

GROUP 2

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DELEGATION & ACCOUNTABILITY

Can accountability be ensured
with full delegation?

CURRENT STATE

- Varied interpretations of regulations/legislation
- Service Commissions retains responsibility for appointments, promotions etc.
 - Certain functions delegated
- Poorly rolled out policies and monitoring and evaluation mechanisms
- Lack of standardized policies and procedures and training

CURRENT STATE

- MDAs rely on central agencies for the provision of staff who may not possess the requisite KSAs
- Misalignment between political intent and how the public service implements
- Lack of monitoring and consequence management
 - breakdown of what persons should be doing and what they are held accountable for

CURRENT STATE

- Performance Standards not clearly articulated - ministries responsible for continuous acting appointments but limited monitoring takes place to ensure effective implementation
- Inconsistent roll out and training on policies and procedures
- Poor transfer of knowledge within the public service – frequent movement of staff results in staff not knowledgeable of policies

CURRENT STATE

- Staff not taking responsibility for their individual learning, eg reading legislation and policies
- No continuous applications of processes across MDAs
- Varied structures across ministries, where positions attract different benefits

FUTURE STATE

- Central Agencies' main functions are to provide strategic direction, policy and monitoring and evaluation
- Enabling MDAs to recruit and fill vacancies and the Service Commissions sign off
- Greater discussion around the balance between filling of contract and established positions

ROADMAP TO GET THERE

- CPO & SCD to collaborate on Delegation/Devolution
- Decision matrices for executing policies across all MDAs
- Performance standards and agreements for MDAs/central agencies

ROADMAP TO GET THERE

- Procedure manuals and training for all positions tied to performance management system
- Strengthen Auditing (monitoring & oversight)
- Assessment period for delegation/devolution prior to roll out

CRITICAL SUCCESS FACTORS

- Buy-in from all stakeholders and staff
 - Ensuring a collaborative engagement between central agencies and MDAs
- ICT support
- Ensuring capacity exists to focus and execute decisions made
- Measurement and evaluation
- 360 degree feedback