

# **INVIGORATING PROFESSIONALISM AND MORALE OF THE PUBLIC SERVICE IN AFRICA**

**CEPA**

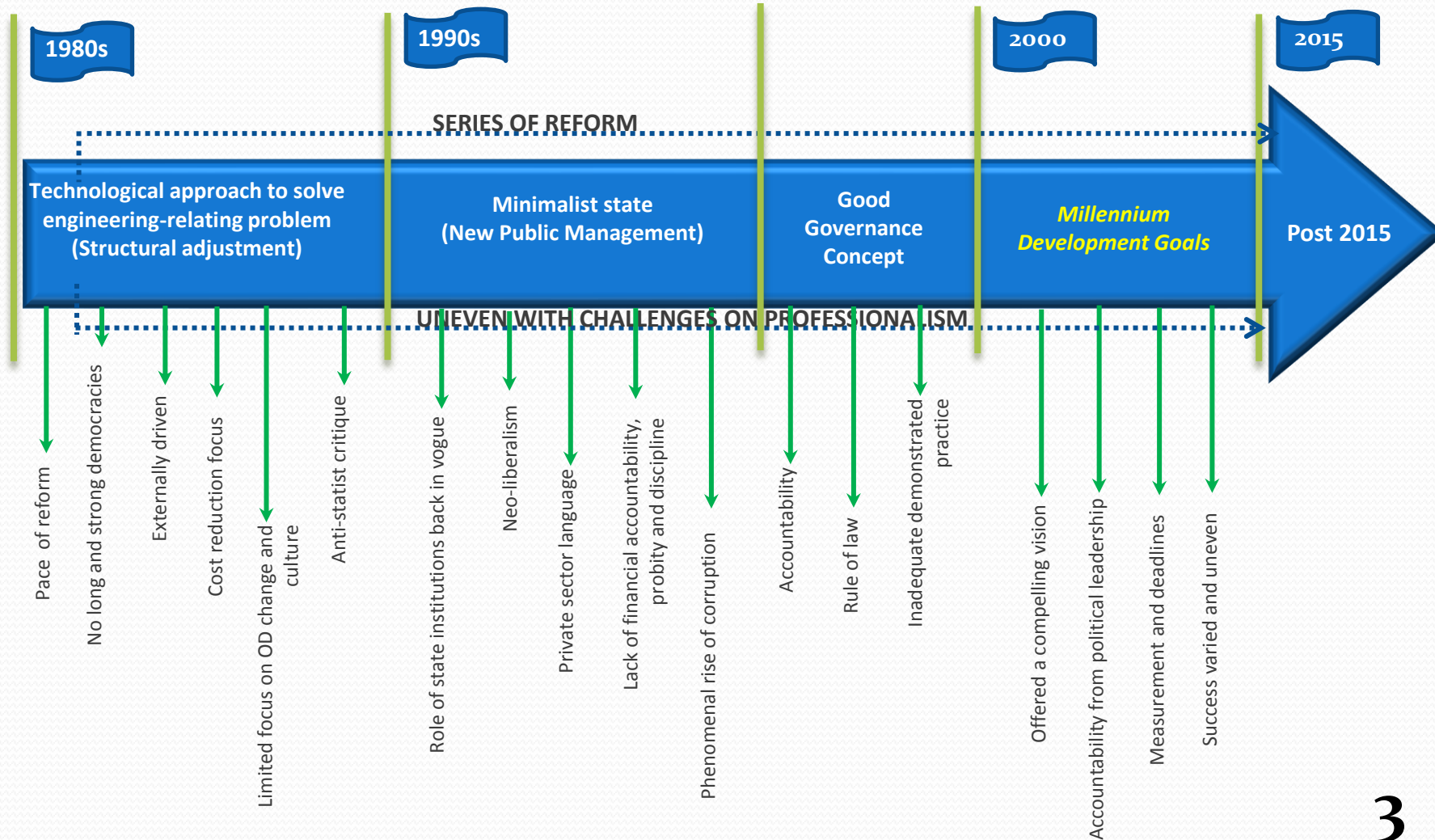
