

As we look at our second priority area, we are pleased that the introduction of the outcomes approach has placed greater focus on the key outputs we need to produce to achieve the outcomes we want and our people expect.

Education is central to improving the quality of the human resource base of the country and addressing poverty and inequality. To address these challenges, we need to “improve the quality of our basic education” and put all efforts into achieving this goal.

The Department of Basic Education has been working together with all stakeholders in the provinces, including unions in the education sector, towards ensuring that our education system is improved.

In the Education Delivery Agreement we strategically focus on a few sub-outputs that are cornerstones to turning the education performance, namely:

- conducting Annual National Assessment (ANA) tests
- developing and distributing national workbooks for schools
- distributing textbooks on time
- ensuring teacher and learner development.

The results of the ANA tests are living proof that a lot still needs to be done to improve the effectiveness of our basic education system. However, initiatives are afoot to turn the quality around. They also vindicate the Government’s decision to choose education as one of our priorities.

The 2011 ANA tests are a major initiative that the Education Department has embarked on, with over six million learners being assessed in more than 19 000 schools. This initiative is way bigger than the annual Matric examination project. For a long time, the country has been focusing on high school results to determine the performance of the education system. As important as the Matric results are in terms of how many learners can further develop their human capital in post-school institutions, they do not indicate how well the system is performing below Grade 12.

The tests focused on Language and Mathematics or Numeracy in grades one to six. The results confirmed there are major quality issues that the system needs to deal with if it is to increase the level of human capital in the country and develop skills needed by the economy. On average, the performance across grades three and six is below 40% – this is very low and needs to be changed if the country is to compete in the knowledge economy. It confirms other international assessments conducted in the country.

A key challenge is obviously to ensure that the ANA makes a difference to teaching and learning within schools. The ANA has made it possible for parents to hold their schools accountable, using a national standard which was not the case in the past. It has assisted school principals in determining which teachers are most in need of support and it has undoubtedly provided strong guidelines to



teachers of what acceptable levels of performance and assessments entail. The ANA has helped to drive the message home across society that improving education quality has to start at lower grades rather than solely focusing on Matric.

Another major development is the strategic focus on the development and distribution of national workbooks undertaken to improve the quality of the education system. The workbooks are explicitly designed to assist pacing within the classroom, promoting curriculum coverage. The failure to complete the curriculum is part of the reasons why learners operate at lower grades than they are attending. Like ANA, the workbooks are able to illustrate the national assessment standards that teachers should use to stretch the minds of our learners.

These workbooks were developed and distributed to all Grade One to Six public school learners in 2011 in all official languages around 12 million copies of *Workbook 1*. Copies of *Workbook 2* were distributed after June, covering the second half of the academic year. This is the boldest attempt since 1994 to influence the quality of material used within schools and to increase access to written material for learners. The workbooks cover grades one to three in 11 languages, covering Numeracy and Literacy, and grades four to six in English and Afrikaans

for Mathematics and Literacy. The national workbooks for grades one to four in English and Afrikaans have also been translated into Braille.

There were, of course, challenges with the distribution process in the first year of implementing this programme. This was also evident during President Jacob Zuma's monitoring and evaluation visit to schools in the Eastern Cape earlier this year. This was a huge undertaking and it is hoped the distribution blockages will be resolved as the department's systems evolve and are strengthened.

Access to textbooks on time is another crucial area in the quest for improving the quality of education. The school system is still experiencing challenges in receiving textbooks on time. As we pay attention to the delivery of workbooks, we also need to simultaneously address this challenge. However, distribution challenges in some provinces mean that not all learners receive their textbooks on time. This has adverse effects on learning, since textbooks are important supplements to what is being taught in the classroom.

To ensure schools use textbooks that comply with the Curriculum Assessment Policy Statements, the department has reviewed the books for grades R to three and Grade 10. To establish the extent of access to textbooks, the department is also proceeding with the School Monitoring Survey to cover grades R to 12.

All these initiatives should happen within an environment appropriate for learning and teaching. The state of school infrastructure also needs attention. During the presidential monitoring and evaluation visit to the Eastern Cape, the President found that school infrastructure in some areas was in a dilapidated condition. To deal with infrastructure challenges, the 2011/12 financial year was a watershed year in terms of the national department's level of responsibility. The Education Department's budget on infrastructure rose from around R10 million in 2009/10 to some R6 billion in 2010/11. Infrastructure spending decision-making has been centralised at national level. This will enable a coordinated effort at infrastructure delivery and allow provinces to focus on what matters most – which is what is taking place in the classrooms. As a way of

ensuring transparency in dealing with infrastructure issues, the department released a list of schools to benefit from the infrastructure programme for this financial year. The challenge remains that we should ensure that the allocated budgets are used in this financial year.

Of course, no education system can be better than the quality of its teachers. The Department of Basic Education continues to seek ways of attracting talented young people to join the profession. The Funza Lushaka bursary scheme has attracted up to 30 000 applications for 2011, which is a major change in attitudes towards the teaching profession, which was previously not attractive. Annually, the public schooling system requires an intake of at least 10 000 newly-graduated educators to sustain existing staffing levels. The drive to encourage youths to qualify and opt for teaching is encouraging and we must continue with this campaign across the country. The quality of learning will continue depending on the training provided to current teachers, and the commitment by teachers to be in class and teaching.

