



Facts and figures at your fingertips

HOUSING AND BASIC SERVICES

- n Nationwide, the percentage of households with no toilets or bucket toilets decreased from 12,6% in 2002 to 5,9% in 2010.
- n The percentage of households connected to mains electricity supply increased relatively consistently from 76,8% in 2002 to 82% in 2010.
- n 89,3% of South African households have access to piped water.
- n There has been continued growth since 2002 in the ownership of dwellings, from 53,1% in 2002 to 58,1% in 2010.

Source: *General Household Survey, 2010*

SOCIAL SECURITY

Social grants benefit approximately 28,4% of South Africans. Nationally, 44,6% of households receive at least one form of social grant.

Source: *General Household Survey, 2010*

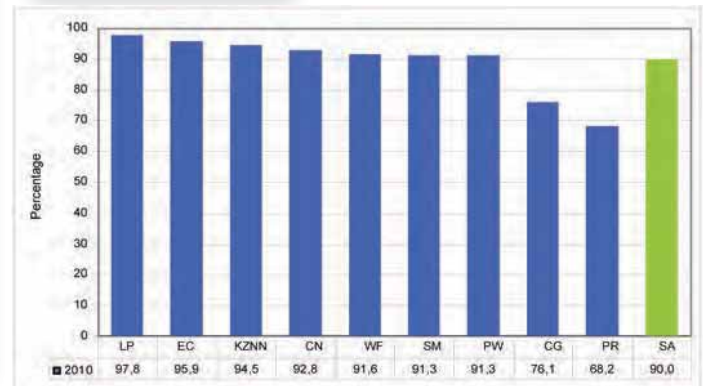
NATIONAL RURAL YOUTH SERVICE CORPS (NARYSC)



Eight thousand young people have been recruited to the NARYSC. Aged between 18 and 35 years, these young people will provide community service in their own rural communities. The NARYSC, launched in Dusseldorp in the Western Cape in May 2011, will focus on areas of development that are relevant to rural communities, such as construction and disaster management. The programme is aimed at creating work opportunities for at least 10 000 young people from poor rural areas.

Source: *Quarterly Labour Force Survey, 2011 (Quarter 1)*

EDUCATION



Food for thought:

The graph above shows the percentage of learners attending public schools and who benefited from the National School Nutrition Programme (NSNP) in 2010. Nine-tenths of learners attending public schools were reported to receive food at school. Learners in Limpopo (97,8%), Eastern Cape (95,9%) and KwaZulu-Natal (94,5%) benefited most from the NSNP.



Source: *General Household Survey, 2010*

Fast fact: The number of post-school learning opportunities will increase by a further 103 940 in 2010, bringing the total opportunities to be created in 2011 to 288 487. This is up by 56% compared to last year.

JOB CREATION

According to the *Quarterly Labour Force Survey, 2011 (Quarter 1)*, there was an overall increase of 42 000 jobs, with community and social services accounting for the biggest jobs gain (133 000), followed by trade (80 000) and manufacturing (48 000).

Source: *Quarterly Labour Force Survey, 2011 (Quarter 1)*

On Camera

Freedom Day

Freedom Day was celebrated on Wednesday, 27 April 2011, at the Union Buildings in Pretoria. Freedom Day is an annual celebration of South Africa's first non-racial democratic elections that took place on 27 April 1994. It is a day that represents peace, unity and the restoration of human dignity of all South Africans. In the spirit of building a South Africa that belongs to all, Freedom Day celebrations are intended to unite all South Africans in consolidating our country's democracy.

The evening of 27 April saw President Jacob Zuma bestowing 37 National Orders upon deserving citizens and members of the international community. The National Orders are the highest awards bestowed by the President of the Republic of South Africa upon people who have contributed meaningfully to making our country what it is today.



1. *Hélène Passtoors received the Order of the Companions of OR Tambo in Silver.*
2. *Sam Nzima received the Order of Ikhamanga in Bronze.*
3. *Tsietsi Mashinini received the Order of Luthuli in Bronze, posthumously. His brother Dee Mashinini accepted the Order.*
4. *Pieter Steyn received the Order of Mapungubwe in Silver.*



5. *The crowd outside the Union Buildings during the Freedom Day celebrations in Pretoria.*
6. *Viacheslav Shiryayev from Russia received the Order of the Companions of OR Tambo in Silver.*
7. *Nowongile Molo received the Order of Baobab in Bronze.*



Minister Malusi Gigaba **on youth activism,** service delivery and the Public Service

In Youth Month, Public Enterprises Minister, Malusi Gigaba, shares his views on nurturing young talent and taking the Public Service into the future.

Writer: Tyrone Seale

Photographer: Yolande Snyman

Public Enterprises Minister, Malusi Gigaba's, steep ascent to national leadership and influence is probably best illustrated by his response to being asked where he was on 16 June 1976.

Among a certain generation of South Africans, recalling 16 June 1976 often invokes a narrative ranging from political awakening or involvement, the adolescent excitement or danger of engaging the apartheid security apparatus or, more sombrely, the tragic personal or collective losses associated with the conflict of the past.

In the 39-year-old Minister Gigaba's case, the storyline involves the dirty tricks and "fowl" play of childhood in KwaZulu-Natal: "I was gravitating towards my fifth birthday (30 August). I must have been in Mthunzini, a little rural area outside Eshowe, living with my grandmother; playing with the chickens and getting dirty – oblivious to what was going on around the country."

With 16 June bringing the country to (yet another) crisis point two months before Malusi Knowledge Nkanyezi Gigaba's fifth birthday – including the international community stepping up pressure on the apartheid regime – the young Gigaba's political oblivion was destined to expire.

The journey to a life in politics started with trekking around Eshowe, Groutville, Stanger, Umkomaas, Dundee and other centres of the KZN hinterland as Minister Gigaba's father Jabulani – a cleric and part-time sugarcane farmer – and nursing mother, Nomthandazo, relocated to places where the young priest was posted.

Being on the move in his formative years grounded, rather than dislocated, Gigaba. "It taught us the value of family: my parents did everything and sacrificed everything for their children. When I look back in time at what pleasures they denied themselves to give us education, and to raise us, I hold them in awe."

Our parents were proud of the progress we made but they taught us humility; they taught us that in their own conduct.

The premium attached to education in the Gigaba household could not avert the teenage Malusi's involvement in class boycotts in the mid-1980s under the auspices of the Sibongile Youth Congress in Dundee.

By 1989, when he enrolled for an education degree at the University of Durban-Westville (UDW) – where he was to earn a Master's in Social Policy in 1994 – KZN was a bloodbath.

"We lived in a township that was in the grip of brutal violence; people dying; people being killed at night; houses being burned."

