

6 May 2019

Sir/Madam

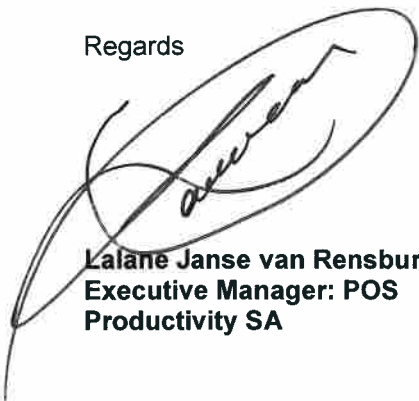
RE: MOTIVATION FOR NOMINATION – MR. MOTHUNYE MOTHIBA

This letter serves as short motivation for the nomination of Mr. Mothunye Mothiba (ID: 5705215820084) to serve on the Board of SABTIA (Southern African Business Technology Incubation Association).

I have been working with Mr Mothiba for almost three years as his Executive in his tenure as Chief Executive Officer of Productivity SA. In this time I have noted his character to be productive, fair and solid.

I nominate him for this role as I believe Mr. Mothiba is very knowledgeable about business development as well as the Southern African Eco-system, I believe that he can add tremendous value to any system in which he participates.

Regards



Lalane Janse van Rensburg
Executive Manager: POS
Productivity SA

NOMINATION FORM: SABTIA BOARD OF DIRECTORS
BOARD APPOINTED NON-EXECUTIVE DIRECTOR



- This form shall be completed by anyone nominating themselves, or another, to serve on the Board of Directors of SABTIA pursuant to a call for nominations.
- Please return the completed nomination form, a copy of the nominee's detailed CV/Résumé and a short written motivation by the nominator to nalesa@sabtia.org.za on or before 6 May 2019.

SECTION 1: NOMINATION


I, the undersigned, do hereby nominate Mothunye Mothiba ("Nominee"), to stand for election to serve as a Board Director in accordance with the SABTIA's Memorandum of Incorporation.

Name of Nominator: Lalane Jense van Rensburg

Relationship to Nominee: Sub ordinate / Exco Team

Telephone number: 071 674 9276

Email Address: Lalancjr@productivitysa.co.za

Nominator Signature:  Date: 06/05/2019

SECTION 2: NOMINEE DETAILS

Name of Nominee: Mothunye Mothiba

Nominee's ID Number: 5705215820084

Current position held by Nominee: Chief Executive Officer

Current Employer of Nominee: Productivity SA

Position being Nominated for: SABTIA Board of Directors

Telephone number (H): 071 674 9276 / 082 771 3266

Telephone number (W): (011) 848 5322

Cell phone number: 071 674 9276 / 082 771 3266

Email Address: Mothunye m@productivitysa.co.za

SECTION 3: QUESTIONNAIRE TO BE COMPLETED BY NOMINEE

Have you served as a member of the Board of any establishment before?

Yes No

If yes, kindly give details, and kindly specify your area of expertise / contribution:

- * Board member: SABA, Osigweni
- * DOL ICT Steering Committee overseeing delivery of the IT PPP contract.
- * DOL Appeals Committee advising on labour relations.
- * DOL Bid Adjudication Committee & various others
- * Productivity SA: Ex-officio member.

Industry Specific Knowledge:

- * 22 YEARS SENIOR MANAGEMENT in various sectors, 15 of which were in Public Administration / labour Administration up to Chief Director and over 7 in Public Entities at EXECUTIVE LEVEL, COO + CEO.

Professional Designations:

- * EXECUTIVE Manager ; COO; CEO; Chief Director.

Qualifications:

- MBL; 2011; LINISA School of Business Leadership.
- SENIOR EXECUTIVE Programme for Southern Africa, 1989
- B-Com 1986;
- Diploma in Education 1980

Experience, skills and knowledge:

- * LEADERSHIP + Strategic Management
- * Socio Economic + Industrial Policy
- * People Empowerment + Development
- * Business Transformation + Competitiveness

Other relevant information:

- * Had various multidisciplinary assignments and strategic projects focusing on org effectiveness and service delivery improvement.

MOTIVATION FOR SUITABILITY TO SERVE ON THE BOARD SABTIA: MOTHUNYE MOTHIBA.

I have over 22 years of experience serving at Senior Management / Executive Level in various sectors including 15 years in Public Administration/ Labour Administration System and over 7 years in Public Entities at Executive Level in the gambling industry as COO and in Business Development & Management Consulting Services as CEO at Productivity SA.

