

SERVICE DELIVERY REVIEW

SDR

A learning magazine
for the Public Service
Vol 13 No. 1 of 2020

- **How the EPWP Programme created an entrepreneur**
EPWP Beneficiary Thandeka Mayiji-Rafu Now Run Her Own Business
- **Beyond the Orange Overalls**
City of Cape Town Leverages The EPWP In Tackling Poverty and Unemployment



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Managing Editor
Colette Clark

Editor
Dudley Molo

Editorial Team
Sebenzile Zibani
Louisa Teane

Editorial Advisory Group
Rhulani Makubela
Zamokwakhe Khuzwayo
Mataywa Busieka

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Sebenzile.Zibane.dpsa.gov.za

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Invitation for contributions**

The *Service Delivery Review* is a learning and knowledge tool for the Public Service. It provides a platform for debate and the exchange of ideas to aid improved service delivery.

Public servants, academics, communities and other interested parties are encouraged and welcome to respond to and raise issues in this regard.

Letters and feedback should not be more than 500 words and the maximum length for articles is 2 000 words.

For more information please contact Dudley@dpsal.gov.za

2020: The Year of clarity of vision



The editorial team of the *Service Delivery Review* magazine welcomes our readership to this new edition of 2020 and a new decade. In optometric tests, "2020 vision" is associated with perfect eye-sight or clarity of vision. Not surprisingly, the "2020 vision" metaphor had also been appropriated by other branches of knowledge, especially strategic planning and visioning. In this context, "2020 vision" means clarity of vision of the future. Or simply, a clear goal towards something.

For most people, the start of a new year and decade marks the beginning of a visioning process or the setting of new goals. Think of the annual ritual of personal resolutions, such as the resolve to lose weight, saving for that coveted car or a holiday. States too, have resolutions, the pinnacle of which, in South Africa, is the State of the Nation Address and the Budget Speech afterwards.

The start of 2020 means that the nation is exactly a decade away from that other grand vision, which is underpinned by Vision 2030 of the National Development Plan (NDP). A question which naturally arises, given that 75% of the time had passed, is whether we are

anywhere near the kind of society that is being dreamt up through the NDP?

In his *Letter From Batho Pele House*, Minister for Public Service and Administration, Senzo Mchunu, briefly reflects on the 2019 review of our freedom since 1994. His verdict is that while much progress had been made during the first fifteen years or so, a lot still needed to be done to prevent regression in the ability of the Public Service to deliver basic services. The Minister further points to the need for innovative thinking, which admittedly already exists in pockets, but requiring institutionalisation and scaling up.

While technology is a key enabler to innovation, it is NOT innovation per se. A more comprehensive definition of innovation incorporates new ways of doing things, or the adoption of novel methods and tools. This much is demonstrated by the serialised case study, *Beyond the orange overalls*, which captures some of the lessons learnt in the implementation of the Expanded Public Works Programme in the City of Cape Town.

A clearer vision for 2020, which is driven by innovation, also implies flexibility and responsiveness. The article, *Defrosting the "Frozen middle"*, speaks of the need to be responsive enough to appreciate that "mid-level managers can play a vital role in future-proofing an organisation". Also linking up innovation with flexibility and responsiveness is government's re-emphasis of the role of district-driven service delivery, as explained in the article *New District Service Delivery Model Taking off*, in fast-tracking service delivery.

In conclusion, Vision 2020, the new year and decade, all signal a point of reflective planning and action for the time ahead. Likewise, the *Service Delivery Review* magazine promises to be a sharper and clearer visioning tool at every turning point. ■

Dudley Molo



Last year, South Africa celebrated 25 years of Freedom. This particular milestone was reflected in the *Towards A 25-Year Review* report, which the Department of Monitoring and Evaluation (DPME) released late 2019. In the multi-sectorial review, the Public Service receives much attention. This is because the army of government employees play a pivotal role in the ongoing transformation of society.

The variety of services that the government provides daily spur up a virtuous cycle that touches all sections of society to the core. For example, the inter-relationship of food security, well-being and education is part of a virtuous cycle that drives economic growth and development. According to the 25-Year Review, on aggregate and in comparison to pre-1994, South Africa had fared well in terms of the major development indicators.

The biggest weight in the assessment is undoubtedly given to the fact of our break away from the apartheid past - who can argue with the iconic April 27, 1994 images of South Africans, from all walks of life, marking their crosses for a common future? However, most important are the efforts that successive administrations undertook in reversing the vagaries of apartheid.

Even so, it is often wisely advised that past achievements should motivate us to greater heights, rather than merely

Thinking Smart, Acting Fast

serving as benchmarks. More so as the review notes the stubborn and systemic nature of some of the challenges that the nation still faces. The net result of these persistent challenges is all manner of racialised inequalities, which are fueled by poverty, poor education and skills outcomes and an unacceptably high rate of unemployment.

Consequently, the purpose of the latest review (and those like it previously) is not self-praise, even when it is deserved. Crucially, the latest review exhorts all sectors of society to double up their efforts by breaking out of the mould of thinking that may no longer be taking society forward. The super-charged Internet Age is mimicked by the fast-paced and multi-dimensional nature of challenges that societies have to confront than previously. In other words, the resolution of Internet Age challenges requires even smarter and faster approaches, rather than the sluggish tools that we are so familiar with.

What the 25th anniversary of our freedom means is that now is the time to take stock and start thinking in a new way. Fortunately, the seeds for thinking and doing things in a new way exist in the Public Service, as was demonstrated in the quality of submissions at the recent Public Sector Innovative Awards.

Now in their 17th edition, the innovation awards point the path towards urgently needed new approaches to service delivery. The awards, for example, referenced the range of fresh ideas and their implementation through the following nomination categories:

- **Innovative Solutions Reducing the Cost of Delivering Services:** recognising and rewarding the kind of innovation that takes into account the budgetary constraints which beset the fiscas;

- **Citizen-focused Innovations:** Celebrating the innovative use of Information Communication Technologies (ICT) and non-ICT solutions to efficient and effective service delivery; and
- **Innovations harnessing Fourth Industrial Revolution (4IR) Solutions:** use of frontier technologies such as Blockchain, Robotics and Artificial Intelligence and new ways of leveraging Big Data to significantly improve service delivery.

Perhaps unfairly so, the need for stringent accountability has often been blamed for the slowness that is associated with huge bureaucracies. But the reality is that societies that are increasingly mimicking the super-charged world of the Internet Age require similarly smart and fast responses to changing needs.

However, thinking smart and acting fast is not equal to throwing the rules book out of the window. Due diligence is thus a necessity, given the fact that the Public Service is plagued with well-intentioned ICT White Elephants and Trojan Horses, with an eye on the public purse.

Therefore, if in doubt, any endeavour to innovate at a faster pace should be guided by the provision of the Constitution. Thinking smart and acting fast should further be informed the raft of existing Public Service laws, policies and regulations that guide equitable, efficient and effective service delivery. ■

Senzo Mchunu
Minister for Public Service and Administration

Cheaper data on the cards

Government is engaging with mobile operators on the best ways to reduce the high cost of data without interfering with the work of regulators, said Communications and Digital Technologies Minister Stella Ndabeni-Abrahams.

Government's efforts follow the release of the Competition Commission's market inquiry report into mobile data services, which found that South Africa's data prices are excessively high.

The Minister said the Independent Communications Authority of South Africa (ICASA) had issued an Information Memorandum on the licensing process for International Mobile Telecommunications Spectrum.

The release of high demand spectrum is an important step that gives effect to government's policy objectives of ensuring broadband access for all, transformation of the information and communications technology (ICT) sector, reduction of costs to communicate (particularly data costs), promotion of competition in the ICT sector and stimulation of inclusive economic growth. Ndabeni-Abrahams gave an update on the department's key priorities, portfolio changes and institutional capacity building across the department and its entities.

Fast-tracking digital migration

To fast-track the rollout of Broadcasting Digital Migration (BDM), Cabinet has approved a delivery model that will see the direct appointment of local decoder installers, who are qualified and accredited.

At the media briefing held at the Government Communication and Information System (GCIS) in Tshwane, the Minister also announced the appointment of an administrator for the implementation of the revised BDM model.

"The second phase thereof will include the rollout of [Integrated Digital Televisions] IDTVs. To ensure the success of the project, the department is exploring alternative funding options.

"For the successful implementation of the revised BDM model, an administrator has been appointed at the Universal Service and Access Agency of South Africa (USAASA) -- Mr Newyear Niniva Ntuli for 24 months," Ndabeni-Abrahams said.

Digital Transformation Plan and Digital Skills Strategy

On digitising government, the Minister said the Digital Transformation Plan requires an audit of current government information technology spend and interventions to identify priorities related to improving the ease of doing business and the provision of crucial services to the citizens.

"In this respect, we will be repurposing the State Information Technology Agency (SITA) as a new digital transformation agency to drive digitalisation, innovation, localisation and supporting a capable state. We have appointed an Administrator, Mr Luvuyo Keyise, to lead the process for 24-months," she said.

Government will further bolster efforts to build a capable Fourth Industrial Revolution (4IR) army that has the requisite skills to respond to the 4IR.

"To this end, the department has developed a Digital Skills Strategy that will be presented to Cabinet for approval. A pilot programme has commenced with 1 000 students, who are being trained on data science, software development, cybersecurity, 3D printing, drone piloting and digital content production," said the Minister.

Post Office, Commission on Fourth Industrial Revolution (4IR) developments

Meanwhile, the South African Post Office (SAPO) is in the process of implementing its turnaround strategy, which focuses on several key interventions including the launch of its e-commerce platform.

SAPO is also in the process of finalising Memoranda of Understanding (MoUs) with the Post Bank in terms of the operational relationship going forward, following the separation of the two entities.

The Presidential Commission on the 4IR has presented a draft report to President Cyril Ramaphosa and is on track to submit the final report for publication in the first part of 2020.

The commission was established to assist government with taking advantage of the opportunities presented by the digital industrial revolution.