It was an existence he wishes will never be visited upon this country again, and much as the youth of today owe the youth of yesterday a major debt of gratitude for the transition to democracy, the former Deputy Minister of Home Affairs calls on young South Africans to set their sights on the future rather than dwell on the past.

He does not expect them to tread the path he trod: chairperson of the South African Students' Congress at UDW; provincial secretary of the ANC Youth League (ANCYL); chairperson of the ANCYL's Political Committee and National Economic Development Commission; Member of Parliament (1999 to 2001); and President of the ANCYL (1999 to 2001).

It's a lot of living and learning packed into four decades, but this young veteran says South African youth must find their own, unique way in this life and in this country's development.

He cites Oliver Tambo's 8 January 1987 Statement: "We must raise the calibre of leadership of our youth as well as their competencies in all fields: political, social and economic, in order to prepare them better for the tasks ahead in our revolution."

The youth shouldn't rehash our slogans to bring about the death of apartheid. They must design slogans to help them shape the future. They should carve out their own role and niche in today's – and tomorrow's – struggles.

Gigaba unpacks it this way: "I belong to a generation whose leadership capabilities were harnessed and steeled in the very crucible of the struggle, under difficult conditions.

"However, the challenges that face the youth today are different. The youth shouldn't try to live the life we lived. They can't be living in the past. The youth must try to live in the future. The generations of Mandela and Tambo lived in the future, in order to change things.

"The youth shouldn't rehash our slogans to bring about the death of apartheid. They must design slogans to help them shape the future. They should carve out their own role and niche in today's – and tomorrow's – struggles."

He likens intergenerational transitions to athletic relays where neither the baton-carrier nor the receiver come to a dead halt or take off from a cold start, respectively. Instead, the carrier slows down as the receiver slowly gains momentum, ensuring that momentum isn't lost.

"Today's youth need to develop slogans that help them to hand over the baton as they run towards the next generation, but for the youth to do that, we need to groom them."

This is particularly vital in the Public Service, says the man tasked politically with ensuring that the State's shareholdings in a range of key enterprises are financially sustainable and that the enterprises contribute to the broad objectives of the New Growth Path.

"My biggest criticism of the Public Service is that we don't groom the future leaders of the Public Service. There are few DGs today who joined as deputy directors or directors.

"We need to groom leadership capabilities and competencies of the youth in our Public Service, as they walk in as interns or fresh from varsity. We must provide them with the space to grow and imbue them with a desire to learn more to develop themselves.

"DGs should be ready-made in our departments; ready to take over and carry on because they know the job inside out, and have the experience and skill. If we did that, we'd have done the South African Public Service itself a great service.

"Let's imbue the youth with a love of education. If people think you join the Public Service to come to retire and rest, they need to know that there's in fact a lot of hard work here, a lot of commitment to be had, because our people deserve the best from us."

As one of the driving forces behind the Department of Home Affairs' turnaround strategy that entailed large-scale interventions to improve professionalism and root out criminality, Minister Gigaba has a detailed interest in ensuring that citizens get "the best from us".

It was particularly opportune that the *Public Sector Manager* interview took place a day after the 18 May local government elections, in the run-up to which Minister Gigaba and Cabinet colleagues were exposed to the

coalface of delivery – and, regrettably – non-delivery of services.

“There’s an absolute urgency to provide quality services to our people,” he says. “In fact, do we know what we mean when we say ‘our people’?”

“We have just come from a gruesome election canvassing process where we entered houses which aren’t different from shacks. We spoke to the poorest of the poor, including Indian families in Stanger, who are living in terrible, terrible poverty.

“(In another area) I visited someone who told me his house leaks every time there is rain, and that his electricity is often off for five hours a day.

“This person just needs electricity to cook and wants to use a basic, decent heater; nothing fancy. He can’t afford an electric blanket, for example.”

The canvassing tour left its mark on this campaigner. “A door-to-door campaign like this needs to be done with your heart, not as a normal business of canvassing for votes, so that you come out of that enriched – at least spiritually – by what you have seen, in order for you to understand what you have seen.”

He wishes the chief executives and chairs of state-owned enterprises had been on the road with him.

“I wish we could take them to see some of these communities we serve. The President’s injunction that we create jobs and develop skills needs to be taken up with vigour and energy and we should try to exceed the targets. Let’s try to do something out of the ordinary.”

But he believes the extraordinary has to follow the ordinary. That means getting the basics right first.

For public enterprises, this entails proving its relevance not just to the business community whose interests are concentrated around the country’s economic infrastructure, but to so-called ordinary South Africans as well.

We must be able to talk to ordinary people about how Transnet taking freight off the road and onto rail helps to spare our roads and helps with road repairs and maintenance, but we must also talk about how we serve business, which creates jobs and generates revenue that we can use to build schools and other amenities.

Reflecting on his Home Affairs tenure, Minister Gigaba recalls: “I said there that we are servants of the public; not the other way round.” Your job is to serve the public

and to serve them best, whoever they are – small or big, rich or poor, regardless of complexion or length of hair.”

In an age of rapid automation and technological interfaces replacing human faces, Minister Gigaba insists on the personal touch. “You can have the best IT system, but it’s not IT that serves the people.

