process, rather than a mechanical administrative process

Much literature available on the subject

Learn from experience of South East Asia “Tiger Cubs”

- **Committed, strong, honest and non-political leadership**
- **Consensus on clear vision and attainable “action proposals”**
- **Availability of resources and creative pragmatic use of them**
- **Effective strategic and operational management**
- **Performance monitoring culture**
- **Amenable democratic and economic environment**
- **A measure of GOOD LUCK**

APPROPRIATE INSTITUTIONAL ARRANGEMENTS

DIRECTED AT IMPORTANT SECONDARY ROADS AND METRO ROADS

- **Four evolutionary stages over time in road institutions**
- **Current world-wide shift from “public service delivery” to a more flexible and effective approach**
- **NDP suggests a strong role for the private sector in infrastructure delivery – a commercial approach**
- **RISFSA, World Bank, et al - promote agencies and PPPs**

Suggested approach :

- **SASRAL for secondary intercity roads**
- **Greater powers and improved finances for metro roads agencies**

CONCLUSION

- **If patient is to regain health, lateral thinking and decisive political and executive action is needed**
- **A need exists for sound management by a strong professional executive**
- **Revised institutional arrangements are necessary for effective delivery**
- **But, most importantly, GOOD LEADERSHIP IS ESSENTIAL**