In terms of the basic education outcome, we are happy and confident with the achievements of the department against the set outputs. A lot of work has been done in terms of the finalisation of the teacher development plan and the development of standard workbooks in Literacy and Numeracy for grade one to six learners. Great progress has also been recorded in the roll-out of the first-ever ANA, which provided the country with a picture of the quality of learning in grades three and six. Teaching time, quality textbooks, learner workbooks and teacher content knowledge remain the linchpins for realising better education outcomes and have to be protected.

As the Department for Performance Monitoring and Evaluation, we are now at a stage of monitoring the achievements towards the outputs that are essential for our evaluation process at the later stage. The outcomes approach has clearly given government greater strategic focus to ensure that the limited resources we have are spent on critical development areas. The focus is also on the priorities that will assist the country towards achieving some of its millennium development goals.

We are also particularly pleased with the efforts of collaborative governance emerging out of the processes and they are proving to be more effective when all stakeholders agree on what needs to be done. Certainly, these efforts will lead our country onto the right path of development. Working together we can definitely do more! 

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Omm Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration

Against the background of probably one of the most important events on South Africa's calendar of engagements with the international community, this issue of *Public Sector Manager* has adopted the theme of climate change.

From 28 November to 9 December, Durban will host the 17th meeting of the Conference of Parties (COP17) of the United Nations Framework Convention on Climate Change (UNFCCC) and the seventh Conference of Parties serving as the meeting of the Parties (CMP7) to the Kyoto Protocol.

The Minister of International Relations and Cooperation, Maite Nkoana-Mashabane, will serve as President of COP17, which will draw delegates from 194 member states. The Minister of Water and Environmental Affairs, Edna Molewa, will lead the South African delegation to COP17. In this issue of *Public Sector Manager*, we provide insight from both ministers with regard to their particular mandates in relation to the conference.

Hosting COP17 indicates South Africa's commitment to addressing the global threat of climate change, which is a reality that affects every one of us and poses serious threats to various aspects of our existence.

Government has adopted a proactive approach to formulating policy on climate change in anticipation of having to meet greenhouse gas emission targets that will inevitably be imposed on developing countries such as ours.

As senior Public Sector managers, many of you know that government's efforts in response to climate

change cut across departments, involving the National Planning Commission, the departments of performance monitoring and evaluation and administration, and those of energy; agriculture, forestry and fisheries; mineral resources; science and technology; transport; communications; trade and industry; and economic development.

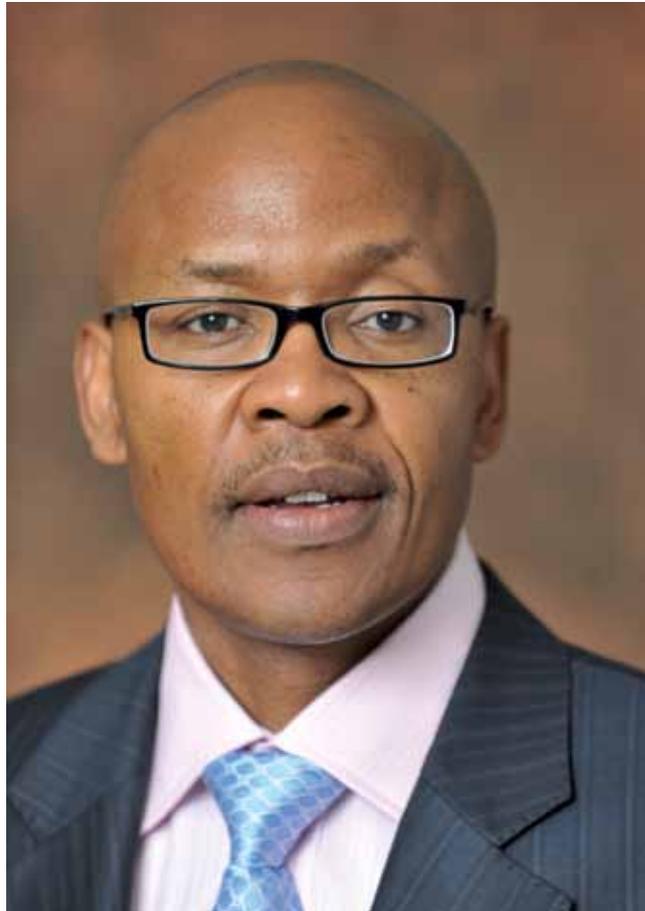
For this reason, this issue of *Public Sector Manager* explores the green economy and its potential to create jobs. We also report back on the African Ministerial Summit on climate-wise agriculture and food security – a challenge that affects every one of us.

On a different note, are you Proudly South African? It's more than mere emotion – it's about supporting local brands so that we can grow our economy and be part of government's drive to create much-needed jobs, says the man in charge of Proudly

South African, the highly successful Advocate Leslie Sedibe. Read the interview with this deeply focused and committed leader.