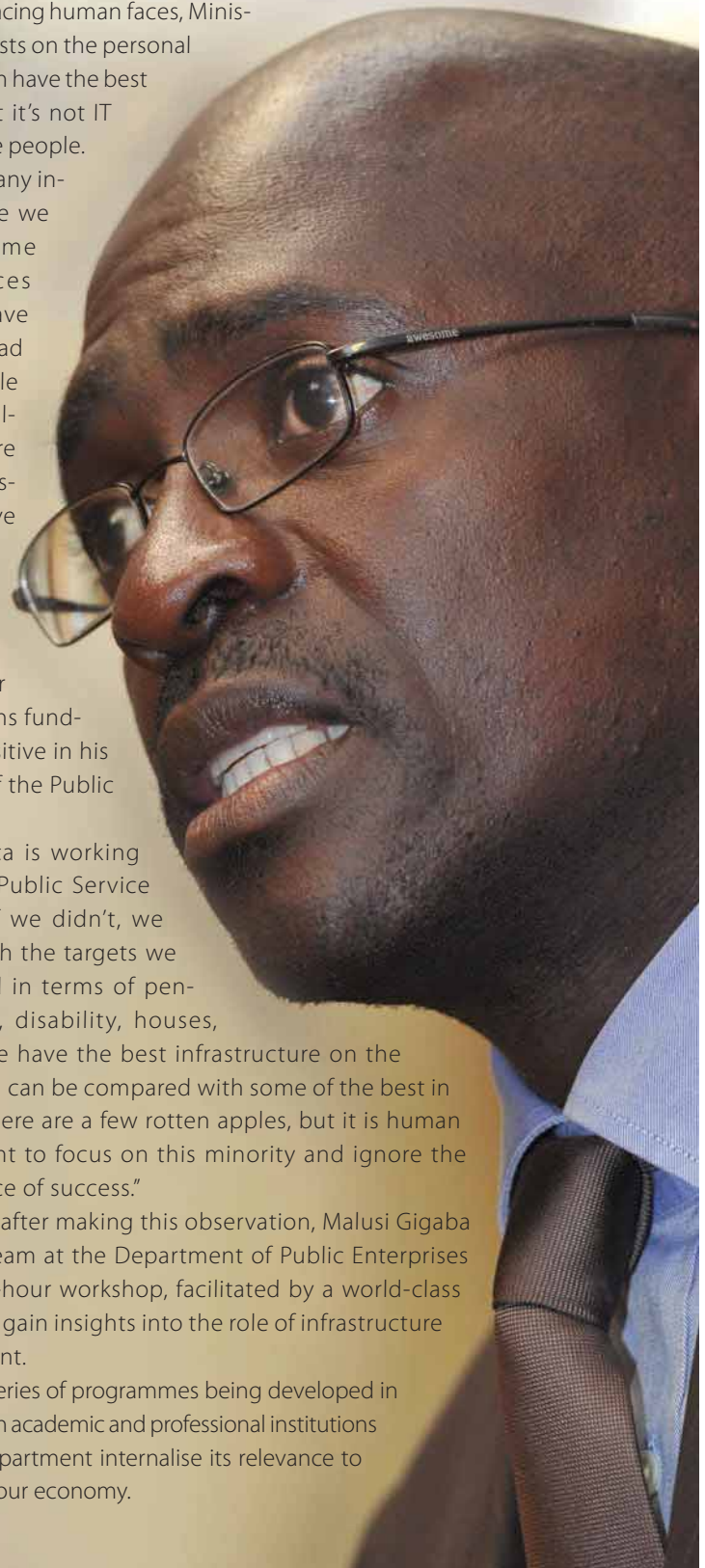
There were many instances where we went to Home Affairs offices that didn’t have IT, but they had the best people who did a million times more than any IT system could have done.”

Much as he demands improvement, Minister Gigaba remains fundamentally positive in his assessment of the Public Service.

“South Africa is working because the Public Service is working. If we didn’t, we wouldn’t reach the targets we have reached in terms of pensions, grants, disability, houses, and so on. We have the best infrastructure on the continent and can be compared with some of the best in the world. “There are a few rotten apples, but it is human nature to want to focus on this minority and ignore the preponderance of success.”

A few hours after making this observation, Malusi Gigaba and his top team at the Department of Public Enterprises started a five-hour workshop, facilitated by a world-class economist, to gain insights into the role of infrastructure in development.

It’s one in a series of programmes being developed in association with academic and professional institutions to help the department internalise its relevance to the growth of our economy.



Young and in charge

There aren't too many people who know that behind the grey walls that house the South African Bureau of Standards (SABS) is a young dynamic leader who is not only passionate about her country, but also about the industry that she's in. Chief Executive Officer of the SABS, Dr Bonakele "Boni" Mehlomakulu, talks to *Public Sector Manager* about the SABS and lets us in on who she is as a person.

Writer: Ongezwa Manyathi

The SABS, a public entity under the Department of Trade and Industry (dti), is responsible for, among other things, regulating the quality of South African goods and services and providing standards that enhance the competitiveness of South Africa. The standards it sets also provide a basis for consumer protection, health, safety and environmental issues. These standards originate largely from the dti's regulation of products and processes. In this regard, this agency plays a critical role in the well-being of South Africans as consumers. And yes, in so far as it prescribes compulsory specifications for locally manufactured products and those that we export, one cannot isolate it from our competitiveness as an economy.

The SABS also prescribes specifications for imported products so that they meet the minimum requirements as set out in the relevant South African National Standards. At a time when cheap (though not necessarily healthy and safe) imports have become an issue especially for developing markets like ours which are often seen as a "dumping ground" for poor-quality products, the importance of this particular role cannot be overemphasised.

The head office in Groenkloof, Pretoria, is a massive building

which at the time of this interview was being extended and nearing completion. Set in a beautifully landscaped garden, it houses a testing facility where products are tested for compliance, as well as a Design Institute. The latter promotes the benefits of design to foster the economic and technological development in South Africa. The institute focuses on design education, industry and information, and includes a number of award schemes and design publications.

Dr Mehlomakulu points out that the SABS also offers advice to a number of government departments and regulatory bodies about standards. "The SABS logo that you see on various products is a mark of quality that any consumer can use to make decisions on products. It means that they can rely on the quality of the product," she says.

The SABS has a massive mandate, talk to us about some of the challenges that you encounter, especially when it comes to quality assurance.

In the age of economic isolation, South Africa managed its

whole value chain. We then went into a space where we invited competition and there were obviously products that came into South Africa that were not South African products. The disadvantage here is that if a country does not have a good national standards body, it can open itself up to an influx of inferior products. This means that as a country we need a properly capacitated institution both in terms of people and equipment to deal with those kinds of issues. We are not a very innovative country and tend to rely on other countries to produce goods for us. This puts pressure on the SABS that has never been there before. If one looks at the last 10 years for instance, the number of diverse products that we've tested has tripled. One testing station cannot cater for the variety of the products that are in the market.

So, our biggest challenges are keeping up with the developing markets, keeping up with diverse products from all over the world with different requirements, and keeping up with the testing needs. Our other challenge is ensuring that small, medium and micro-enterprises and entrepreneurs are not kept out of the market by big industries using standards. We have 90 different testing environments – tests for different sectors. We test everything from pipes to leather to food. Each environment is diverse and cannot be tested the same way because the conditions are different. Each product is guided by its different standards.

So, what is the difference between a product that has been to one of your labs and one that hasn't?

When consumers see a product with the SABS logo on it, they must know that the SABS says this product is safe, it performs within the set specifications, and that we as an organisation have gone to look at the company's production methods. South Africans should be insisting on products that carry the SABS logo because they can be sure that that product has been tested within South African conditions and for safety. If the product is not satisfactory and it carries the SABS mark, we have an obligation to you as a consumer to go and investigate what went wrong. We do audits every six months and also do spot checks on companies, because it's about credibility and protecting our brand as well. Consumers must also monitor the use of the mark and they must tell us when it's misused.

If I have a new product that I'd like to introduce into the market, how do I get it SABS-approved?

If your product falls in the category of products that have existing standard/s and it complies then it's easy. We take that product and test it against the existing standard and we can give you a report. If it is a totally new product, then we would need to

develop a standard for it. Such a process is not a one-day or week or month process but rather a consensus-based process that is driven by industry. Players in the industry will obviously not want to take part in developing standards for a product that will directly compete with their product. As the SABS, we need to be innovative around that space and find ways to allow entrepreneurs who are bringing new products into the market to get standards developed. I will admit that this is still a challenge for us.