**7 – 11 April 2014**

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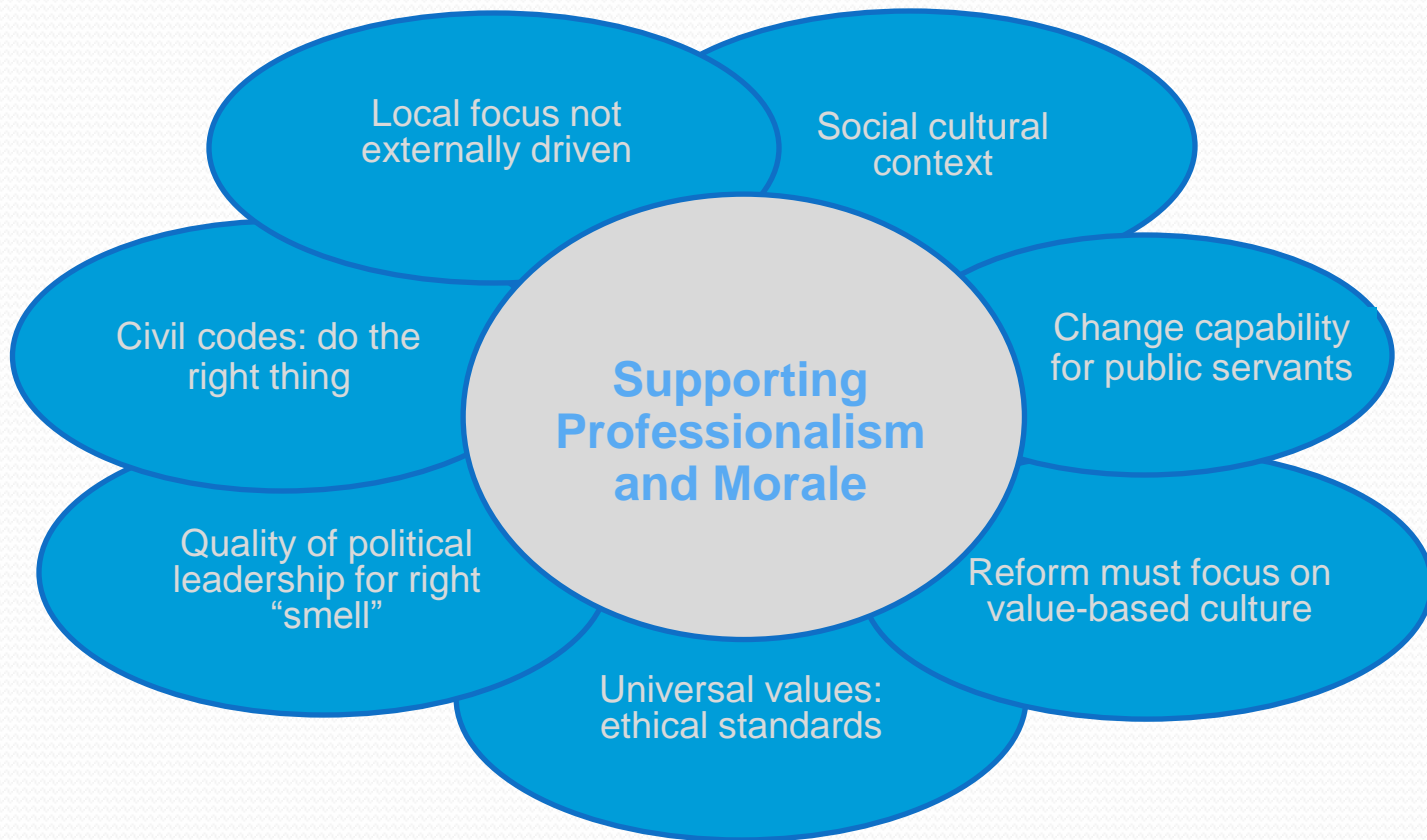
## APPROACH OF PAPER...