The department is currently finalising the business case and awaiting certification from the State Law Advisor and the Department of Planning, Monitoring and Evaluation with regards to repurposing SITA to create a State IT Company; as well as merging Sentech and Broadband Infraco (BBI) to form the State Digital Infrastructure Company.

"We are further engaging our counterparts to ensure that non-broadband State-owned entities that self-provide broadband such as Sanral, the Passenger Rail Agency of South Africa, Eskom and Transnet are prohibited from entering the commercial broadband market to avoid the State distorting a well-functioning liberalised market," the Minister said.

The department will also accelerate the repurposing of the Universal Service Fund into a 4IR fund. They will

develop a model for smart regulation which will include the amalgamation of ICASA, Film and Publication Board

and ZADNA (the domain name authority); and explore new funding mechanisms for the new regulator. ■

– SAnews.gov.za

Thursday, December, 2019

Cabinet fast tracks implementation of Gender-Based Violence and Femicide (GBVF) programmes

Cabinet has approved that all funded programmes of the GBVF National Strategic Plan (NSP) 2020-2030 must be implemented by the relevant departments.

Briefing the media on the outcomes of the Cabinet meeting held in December 2019, Minister in the Presidency Jackson Mthembu said Cabinet was briefed on the NSP 2020-2030, which provides for a multi-sectoral framework to ensure a coordinated GBV national response by government and the country as a whole.

"Cabinet, however, directed for further work be done in refining the proposed institutional and coordination arrangement of this work," Mthembu said.

The Ministers that were directed to do further work on the issue are Social Development Minister Lindiwe Zulu; Justice and Correctional Services Minister Ronald Lamola; Police Minister Bheki Cele, as well as Women, Youth and Persons with Disabilities Minister

Maite Nkoana-Mashabane, who will convene the team of Ministers.

Submissions for Victim Support Services Bill

In a related issue, Cabinet has also approved the publication of the Victim Support Services Bill of 2019 for public comment. The bill provides for an integrated and multi-disciplinary intervention approach towards the needs of victims of crime and violence.

"Through this bill, the activities and services by various departments in the Justice, Crime Prevention and Security Cluster, under the Social Cluster, will be better coordinated as part of a singular value chain," Mthembu explained.

Beijing Declaration 25th anniversary

Meanwhile, the UN Commission on the Status of Women is scheduled to host the 25th anniversary of the Beijing Declaration and Platform for Action in March 2020.

Cabinet has approved a report on the 25-Year Review of Women's Empowerment and Gender Equality in South Africa, 1994-2019, which will serve as the country's report back to the Beijing Declaration and Platform for Action (Beijing+25). South Africa is a signatory to the Beijing Declaration.

"The report highlights progress in several areas in respect of women empowerment and attempts to narrow the gap of gender inequality," Mthembu said.

While the report affirms that South Africa has comprehensive gender-responsive legislative and policy interventions to redress sexism, Mthembu said the challenges of transforming historical gender imbalances and addressing persistent patriarchal practices and stereotype remain. ■

– SAnews.gov.za,

December 2019

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GEPF provides a funeral benefit for the funeral of an active member or a pensioner, as well as for the funeral of a spouse or eligible child of a member or pensioner. The funeral benefit is payable upon death of such a member or pensioner is **R15 000**, spouse **R15 000** and eligible child **R 6000**

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Holding officials, service providers accountable

The Department of Public Service and Administration is considering charging officials and service providers liable for unauthorised, irregular, fruitless and wasteful expenditure.

“We will be engaging with the Auditor-General South Africa (AGSA), National Treasury and the relevant executive to investigate each case and charge the implicated officials and service providers. Efforts must also be made to recover all monies,” Minister for the Public Service and Administration Senzo Mchunu said.

The Minister was addressing members of the media on the Guide for Members of the Executive (the Ministerial Handbook) and the filling of vacant positions in the Public Service.

The cost of public administration has multiple complex elements, including not exclusively limited to people, processes and systems, he said at the media briefing held at the Government

Communication and Information System (GCIS).

This as the Committee of Ministers has identified unauthorised, irregular, fruitless and wasteful expenditure; litigation; IT systems and government leases, maintenance and refurbishment as leaks in the cost of public administration.

The Committee of Ministers is comprised of the Ministers of Finance, Public Works and Infrastructure and the Public Service and Administration Departments.

“As identified by the AGSA, unauthorised, irregular, fruitless and wasteful expenditure is not abating and there is very little consequence management. Some government institutions are engaging in intergovernmental litigation and wasteful or unnecessary litigation, which adds to government expenditure,” the Minister said.

He said the State has neither optimally leveraged growth and advances in technology, nor used economies of scale cohesively and effectively - resulting in government running behind schedule in Information and communications technology (ICT) projects and procuring and developing systems in a fragmented manner that increases costs, duplications development times.

“There is room to re-examine to contain spending by reducing rental and other costs while improving the state and condition of our buildings.

“We also have a responsibility to restore confidence in the public by employing public servants with an impeccable record of good governance since they are entrusted with managing public finances,” said Mchunu. ■

– SAnews.gov.za

December 2019

Former EC municipality speaker ordered to pay back the money

Former Maletswayi Local Municipality Speaker Kholekile Lange, 46, has been ordered to pay back the municipality R65 000 in instalments of R3000 from January 2020.

The former speaker was convicted for 228 counts of fraud in August 2019 by the Aliwal North Regional Court. Between 2011 and 2016 Lange lodged fraudulent vehicle claims at Maletswayi Local Municipality, now known as Walter Sisulu Local Municipality, using distinct particulars.

In 2017, the Eastern Cape Hawks’ Serious Corruption Investigation office investigated the falsified claims.

Investigations revealed that his vehicle was never utilised for official trips. In other instances, Lange would lodge a claim only to find that his vehicle was in for repairs.

Faced with all the evidence, Lange pleaded guilty to 228 counts of fraud. He was subsequently sentenced to five years suspended for five years.

Added to his five-year sentence, he was ordered to undergo 16 hours per month of correctional supervision at Dordrecht Prison for three years.

The National Head of the Directorate for Priority Crime Investigation Lieu-

tenant General Godfrey Lebeya commended the work of the investigation team.

“The work by the investigating officers is commendable. To investigate a case of 228 charges such as this is equivalent to investigating 228 ordinary case dockets. Unfortunately, municipalities have become soft targets for those who want to steal from the taxpayers. One expects that councillors should protect the taxpayers from fraudsters,” said Lieutenant General Lebeya. ■

– SAnews.gov.za

Wednesday, December, 2019

Government addressing expenditure to stabilise debt

Government has set short-term interventions to stabilise debt by addressing expenditure, said Deputy Finance Minister David Masondo.

Addressing the J.P.Morgan South African Opportunities Conference in Cape Town, Masondo said government has set a goal to close the gap between annual non-interest spending and annual revenues by 2022/23.

“We have already identified around R50 billion of spending reductions in the next two years, and the outer year of the Medium Term Economic Framework (MTEF) will contain spending that grows no more than in-line with CPI,” he said.

However, he said, this is not enough.

“A primary balance will also require an additional R150 billion in reductions. As a matter of policy, we have also decided that this should not come from service delivery and investment components of spending. The opportunity is ripe for us to not only cut spending but also improve the composition of that spend, and ensure that the majority of our budget is allocated to growth-enhancing spending.”

Government, he said, needs to revive the infrastructure expenditure program focusing on areas including health, education, energy and transportation.

“Government needs to continue to invest in human capital enhancing activities and redress inequalities in our society. Wage bill constitutes 35% of the total government expenditure and 46% of the gross tax revenue. We are working as we speak with our social and political partners to achieve savings in the wage bill, and in this regard, we also have to look at a wage-freezes starting with us public office bearers, top managers, executives at all levels of the state if we are to seriously tackle our looming fiscal crisis.”

Part of reprioritization of government’s expenditure would mean moving away

from the recent trend of the fiscal budget increasingly becoming a bailout fund for state-owned companies.

“We also have to bring in private-sector participation, and ensure that SOEs that remain in public hands become commercially viable, and rationalize some of them,” said Masondo.

Currently, a significant part of the country’s expenditure does not only go to the wage bill but bailouts of underperforming SOEs.

The Deputy Minister said the bailouts have become unaffordable.

“I am sure that investors in the room today would agree with me that if management kept asking for equity injections every financial year you would reassess your investment decision in that particular company. There is no reason for government to behave differently unless there is a clear market failure that needs to be addressed by a SOE,” he said.

He added: “I am sure that at this point we as government are beginning to sound like a broken record but we cannot emphasise enough the importance of Eskom to our economy. The liquidity challenge at Eskom needs to be resolved urgently so that the Executive management team will on operational matters to improve the performance of the national utility”.

To fix Eskom’s capital structure, he said, government needs to reduce the debt component.

“This will require all of us to come up with innovative solutions. National Treasury, the Department of Public Enterprises and Eskom are working together on this important matter and we are hoping to provide much anticipated details on our coordinated plan soon. This coordinated plan will also take into account the broader energy sector plan and we will engage all stakeholders including labour unions accordingly,” he said.

The power utility’s debt is a symptom of a deeper problem related to Eskom’s cost structure, its business model, as well as revenue generation and collection. Eskom is owed R25 billion by municipalities.

“Municipalities cannot continue to provide free electricity and other services to non-indigent of our population, including government departments and SOEs.

“The appointment of a new Eskom CEO is encouraging and we all now need to rally behind him and his Executive management team as they work towards turning the national utility around.

“Furthermore, restoring good governance and creating sustainable business models is critical. We should also consider that SOEs cannot receive blank cheques; there must be strict conditions in place. Performance of the SOEs against these strict conditions needs to be based on clear KPIs communicated upfront. SOEs must also share in the pain of any fiscal adjustment.”

He urged delegates to rally behind government’s efforts to extricate the country from the financial quandary.