My **competencies** are complemented by business studies up to Master of Business Leadership (MBL) and include, but not limited to:

- (i) **Leadership and Strategic Management:** I gained expertise in strategic management when serving as Senior Manager responsible for Provincial Operations and heading the Chief Directorate: Planning, Monitoring and Evaluation in the Department of Labour (DoL), as COO at the North West Gambling Board (NWGB) and as CEO at Productivity SA. In these roles I was responsible for strategy formulation and implementation, analysis of the environment (macro, industry and internal) in which the enterprise operates, put in place Internal Control and Reporting Processes within the enterprise based on the business models. This included providing leadership in defining the strategic direction and adoption of courses of action, the allocation of resources necessary for carrying out the long-term goals, which resulted in competitiveness and sustainability of the organisations I served;
- (ii) **Socio-economic and Industry transformation:** I have extensive experience and applicable knowledge of the socio-economic transformation and industrial policies and Programmes including the National Development Plan (NDP), The New Growth Path (NGP), The Industrial Policy Action Plan (IPAP), The Broad-Based Black Economic Empowerment Act including the Codes of Good Practice and Black Industrialists Programme, the National Small Business Development Act, and the Labour Market Policies and Programmes including the Employment Equity Act and ILO Conventions as well as the Sustainable Development Goals, in particular Goal 8;
- (iii) **Business Transformation and Competitiveness Improvement:** I have expertise in developing and implementing Business Transformation and Sustainability Models, Business Performance Improvement Frameworks, and Business turnaround and recovery strategies. I studied these models in the MBL degree and successfully implemented them during my tenure at the DoL including when acting as Commissioner at the Compensation Fund, as COO at the NWGB, and as the CEO of Productivity SA;
- (iv) **Governance & Regulatory Compliance and Risk Management.** I studied Corporate Governance and Ethics in the MBL degree and applied these principles during my tenure at the DoL, NWGB and currently as CEO of Productivity SA. I served in various Governance and Compliance Committees, of note being the DoL Bid Adjudication Committee including as its Vice Chairperson in 2011. The Committee put in place systems and processes which contributed to the Department obtaining an unqualified audit in the financial year 2011/2012 for the first time and in subsequent Financial Years. At the NWGB I served as the Chairperson of the Bid Evaluation Committee. Notable achievements were a clean audit from 2012 up to 2014.

I served on the Boards of State Owned Entities, including Osizweni Education and Development Trust (2001–2003), the SAQA (2004–2007), as well as reporting to the Board and Board Committees as COO at the NWGB (2012 – 2016) and as CEO of Productivity SA (2012 – date). I am also serving as a board member and General Secretary of the Pan Africanist Productivity Association (PAPA) since April 2016 to date;

- (v) **Strategic Partnership and Stakeholder Relationship Management.** As Chief Director: Service Delivery Monitoring in the DoL, I was given responsibility for Managing the collaborative relationship between the Department and Skills Development Implementation Structures as well as between the Dept. and Organised Labour in particular as it related to funding and coordinating the Workers Day rallies. Upon my appointment as CEO of Productivity SA, I was instrumental in the development and implementation of the Entity's Strategic Partnership and Alliances Framework which culminated in MOA/Us signed with strategic partners in the economic sector in government and industry, including funding and other resources commitments by strategic partners; and
- (vi) **Strategic Project and Programme Management.** From 2005 to date I lead multidisciplinary assignments and strategic projects focusing on Organisational Effectiveness and Service Delivery Improvement. These included amongst others, but not limited to:

During my tenure in the DoL (1997 – 2012), Notable projects are: (a) in 2005, I lead the team which developed the Turnaround Strategy for the Compensation Fund, the outcome of which was simplified Internal Processes & Systems and an outcomes-based management environment, including improved claims management, revenue collection and capturing of a higher percentage of high-value employers;

(b) In 2009, I lead the team which developed the Business /Service Delivery Model for the DoL in collaboration with the ILO. The notable outcome of this project was streamlined Strategic Business Units (Inspectorate Services and Public Employment

Services). The DoL - South Africa was repositioned as an effective Labour Administrative System in line with international benchmarks and International Labour Standards. Two notable outcomes are the Risk-Based Inspectorate Strategy and the Public Employment Services System for South Africa, including promulgation of the Employment Services Act, No. 4 of 2014; and

(c) In 2010, I lead the team that developed the ICT Policy and Strategy as well as Business Performance Improvement Systems for the DoL, with a budget of over R200m; and

During my tenure at the NWGB (2012 June – 2016 February), I lead various projects which included, but not limited to:

(a) The policy framework to introduce alternative forms of gambling in the Province, which assisted in advancing BBBEE objectives. The outcome of this led to a transformed gambling industry with increased participation (ownership and management control) of Local Previously Disadvantaged Individuals (PDIs) and SMMEs in the gambling industry. At least 60% shareholding in the entities allocated licenses were held by Local PDIs, 35% of which by Black women; and

(b) Developed an Integrated Case Management System which included streamlined the Business Processes to enabled License Holders to transact with the Board electronically, including submitting applications for licenses and conducting inspections.