- The impact of reform on the public service (PS) and on public servants
- The challenges and issues such reform has wrought on the professionalism of the PS
- Draws on the lessons learned from the reform period and MDGs (Goals), and explores whether public servants have the requisite ethos, behaviour and motivation to successfully deliver on the sustainable development (SD) agenda
- Provides commentary on what will contribute to a better ethos, positive culture and morale among public servants for SD
- Argues that nurturing and motivating public servants is integral to delivery and success

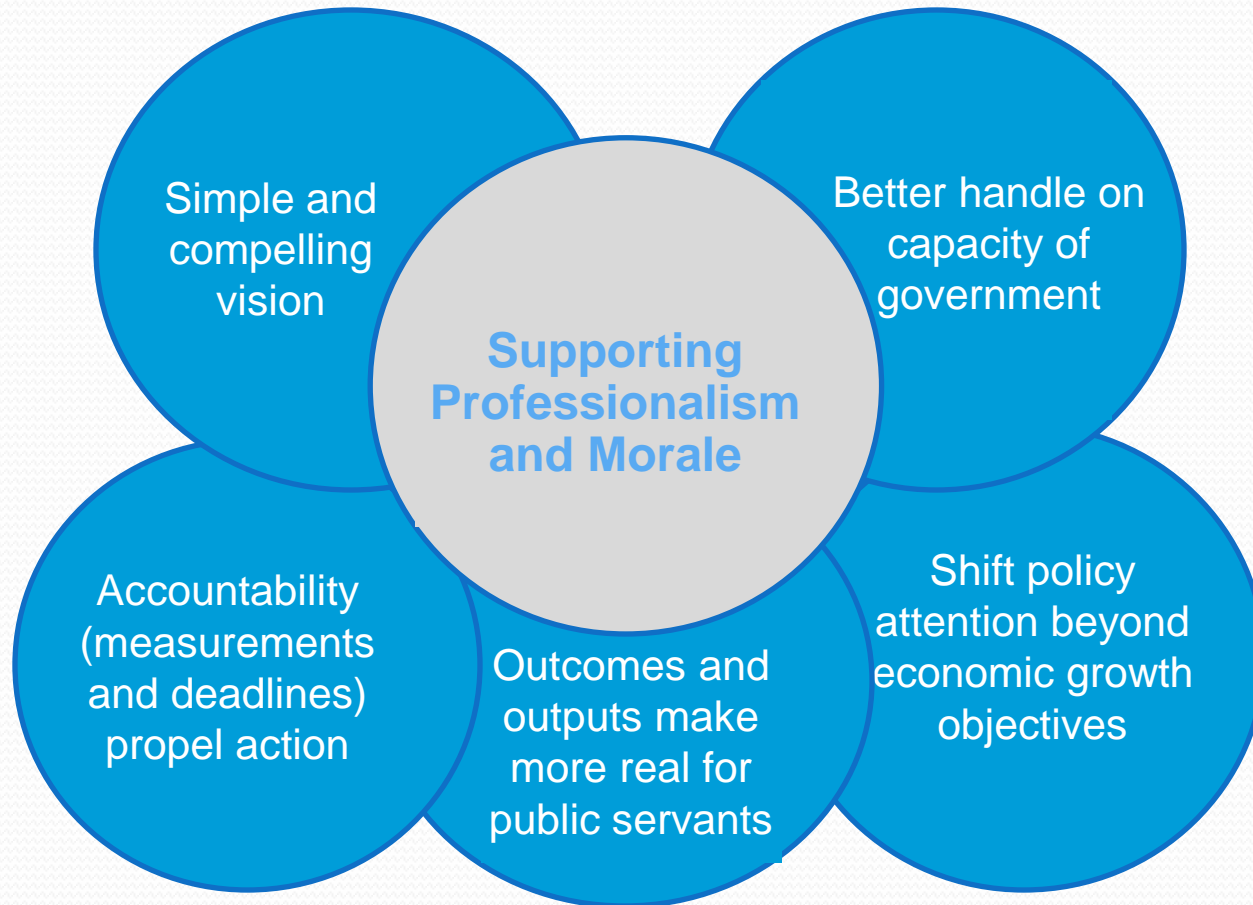
# CONTEXT AND IMPACT ON PS AND PUBLIC SERVANTS