“I would like to make a call to all of you to say *‘Masibambaneni Mzansi’*. Our challenged economic situation calls for us to work together towards a common goal – inclusive and sustainable economic growth as the theme of this conference requires us to do,” he said. He added: “Realising inclusive and sustainable economic growth will require us to build strong growth coalitions and alliances with labour, business, government and civil society. As our rugby national team recently reminded us, we are indeed stronger together and can achieve a lot more if we work together”. ■

– SAnews.gov.za

December 2019

Heat map app to detect long queues at Home Affairs

From developing a heat map showing customers which offices have long queues to increasing working hours during peak period, the Department of Home Affairs says it is implementing several strategies to deal with long queues.

Thulani Mavuso, the department’s director-general, said this when he updated the Portfolio Committee on Home Affairs on the progress that has been made to deal with long queues at the department’s front-line office.

Mavuso said the unprecedented long queues, which were brought to the department’s attention as far back as January 2018, prompted the Minister at the time to conduct an unannounced visit at Home Affairs offices to observe the situation at a “personal level” and establish the nature of the situation as well.

This led to the Minister directing the department to conduct an assessment to develop intervention strategies that will deal with the challenges of long queues and improve service delivery, which was followed by the launch of the “war on queues campaign”.

Making a presentation to members of the committee, Mavuso said among several challenges that made queues even longer was unpredictable walk-ins, the discontinuation of Saturday working hours, inadequate front office space, unstable systems, inefficient workflow processes and uncoordinated communications strategies, among others.

To deal with unpredictable walk-ins, he said the department was looking into developing a system that will enable it to issue tickets for overflow clients.

“...We want to encourage the utilization of the eHome Affairs system to say in a particular office, we then create a counter that deals specifically with those people who have already done their application online, all they just need is to just capture biometrics.

“We are also looking at developing a smartphone app for the re-issue of passport and smart ID cards. In this regard, we are thinking that what will work for us is that we should allow clients to be able to apply for the re-issue of their documents without them coming to do enrollment,” he said.

He said this would involve the department using the same details and biometrics that were used in previous applications.

Home Affairs Minister Aaron Motsoaledi, Mavuso said, was also in talks with bargaining unions to renegotiate the discontinuation of Saturday working hours as there is a belief that Home Affairs is not a Monday to Friday kind of a department.

To deal with inadequate management, Mavuso said the department was looking at conducting continuous training on operations management, service quality management and client relations.

Creating a support system for managers through, among others, over the top services such as Whatsapp groups and video conferencing was also being looked at.

A new network architecture was being developed to address unstable systems.

He said, “to improve coordinated communication we intend to develop a

heatmap on our website, and this is doable by utilizing cellphones. What happens ... is that in a particular area ... there is a company that has approached us to help us with that. So basically what you do, you check the number of people who are in the office, based on several cellphones in the area. The heatmap will tell you how many people are there, it will show whether it is red or green, by just utilizing the location of the cellphones which are in that service area”.

He said this way, clients will be able to visit the heatmap on the website to know where the long queues are with a view of going to offices with shorter queues.

Progress on implementing intervention strategies

Mavuso said the department was, in the meantime, looking at extending working hours during peak periods – like the first week of January – for high volume offices to open their doors between 7 am and 7 pm.

He also said that the live capture office footprint had been increased from 184 to 193 offices, with two new bank branches offering the eHome Affairs service being added to the existing 13.

Some 120 officials from various offices have been trained on client relations, service delivery improvement plans and operations management. ■

– SAnews.gov.za

November 2019

AG's report concerning, says Cabinet

Cabinet is concerned about the continued increase in material irregularities in the national and provincial government's audit results for the 2018/19 financial year.

Auditor-General Kimi Makwetu briefed Cabinet on the outcomes of the 2018/19 audit results at its ordinary meeting.

Twelve entities were selected to be audited on irregular expenditure. Eight of these had material irregularities. Seven were provincial departments in Health, Human Settlements, Education; the National Department of Water and Sanitation and the National Department of Basic Education and the state-owned entity, Passenger Rail Agency of South Africa (PRASA).

"Cabinet is concerned about the continued increase in material irregularities," said Minister in the Presidency, Jackson Mthembu, at a media briefing, on the outcomes of the Cabinet meeting.

He said the Public Audit Amendment Act, 2018 (Act 5 of 2018), which came into effect on 1 April 2019, is expected to strengthen the work of the Office of the Auditor-General and ensure government begins to deal decisively with departments that continue to disregard the governance framework.

"To this effect, Cabinet has endorsed the enforcement of this Act, particularly on serious irregularities that require the AG to refer such transgression for further investigations, inclusive of law enforcement entities."

He said Cabinet remains committed to ensuring clean governance within state-run institutions.

Cabinet has instructed the National School of Government to provide the necessary training and support to institutions requiring further training of their officials.

"Those who blatantly violate the public finance management framework will have to face the consequences of abusing state resources," he said. ■

– SAnews.gov.za

November 2019

The requirement of document certification for job applications eased

All government departments and its components have been directed to stop the practice of requiring certified copies of documents not older than three months to accompany applications for employment.

This decision follows complaints raised with President Cyril Ramaphosa on social media and through other channels about the onerous requirements for compliance with public sector job applications.

"It has come to the attention of the President and the Minister for the Public Service and Administration that departments have adopted a practice of requiring certified copies of documents not older than three months to accompany applications for employment," the Presidency said.

The Department of Public Service and Administration (DPSA) has since issued a circular - Human Resource

Planning and Employment Practices: Circular No 35 of 2019 - which makes it clear that the prescribed application for employment form (Z-83) and the Public Service Regulations do not prescribe a three-month timeframe for certification of documents that accompany applications.

"Government has recognised that the practice to date impacts negatively on job seekers in the current economic climate in South Africa and that there is a need to reduce the burden on job seekers to submit - with each separate job application - certified copies of supporting documents (such as academic qualifications, which are not older than three months)," the Presidency said in a statement.

The Presidency said this change will also reduce the workload that the certification of documents creates for the South African Police Service personnel, who will now be able to devote

more time to their core function of ensuring that South Africans are and feel safe.

Departments have been advised to at least accept certified copies of documents submitted with an application for employment that is up to six months old, in those cases where the document certified does not have an expiry date that falls within the six months, the Presidency said.

This change does not, however, replace the personnel suitability checks set out in the Public Service Regulations of 2016, which stipulate that an Executive Authority must subject an employee or candidate for employment to personnel suitability checks as directed by the Minister for the Public Service and Administration.

"The regulations state that the Executive Authority shall satisfy himself/herself that the candidate qualifies in all

respects for the post and that his/her claims in his/her application have been verified.

"This requirement is in line with good practice to ensure that good quality candidates are recruited and appointed and also serves as a deterrent to applicants from submitting false or incorrect information when applying for posts," the Presidency said.

Departments and Executive Authorities must, therefore, in line with Public

Service Regulation 67(9) (a) and (b), satisfy themselves that candidates qualify in all respects for an appointment and that claims in their applications are verified in writing.

"As part of addressing the urgent need to expand employment, government encourages the private sector to similarly assess processes and procedures that may, to varying degrees, impact negatively on getting South Africans into employment as expeditiously as possible.

"As with the public service, government recognises that this consideration must be balanced with the need for suitability and integrity checks," the Presidency said. ■

– SAnews.gov.za

November 2019

Africa's Fourth Industrial Revolution (4IR) investment should be people-centred

Communications and Digital Technologies Minister Stella Ndabeni-Abrahams says to fully leverage on the Fourth Industrial Revolution, the African continent needs to ensure all digital strategies are people-centred to ensure they are not left behind. Ndabeni-Abrahams said this when she addressed a session on the 4IR at the AfricaCom conference. She said this as several experts in the digital space warned that with the advent of new 4IR jobs, many old jobs are at risk of becoming redundant.

"As South Africa, we have taken a conscious decision that for Africa to thrive and leverage on the 4IR, we have to put people at the centre.

"We are one continent that is dominated by mostly young people who are unemployed... and most of the people are unconnected... That alone presents an opportunity for future opportunities through the 4IR," the Minister said.

AfricaCom is an annual technology conference that brings together 15 000 delegates, 450 speakers and over 500 exhibitors. Over the years, AfricaCom has grown to be the biggest ICT showcase in the continent, comprising thought leadership sessions, discus-

sion forums and exhibitions. Addressing delegates, Ndabeni-Abrahams said it was important to ensure that Africans are digitally skilled.

"If our people are not skilled in terms of understanding the new era and how to thrive from it, we are going to miss out and be spectators again."

She said in the context of 4IR, data was the new "oil".

Ndabeni-Abrahams said there is a need for the continent to invest and build data analytics to ensure that when foreign investors are called upon to build their data centres, there will be personnel who can gather and analyse data to a point of helping government to improve on planning and budgeting.

Ndabeni-Abrahams said, for example, that it would be helpful for government to know, through the use of data analytics, how many babies would be born by the year 2020 and what kind of educational and health infrastructure government should invest in for 2025 to accommodate all those children, who would be six years old at that time.

"That is why we say that [government's role] is to ensure that we come up with a clear policy that enables the com-

mercialisation of data while we protect people's data at the same time," the Minister said.

Focus on connecting people

Ndabeni-Abrahams said, meanwhile, that to fully participate in the digital economy, there was a need to ensure that people are connected.

She said 46% of the population, or 20 million people in South Africa, are not connected to the internet. The Communications Ministry has had engagements with different sectors in the private sector to talk about collaborations to get this section of the population connected.

Ndabeni-Abrahams said this would entail government incentivizing the private sector, which contributes to bridging this digital divide through incentives and tax breaks.

"We have taken a conscious decision that we have to come up with a digital industrial strategy," she said. ■

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25 Year Review: A guide for SA's growth

President Cyril Ramaphosa has called on all South Africans to not only read the newly launched 25 Year Review report - but critically engage with its content in a bid to craft the country's next trajectory.

The President said while the report allows government the ability to interrogate the forces that impact on the lived reality of the 57 million people who live in the country, it also empowers government to be effective agents in moulding the events of tomorrow.

The President made the remarks at the launch of the 25 Year Review Report in Mbombela, late 2019, in Mpumalanga. The report reflects on the country's liberation and achievements in the last 25 years.