During my tenure as the CEO of Productivity SA (2016 to date), I lead various projects which included but not limited to:

(a) Revising the Business Model and Strategic Plan to ensure alignment thereof with the NDP, the IPAP, the NGP, and the MTSF. The Business Model provides strategic focus for the Entity in line with the Mandate as outlined in the founding legislation, clearly defined Value Proposition in line with the Core Business and Services of the Entity, clearly defined target market for our offering (products and services) including target sectors, re-designed Strategic Business Units and the Organisational Structure including appropriate deployment of resources (human, physical and financial) and capabilities, clarified Strategic Partnerships and Alliances, and a funding structure to ensure financial viability and sustainability of the Entity. The revised Business Model put us on a path to repositioning Productivity SA to become a Centre of Excellence to lead a productivity driven growth and development agenda for South Africa;

(b) Strategic Partnerships and Alliances Framework. This culminated in collaborative (MOA/Us) relationships signed with Public and SOEs e.g. SEDA, SEFA, TRANSNET, GEP, UIF, the dti, KZN Dept. of Economic Development, NC Dept. of Economic Development, Business and Industry Bodies like BUSA and BBC including NAFCOG, and internationally with agencies like the ILO, Japan Productivity Centre (JPC), the Japan International Cooperation Agency (JICA), and the Pan African Productivity Association (PAPA). Collaboration with the strategic partners assisted the Entity to deliver on its mandate and be financially sustainable; and

(c) Reviewed the Strategic Plan and Annual Performance Plan (APP) and developed the Performance Management System in line with the Framework for Strategic Plans and Annual Performance Plans and the Framework for Managing Programme Performance Information. This included ensuring strategic focus of the Entity whereby its priorities are aligned to the legislative mandate, the NDP, the IPAP and the MTSF. We also conducted a resource and capability analysis to ensure adequate human resources deployment and funding in line with the PFMA and Treasury Guidelines. We have since seen overall improvement in performance from 35% in the 2015/2016 Financial Year, and is currently at 76% in the 3rd quarter of the 2017/18 FY; and (d) Put in place Governance and Compliance Policies with a view to improving the PFMA and PPPFMA Compliance Environment, and we have seen an improvement in financial management and accountability, resulting in the Entity receiving an unqualified audit opinion in three consecutive years.

The above responsibilities and exposure complemented by business studies up to a Master degree afforded me the opportunity to acquire the knowledge and global perspective required for strategic decision making and capability to lead and add value to any form of organization and its stakeholders.

Sincerely Yours



Mothunye Mothiba

SECTION 4: DECLARATION AND ACCEPTANCE TO BE COMPLETED BY NOMINEE

I, Mathunye Mthiba ("Nominee"), hereby declare that:

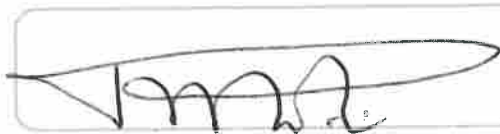
1. I accept my nomination to stand as a candidate for election to the Board of SABTIA.
2. I do so out of my own free will, without any force or coercion and am fully aware of the obligations that such an office brings.
3. I declare that the information provided in Section 2 above is true and correct.
4. I have never been convicted of theft, fraud, forgery, uttering of a forged document, perjury or any offence involving dishonesty, whether within the Republic of South Africa or elsewhere.
5. I am not currently being prosecuted for any criminal offences relating to theft, fraud, forgery, uttering of a forged document, perjury or any offence involving dishonesty, whether within the Republic of South Africa or elsewhere.
6. I have never been disqualified under any law from carrying on my profession or been removed from a position of trust or any position of authority.
7. I have never been dismissed from any employment position due to having committed any act of misconduct.
8. I am not currently being disciplined at my place of employment due to having committed any act of misconduct.
9. I have familiarised myself with the requirements and declare that I am fit and proper to do so.
10. The reason for me making myself available to serve on the Board of Directors is to serve the Business Incubation and Acceleration community as a whole.
11. I have no ulterior motives or motivations in favour of or against any Staff Members or service providers employed by SABTIA NPC.
12. I am not currently implicated in any legal action or dispute involving the SABTIA NPC.

I hereby expressly authorise the SABTIA to forward any personal information as well as any information that I have provided in support of my nomination to verification suppliers acting on behalf of the SABTIA for the purpose of verifying my personal credentials and records. I expressly further authorise credential verification including, but not limited to, educational qualifications, professional membership, employment history, employment references, credit bureau searches, criminal record and fraud prevention checks. I further expressly authorise the SABTIA's verification information suppliers to furnish information regarding my credentials, whether claimed or not, to the SABTIA. I unconditionally indemnify SABTIA and its verification information suppliers against any liability that may result from furnishing information in this regard. I understand that it is a condition of SABTIA's verification information suppliers that this information is furnished by them solely for the purposes of my nomination to the SABTIA Board of Directors and that any information that is furnished to the SABTIA will be disclosed to me before a decision is made based on such information.