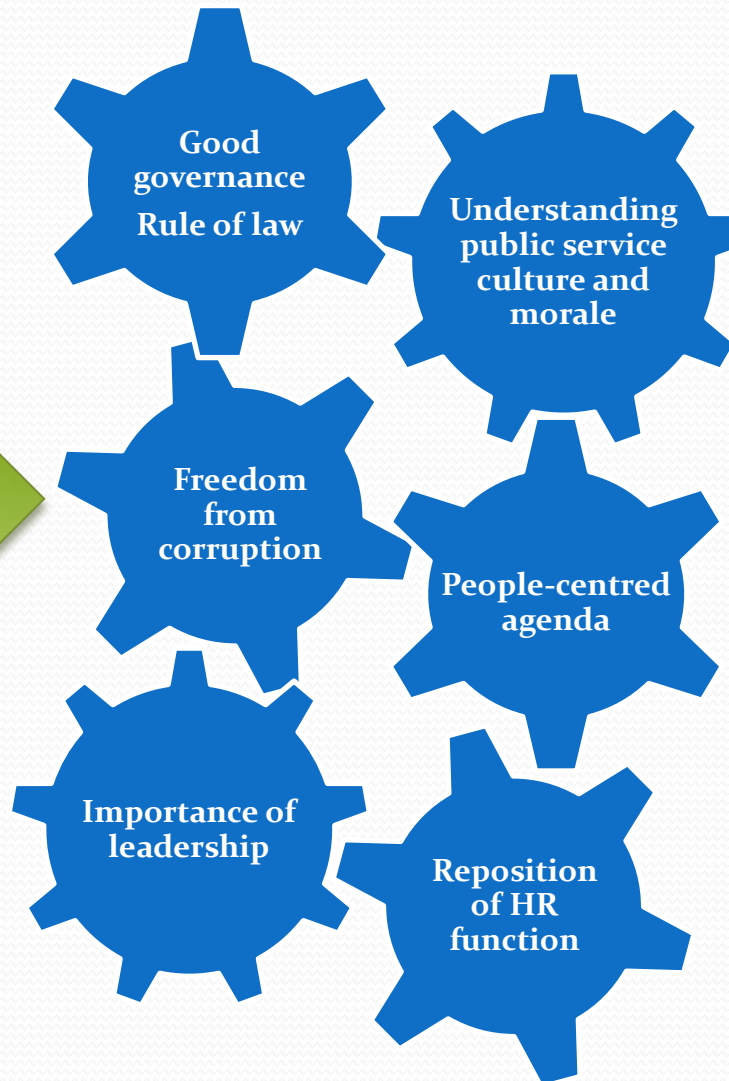
# LESSONS DRAWN FROM WAVES OF REFORM TO SUPPORT MORALE



# LESSONS DRAWN FROM GOALS TO SUPPORT MORALE



# PROFESSIONAL PS AND PUBLIC SERVANT MINDSET



- Demonstrated good governance: strong political leadership, accountability and transparency
- Good rules without genuine leadership and professional public servants are no good
- High levels of corruption = low public confidence
- Focus on culture and not just hardware
- Personality of the organisation with sound values, beliefs and practises
- Culture must encourage highest levels of employee creativity and productivity
- Values based with people at the centre
- Public servants must be engaged and feel part of the society

# CONCLUDING REMARKS

- Limited focus on organisational culture of PS and its institutions has contributed to failures of reform
- Not sufficient attention is paid on creating an enabling working environment that inspires, engages and motivates public servants to deliver on the vision
- At heart of the argument is whether leadership and public servants understand the culture of their PS, and how to embed values/drive performance
- Bedrock behind re-orientation of the PS must be a values-based leadership culture, creating the right environment to get the best out of public servants
- Professionalise the PS and embedding public sector management within local and organisational cultural values
- This orientation will require the human resources function to facilitate the employee agenda in the PS
- Demonstrated good governance must put citizens at the centre to regain public trust
- Understanding what goes on in an organisation is critical in determining what goes on in an institution and how to improve it

**THANK YOU**