Anchored on government's key priorities such as poverty, unemployment and inequality, as espoused in the National Development Plan (NDP) 2030, the review examines the extent to which these priorities have been addressed.

The report highlights the unfinished business to be tackled by the current administration.

In terms of education, the report notes that the matric pass rate has increased from 58% in 1994 to 78.2% in 2018.

"We have almost doubled the number of special schools for children with disabilities and special needs.

"Total university enrolment has also doubled, and now stands at over a million," highlighted the President.

The report also notes that while there has been an increase of women in the judiciary, parliament, legislature, cabinet and the public service, violence and gender-based crimes against women persist.

Health

On health, the report shows that life expectancy has improved, while child and infant mortality rates have been significantly reduced.

Access to antiretroviral therapy in the public health sector has grown from 45 500 patients in 2004 to over 4.7 million in 2019.

Spatial planning and the economy

But while the 25 Year Review Report notes all the legal and policy instru-

ments of redress in place, poverty and inequality persist.

"This is largely the result of skewed ownership and participation patterns in our economy," said President Ramaphosa.

In addition to this, President Ramaphosa also noted spatial planning as a thorn in the country's efforts to address economic inequalities.

"Spatial planning is among the areas that still require urgent attention.

"Although three million houses have been provided to poor families, many of these are located far from economic opportunities and social services," said the President.

With the report serving as an analytical review, the President called on South Africans to use it for robust debate and as a springboard for government's renewed efforts to advance its national and international agenda. ■

—SAnews.gov.za

November, 2019



Part 1: Beyond the Orange Overalls

By Dudley Moloji

The City of Cape Town (CoCT) has become one of the torchbearers of the national Expanded Public Works Programme (EPWP) anti-poverty initiative. This part of the case study provides highlights of the implementation of the EPWP project in the metros, based on the South African Cities Network 2017/18 report.

Creating decent work

A renowned economist once described the thousands of job opportunities that were created under the Expanded Public Works Programme (EPWP) as, keeping people busy. He likened the familiar sight of workers adorned in emblematic EPWP orange overalls to continually digging up a hole and refilling it, without adding any sort of

value, but keeping busy in exchange for a stipend. Unfortunately, variants of the economist's view reflect a widely shared, and yet shallow understanding of the EPWP. It is a view that fails to appreciate the public employment programme as a lifeline in a sea of poverty.

The idea of using public employment to tackle unemployment, while creating public assets or rendering public services, has a long history worldwide. Its most impressive example was the Marshall Plan, which was instrumental in pulling Europe out of the rubble of the Second World War. Similarly, post-apartheid South Africa sought to face up to the spectre of inequality, poverty and unemployment through the introduction of a National Public Works Programme in 1995, under the

auspices of the National Department of Public Works.

Inspired by the Reconstruction and Development Programme (RDP) the public employment creation programme has since then evolved into the current EPWP, which in turn bears the stamp of the Growth and Development Strategy Summit of 2003. Among the many proposals emanating from the summit was one which identified the need to reposition public employment initiatives for a greater role in creating more work. In 2019, the EPWP marked fifteen years of implementation in its current form and has gone through three phases, with each phase going through a five-year cycle.

EPWP in the City

The EPWP found its way to the City of Cape Town (CoCT) soon after the 2003

summit. As it the case across South Africa, the City's EPWP was a response to the stubborn set of challenges which spawned social and economic marginalisation. Initially under-staffed and under-budgeted, for early implementation of the CoCT EPWP mainly focused on the environment sector. Some fifteen years later, the City's EPWP has become one of the torchbearers of the anti-poverty initiative nation-wide.

Of all the accolades that have been bestowed upon the City's EPWP over the years, none has been as affirming as being the "star" of the recent report on The state of the Expanded Public Works Programme in South African cities, which was produced by the South African Cities Network (SACN). The SACN report reviewed the fourth year of Phase III, which covers the period between 2015 and 2020, and in line with the Strategic Plan of the National Department of Public Work. The report focused on the implementation of the EPWP programme across the country's nine metros in the 2017/18 financial year, but also benchmarking their performance against the preceding years, using six indicators:

- Number of work opportunities (WOs) created;
- Number of person-days of work created;
- Minimum day-task wage rate;
- Number of person-days of training provided;
- Overall budget and expenditure; and
- Demographic profile of workers.

Number of projects

A total of 1 303 projects were implemented by the eight metros in the year under review of the report. These projects cut across the four sectors; Infrastructure, Environment and Culture, Social, and Non-State in line with the prescripts of the National Department of Public Works. The report states that the CoCT was most prolific in the implementation of projects, which accounted for 41% or 547 of the total number of implanted projects in the metros. The CoCT is trailed by the Nelson Mandela Bay (NMB), at 169,

and the City of Johannesburg (CoJ), which accounted for 166 of the total, while the Mangaung Metro (MM) had the least number of projects, at 6.

Work Opportunities Created

In the period between 2015 and 2020, the national targets for Work Opportunities to be created was at 1 406 736, with roughly a quarter of which (395 238) being the target set for the local government sector. In this regard, the CoCT achieved 74% of its targeted 34 306 work opportunities. Second place was the CoJ, which achieved 47% of the 26 789 targeted, followed by the City of Tshwane (CoT), achieving 43% of the 22 851 targeted work opportunities. Buffalo City achieved the least number of work opportunities, at 27% of the 8664 of its target. At 2285, the city of Msunduzi had the smallest number of targeted work opportunities, yet achieved 79%.

EPWP work opportunities are temporary and could have a minimum duration of three months, or roughly 90 working days. However, projects are encouraged to stretch their WOs into what is referred to as Full-Time Equivalents (FTEs). In EPWP terminology 1 FTE = 230 person-days of work opportunities and measures the ability of a project to create jobs with a duration of up to a year. According to the South African Cities Network report, the CoCT delivered less FTEs jobs than it did on work opportunities. The first place in the 2017/18 review went to the City of eThekweni, which achieved and exceeded its EPWP FTE target of 8576 by 19%, or 1 638 FTEs. The rest of the metros, including the CoCT, delivered less than 50% of their respective targets for the year under review.

Skills and Training

The EPWP serves as a bridge to ensure sustainable job employment as a positive outcome. An essential component in the delivery of EPWP interventions is therefore how these interventions also equip participants with appropriate skills and training that would enable them to take advantage of employment or business opportu-

nities once they exit the programme (see EPWP profiles). The skills development or training component of the EPWP is measured in training days in proportion to the number of days worked on projects.

At 78% of the total training days for the nine metros, the CoCT led the pack in this regard. While individualised figures for 2017/18 show that of the 890 378 employment days, 8 808 days were devoted to skills development or training. In comparison, eThekweni metro came in second place and scored 7%, while both the Cities of Tshwane and Ekurhuleni shared third place at 5%. Buffalo City scored 4%, Mangaung 0%, the rest stood at 1%.

Underperformance in training and skills development by the other metros indicate that EPWP beneficiaries seem to be getting nothing more than stipends. It is a worrying indicator on whether participants are ready to take up opportunities, either through self-employment or securing employment.

The high scoring of the CoCT in training and skills development, according to the SACN report, is attributable to how the training component of the EPWP is used as an end in itself in some instances, through strategic projects and partnerships.

Conclusion

SACN on the implementation of the EPWP in the major cities is much more nuanced. While the CoCT in the 2017/18 emerged as a forerunner in many respects in the year under review is without a doubt. The deep background against which the metros were assessed is much more complex than the "lose or win" binary. For example, it is reported the nine metros collectively spent only 7% of their allocated EPWP budget in the year under review, which is worrying given the ogre of unemployment in the country. Individually, the cities of eThekweni, Ekurhuleni and Tshwane respectively had the highest rate of spend, at 26%, 22% and 13%, of their budgets, compared to the 3% of the CoCT. ■

Part 2: Beyond the Orange Overalls

By Dudley Molo

EPWPs countrywide operate under the rules-book of the National Department of Public Works. The policy context, objectives and the draft of regulations provide a universal framework. Yet these leave enough space for differentiation at the coalface of method and implementation.

Introduction

There is an unspoken and yet healthy rivalry among the county's metros, which is much like that among siblings. Theirs is not about who first passes the pole contest as might be the case with athletes on the field. Rather, it is nuanced around issues of methods and implementation of EPWP projects in their respective areas. Mostly based on field trip observations, interviews with officials, this part of the case study unearths lessons learnt in the implementation of the EPWP in the City of Cape Town (CoCT).

High-level support

Ordinarily, operational research would require the participation of those officials closest to the coalface of service delivery. More so, if the relevant protocols had been followed, the necessary permissions sought and granted, from higher up. This was however not the case in the process of gathering the case study information on the implementation of the EPWP in the CoCT.

The big guns of the city's political and executive management were slowly filing into the small and dimly lit boardroom of the Goodwood Fire Station, some 15 kilometres north of Cape Town. While the interview meeting was being hosted by the head of the city's head of corporate EPWP and her lieutenants. Also present was the executive director in charge of urban planning, along with a member of the mayoral committee with oversight on urban planning, under which the

EPWP falls. Seemingly out-ranked, it felt as though the interview meeting was a bit too top-heavy for what was thought to be a routine inquiry.

The reason for the "top-heavy" delegation, explained head of corporate EPWP for the CoCT, Salome Sekgonyana, is that the executive arm of the city is an important ally in ensuring that the EPWP gets the support they need, operationally. The top leadership, especially counsellors, also make for effective spokespersons for the programme among communities. The need for high-level support is one of the lessons learnt over the years.

At the time of its introduction to the City, the EPWP was a mere appendix to existing operations. Like most new initiatives, the public employment programme was as ill-understood as it was starved of resources. The national directive for the implementation of the EPWP had come smack bang in the middle of the budget cycle.

In the first years, the City's EPWP unit trudged along mainly with the iron will of its founding manager, Nomandiya Tshanga, who was the midwife in those formative stages, focusing on the environmental sector. The portfolio of projects under the EPWP unit was later expanded, specialist staff were recruited and by that time, the work of the unit was attracting some attention and its environmental projects receiving awards.