Please note:

If it is found that any information that has been supplied is false, the Nominee may be disqualified from standing for election or from serving on the Board.

Nominee Signature:



Date: 06/5/2019

HOW TO DIGITALLY SIGN THIS NOMINATION FORM

STEPS TO FOLLOW WHEN CHOOSING DIGITALLY SIGNING:

1. As you click on the signature space, a window called "Add Digital ID" will pop up.
2. Click on "A new digital ID I want to create now" and click next.
3. The option "New PKCS#12 digital ID file" will already be selected, click next.
4. Fill in your details and country (search for ZA). Leave "Key Algorithm" and "Use digital ID for" as is, then click next.
5. Create a password and click Finish

Important Information: SABTIA's Director Recruitment, Selection and Appointment Policy shall apply to the administration of all nominations received.

CURRICULUM VITAE: MOTHUNYE PHINEAS MOTHIBA

1. PERSONAL INFORMATION:

ID. 5705215820084

Postal Address: P.O. Box 70 WINGATE PARK 0153

Residential Address: 950 Aldo Street, Rietvlei View Country Estate, PRETORIA, 0001

TEL: 0827713266 / **WORK:** 011 8485314

Email: mothunvem@gmail.com / work.mothunvem@productivitysa.co.za

2. QUALIFICATIONS:

Senior Certificate, 1977. Whiti High School

Diploma in Education, 1980. University of the North (UNIN)/Limpopo,

Bachelor of Commerce (B.Com), 1996. University of South Africa (UNISA),

Senior Executive Programme for Southern Africa, 1999. Wits Business School (WBS) in collaboration with Harvard Business School (HBS).

Master of Business Leadership (MBL), 2011. UNISA School of Business Leadership (SBL)

3. EMPLOYMENT HISTORY:

Company	Dates of Employment	Current/Last Position Held
Productivity South Africa (Productivity SA)	2016, April – to date	Chief Executive Officer
Reason for Leaving	Contract ending on 31 March 2020. To pursue other challenging responsibilities which advance the socio-economic and industrialization policies in support of SMEs in the country, particularly in the township and rural economies	
North West Gambling Board (NWGB)	2012, June – 2016, February	Chief Operations Officer
Reason for Leaving	Career growth - resigned to join Productivity SA as CEO	
Department of Labour (DOL)	1997, Feb – 2012, May	Chief Director
Reason for Leaving	Early retirement from the public service to pursue a career in strategic leadership and management as well as business and management consulting – State Owned Entities – appointed COO at the North West Gambling Board	
Department of Education (DOE)	1985, Jan – 1996, October	Head Master
Reason for Leaving	Promotion to the Department of Labour as Deputy Director for Labour Relations, to be responsible for the inspectorate services in Mpumalanga	

4. GENERAL EXPERIENCE AND COMPETENCIES

4.1 Career Development:

I have over 22 years of experience serving at Senior Management / Executive Level in various sectors, 15 of which were in Public Administration/ Labour Administration System in the DoL up to Chief Director and over 7 in Public Entities at Executive Level in both the gambling industry as COO (4 yrs) at the NWGB and in the Business Development & Management Consulting Services sector as CEO (3 yrs) at Productivity SA.

Productivity SA is classified as a Schedule 3A National Public Entity in terms of the PFMA and offer Enterprise Support Programmes which promote employment growth and workplace productivity through the following programmes:

- (i) **Enterprise Competitiveness and Sustainability Programme**, which supports South Africa's strategic objectives in scaling up efforts to promote long term industrialisation and transformation of the economy targeting enterprises of all sizes within the productive sectors of the economy, with a focus on SMEs in the priority economic (IPAP) Sectors. The sub-programme

Workplace Challenge, whose objective is to enable South Africa to achieve a productive high-income economy which is globally competitive targeting enterprises in the productive sectors of the economy with a potential for labour absorption and export potential. The programme prioritises the participation of historically disadvantaged people and regions in the economy. It also supports meaningful B-BBEE using instruments such as Special Economic Zones (SEZs), Industrial Parks and Black Industrialists interventions; and the sub-programme **Productivity Organisational Solutions**, whose objective is to enhance the appropriate productive capacity and operational efficiency of the supported enterprises, in particular SMEs and cooperatives to adopt world-class productivity enhancement best practices, focusing on products, processes and people. The offerings include Business Performance Improvement (BPI), Early Warning Systems (EWS) and Business Start-ups, as well as promoting the productivity and competitiveness mind-set and culture in everything we do as a country.