How do you award people in your industry?

We have awards around October every year for people who are able to use standards to improve their businesses. Secondly, for the last 40 years, the SABS has been hosting the Design Institute of South Africa – an area that I'm very passionate about. I come from the innovation space and I believe that innovation is crucial to the growth of our country. You know, we have debates about creating new industries, job creation and so on but I think we miss the building blocks that are necessary for those programmes to work sustainably.

The ability of a country to design new products is key to that country developing new industries. But somehow, we don't have that factored in anywhere. At the SABS, we have this institute which we manage on behalf of the country but it's not known or supported. So, I've taken it upon myself to develop a strategy that links design to the manufacturing industry goals that we have for the country. It's something that I want us to do during my tenure.

Tell us a bit about your academic and career background

I studied Science at the University of Natal. My studies were mostly funded by Sasol and I went to work for them. I stayed at Sasol for seven years and during that time I was also doing my PhD in Chemical Engineering. Before taking up this position, I was in government for six years.

Did you have any mentors earlier in your career or do you have any role models?

I had an amazing experience at Sasol. The person who was responsible for me as a student at Sasol was an Afrikaner man. I guess I was very enthusiastic about my work and he took an interest in my career. He was the person who opened doors for me, who fought for me, who guided me, sat me down and gave me honest feedback. I don't know why he did it, but I'm grateful he did. I think we need more people like him to take an interest in young people's careers. It should be factored into every manager's Performance Agreement because I think we get so caught up with our own responsibilities that we miss that.

As a young black woman, I look up to Dr Mamphela Ramphele because I try to think of the time when she was growing up and I wonder how she managed to stand up as a woman and be



counted during her time. I also admire people who are able to strike a balance between family and work. I also admire our icon Nelson Mandela. What he did for this country humbles me all the time. The challenges that I face in the organisation and as a manager do not compare to the challenges he faced during his time. I sit here as a young black woman, absolutely grateful for the South Africa that we have today. I wake up knowing that I have an opportunity to make a difference and it comes from just looking at what other people had to sacrifice for me to be sitting where I'm sitting today.

Speaking of mentoring in the workplace, are there any plans for a mentoring programme for the SABS?

When I moved from Sasol to government, I was a very technical person – very capable, very qualified but I had never managed people in my life. I got to the Department of Science and Technology (DST) and suddenly had a team and a budget to manage! The DST did something very innovative in that all new managers were given mentors to shadow for a period of six months. I benefited so much from that experience. Young people need that. We need that guidance, and somebody to say: "Actually I think you're struggling in this area, so let's see what we can do to address it". That's something that we've started to do here at the SABS.

What do you think are some of the challenges facing young leaders today, especially in the public sector?

I think it's lack of exposure and guidance. People don't have the confidence to implement. We struggle in this country in general with implementation and that I believe has to do with lack of

confidence. We have very capable and qualified leaders in the public sector, but they struggle with execution due to fear of failure and being judged. I think we should allow people to fail a bit. Let us be open to learn new things, correct where we go wrong and move forward.

Please share your thoughts on June 16. How different do you think a youth from 1976 was to a young person today?

I was three around that time but I've watched documentaries about June 16. One can't help but connect with the youth of that time and the frustrations that they had. I look at the struggles that we have today and I can see a little of that bubbling up around a different agenda that is not necessarily political. Young people today are faced with the struggle of financial freedom. They want access to education, jobs and a licence to a better life. The opportunities are there, but I don't think that they are trickling down to those who need them the most. We need to work harder to make opportunities available to young people. If I had the means, I would build technical high schools in all nine provinces – especially in rural areas where children will be required to learn Maths and Science.

What would you like our readers to know about the SABS?

I think that the SABS can play a major role when it comes to standardisation. We can also do so much more to develop new industries and even create jobs. I would also like South Africans to use the SABS a bit more – we have incredible testing infrastructure here, people must use it.

This and that

- 2 **Briefly tell us about your family ...** I'm married with two children aged nine and four.
- 2 **The one thing that most people don't know about me is ...** That I'm a really good cook!
- 2 **Five people I'd invite over to my house for dinner are ...** Nelson Mandela, Dr Mamphele Ramphela, President Jacob Zuma, Oprah and a child from the poorest community/village for that child to see what is possible. I wouldn't be where I am today if I had not seen what is possible.
- 2 **In my leisure time I like to ...** Spend time with my family – my kids especially. They've humbled me and made me a better person. I also love reading.

Trail

Name: Teboho Sejane

Designation: Business Strategist,
National Youth Development
Agency (NYDA)



Qualifications: BA Honours, Wits University; Intergovernmental Relations Certificate, Regenesys School of Government; African Business Leadership Programme, Wits Business School

My job entails ... Managing the corporate strategy development process and driving the process of developing key performance areas (KPIs) for the organisation. This extends to monitoring the performance of different divisions of the organisation against the KPIs. It also requires establishing strategic relationships/partnerships with business to create opportunities for the youth graduating from NYDA programmes. I also develop and write up the Funding Bid of the NYDA by government to support youth development in South Africa.

I am responsible for engaging with strategic partners on an ongoing basis, especially the line Ministry and The Presidency. My role also requires that I engage with the Parliamentary Portfolio Committee on Women, Children and Persons with Disabilities by supporting the Chief Executive Officer (CEO) as he tables the Corporate Strategy and performance reports to the committee in Parliament.

I also act as adviser to the CEO on corporate strategic issues, such as compliance with governance processes and strategic positioning of the NYDA on an ongoing basis through designing new programmes and interventions aimed at advancing the livelihood of youth in South Africa.

My greatest strength is ... My ability to work with a diverse group of people. Therein is the key to creating something spectacular out of what seems chaotic and disorganised.

The best advice I ever received is ... "You are the only you there is".

My motivation comes from ... My LOVE for self and others. It propels me to do more, to try again and to never give up! It keeps me passionate even when everything seems to be going awry.

The most important lesson I've learnt during my career is ... No matter how intelligent, driven and genius you are, you cannot do it alone.

Right now I'm reading ... *The Sound that Changed Everything* by Stephen Everett. I'm reading the book for the second time. I'm challenged by the boldness and the candour through which the writer describes the role of the Church in this season, and what has gone wrong in the Church.

To unwind, I ... read, write and spend time with my loved ones. I love to go to the theatre, I'm into live shows big time!

What most people don't know about me is ... I get the best advice from my seven-year-old daughter, Neelo. Her most recent advice was: "Mummy, go on TV and teach people how to make delicious food". I'm considering heeding her advice.