The initial environmental sector projects were netting awards, yet the overall impact of the EPWP remained unclear. Much of this was due to issues of scale and lack of awareness, both within the machinery of the city and among communities. The officials said it was around December 2006, that there was a decisive moment, which changed the fortunes of the nascent public works programme for the better. This was when MAYCO, the highest decision-making structure of the City,

decided to prioritise the implementation of EPWP projects across all line departments. Most importantly, the MAYCO came with instruction for the freezing of vacant posts and ring-fencing the savings from thereof for the implementation of innovative EPWP projects, within a six-month timeframe.

"That's when we, as the EPWP bloomed!," Sekgonyana excitedly explained.

At the time, Sekgonyana was attached to the projects office of the sitting mayor. The unit in the mayor's office was responsible for coordinating "special" and high priority projects for implementation across the City. She now leads corporate EPWP, which is the custodian of public works policies, methods and tools across the City's eleven line departments

Despite its newfound favour within the highest office, the need for concerted advocacy remained, starting with councillors. Through the city-wide ward network, municipal councillors were strategically placed to popularise the EPWP as well as actively encouraging community members to register on its database.

Sekgonyana recalled the early days, "We had to teach our councillors what EPWP was all about before we go out to communities."

A decade and a half later, the efforts of ensuring that the EPWP is more than just a basket of fringe, poverty alleviation projects has paid off. The public employment programme is now firmly rooted in the City's planning and budgeting cycle, notably as a key feature of the Integrated Development Planning (IDP) process.

"The EPWP is one of the core projects within the IDP. This, therefore, makes it very important for everyone to understand our role as the city, which includes the fact that that we do public

employment,” the head of Corporate EPWP explained.

Looking at things differently

EPWP projects are bound by particular prescripts, as set out by the National Department of Public Works. These set a range of targets, from the number of employment opportunities to be created to the rate of pay for beneficiaries, yet leaving enough room to manoeuvre. It is within the bound of these parameters that the EPWP of the City of Cape Town plays and consciously defines itself. Consequently, words and phrases such as “trying to be different”, “implementing the EPWP differently”, “thinking outside the box” and “what makes the City of Cape Town’s EPWP unique” tended to punctuate much of the conversation. These are at the heart of the city’s methodology of the EPWP.

Apart from national guidelines, the early EPWP projects mainly operated through a mix of trial and error as well as the passions and experiences of their pioneer managers. Only around 2006 that a uniquely Cape Town EPWP methodology began to emerge. Underpinning the evolving methodology, explained the Corporate EPWP team, was the need to forego accepted views of what constituted poverty, which bred the kind of solutions to poverty that ministered to the poor rather than finding lasting and sustainable ways out of destitution.

A major challenge with poverty, which the EPWP seeks to alleviate, is that it is so commonplace that most people think they understand what it is. In the City of Cape Town, poverty is broadly seen as the stark disparity between households from the leafy southern suburbs and those from the sandy northern townships of the Cape Flats. While within the fringes of the city itself, the common picture of poverty is the anonymity of want, such as the scavenging “bergie” with a trolley-load of thrown-away things. Crucial to developing the methodology was the need to understand the circumstances of every individual resident of the city, from Cape Point to the northern edges of Atlantis, the officials explained.

An anecdote of a senior official who temporarily forsook his mansion in Parrow and lived with a family at an informal settlement is illustrative of just how far the Corporate EPWP team had to go to better locate the workings of the public employment programme. Needless to say, the experiences the said official had during this brief period of dipping into the day in the life of the other changed them in more ways than a feasibility report would.

“We needed to put ourselves in a situation to understand what is going on out there,” said Sekgonyana, adding that “this makes it possible to fully understand when a person says: I need to job, then one appreciates the enormity of the cry.”

There is a sense that the EPWP is more than just putting bandages on the socially and economically wounded, but “restoring dignity to households,” explained Ziyanda Ngqangweni, EPWP acting manager for the City.

“EPWP started by giving stipends,” Alderman Grant Twigg, mayoral committee member for urban management elaborated, “What the city is doing now is giving an opportunity in life [and helping] those people who are down and out and who never thought that there was anything left for themselves.”

According to Alderman Twigg, there is an element of self-interest on the part of the City in pulling its residents out of systemic poverty. He argued that a city in which the majority of its people are poor is not financially sustainable and therefore undermine the ability to deliver services in the long-run.

“The expectation should not be that everybody is getting things for free. We must create an environment for residents to earn a living so that they could pay for the services that they use,” he expanded on the internal logic of the EPWP.

Alongside the other programmes of the City, such as economic development, the end objective of the EPWP starts with the empowerment of individuals, followed by households, communities, the city and finally the

country as a whole. In the words of the city’s executive director for urban management, Philemon Mashoko, the EPWP ultimately seeks to mirror a complete picture of the economy and an eco-system” which represents multiple sectors. In this regard, said the director Mashoko the EPWP, is seen as complementary to conventional skills development and training institutions. The executive director’s statement was more than just business school speak, as the training and skills development figures from the SACN report, which is covered in the first part of the, case study, attest. For example, EPWP participants are encouraged to go through Adult Basic Education Training to Further Education and Training programmes, depending on circumstances.

Conclusion

So, what are the key take aways of the CoCT’s successful implementation of EPWP projects?

- The first is the need for **high-level patronage** or support;
- Second is the need to **integrate the programme** into the strategic and operational components of planning processes;
- The third is “**projecting**” the **delivery of EPWP outcomes** through project management methodologies and principles; and
- Constantly searching for **out of the box solutions** and being innovation-driven. ■



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How the EPWP created an entrepreneur



Likhona Lethu Services (Pty) Ltd, founder and owner, Thandeka Mayiji-Rafu, who has been associated with the Expanded Public Works Programme for about a decade, is beginning to see a return of investment, writes Dudley Moloi.

Opportunities in dirty overalls

“The reason why so few recognise opportunity when it comes is that it usually goes around wearing a very dirty pair of overalls and looking like hard work and the average person] is not looking for it,” is one of many versions of this quotation. The words are credited to different people, at different times, including the prolific American inventor and businessman, Thomas Edison, who invented the ubiquitous electric lightbulb in 1879. But, whatever its origins, the quote is literal in how it describes the journey of Thandeka Mayiji-Rafu, a former Expanded Public Works Programme (EPWP) beneficiary, who now runs a multi-million-rand

business, Likhona Lethu Services (Pty) Ltd.

Mayiji-Rafu's story shares the broad and familiar outline with those of millions of other residents living on the fringes of the City of Cape Town. The second eldest of five siblings, Mayiji-Rafu was born and raised in a village in the Eastern Cape. Her father's old age grant was the families' only source of income. Thrown into this mix are the prospects of further education that get smothered under the weight of enforced responsibility, or what is at times sourly referred to as “black tax” duty. The story then follows the well-beaten trek to the promising shores of the Cape Peninsula.

In the manner of big cities, hers is a cold welcome in the soon to be adopted Western Cape Province. Located some 40 kilometers from Cape Town and closer to the township of Khayelitsha, she made a home out of rusty zinc and mouldy planks at the former Emfuleni informal settlement.

It has been a long, tough and circuitous journey from Mayiji-Rafu's native village in the Eastern Cape. These days Mayiji-Rafu meets visitors at her Epping Industrial Park offices. The small business industrial park near the Goodwood Suburb, on the outskirts of Cape Town, is chic and boldly projects itself in the words: “innovation comes from creating spaces where ideas connect”, as one enters the premises.

After years of being unemployed, in mid-2000 Mayiji-Rafu secured a job as a reservationist for a major hotel group, in Port Elizabeth, Eastern Cape. The idea was that her husband, who is a police officer at Khayelitsha, would ask for a transfer and join her along with the first of their three children. Unfortunately, the transfer was not successful, which forced the husband and wife to live apart for two years, eventually forcing Mayiji-Rafu to quit her job in favour of being with her family in Cape Town. The obvious opportunity cost of saving her family was income lost from

her clerical job at a hotel and re-joining the ranks of the unemployment.

“The hotel I worked for could not give me a transfer from Port Elizabeth and said they did not have a post in Cape Town and so had to come back as I could not leave my husband alone,” she recalls.

Unemployed once again, it was only in 2010 that the first of a series of opportunities in a “dirty pair of overalls” came up. The South African National Parks (SANParks) had put out public notices inviting participants for their business contractor development programme, at the Table Mountain Nature Reserve. Mayiji-Rafu's husband had seen the advert at the Khayelitsha police station where he was stationed and relayed the information to his unemployed wife. Mayiji-Rafu had no idea what the work entailed. “The only bit of information received during the orientation is that we will be cutting trees. I told myself that I am desperate and need the job.” she recalls.

The nature of work that candidate contractors would do, started dawning during the selection process, which involved interviews and a general knowledge quiz on types and names of trees in their mother tongue or English. Mayiji-Rafu's rural background came in handy when it came to identifying trees in isiXhosa.

EPWP projects are not unlike most social security net interventions, such as the various grants, which target the poorest of the poor. Being part of the army of orange overall-clad public employment workers is sometimes regarded as a sure sign of being down and out and therefore humiliating. Mostly, it is only through a resolve born out of desperation or steely determination that many see beyond the “dirty pair of overall”

For Mayiji-Rafu it was both, at least after a while. Having to trade the high

heels of clerical work for field boots was not easy. She says the whispers among family and members of the community did not help.

“But I knew what I was doing or getting myself into and as time went on I could see that this thing could take me somewhere as a person,” she explains.

Contractor development

After being selected for the contractor development programme, candidates were taken through intensive training, which covered the basic principle of tree-cutting, the use of herbicides as well as business skills and financial management. They also received a small stipend for the duration of the three years of training. Because of erratic availability of funding, the candidates were encouraged not to solely rely on the programme, but to also be on a lookout for other opportunities.