- (ii) **The Business Turnaround and Recovery Programme**, which provides turn-around strategies to companies facing economic distress (financial or operational difficulties) to minimise the retrenchment of employees and support initiatives aimed at preventing job losses. The outcome of these interventions is to lessen the social and economic impact on individuals, companies, regions and the national economy. The programme focus on implementing turn-around strategies and plans to restructure and improve the productivity and operational efficiency of the organization; and Facilitating the establishment and empowerment of Enterprise-Based Productivity Forums (Future Forums) to promote dialogue on Productivity Improvement Strategies; and
- (iii) **The Research and Knowledge Management Programme** with a focus on providing value-added information on productivity, competitiveness and best practice productivity and competitiveness data-bases and systems through research activities and databases.

4.2 My competencies are complemented by business studies up to post graduate level (Master of Business Leadership / MBL) and include, but not limited to:

- (i) **Leadership and Strategic Management:** I served in various roles at Senior Management in Public Administration in the DoL as Director: Provincial Operations and Chief Director: Service Delivery (Operations) and subsequently Chief Director: Planning, Monitoring and Evaluation), and in Public Entities as COO at the NWGB and CEO at Productivity SA. In these roles I was responsible for strategy formulation and implementation, analysis of the environment (macro, industry and internal) in which the enterprise operates, put in place Internal Control and Reporting Processes within the enterprise based on the business models. This included providing leadership in defining the strategic direction and adoption of courses of action, the allocation of resources necessary for carrying out the long-term goals, which resulted in competitiveness and sustainability of the organisation.

I gained the capability to provide leadership in defining the strategic direction and adoption of courses of action, the allocation of resources necessary for carrying out the long-term goals, which resulted in competitiveness and sustainability of the organisations I served. These roles afforded me the opportunity to apply various strategic planning and organizational performance management models and tools including the Balanced Score Card, the Porter Model, the PARETO Principle, and the Framework for Strategic Plans and Annual Performance Plans as applied in the Public Services, etc.;

- (ii) **Socio-economic and Industrialisation policy:** I have extensive expertise and experience in the application of socio-economic transformation and industrial policies and Programmes including the National Development Plan (NDP), The New Growth Path (NGP), The Industrial Policy Action Plan (IPAP), The Broad-Based Black Economic Empowerment Act (B-BBEEA) including the Codes of Good Practice and Black Industrialists Programme, the National Small Business Development Act and SME funding programmes, the Labour Market Policies and Programmes including application of the Employment Equity Act and ILO Conventions as well as the Sustainable Development Goals, in particular Goal 8.

At the DoL, I was responsible for operations, which included Labour Inspectorate Service focusing on compliance monitoring and enforcement of labour legislation as well as Public Employment Services focusing on implementation of Active Labour Market Programmes. At the NWGB, I had responsibility and accountability for developing and implementing gambling policies and strategies and overseeing three Strategic Business Units - Gambling Investigations and Licensing, Gambling Control/Regulation, and Gambling Audit and Systems. At Productivity SA, I am responsible and accountable for implementing Enterprise Competitiveness and Sustainability policies and programmes. The Entity's Vision is to lead and inspire a productive and competitive South Africa, with the mandate to fulfil an economic or social responsibility of government, which is to promote employment growth and productivity. The objective of our Enterprise Support Programmes is to enable South Africa to achieve a productive high-income economy which is globally competitive targeting enterprises in the productive sectors of the economy with a potential for labour absorption.

- (iii) **People Empowerment and Development.** I have extensive knowledge and experience in human capital development, organizational behavior and change management, as well as Labour legislation. At the DoL I was responsible for implementation of Active Labour Market Policies and Programmes (LRA, EEA, BCEA, SDA) towards transformation of the Labour Market. I also served in the Departmental Appeals Committee advising the Minister on appeals lodged by employees, and the Departmental Performance Management Review Committee. At the NWGB I served as the Chairperson of the Employment Equity Committee, and was instrumental in developing the Board's Recognition Agreement and led the

negotiations with Labour towards signing of the Agreement. Since joining Productivity SA, I worked closely with the recognized union to review the Recognition Agreement and guided the Entity in reviewing the Human Resources Policies in line with the labour legislation which has been recently amended and to date we reviewed over 7 policies.

Over my career I mentored and guided a number of people who are currently occupying leadership and strategic positions in both the private and public sector;

- (iv) **Business Transformation and Competitiveness Improvement.** I have expertise in developing and implementing Business Transformation and Sustainability Models, Business Performance Improvement Frameworks, and Business turnaround and recovery strategies. I studied these models in the MBL degree and successfully implemented them during my tenure at the DoL including when acting as Commissioner at the Compensation Fund, as COO at the NWGB, and as the CEO of Productivity SA.