I'm proudly South African because ... We are a simple people but a passionate people. There's such a great future and destiny ahead of us. We are often surprised even by our own achievements, and the challenges that we overcome. Something about South Africa cries out "GREATNESS"; great things are waiting to happen in the world through this nation. There is such a sense of hope and expectation regardless of the challenges that we face daily.

blazers

Name: Kabelo Mahobye

Designation: Financial Analyst, Council for Medical Schemes

Qualifications: MB Com (Financial Accounting), University of Pretoria; Diploma: Financial Services, Institute of Bankers; Master of Business Administration, University of South Africa

My job entails ... Protecting the interests of beneficiaries of medical schemes and the public by auditing the conduct of medical schemes and monitoring their financial performance. This involves critical analysis and interpretation of financial statements, ensuring compliance with the Medical Schemes Act and good governance practices of medical schemes by the Board of Trustees.

My greatest strength is ... Being able to pay attention to detail and see the bigger picture. The fundamental quality in every aspect of my life is doing little things correctly, all the time, every time, so that each action produces a quality outcome. I strongly believe that when every detail is lovingly attended to, and each step in the process is given complete and careful attention, the end result inevitably will be of the highest quality. Consistent attention to the small details produces excellence; that's why we must all sweat the small stuff.

The best advice I ever received is ...

If the world puts you on a road you do not like, if you look ahead and do not want that destination which is being offered and you look behind and you do not want to return to your place of departure, step off the road and build yourself a new path.

My motivation comes from ... A feeling of growing as an individual and becoming a more competent, more efficient and better person. Also, assisting people who cannot help themselves and making a difference to society.

The highlights of my career to date are ... Working for the South African Reserve Bank in the Bank Supervision Department whose role is to promote the soundness of the domestic banking system through the effective and efficient application of international regulatory and supervisory standards and best practice. I had the honour of working under the strong leadership of the former Registrar of Banks, Christo Wiese. Academically, I successfully completed my MBA Degree.

The number one thing I would like to accomplish while I'm in the Public Service is ... To complete my DBA and use the skills and knowledge acquired to add value to the proposed National Health Insurance by assisting medical aid members who were not getting value for their money.

The most important lesson I've learnt in my career is ... No one is more interested in your future than you. Real freedom is having choices!

Right now I am reading ... *Thabo Mbeki: The Dream Deferred* by Mark Gevisser, *Your Best Life Now* by Joel Osteen and *Dreams from my Father* by Barack Obama.

To unwind I ... Play squash, chess and golf, and listen to contemporary jazz music.

What most people don't know about me is ... That I am a risk-averse person. I would rather put my money into a bank account with a low but guaranteed return, than invest in shares that may have high returns but also a chance of becoming worthless.

I am proudly South African because ... South Africa bubbles with wonderful, culturally diverse people. South Africa has a beautiful landscape, abundant wildlife and a breathtaking coastline and these are the reasons why our country touches people's hearts in a special way, whether you live here or are visiting on holiday. I love South Africa because our country has been blessed with great political icons who brought about a democratic society and lots of business opportunities for all.

Moving up the ladder

Virginia Lenore Petersen

Chief Executive Officer (CEO), South African Social Security Agency (Sassa)

With more than 25 years' management experience and 10 years in the social security sector, recently appointed CEO, Virginia Petersen, is in good stead to take the helm of Sassa.

Petersen previously held the post of Deputy Director-General (DDG): Independent Tribunal for Social Assistance Appeals in the Department of Social Development.

Her qualifications include a Diploma in Social Work, a Higher Diploma in Social Work and a Master's Degree in Social Science (Clinical Social Work) from the University of Cape Town (UCT). She is currently enrolled at UCT for a Doctoral Thesis in Social Science.

In her current position, she is responsible for ensuring the effective management, administration and payment of social security grants. She will also provide strategic direction and leadership to ensure continuous improvement of the social grants service-delivery system. Reporting directly to the Minister of Social Development, she is the Accounting Officer for Sassa in terms of the Public Sector Management Act, 1994.



Lungisa Fuzile

Director-General, National Treasury

Lungisa Fuzile has risen through the ranks in National Treasury, having held several posts there since 1999 – firstly as Director: Budget Analysis and later Policy, then Chief Director: Intergovernmental Policy and Planning and then DDG: Assets and Liability Management. In this latter portfolio he was, among other things, responsible for cash management, the financing of the deficit and financial oversight over state-owned entities.

Fuzile holds a Bachelor of Commerce Degree, a Higher Diploma in Education, Bachelor of Commerce (Economics) and a Master's of Commerce (Economics) from the University of Natal, Pietermaritzburg.

In his role as DG of National Treasury, he is required to produce a sound and sustainable national budget, manage government's financial assets and liabilities and provide strategic support to the Minister and Deputy Minister on National Treasury matters and policies.



Johannes Hendrik De Beer

Deputy Director-General: Economic Statistics, Statistics South Africa

Johannes De Beer has extensive experience and has held various executive management positions over the years. He was previously the Executive Manager: Economic Analysis Research at Statistics South Africa.

His qualifications include a Bachelor of Commerce (Economics) Degree and a Bachelor of Commerce (Honours) with majors in Economics and Business Economics from the University of Pretoria.

In his new position, he will be required to direct the production of economic statistics and build comprehensive capability for the production of national accounts. He will also ensure the continuous improvement of products through the use of system quality management principles.



Moving up the ladder

Mavis Mapheto

Deputy Director: Finance, Department of International Relations and Cooperation

Mavis Mapheto holds a National Diploma in Internal Auditing from Tshwane University of Technology and a B-Tech Degree in Internal Auditing.

She also holds a Certificate in Pastel Accounting from Rosebank College. She is currently registered for the Chartered Institute of Management Accountants, London, United Kingdom Diploma (operational level).

Mapheto joined the then Department of Foreign Affairs in 2005 as Accounting Clerk in Financial Management. She was promoted to State Accountant: Cash Flow Management and later to Assistant Director: Budget Management.

As Deputy Director: Finance, she is responsible for consolidating the department's budget process in line with the Medium Term Expenditure Framework, Estimates of National Expenditure and Adjusted Estimates of National Expenditure guidelines issued by National Treasury.

She also monitors foreign exchange rate exposure, expenditure monitoring and reporting for Head Office and South African missions abroad.



Piwe Motshegoa

Director: Marketing, Advertising and Media Buying, Government Communication and Information System (GCIS)

Piwe Motshegoa boasts a colourful career in the sales and marketing industry. Motshegoa, who holds a Marketing Diploma from the IMM Graduate School of Marketing, has held senior positions at the South African Broadcasting Corporation and Oracle Airtime Sales, to mention a few.

In her new position at GCIS, she heads up a unit that provides marketing and advertising expertise to government communication programmes both for GCIS and other government departments. The directorate is also responsible for bulk media-buying on behalf of government; managing a panel of communication specialists for the outsourcing of advertising, public relations, event management and production; and managing the corporate identity of government.



