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INTRODUCTION

- Democracy/delivery paradox in SA – challenges reflect transition from apartheid delivery system to one that promises inclusion, democracy and development.
- Delivery as the provision of public goods – in SA also linked to redistribution and development.
- Focus on access (inclusion in a narrow sense) gives primacy to having and improvements focus on the technical process of providing.
- Need to shift the (often entrenched and unnoticed) established routines, systems and practices that contain delivery processes and pattern outcomes.

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# Improving Delivery: Three Approaches

<table>
<thead>
<tr>
<th>Approach</th>
<th>Reconstruction</th>
<th>Delivery</th>
<th>Development</th>
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</thead>
<tbody>
<tr>
<td>Improvement strategy:</td>
<td>Expanded access and universal delivery - the state provides.</td>
<td>Modernisation of delivery – the state strategizes and manages.</td>
<td>Ensure social protection and growth – the state intervenes.</td>
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<tr>
<td>Citizens as:</td>
<td>Recipients of services.</td>
<td>Customers or clients.</td>
<td>Partners and participants.</td>
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CONCLUSIONS:

- Need to deal with policy development and implementation; meeting democratic mandates and inequality.
- Improvement a political as well as a technical process (that must consider both established institutions and future requirements):
  - Build partnerships and understand priorities.
  - Puts basics in place.
  - Plan, act and review.
  - Be realistic about what can be done.
- Putting people first requires strong, ethical and capable institutional leadership to push boundaries.

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