At the Compensation Fund in 2006, I lead the team which developed the Turnaround Strategy for the Fund, the outcome of which was simplified Internal Processes & Systems and an outcomes-based management environment, including improved claims management, revenue collection and capturing of a higher percentage of high-value employers; I lead the development and implementation of the Turnaround Strategy for the Fund;

At the DoL in 2009, I lead the team which developed the Business /Service Delivery Model for the Department in collaboration with the ILO. The notable outcome of this project was streamlined Strategic Business Units (Inspectorate Services and Public Employment Services). The DoL - South Africa was repositioned as an effective Labour Administrative System in line with international benchmarks and International Labour Standards. Two notable outcomes are the Risk-Based Inspectorate Strategy and the Public Employment Services System for South Africa, including promulgation of the Employment Services Act, No. 4 of 2014, and in 2010 I lead the team that developed the ICT Policy and Strategy as well as Business Performance Improvement Systems for the DoL, with a budget of over R200m.

Upon my appointment as CEO of Productivity SA, I conducted a benchmarking of productivity models applied in National Productivity Organisations in the most competitive economies, particularly in Asia and the Nordic Countries, which guided us in developing and implementation of the Business Model for the Entity. The objective was to refocus and reposition the Entity as a Centre of Excellence to respond and drive a productivity lead National Agenda and effective delivery of Active Labour Market Programmes in South Africa.

- (v) **Strategic Partnership and Stakeholder Relationship Management.** As Chief Director: Service Delivery Monitoring in the DoL, I was responsible for Managing the collaborative relationship between the Department and Skills Development Implementation Structures as well as between the Dept. and Organised Labour in particular as it related to funding and coordinating the Workers Day rallies.

As COO at the NWGB I assumed responsibility for managing strategic partners and stakeholders within the gambling industry including the relationship with the Provincial Tourism Authority with a view to integrating tourism with gaming; as well as coordinating the quarterly meetings of the gambling licensees with a view to monitoring the performance of the industry as it relates to the roll-out of gaming programmes as well as sharing of lessons on compliance monitoring and enforcement.

Upon my appointment as CEO of Productivity SA, I was instrumental in developing and implementation of the Entity's Strategic Partnership and Alliances Framework which culminated in MOA/Us with SEDA, SEFA, NAFCOC, KZN Dept. of Economic Development, NC Dept. of Economic Development, GEP, TRANSNET, UIF etc. We have also established a working relationship with BUSA and these strategic partnerships have assisted in improving the implementation of the Entity's mandate and Enterprise Support Programmes;

- (vi) **Governance and Regulatory Compliance.** I studied Corporate Governance and Business Ethics in the MBL degree and applied these principles during my tenure at the DoL, NWGB and currently as CEO of Productivity SA. For example, at the DoL I served in various Corporate Governance and Compliance Committees including the Departmental Bid Adjudication Committee, appointed as the Vice Chairperson of the Committee in 2011. The Committee put in place systems and processes which contributed to the Department obtaining an unqualified audit in the financial year 2011/2012 for the first time and in subsequent Financial Years.

At the NWGB I served as the Chairperson of the Bid Evaluation Committee. Notable achievements were a clean audit from 2012 up to 2014.

At Productivity SA I put in place Internal Control Processes and Measures, and a Governance Framework which assisted in the Entity receiving an unqualified Audit Opinion since 2016 to date;

- (vii) **Financial management** including application of the PFMA, Treasury Regulations, and the PPPFMA. Since taking over as CEO of Productivity SA, the Entity's financial irregularities decreased and accountability for the budget and financial reporting including completeness of financial statements improved drastically; and

- (viii) Program and Project management. I have since 2003 to date lead multidisciplinary assignments and projects focusing on Organisational Effectiveness and Service Delivery Improvement.

During my tenure at the DoL (1997 – 2012), I led various projects, of note being (a) In 2005, Project Team which developed the Turnaround Strategy for the Compensation Fund, the outcome of which was improved claims management and revenue collection; and (b) In 2010, Project Team which developed the DoL Service Delivery Model to reposition the Department as an effective Labour Administrative System in line with international benchmarks and International Labour Standards. This intervention led to the promulgation of the Employment Services Act, No. 4 of 2014;

During my tenure at the NWGB (2012 June – 2016 February), I led various projects, of note being the policy framework to introduce alternative forms of gambling in the Province. This intervention assisted in advancing BBBEE objectives, leading to a transformed gambling industry with increased participation (ownership and management control) of Local PDIs and SMEs in the gambling industry. At least 60% shareholding in the entities allocated licenses were held by Local PDIs, 35% of which by Black women; and

During my tenure as the CEO of Productivity SA (2016 to date), I initiated various projects, of note being the review of the Business Model the outcome of which was strategic focus of the Entity with a clarified legislative mandate as outlined in the founding legislation, and Enterprise Support Programmes designed to support implementation of the NDP, the IPAP and the MTSF 2014 – 2019. Three Strategic Business Units were created, focusing on Enterprise Competitiveness and Sustainability, Job Preservation, and Value-added information on productivity and best practice productivity and competitiveness systems through research activities and databases.