The provision makes it possible for EPWP participants to exit the programme well before the end of the three years, should they secure work or business opportunities elsewhere. Moreover, the short-term nature of the employment opportunities and lesser demands on time spent on projects makes it possible for people to be active in more than one EPWP initiative. Mayiji-Rafu explains that it is this flexibility that has made it possible for her to get involved in a range of similar projects, from the SANPark's Table Mountain Nature reserve she started with, the City of Cape Town's nature conservation department to the Cape Nature, Working for Water and the Kader Asmal Integrated Catchment Management Project (ICMP), which falls under the Office of a sitting Executive Mayor.

“I learned from the diverse training, which exposed us to the importance of controlling alien plants in water conservation and protecting indigenous vegetation,” she says

From trainee to employer

Mayiji-Rafu started as a trainee contractor a decade ago, the founder of Likhona Lethu Services now has extensive on-the-job experience, specialised knowledge in conservation, and business management. However, Mayiji-Rafu says it was only in June of 2019 that “she really felt that I am a business person.” The moment was her employment of specialist staff, who now include a support team of an operations manager, two project managers, three quality controllers, and an administrator.

Likhona Lethu Services has an annual turnover of R5 million, services clients that include the City of Cape Town, Nature Conservation International and Cape Town Film Studios. At the time of the interview, Likhona Lethu Services (Pty) Ltd had several work teams in the field and over 100 contract staff, working on anything between controlling rodents to wetland conservation.

Mayiji-Rafu's journey is typical of many a successful business person, in which the combination of opportunity, hard work, and perseverance pays off in the end. In her case, the opportunity lay hidden in the seeming drudgery of the EPWP, which turned out to be a way into the world of business. Now on a stronger footing, the EPWP entrepreneur has her sight on the more lucrative aspects of the business, through plans to scale greater heights.

Her five-year plan involves specialising in rope access work for companies. Rope access is a risky and specialised mode of mountaineering for reaching the unreachable. It is also a fitting metaphor for the entrepreneur that the EPWP had helped create. ■

A Man Down



Jawaad Coetzee's dream of playing pool professionally was dashed after a shooting accident that confined him to a wheelchair. He eventually forged a career with the City of Cape Town's fire brigade after going through an EPWP initiative, writes Dudley Moloi.

One has to rake very hard in the depths of the public image of Mannenberg to find what's positive. Jazz pianist and composer, Abdullah Ibrahim (then known as Dollar Brand), immortalised the township with his 1974 hit, "Manenberg Is Where It's Happening". To Benni McCarthy, one of South Africa's successful soccer stars, Manenberg was a childhood playground neighbouring the Hanover Park flatlands, where he grew up.

But mostly a dark shadow of poverty, drugs, violence and gangsterism hangs over Manenberg. At the end of December 2019, the former Hard Livings gang leader, Rashied Staggie was

given a burial befitting a mafia don. He had died from a hail of gunshots, at the same place and under similar circumstances as his twin brother, Rashaad, two decades before.

Starting in the 1990s, the notorious Hard Livings twins loomed large in the pervasive culture of violence and fear that dominated the image of most of the townships on the Cape Flats for many years. Fleeting, the passing and burial of the then remaining Staggie twin appeared to herald the close of a chapter. That is, if the scourge of gangsterism did not run deeper than the two brothers.

Jawaad Coetzee, a wheel-bound firefighter, is attached to the Goodwood Fire Station, some 10 kilometers from Manenberg. Coetzee was only 13 years old when the first of the Staggie twins was brutally killed, in 1996, by the anti-gangsterism grouping, People Against Gangsterism and Drugs (PAGAD). Six years

later, in 2002, Coetzee himself would fall victim to the pervasive culture of violence.

At the age of 19, Coetzee was neither a member of PAGAD nor any gang. His goal in life was to become a successful pool player. He was doing what he liked most, playing a game of pool at a local pool house when the gunshot that changed his life rang out and a bullet hit his back. A local lad was playing with a gun when it fired.

Now aged 37, Coetzee had met me outside the premises of the Goodwood Fire Station, one of 35 that service the City of Cape Town. Clad in a pair of navy blue trousers, a set of strong arms effortlessly manoeuvre the wheelchair, past the battery of GPS computer monitors, which are his terrain. This is the Watchroom. As one of the call takers and dispatchers, or Emergency Communicators, Coetzee is as much a firefighter as those of his

colleagues on fire trucks. Using specialised software referred to as EPIC, the Watchroom virtually sees all the nooks and crannies of the City and beyond, and controls the movement of the province's entire fleet of fire trucks in response to emergencies.

"I am a dispatcher, meaning I dispatch the vehicle. Firstly, I get the emergency calls, which is all kinds, a dog stuck in a drain, a cat stuck in a tree, burst pipe, motor vehicle accidents, gunshot injuries, and all kinds of incidents." Coetzee explains a typical shift, he playfully boasts: "I am here for three years now and I can proudly say that I am doing this job to the best of my ability, even better than able-bodied people."

Like his effortless wheeling about the passages of the fire station precinct, Coetzee's description of his job sounds easy. Until nudged, the level of professional control belies the almost certain despair that one experiences when the reality of being paralysed hits home. Not surprisingly, he confesses that the period following the shooting was that of dark brooding. It was more than the body that had been made partially redundant, but the will to live too.

"At first it is difficult because, how can I put it? If you end up in a wheelchair, I mean, your whole life changes," he says, "it's like becoming a baby, all over again. You need to be assisted with everything. You need to be washed. You need to be turned because your body is very weak."

Coetzee credits his slow mental recovering to rehabilitation and the determination of friends in getting him out of the house back to the street. He had mostly been cocooned indoors after being discharged from hospital.

"Yes, for me it was not easy for the first few years. You don't want to go out because people will look at you differently. But what kept me going was I had a lot of friends who came to visit me every day and they pulled me out of the house."

The confidence which tends to come with motion saw him return to play-

ing pool, which was made easier because, as he puts it, "I was now at the same level as the pool table." He even formed a music band with his pals and regularly performed at various functions as well as playing wheel chair basketball professionally, playing in leagues as far as Joburg.

"If your mind is weak, you won't succeed. You need to be outgoing to survive as a disabled person. That's when I realised that I can't just sit at home and needed to do something, because I can still do something. It's just my legs that are not working, but my brain is still alive," says the firefighter as he relates a story of another young person who got paralysed after being shot.

"I talk to a few guys when I go to the hospital for observation. Let me give you a brief story. I go there, and this guy at the cafeteria and heard him speaking to some people. He just landed in a wheelchair six months before. He also got shot, and was saying that he does not want to live anymore ... he came to me asking me if I am still happy being alive. I asked him, 'why are you asking me something like that?' ... he says it is because he is not happy to be alive anymore being physically disabled. His mind-set was very weak and could not take the stress and the thinking that he would never walk again. I told him that if his mind-set is not gonna be positive he is not going to succeed. I told him that he needed to surround himself with people in his situation. Go to groups or play basketball ... just do something ... speak to other people with disability - they will motivate you," Coetzee relates.

Coetzee's schooling was interrupted at Grade Seven, after the shooting accident. The limited education, along with his disability, undermined the prospects of employment. Nonetheless, his new determination had landed him with his first contract job under the EPWP, after being tipped off about the opportunity by another disabled friend who had just exited the programme.

As part of the initiatives that run across all of the City of Cape Town's func-

tional areas, the Goodwood Fire Station had come with the novel idea of creating short-term employment and skills development opportunities for people with disabilities. The upside on the part of the fire department is that this kind of support would also release their able-bodied employees from being stuck in work that is not core to the actual emergency response and firefighting.

According to the EPWP coordinator at the Goodwood Fire Station, short-term work, training and skilling opportunities across all fire stations have been created for nearly 200 individuals with disabilities since the start of the initiative. Twenty beneficiaries are employed at any given two-year cycle. He explains that "for every one of the 20 persons that we have now, means that we can take one firefighter from the Watchroom to the field or doing the core function of manning the fire engine and doing firefighting".

By the end of the contract in 2015, Coetzee had helped the fire station with reception and fire spotting tasks but had to make way for another person as per the rules. In theory, at least, the idea is that the experience gained from being part of the EPWP would help increase the chances of securing a job elsewhere. This is what Coetzee did and he soon afterwards got a learnership as a call centre operator at a major private company. Despite doing well and in all likelihood a candidate for permanent employment at the company, Coetzee had been smitten by the fire bug and his heart was still with the fire department. Though in the middle of a learnership, Coetzee did not think twice when he was invited by the Goodwood Fire Station to apply for an opportunity to be part of the firefighting team. The rest is a history of three years and a couple of months in full-time employment as a dispatcher.

If being unemployed is tough enough for abled individuals, it is doubly tough for people living with disabilities. "It is very difficult and I am talking from experience. As I said I have been in a wheelchair for 17 years and have been

struggling since that time to get a permanent job. You see people look at you as a disabled person and look at the wheelchair and not the person in the wheelchair. They don't look at what you can do and they don't look at what your mind can achieve, they just see a wheelchair, your crutches or your disability and say 'no can't hire this person'" Coetzee explains.

Since that fateful gunshot more than two decades ago, the smothered

flame of an ambitious pool player is now turned into fiery determination. Married for eleven years, with a seven-year-old child – Coetzee emphasises that he met his wife "when I was in a wheelchair. She knew what she was getting into and she was happy with it. It's not like she got involved with me out of pity."

Those days when he was struggling to get into full-time employment, his wife was breadwinner, would drive him to

all the interviews, in addition to looking after the family as a whole. The fire department job, via EPWP, has made it possible to also contribute. They now have a house. The repurposed car he now owns has enhanced his sense of independence and mobility.

"Work gave me that stability in life. For me, I believe that a man needs to be there and provide for his wife and children. I could not provide as I did not have a job," he concludes. ■



New District Service Delivery Model Taking off

Districts will be empowered and even emboldened to initiate and enter into partnerships – to advance effective service delivery – with civil society, the private sector, and engineering associations or accounting councils, writes Parks Tau.