Gerald Ntshane

Deputy Director: Human Resources, Department of Environmental Affairs

Working with people and identifying suitable talent has been the core of Gerald Ntshane's career in the Public Service. Ntshane has dabbled in many human resource management posts for various departments, including at the Department of Water Affairs and Forestry as Senior Personnel Practitioner Grade III, and at the Department of Communications as Senior Personnel Practitioner in 2006.

Ntshane holds a National Diploma and a B-Tech Degree in Public Management from Tshwane University of Technology. He majored in Public Management and Economics.

He joined the then Department of Environmental Affairs and Tourism as Assistant Director: Human Capital Planning and Recruitment in 2009 and now holds the post of Deputy Director: Human Resources at the Department of Environmental Affairs.



Energetic and committed to delivery – an inspiration for all managers



Photos: Unisa Photographic Unit

One is yet to meet an economist with two hands, goes the cliché. However, when one meets macro-economic economist Setepane Mohale of the Department of Economic Development, one gets the sense that indeed anything is possible, writes **Mbulelo Baloyi.**

Describing her as petite and vivacious is true, yet an under-statement. Mohale exudes unparalleled confidence for a young African female economist who finds herself in a male-dominated, characteristically pale profession.

Mohale's bubbly and engaging personality attests to her friendly, outgoing and positive upbeat energy and generally fun outlook on life.

Her sprightly outlook is a testimony of the sense of urgency she and her colleagues in the newly-created Economic Development Department put premium on in the pursuit of the department's chief mandate – job creation. At a recent Government Communicators' Forum (GCF) meeting held at Midrand's Gallagher Convention Centre, Mohale had the gathered government communicators agog as she unpacked government's blueprint for job creation, the New Growth Path (NGP), during a lively presentation.

The presentation was peppered with economic acronyms such as "Brics" – a reference to Brazil, Russia, India, China and South Africa and "Pigs" for Portugal, Ireland, Greece and Spain. This drew giggles from the communicators as they followed Mohale's simple yet articulate description of the NGP attentively.

The Limpopo-born Mohale joined the Department of Economic Development in October 2009 as Director: Macro-Economic Policy.

She is an economist and policy analyst. She has a background in international relations and economics. Mohale has worked in policy development and analysis as well as infrastructure and development project assessment and finance.

Prior to that, she dabbled as a researcher and worked as a development economist for various think tanks and research institutes. She also had a stint with an estate agency before taking a job with the development finance institution, the Development Bank of Southern Africa (DBSA).

"My background has always been in development economics. So, when the new department (of Economic Development) was set up, it was natural that I would want to be part of this epoch-making exercise," says Mohale.

She adds that it has been a seamless transition from working for a parastatal like the DBSA to join a fledgling government department.

"At the department there is a commitment to innovate, to empower. One is given that space to explore further without being confined to what your designation demands of you," says Mohale.

She says the new Department of Economic Development is not that compliance-driven and this has helped her to stretch herself beyond her current position as Director: Macro-Economic Policy.

"That is the benefit of working here. It is about the ethos that one has to espouse. Like any other government department, it has got its own challenges but it is very refreshing to note how we try to overcome such challenges and in the process we become more efficient in the manner that we do things."

She says there is a mistaken assumption that efficiency and competence are the preserve of the private sector but in her working experience she has witnessed the opposite in the often-cited quintessence of excellence that is the private sector.

Despite her relative short time in the fledgling department, Mohale has become a sought-after expert on the Government's economic growth path.

She has graced different academic, trade and investment forums as well as symposiums, doing presentations on the NGP. In some instances, she has stood in for her political principal, the Minister of Economic Development, Mr Ebrahim Patel.

That Mohale can represent the Minister in his absence is a crystal clear demonstration of the confidence the latter has in her and her grasp of complex subjects such as macro-economics and industrial policy.

However, such accolades for Mohale are neither here nor there as she takes it as "all in a day's work".

"Look, it is not about me as Setepane; we are operating in a new global environment that poses certain challenges.

At the same time, this environment creates opportunities and with our economic growth path, we certainly have to lap on these opportunities and explore how we can extract the maximum when creating jobs for our people," says Mohale.

When asked about the qualities a woman needs to be successful in the public sector, Mohale says it could be the same as that of males.

However, argues Mohale, a female manager in the public sector has to have the ability to absorb a wide range of information. She must have the ability to troubleshoot, the ability to formulate a team and deploy resources to get the work done.

"You must develop an ability to work in a team environment. As a woman leader in the public sector, you can't be the only orchestra. You have to learn to work in multi-departmental and interdepartmental teams."

Mohale says among the challenges faced by women in the public sector are the fragmentation of resources and working in silos.

"The empowerment of women is an imperative. We have to properly use our human resources and harness them for the betterment of women.

Women are a marginalised group, so we have to widen the pool of resourceful women so that we can widen the domestic demand for women in management positions in the public

sector," she says.

Practically speaking, she adds, most government departments do not ostensibly discriminate against women.

"Discrimination can be indirect in the form of inflexible working conditions like no flexitime. Therefore, I see opportunities for women managers in the public sector to encourage networking so that we can mentor those who are coming after us and create a nurturing system so that there can be a continuous pool from which the employer can draw."

Sharing her thoughts on a senior women's forum in the public sector, Mohale says the key for such a structure to be successful will be how it could pull similar organisations together instead of it being a stand-alone structure.

The empowerment of women is an imperative. We have to properly use our human resources and harness them for the betterment of women. Women are a marginalised group, so we have to widen the pool of resourceful women so that we can widen the domestic demand for women in management positions in the public sector.

Mohale also bemoans the lack of document and knowledge management in the public sector as this has led to losing institutional memory when a senior public service official leaves employ and retire.

“Anecdotally speaking, there is no system in place which literally means there is no transfer of institutional memory. To chronicle the contributions of women in the public sector, we need to find a way to conduct our research work, and we have to ensure that our performance, monitoring and evaluation tools are in place.”

Mohale says women managers in the public sector often have a greater challenge getting recognition.

“You need an extra ounce of resilience if you are a woman and as it is well known that black women suffer triple oppression as black people – as women and as workers – so it is a given that you will need three ounces of resilience. A change in culture has to take place.”

She said the recognition of female talent in the public sector is not that overt. Among the impediments that one continues to find, adds Mohale, is a system of old networks of male managers in the form of “old boys’ clubs”.

“During this transition period, you have to be ready for the conditions of transition. You must have energy, a new perspective and plan on how things are to be done. One sees it every day when people try to pigeon-hole you as a woman manager in the public sector that you should not be in the economics field but rather in some less scientific cutting-edge occupation. There are still some remnants of those patriarchal stereotypes.”