4.3 SUMMARY OF MY CAREER DEVELOPMENT AND HIGHLIGHTS OF MY ACHIEVEMENTS:

4.3.1 In the DoL, I undertook a number of key strategic and administrative roles and responsibilities, including amongst others:

- (i) **Serving in various Corporate Governance and Compliance Committees.** Of note being (a) The Department's ICT Steering Committee and Services Management Committee overseeing delivery of the IT PPP contract; (b) The Departmental Appeals Committee which is an advisory committee to the minister on labour relations matters within the department; (c) the Departmental Bid Adjudication Committee, appointed as the Vice Chairperson in 2011. The Committee put in place systems and processes which contributed to the Department obtaining an unqualified audit in the financial year 2011/2012 for the first time and in subsequent Financial Years; (d) The DoL Performance Management Review Committee; and (e) the National Performance Management Review Board;
- (ii) **Serving in Multiple Public Sector Strategic Committees and Task Teams.** The Strategic stakeholders included Government Department and Clusters, Business and Labour responsible for policy formulation and implementation of Government's Medium Term Strategic Framework and Service Delivery Outcomes/Priorities. Of note being;
- The Forum of Heads of Monitoring and Evaluation in Government Departments. This is a Community of Practitioners responsible for monitoring and evaluation in the respective Government Departments to ensure effective implementation of the Government-Wide Monitoring and Evaluation Framework;
 - Task Teams responsible for implementing outcome 12 – Service Delivery Quality and Access, sub-output: responsiveness led by the DPSA;
 - National Task Team responsible for implementing the National Anti-Poverty Strategy led by the Presidency; and
 - Partnership Agreement between the DoL, COSATU, FEDUSA and NACTU.
- (iii) **I served as Acting Compensation Commissioner**, over a period of 14 months (March 2006 to May 2007). During this period, I led the team which developed the Turnaround strategy for the Fund inculcating a culture of leadership and strategic management, customer centric organization and accountability for performance management. The claims management and revenue collection improved, with claims turnaround time reduced (70% of claims settled within 70 days from 90 days) and reducing claims backlog (over 800 000 of the 1 000 000 claims which accumulated up to 2004 resolved); and

Also served as Acting Chief Information Officer, over a period of nine months (February 2010 to 31 October 2010). Key responsibilities included developing an ICT Strategy, Policies and coordinating development and delivery of Business Improvement Systems and infrastructure to support the DoL strategy and service delivery model beyond 2012, reviewing the remaining Public Private Partnership contract period with Siemens Business Services, developing and implementing a transitional (PPP Contract Exit and Services Transfer) plan to ensure IT delivery and improved governance.

(iv) Leading multidisciplinary assignments and strategic projects focusing on Organisational Effectiveness and Service Delivery Improvement, which include, but not limited to:

- In 2003, Project Team which conducted an Organisational Review and Designed the Service Delivery Branch and Provincial Operations.

This included repositioning the Provincial Operations and the network of 125 service delivery points (labour centers) with over 7000 employees across the country to improve quality and access to DoL Services (Labour Inspectorate Services, Public Employment Services and social security services); and strategic alignment between Provincial Operations and three Strategic Business Units (Occupational Health and Safety and the two Social Security Agencies (Compensation Fund and the Unemployment Insurance Fund),

- In 2006, Project Team which conducted an Organisational Review and developed the Turnaround Strategy for the Compensation Fund, whereby Internal Processes & Systems were simplified which resulted in an outcomes-based management environment, including improved claims management, revenue collection and capturing of a higher percentage of high-value employers.
- Between 2006 and 2009, Project Teams which designed and implemented (i) the framework for the Public Employment Services System in South Africa (2006); (ii) the Inspection and Enforcement Services Strategy (2008) to strengthen the Labour Inspection System in the country, including a model to professionalise the Labour Inspectorate service.
- In 2009, established the DoL Planning, Monitoring and Evaluation Chief Directorate, which amongst others developed the Strategic Planning Processes and Systems, ensuring alignment with Legislative Mandate and Government Medium Term Strategic Framework, as well as the Government Strategic Plans and Annual Performance Framework.
- In 2010, project team that developed the ICT Policy and Strategy, Business Improvement Systems and infrastructure to support the Department's strategy and Business/Service Delivery Model with the support of SIEMENS SA, with a budget of over R200m.
- In 2010, I led the Business Transformation and Change Management project team in collaboration with the International Labour Organisation (ILO). The Team developed the DoL Service Delivery Model with a view repositioning the Department of Labour South Africa as an effective Labour Administrative System in line with international benchmarks and International Labour Standards and to ensure alignment of Provincial Operations with Strategic Business Units at Head Office;

This included overseeing project teams responsible for the development and implementation of an Employment Services System for South Africa (ESSA), the Review of the Inspection and Enforcement strategy to strengthen the inspection system in the country, and Development of the DoL Service Delivery Model and Labour Centre Model. A policy framework for the provision of Public Employment Services was subsequently developed in 2010 and was published in December 2010 for public comments, and the Employment Services Act, No.4 of 2014 was subsequently promulgated in 2015.