What makes Sedibe, a man who has travelled the continent, Proudly South African, is that we live in a beautiful country.

Speaking of our beautiful country: why not get to know your country better by taking short breaks in South Africa? Especially at this time of year, when our energy levels might be flagging and the thought of getting away from it all is highly appealing. Don't miss the piece on Sho't Left, which encourages South Africans to take short breaks at home and offers information on places to go and deals available. Be Proudly South African – take a lekker local holiday this summer! 🇿🇦



A handwritten signature in black ink, appearing to read 'Jimmy Manyi'.

Jimmy Manyi
GCIS: CEO
Cabinet Spokesperson



LETTERS TO THE EDITOR

We hear you!

Dear Editor

Last month, I watched the presentation that GCIS made to the Portfolio Committee on Communications on television and I was impressed. I was in the middle of studying for exams but found myself watching the whole presentation. No regrets – it was worth it.

Thanks for the lessons in good financial management, good governance and accountability, and your understanding of the different responsibilities you have as individuals and as a team. The previous day, I had written exams at Unisa on Fraud Detection which focused on the King III Report, computer-assisted auditing techniques (CAATs) and red flags that might point to the misappropriation of assets; so I was listening attentively and was proud that you got a clean audit from the Auditor-General.

I still want to read your report at my leisure to broaden my understanding on some of the issues. Well done to GCIS!

- Edwin Ntjana, Cape Town

Dear Editor

The October edition of PSM is the first issue I read and I must admit, I was impressed that it actually was created by government for government.

Usually when you hear "government magazine", you picture verbose jargon with very little understanding, but I found it a great read. The articles are very informative and give us an insight into what various departments are doing to meet government's plan of action. It is always great to get an inside view from the heads of departments themselves.

Your cover story with Advocate Sandile Nogxina was very well done; hats off to the writer for an inspiring and well-written piece.

In future, maybe try to diversify your interviewees to add balance, but other than that keep it up, GCIS; looking forward to seeing many more editions.

- Farrah Ahmed, Cape Town

Following President Zuma's reshuffle of his Cabinet, here is what some citizens had to say:

The decision by the President to reshuffle his Cabinet was long overdue. I am confident that the President has silenced those who perceive him as an indecisive leader. Well done, Msholoz!i!

- Alan Buthelezi, Durban

The decision by President Jacob Zuma to fire two of his Cabinet Ministers clearly shows that no-one is indispensable or above the law. In the interest of good governance, I personally welcome these changes and developments. Also, the decisions to appoint commissions of inquiry into the arms deal and the alleged conduct of the National Police Commissioner should be welcomed. One would love to see the commissions doing their work independently and without any political interference.

- Simon Nsika Nzimande, Nelspruit

Great move by the President and congratulations to Minister Dina Pule, the first minister born and bred in Mpumalanga.

- Lamech Sibande, Pretoria

These changes (to Cabinet) mean nothing for the man in the street. I will congratulate the President once he manages to narrow the gap between the rich and the poor. The struggle continues!

- Mzukisi Matrose, Richards Bay

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Please continue to help us make each issue better than the last by writing to the Editor, Vusi Mona, e-mail: vusi@gcis.gov.za. Don't forget to include your name and the city or town where you live.

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Public Works:
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DEPUTY MINISTERS



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Performance, Monitoring
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Obed Bapela



Rural Development and
Land Reform:
Lechesa Tsenoli



Women, Children and
People with Disabilities:
Hendrietta
Bogopane-Zulu

Changes to Cabinet

Writer: Mbulelo Baloyi

A new National Executive is in place to lead government's delivery on the national priorities of security, health, employment, education rural development, following President Jacob Zuma's recent reconfiguration of Cabinet. President Zuma announced the changes to Cabinet almost a year to the day after the October 30 2010 reshuffle. In the recent restructuring, the President announced that he had released two Ministers from the National Executive two ministers and had done away with the position of Deputy Minister in Public Works.

The President also announced a new Deputy Minister portfolio for Women, Children and Persons with Disability. Those released from the National Executive were former Public Works Minister Gwen Mahlangu-Nkabinde and Cooperative Governance and Traditional Affairs Minister Sicelo Shiceka.

Former Rural Development and Land Reform Minister Thembelani "Thulas" Nxesi is the new Minister of Public Works former Public Service and Administration Minister Richard Baloyi is the new Minister of Cooperative Governance and Traditional Affairs.

Former Deputy Minister of Public Works Hendrietta Bogopane-Zulu is the new Deputy Minister for Women, Children and Persons with Disability.

President Zuma also announced that former Communications Minister Roy Padayachie would step into Public Service and Administration and that Communications would now be led by former Deputy Minister of Performance Monitoring and Evaluation and Administration Ms Dina Pule.

The new Deputy Minister of Communications is former communications portfolio committee member Ms Thembisa Stella Ndabeni.

Former Deputy Minister for Communications Obed Bapela has been appointed new Deputy Minister for Performance, Monitoring and Evaluation as well as Administration.

Former chairperson of the portfolio committee on cooperative governance and traditional affairs Mr Lechesa Tsenoli has been appointed Deputy Minister for Rural Development and Land Reform. ®