She says a lot has been done by many women to break down the proverbial glass ceiling in terms of personal development and career growth.

“You still have to ride a thin line between your natural instincts as a woman and professional skills. My understanding of the revolution against apartheid is that we should be taking the next step of turning the wheel. We have to ask ourselves what needs to be done and that is job creation, and open and accessible opportunities to economic emancipation.”



When asked what she would like to accomplish while in the public sector, Mohale says it would be setting up or contributing to new integrated well-run public service machinery working interdepartmentally with a clear focus on real economic transformation that is sustainable.

“For this to happen, we have to break the silos and also have clear responsibilities; there has to be interconnectivity and good communication among departments, focus and a sense of urgency. We have to bring more young economists into the public sector. There is a lot of room for young South Africans to be involved in economic development.”

Mohale adds that she would encourage more young black economists to apply and join the department. This is attainable and she believes many would-be economists are too mystified about the profession and that she has a duty to dispel the notion that economics as a profession is solely for the bright sparks.

She counts among her role models her great-grandmother, grandmother and mother. She says it was an amalgamation of people who taught her early in life to have determination to take control of her life and shape her own destiny. In between her busy working life, Mohale always finds balance to spend quality time with her two boys and, only typical of a go-getter like her, to check on their school work.

I see opportunities as women managers in the public sector to encourage networking so that we could mentor those who are coming after us and create a nurturing system so that there could be a continuous pool from which the employer can draw.

Everyone needs a break, so what's the deal?

Part 1 on leave in the Public Service

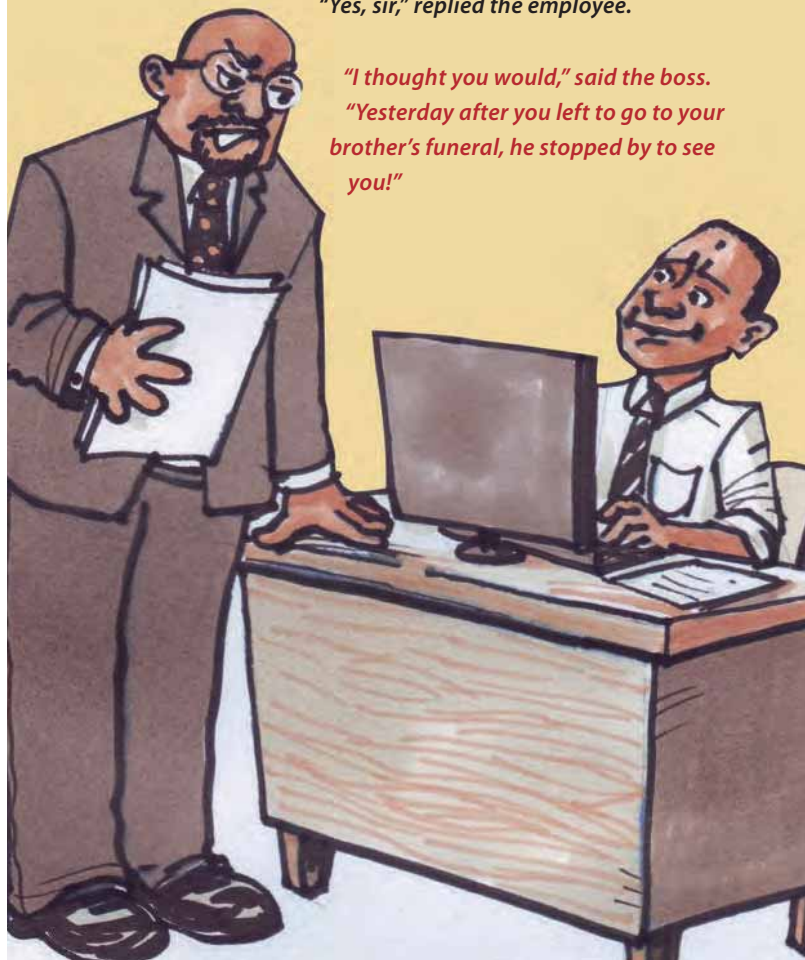
Working hours are never long enough. Each day is a holiday, and ordinary holidays are gruded as enforced interruptions in an absorbing vocation.
– Sir Winston Churchill

Life after death

A boss asked one of his employees, "Do you believe in life after death?"

"Yes, sir," replied the employee.

*"I thought you would," said the boss.
"Yesterday after you left to go to your
brother's funeral, he stopped by to see
you!"*



All of us may not agree with these words by Sir Winston Churchill, who had a passion for his life's work as an historian, writer, orator, politician and statesman. We may rather agree with the opinion of an unknown wise man, who remarked, "Vacation used to be a luxury, however, in today's world, it has become a necessity".

A vacation is what you take when you can no longer take what you've been taking. – Earl Wilson

Even those among us who are workaholics need a break from work at least once a year. As a public servant, it is therefore important that you familiarise yourself with the leave dispensation in the Public Service so that you can make full use of your conditions of employment.

Getting a minimum of 21 days' leave is part of South Africa's Basic Conditions of Employment legislation.

In the Public Service, leave needs to comply with the legal requirements entrenched in the Basic Conditions of Employment Act, 1997. It must also:

- n promote the health and safety of employees
- n allow the employee to recuperate from illness/injuries
- n accommodate the employee's family, professional, civic and personal needs.

What types of leave can I get?

- n Annual Leave
- n Normal Sick Leave
- n Temporary Incapacity Leave
- n Leave for Occupational Injuries and Diseases
- n Maternity Leave
- n Family Responsibility Leave
- n Adoption Leave
- n Special Leave
 - n Leave for Office Bearers/Shop Stewards
 - n Unpaid Leave.

ANNUAL LEAVE

If an employee has less than 10 years' service, he/she is eligible for 22 days working days' annual leave in a leave cycle. If an employee has 10 or more years of service, he or she is eligible for 26 days working days' annual leave in a leave cycle. If an employee is appointed in the course of a leave cycle, he or she will be eligible for a pro rata annual leave entitlement only. The employee is required to take a continuous period of annual leave for a period of at least 10 working days in a leave cycle.

A vacation should be just long enough that your boss misses you, and not long enough for him to discover how well he can get along without you.

– Anonymous

The leave cycle is a 12-month period and commences on 1 January of each year. At the end of this 12-month period, an employee has a further six months to utilise any unused annual leave days for the previous leave cycle. In other words, employees have 18 months within which they can utilise their annual leave. Any unused leave days available by the end of the grace period are forfeited.

An employee may not stay away from work unless he /she has applied for annual leave and has been advised by his or her supervisor that the application has been approved, unless exceptional circumstances exist. For this purpose, the official leave application form, i.e. the Z1(a) form, must be completed and signed.