- I also initiated the development of an Integrated Client Database System for the Department whilst acting as Chief Information Officer in 2010. The objective was to provide a single view of the clients of the Department (citizens and enterprises) to reduce transacting time.

4.3.2 During my tenure at the North West Gambling Board from 2012, June – 2016, February I have contributed as follows:

- (i) I led various projects, of note being the policy framework to introduce alternative forms of gambling in the Province. This intervention assisted in advancing BBBEE objectives, leading to a transformed gambling industry with increased participation (ownership and management control) of Local PDIs and SMEs in the gambling industry. At least 60% shareholding in the entities allocated licenses were held by Local PDIs, 35% of which by Black women;
- (ii) Improved the capacity of the Board to monitor and enforce compliance with the Gambling Act and Licensing Conditions. Of note is the compliance by licensees with the BBBEE Codes of Good Practice and to spend 1% of their Gross Gambling Revenue on commitments towards Corporate Social Investment. I also guided the licensees to align their Corporate Social Investment Strategies and projects with Government's Medium Term Strategic Framework objectives.
- (iii) Developed an Integrated Case Management System which enable licensees to transact with the Board electronically, including submitting applications for licenses and conducting inspections.

(iv) A member of the Team that developed the Funding Model for the NWGB, which model would lead to financial sustainability of the Board and minimum reliance on Government funding.

4.3.3 As the CEO of Productivity SA from April 2016 to date, I have contributed as follows:

(i) Reviewed the Business Model to refocus and reposition the Entity as a Centre of Excellence to respond to the National Development Agenda and effective delivery of Active Labour Market Programmes in South Africa. This included review of the Entity’s strategic focus, Organisational Structure and Design, Strategic Partnerships and Alliances, Resources and Capability requirements, and Target market focusing on SMEs in the productive sectors of the economy, etc.) and to align its Enterprise Support Programmes with the Employment Services Act, No. 4 of 2014, establishing 3 Strategic Business Units, focusing on Enterprise Sustainability and Competitiveness Enhancement, Job Preservation, and Value-added information on productivity, competitiveness and best practice productivity and competitiveness systems through research activities and databases.

The revised Business Model put us on a path to repositioning Productivity SA to become a Centre of Excellence to lead a productivity driven growth and development agenda for South Africa.

(ii) Reviewed the Performance Management System in line with the Government-wide Framework for Strategic Plans and Annual Performance Plans and the Framework for Managing Programme Performance Information. We have seen overall performance improving from 35% in 2015/2016 to over 65% in 2016/2017. Our organizational performance is at an average of 70% as at the 2nd quarter of 2016/17, well on track to achieve 80% overall performance.

(iii) Developed policies and Internal Controls and put in place Governance structures with a view to improving PFMA and PPPFMA Compliance Environment. This led to an improvement in financial management and accounting as well as the audit queries reducing significantly. The Entity consistently received an unqualified audit opinion.

(iv) Put in place a strategic partnership and alliances framework and this has resulted in Memoranda of Agreement signed with over six strategic partners, and I believe that this will assist us in generating revenue and ensuring financial sustainability of the Entity.

5 Corporate Governance and Regulatory Compliance:

(i) Served in the DoL Bid Adjudication Committee (DBAC) from 2004 - 2012 and appointed Vice Chairperson in 2011;

(ii) ICT (Public Private Partnership between the DoL and SIEMENS-SA) Steering Committee.

(iii) Board Member at the following institutions:

- Osizweni Education and Development Trust. 2001 – 2003
- South African Qualifications Authority. 2004 – 2007.

(iv) As COO at the North West Gambling Board, I served and provided policy support to the Compliance Committee, which is a Committee of the Board responsible for developing and enforcing compliance with gambling legislation/policy, regulations and license conditions in the NW Province;

(v) As CEO of Productivity SA, I serve on the Board as Ex-Officio Member.

(vi) Serving as a Board Member and Secretary General for the Pan Africanist Productivity Association (PAPA) since April 2016 to date.

6 References

- (i) Dr. Van Mkosana. Former Director-General: Department of Labour. Supervisor and currently personal strategic network partner. Cell. 0829340320. vancekiso@gmail.com
- (ii) Mr Mthunzi Mdwaba. Chairperson of the Board of Productivity SA. 011 4639448, 0832719350, mthunzi@tzoro.com
- (iii) Ms Agnes Moiloa: Deputy Director General responsible for Inspection Services in the Department of Labour. Former colleague in the Department of Labour in the Mpumalanga Province. Tel: 012 655 8701 Cell. 082 885 5187. aggy.moiloa@labour.gov.za
- (iv) Dr Nalini Maharaj. Board Member and Chairperson of the Compliance Committee at the North West Gambling Board. Cell. 0832907606

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