For the first time in democratic South Africa, local government becomes the nucleus of, and for, societal development. A strategic mechanism mobilised for this purpose is the district-based model. All the three spheres of government, working in cooperative unison, will now effectively coalesce, in their operations and functions at the country's 44 districts and 8 metropolitan areas.

What does this district-based model to development entail and mean in practice? How is it indicative, in the 6th administration led by President Matamela Ramaphosa, of a *zeitgeist* moment and process towards rebuilding and renewal of the country?

The district model is a response to two structural challenges. First, the inefficient silo and disjointed functions between national, provincial and local government. This has resulted, among other factors, in inadequate responses to service delivery challenges, slow reactions to environmental emergencies (like drought, floods) and collapse, in some areas, of basic municipal infrastructure services.

Second, it is a consciously calculated intervention to close the growing social distance between citizens and communities and their public institutions and civil service. The outcomes of this distance, between public representatives and communities, is evident in increasing service delivery protests that sometimes result, or mushroom, in wanton infrastructure destruction.

As various evidence-based studies attest, like those from Municipal IQ,

these community protests or civil actions incidents, emerge largely from three interrelated issues: contentious municipal demarcation, selection of compromised municipal accounting officers, plus evictions and land invasions in areas unsuitable for human habitation.

These two structural challenges take place in a context of increasing service delivery demands, from citizens and residents and diminishing government revenue streams. Hence the inclusion, in the district model, of alternative revenue-raising options in local government such as municipal pooled financing, municipal bonds and partnerships with local industry.

The principles of the district model, or the eponymous "Khwuleza" service delivery model, endorsed by the President's Coordinating Council (PCC), will customise service delivery according to local specificity of, for example, Metsimaholo, iLembe, Mbizana, Maluti-a-Phofong municipalities.

Service delivery will be guided by community needs instead of adopting a blanket national and provincial mandates. Of course, these mandates will be guided overall by the National Development Plan (NDP) blueprint, in its emphasis for instance, that all citizens and communities shall have access to basic services and amenities. This fits together with the constitutional injunction, in Chapter 2 of the Bill of Rights, for government to deliver socio-economic services that enhance, "the right to dignity and the right to equality" of all citizens, residents, economic migrants and political refugees.

Additionally, the district model will be distinguished by regularised monitoring and evaluation (M&E) mechanisms to gauge service delivery made. Such monitoring is targeted at identifying, and fixing, bottlenecks. Deliberate project management, of turning poli-

cies into action plans, is to be tracked through professionalised personnel who will assess delivery impact, capacity building, and opportunities for shared resourcing.

The Department of Cooperative Governance (CoGTA) will be the implementing national institution, working in concert with the provinces and the PCC. An objective of working primarily from the combined 52 impact districts, is to ensure localised complementarity in delivery of national commitments to the NDP, continental obligations to the Agenda 2063 and pledges to implement the Sustainable Development Goals or the Paris Climate Accord.

To effect the district model and realise the aspirations of participatory government, sector-specific social compacts will be important. Districts will be empowered and even emboldened to initiate and enter into partnerships – to advance effective service delivery – with civil society, the private sector, and engineering associations or accounting councils.

Social compacts, which are implicit agreements between various stakeholders, are singled out to encourage citizens and communities to honour their municipal services. As the CoGTA minister, Dr Nkosazana Dlamini-Zuma indicated at the 2019 Budget Vote, it is unsustainable that municipalities are owed R139bn in rendered public services (water, sanitation and electricity), coupled with, in turn, the R21.1bn owed by municipalities to Eskom.

Therefore, social compacts, based on making concessions to reach shared consensus, are a central instrument for all partners to work in unison to realise meritocratic democracy, advance *Batho Pele* principles, consequence management, and entrench a responsive citizen-centric government and governance framework.

The district model is an opportunity for all South Africans across geographic, racial, economic and ideological boundaries to build bridges towards practical, measurable and non-partisan service delivery. A district model offers a ready platform to address the systemic challenges flagged annually, for one, by the auditor general on municipal underperformance and to re-capacitate the 40 municipalities under administration.

The Khawuleza district model deserves the support from all stakeholders, to address the triumvirate developmental challenges (of poverty, unemployment and inequality) so that local government can stabilise its systems, reinforce its governance structures and be sustainable in M&E in the short to long-term.

In short, the district-based model of development provides a strategic in-

strument to bring back to life the civil service, realign it to its normative proximity to people, reestablish trust and confidence in state institutions and an *esprit de corps* where citizens and communities value public institutions. ■

- Parks Tau is Deputy Minister of the Department of Cooperative Governance (CoGTA).

Treasury's OCPO puts a squeeze on wasteful spending and graft



Tainted supply chain processes have for the longest time been regarded as the genesis of bleeding the fiscal of Billions of Rands in wasted expenditure. In an interview with SAnews, Office of the Chief Procurement Officer Stakeholder and Client Management Chief Director, Rakgadi Motseto, shared her thoughts on the entity and progress made since its establishment.

In 2013, the National Treasury launched the Office of the Chief Procurement Officer (OCPO), to curb the scourge of wasteful expenditure and corruption that are often associated with supply chain management in the Public Sector. The end goal of the OCPO is ensuring that government received value for money; guaranteed open and effective competition as well as maintained a culture of ethics and fair dealing, accountability, reporting and equity.

It starts with Supply Chain Management (SCM) 101

First, OCPO Stakeholder and Client Management Chief Director, Rakgadi Motseto, explained how the procure-

ment office was built on a modular structure. In other words, adding layers on the existing structures within National Treasury, with what was previously referred to as the foundation. With the establishment of the OCPO four more functional areas were added on the two existing ones in the Specialist Functions, resulting in the following six directorates:

- Stakeholder and Client Management;
- Information and Communication Technology,
- Strategic Sourcing;
- Governance, Monitoring and Compliance;
- SCM Policy; as well as
- Transversal Contracting.

Motseto is of the view that a large part of fixing the challenges that are associated with Public Sector procurement start with the deepening understanding of the entire supply chain management value chain. It is critical that those officials whose work involves public procurement, know and understand their role in the context of the entire system. Citizens and especially those businesses that wish to supply the govern-

ment with goods and services similarly acquaint themselves with the workings of the public procurement system.

For example, one of the most efficient and cost-effective ways that the OCPO keeps taps on the goings-on across the massive length and breadth of the Public Sector is through the instrument of public platforms that allow for whistle-blowing and raising the concerns the concerns of suppliers over procurement processes.

"It becomes difficult for us to detect certain things, unless a supplier comes and says: 'I have a problem, you keep appointing this person/company and we are sitting here not getting an opportunity.' That's when we come in and look at a particular case.

"You need to know what the system should look like. Look at state capture. Remember that supply chain rules and regulations flow from the Constitution, where we say there needs to be fairness and transparency and equity (etc). We say empower those who were previously disadvantaged. But because we are not using our data properly as government, that is not happening," she said.

There were, however, deliberate acts of exclusion and sabotage of suppliers during the tender process, she said.

Supply chain procedures, she reiterated, required processes to be followed stringently and diligently for the outcome to be without queries.

“If you start properly in the beginning, it becomes difficult to alter the process in the middle. It shows that – somewhere, somehow – something happened. So, when that happens, they will end up with their pre-determined favourite,” she said.

The meticulous tailoring of government processes is in such a way that, when competitor suppliers query procedures, foul play could be easily detected during investigations. When a complaint lands on the desk of the OCPO, she said, transgressions could be traced to as far back as the wording of the “Request for Quotations”.

“We do this every day. It’s easy to pick up and check if things took a different direction,” she said.

Data power

Another element that was proving problematic in government is the complex beast of cover quoting. The fraudulent practice that is cover quoting is when a single entity undermines competitive bidding for tenders by manipulating processes to ensure the success of one or more of its associated companies. Chief among reasons why cover quoting is not detected is the lack of vigour and inquisitiveness on the part of supply chain management officials as most of the information on supply companies are already available on the Central Supplier Database (CSD), which is administered by National Treasury.

Launched in 2016, the CSD is an online compliance portal of organisations, institutions and individuals that provide goods and services to the state. It also provides practitioners with the details of the directors and their linkages to other companies. The website maintains “consolidated, accurate, up-to-

date, complete and verified supplier information to procuring organs of state.”

“Unfortunately, people in supply chain are not as inquisitive as they should be because the information is there. People are more reactive in supply chain than proactive,” she conceded. “If you don’t interrogate the information that you have as a practitioner, as a Director in supply chain or the Chief Financial Officer for that matter, then you will be sitting with those problems,” she stressed.

Motseto is of the view that the centralisation of government procurement information has resulted in efficiencies and made a dent on combating corrupt practices. The OCPO Stakeholder and Client Management Chief Director bemoans the fact that data and information emanating from the government is not used to the fullest possible benefit.

“We don’t use data intelligently across government. Even if it’s there, we don’t know what to do with it. If we could use the data we have, trust me we’d do some ground-breaking work,” she emphatically indicates.

“Person X earns this much, all of a sudden she’s gone to Porsche and processed a purchase. Next thing she’s going to the municipality and a building plan was passed. The government needs to pull that information together, check with South African Revenue Service (SARS) and see what is happening. So, those things need to be available to check how the lifestyles are funded. Those systems are not there and that is why people can drive expensive cars and nobody questions them,” she said.

She said some supply chain cases were not resolved due to a lack of capacity and skills to investigate complaints. These headaches were compounded by officials in the supply chain who know how to manipulate the system.

Making inroads

Strategically, the OCPO has courted parliament as an ally in its mission to

promote an efficient and transparent public procurement system. It has done this by embarking on awareness and education campaigns that are targeted at parliamentary portfolio committees and thus enhancing their ability to hold departments and other state organs accountable.

“That’s because they now know how to interpret information. If they say to you: ‘give us your procurement plans,’ you give it to them.... why did you deviate? ‘No, it was an emergency.’ It can’t be an emergency because you planned for it. They now know how to interrogate information, and engage the institutions because the information makes sense,” she said.