A good vacation is over when you begin to yearn for your work. – Morris Fishbein

Unused annual leave is paid out in the event where an employee terminates his/her services or if the application for annual leave was declined due to operational requirements, and could not be rescheduled in the course of the leave cycle. For this purpose, at the end of the 18-month period, a written request, supported by written proof of refusal of the annual leave, and that it could not be rescheduled, by the Head of Department or delegated authority must be submitted.

NORMAL SICK LEAVE

An employee is entitled to 36 working days' paid normal sick leave in a sick leave cycle. A sick leave cycle is a 36-month period. The current sick leave cycle commenced with effect from 1 January 2010. Unused normal sick leave lapses at the end of the sick leave cycle.

Should an emergency arise or if the employee is overcome with a sudden illness or injury, he/she must notify his/her supervisor immediately telephonically or through a relative, friend or colleague.

An application for normal sick leave must be submitted within five working days after the first day of absence, either personally

or through a relative, friend or colleague.

If an employee is absent for three or more working days, he/she must submit a medical certificate. A medical certificate may be requested, irrespective of the number of days off, if a trend has been established in the use of off days. A medical certificate will also be required regardless of the duration of the absence, if an employee has taken sick leave on more than two occasions during an eight-week period.

**** Read more in the next edition.***

You have to go to school!

A mother repeatedly called upstairs for her son to get up, get dressed and get ready for school. It was a familiar routine, especially at exam time.

"I feel sick", said the voice from the bedroom.

"You are not sick. Get up and get ready", called the mother, walking up the stairs and hovering outside the bedroom door.

"I hate school and I'm not going", said the voice from the bedroom. Nobody likes me, and I've got no friends. We have too many tests and too much work. It's all just pointless, and I'm not going to school ever again."

"I'm sorry, but you are going to school", said the mother through the door. "We are all tested in many ways throughout our lives, so all of this experience at school is useful for life in general. Besides, you have to go to school – you're the headmaster!"



It should be a
“productive”
 instead of



Writer: Dumisani Hlophe



**“service-
 delivery”**
 public sector

South Africa needs to adopt a conceptual and practical shift that downplays the discourse of “service delivery” in favour of a “productive” public sector. This does not mean that the recent wave of “service-delivery” demonstrations are without foundation, but a recognition that such a discourse has both conceptual and practical weaknesses.

South Africa emerges from a liberation tradition, and is governed by a liberation movement. Thus, “service delivery” partly bears the dangers of liberation governors asserting that “we liberated you from apartheid, and now we will deliver unto you your socio-economic needs”. This historical-based claim to authority and legitimacy, rather than the productivity of the public sector, weighs much heavier on the needy citizenry. Thus, the dominant discourse in the current “service-delivery” demonstrations is: “what government promised us” and by extension “what we are entitled to”.

Here are two possible unintended complementary weaknesses of the “service-delivery” discourse: it is not too motivational on

the side of the governors and their civil service, and also brews a sense of entitlement on the side of the citizenry. The overall unintended consequence of all this may be complacency both within and outside the State.

Building a productive state and society

The challenge is to build a productive state and society, both conceptually and practically. That is, the Public Service must adopt a sense of being productive institutionally, individually and collectively. Service delivery and monitoring and evaluation are mere integral parts of what makes up a productive public sector. While the dominant public sector discourse in this country has been one of “service delivery”, this has been articulated virtually decontextualised from the overall performance of the State.

Consequently, many of the ill-termed “service-delivery” protests are actually a quest for a better quality of life. Rather than an appeal for running water and electricity, demonstrators are actually seeking economic opportunities. Those demonstrating

from the squatter camps and townships would rather have economic opportunities that will enable them to move out of such locations.

Similarly, the increasing discourse of monitoring and evaluation should not be articulated in isolation. It needs to be located within a bigger context of a productive public sector. Otherwise, it risks being limited to statistical accounts.

Indeed, ministers and senior managers may deliver numerical targets without the necessary quality. The advantage of focusing on the productivity of the public sector is that it combines both the meeting of numerical targets, and the quality of such targets. It encapsulates everything: the various services delivered and the quality of such services.

A performance-orientated government

Productivity is therefore not just about the number of crooks arrested, but how many were successfully prosecuted. It is not just about the number of students who pass, but how many qualify for admission at higher education institutions. It means going beyond job opportunities created to how many are actually at work. It goes beyond the public buses government puts on the road, to how long people wait at bus stops and whether they reach their destinations safely and on time. It is not about the number of patients a hospital has served but also the amount of time people wait for medical attention.

The tension between productivity/quality vis-à-vis a simplistic approach to monitoring and evaluation is already evident in the discourse about job creation. There are those who say what the country should be focused on is the number of jobs it creates and there are those who argue that “decent” jobs, not just any type of job, should be created.

One’s understanding of a productive state is what President Jacob Zuma meant by a “performance-orientated government” in his 2010 State of the Nation Address. The same is also referred to as an “outcomes-based government”. In the latter, the focus is on the impact of the quality of life of the citizen. This goes beyond the current limited interpretation of “service delivery”.

Capacity-building is a continuous process

The grounds are fertile to elevate and locate service delivery and monitoring and evaluation within the strategic context of a productive public sector. Two examples stand out: the building of stadiums earmarked for the 2010 FIFA Soccer World Cup™ moved at a phenomenal pace. They were delivered on time and are of world-class standards.

During the bidding process, government provided guarantees to FIFA that the World Cup infrastructure would be delivered qualitatively, and timeously – and this was the case. While the building of the stadiums was partly delivered through

partnerships with the private sector, the public sector was the key driver.

The second example is that of the Gautrain. It is a massive infrastructure project, which is timeously and qualitatively progressing through the set targets. Given the above two examples, the South African public sector does have the capacity to perform at the highest level. It can be productive when called upon to do so. If the public sector can deliver on its commitments and undertakings to a major world body such as FIFA, then similarly it can and should deliver on its commitments to the taxpayers and the electorate in general.

The same zeal committed to the 2010 Soccer World Cup infrastructure-building can be applied to the building of houses and other projects under the Expanded Public Works Programme.

Perhaps the big problem is that many in the Public Service in particular may have actually come to believe the hype about lack of capacity. Capacity-building is a continuous process and needs to be approached that way. The assumption that it is lacking is actually counterproductive.

Taking the 2010 legacy forward

Entrenching a productive public-sector doctrine will contribute immensely to the professionalisation of the Public Service. It can give greater meaning to service delivery and gear government’s performance systems beyond targets to quality outcomes.

Perhaps the high levels of public-sector productivity in delivering South Africa’s commitment to delivering the 2010 infrastructure should be the major legacy that the public sector must take forward.

***Dumisani Hlophe is Deputy Director-General: Gauteng Department of Roads and Transport**