With supply chain processes “evolving every day”, she said demands were also increasing.

“Now that we are playing in the global space, there are certain requirements as a country we need to meet in terms of governance. The rule of law needs to apply, especially where it relates to corruption. It doesn’t help to have these inquiries and at the end of the day, nobody goes to jail.

Motseto said it was important for government to be seen to be combating corruption by prosecuting and punishing those implicated. Since taking office last year, President Cyril Ramaphosa has undertaken several measures to combat the scourge. Key amongst these is the Commission of Inquiry into State Capture, chaired by Deputy Chief Justice Raymond Zondo. This Commission has to date been given evidence of wide-spread looting of state funds and has been privy to different sorts of measures that were in place for years to hide crime in the country. Other related commissions are the Mokgoro Commission; another dealing with misdemeanours in the Public Investment Corporation (PIC) and yet another to deal with restoring credibility at the South African Revenue Service (SARS). ■

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Defrosting the “Frozen Middle”

It is a mistake to think that middle management is hurting your organisation in some way when in fact it can be the true competitive edge in today’s world, writes **Brian Simelane**.

It is often said that management and leadership are not the same. One is predominantly policy-driven, the other, values-driven. And not long ago, companies and organisations considered doing away with middle managers altogether, for the sake of agility. They were seen as agents of stagnation, blockers of change, the “frozen middle”.

Dating back to the industrial revolution, management could be seen as anachronistic in the business world of today – a bit like a Rolodex in an i-store, completely out of place. Elon Musk hates it. In a now-infamous email he sent to everyone working at Tesla, the firebrand Chief Executive Officer (CEO) said he believed management greatly impedes communication.

By far the most common way that information flows within companies is chain-of-command, which means that you always flow communication through your manager. The problem

with this approach is that, while it serves to enhance the power of the manager, it fails to serve the organisation.

To a certain extent, he is right. Old management styles do fail today’s organisations, where a complex, fast-changing environment insists on agility, creativity, rapid prototyping, and innovation, and not only on the area of internal communication. The old management style, the frozen middle, lacks empathy and resists change. The frozen middle clings to policy and distrusts any notion of the employee being allowed to make decisions.

However, mid-level managers can play a vital role in future-proofing an organisation. Middle managers – the non-HR and non-C-suite leaders – are often the cornerstones of employee engagement efforts and hold considerable decision-making power and influence with employees. This makes them perfectly placed to take organisations into new realms of efficiency and productivity, to get them humming with positive excitement and singular purpose. However, to do this they need to develop the right skills to make them more effective and successful in the modern

workplace. Two of the most important skills to look at are empathy and analytical ability.

The empathy dividend

Considered a soft skill, empathy is gaining a lot of press these days for the power it has to reinvigorate organisations. It seems the ability to walk a mile in someone else’s shoes, to relate to their motivations and drives, is key to unlocking potential in the workplace and gaining insight into the shifting demands of the marketplace.

For Microsoft CEO, Satya Nadella, it is a pivotal quality to have. “My passion is to put empathy at the centre of everything I pursue, from the products we launch, to the new markets we enter, to the employees, customers and partners we work with.”

Belinda Parmar, CEO of The Empathy Business, said recently that the top ten companies in the latest Harvard Business Review Global Empathy Index “increased in value more than twice as much as the bottom ten and generated 50% more earnings.” Organisations that lack empathy struggle to engage with their employees and customers

alike and, as a result, are not innovative.

Unengaged employees are expensive employees. Research by Momentum Corporate shows that 30% of employees in South Africa go to work but do very little. It's called "presenteeism" and it is costing local businesses almost R90bn each year. According to the Momentum report employees are distracted by personal and financial concerns; they are constantly under stress, suffer anxiety and live unhealthy lifestyles. Managers who lack empathy tend to ignore or punish this rather than try to solve the issue with support and listening.

An EY.com study titled Global Generations: A Global Study on Work-life Challenges Across Generations, found that 71% of respondents would leave "a work environment that does not encourage teamwork", and 69% would leave because of a "boss who doesn't allow you to work flexibly".

Healthy company cultures are based on trust, honesty, and open dialogue and are led by empathetic managers who try to reach out to struggling employees and show them that their contributions, time, and sacrifices are acknowledged and valued. Empathetic

managers create environments where support and growth are as important as sales.

Making sense of complexity

On the other side of the spectrum, managers also need to be razor-sharp and hone their analytical skills. Ubiquitous high-speed mobile internet, artificial intelligence, the widespread adoption of big data analytics, and cloud technology, are changing the game completely. This is industry 4.0 and the manager who doesn't know how to navigate this volatile, uncertain, complex and ambiguous (V.U.C.A.) world could justifiably be sidelined.

At present managers use more than half of their time on administration and very little time on strategizing according to an Accenture survey. This is a hangover from old management styles. To be of value in the world of change, management needs to pick up its head from the paperwork, look around and make sense of the complexities and ambiguities of business in this century, and then act to harness them.

It is a lot to deal with, and the complexities are so staggering it sometimes feels like no-one knows exactly where it is all going. In the recently published

Deloitte Millennial Survey, which surveyed 10,455 millennials and 1,844 Gen-Z, both generations were shown to feel unprepared for industry 4.0, however, management can't afford to be.

Managers need the skills to enable them to sift through massive amounts of data, read subtle cues in society that hint towards shifts in expectations, and constantly re-assess values, products and services, and what the workforce of the future will look like. If they can do this, they will be a great asset to any organisation.

If he had fired all the managers at Tesla, Elon Musk might have fixed his company's communication flow problem, but he would also have lost a powerful tool. Managers play an invaluable role in instilling company values, nurturing employee potential, and reading the signs in the maelstrom that is the business environment today. ■

- Brian Simelane is course convenor for the UCT Graduate School of Business Programme for Management Development in Johannesburg.



Authenticity: Reality Bites

I always thought it would be better to be a fake somebody than a real nobody.

The Talented Mr. Ripley (1999)

By John Wilkins

In the current environment, we seem to value doubting more than doing, criticism more than compassion, and cynicism more than optimism. Even though we live in this background noise of negativity and opinion, people themselves rarely disappoint.

Public servants are regular people with real problems asked to deal with the real needs of real people. To serve the public good, they must be believable, genuine, and live among those they serve. They are imperfect people striving in anonymity for perfection. They thrive on self-examination, making things right for government and promoting unity, harmony, and healthy relationships within society.

In Pathways to Performance, Jim Clemmer wrote: "Where you are in the organization is less important than

DISASTER SIGNS

- Greed
- Misplaced values
- Arrogance
- Lack of trust
- Deep distraction
- Disengagement
- Fear



LEADER'S ANTIDOTE

1. Service focus
2. Intentional values
3. Humility
4. Heart centred
5. Presence based
6. Compassion
7. Faith filled

what you are. Now that doesn't mean you must have a leadership job in the traditional management sense. Rather, it means you are trying to initiate and guide change and improvement in a team, business or organization. But before you try to change anyone else, you've got to change yourself. Self-leadership is at the heart of effectively leading others."

Authentic leadership

Leadership is hard, elusive, and not always glamorous. Personal values and motivations shape attitudes and behaviours. 'Walking the talk' moulds character and helps build trusting relationships. Knowing your capabilities is the start of learning competence.

Much of what passes as authentic leadership can be a pleasant fiction. Brand management is today's preferred top-level strategy. In The New Path to Prosperity, Mikael Meir puts stock in seven leadership practices to stem disaster, empower leaders, and promote greatness.

The lingering question is: What comes first, good governance or good leadership? Many believe that one cannot exist without the other. But what seems true is that good governance can survive bad leadership, whereas effective leadership is rarely sustained under a governance regime without virtue.

Cases in the news show how institutional governance responds in differ-

ent situations. Strong, resilient governments survive the wrongdoing of loose-cannon politicians when citizens elect new leadership. Antiquated, entrenched administrations embroiled in politics and scandal are liberated when governments embrace fundamental reform.

Facing harsh realities

For many middle managers, the grass seems greener in senior management.

But seizing the brass ring means remaining realistic. Ron Edmondson poses ten harsh realities of leadership:

The public service warrants a new brand of leadership in which soft people skills mollify hard-edged managerialism. Middle managers must develop the ethical competence to increase the capacity for doing good work. Trust in government is earned when core values and ordinary citizens' needs are satisfied. Public institutions perform

reliably and deliver results accountably when led with authenticity. ■

*"Reprinted with permission from Authenticity in Middle Management, Canadian Government Executive, Volume 23, Issue 3, March/April 2017."

- **John Wilkins** is Executive in Residence: Public Management at York University (Jwilkins@Schulich.yorku.ca). He was a Career Public Servant and Diplomat.

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| <p>1. You will be unpopular at times. Change is difficult and opens emotional wounds. People will blame you for changes happening in their lives because of the changes you make as a leader.</p> | <p>2. You will have to make decisions no one else will make. Leaders challenge the paradigm and inspire people to follow. Hopefully, it leads to discovering a better reality.</p> | <p>3. You have to be able to see farther than today. Leaders leverage influence today for something better that may not be realized until some tomorrow.</p> | <p>4. You will not be successful long by making excuses. You will be more likely to attract followers if you own your mistakes. Humility is an admired leadership trait.</p> | <p>5. You can motivate, but you cannot mandate. Attempting to control or coerce people to produce more will not work long-term. People will rebel, fail to live up to potential, or leave.</p> |
| <p>6. You are only as good as your team. If your team is lousy, you will be considered lousy too, even if you are a good leader.</p> | <p>7. You will be defined by the investment made in others. Great ideas or personal successes are fleeting. Investments in people last longest and pay forward.</p> | <p>8. You cannot avoid conflict indefinitely. Little things become big things. The hidden or unresolved conflict eventually explodes.</p> | <p>9. You will be misunderstood at times. Despite good intentions and communications, you will still be misunderstood. It is part of leading people who are different from you.</p> | <p>10. You cannot neglect yourself for long. You will crash and burn if you do not take care of yourself.</p> |

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