



Leadership in the public sector: Reflections and lessons for future leaders

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History

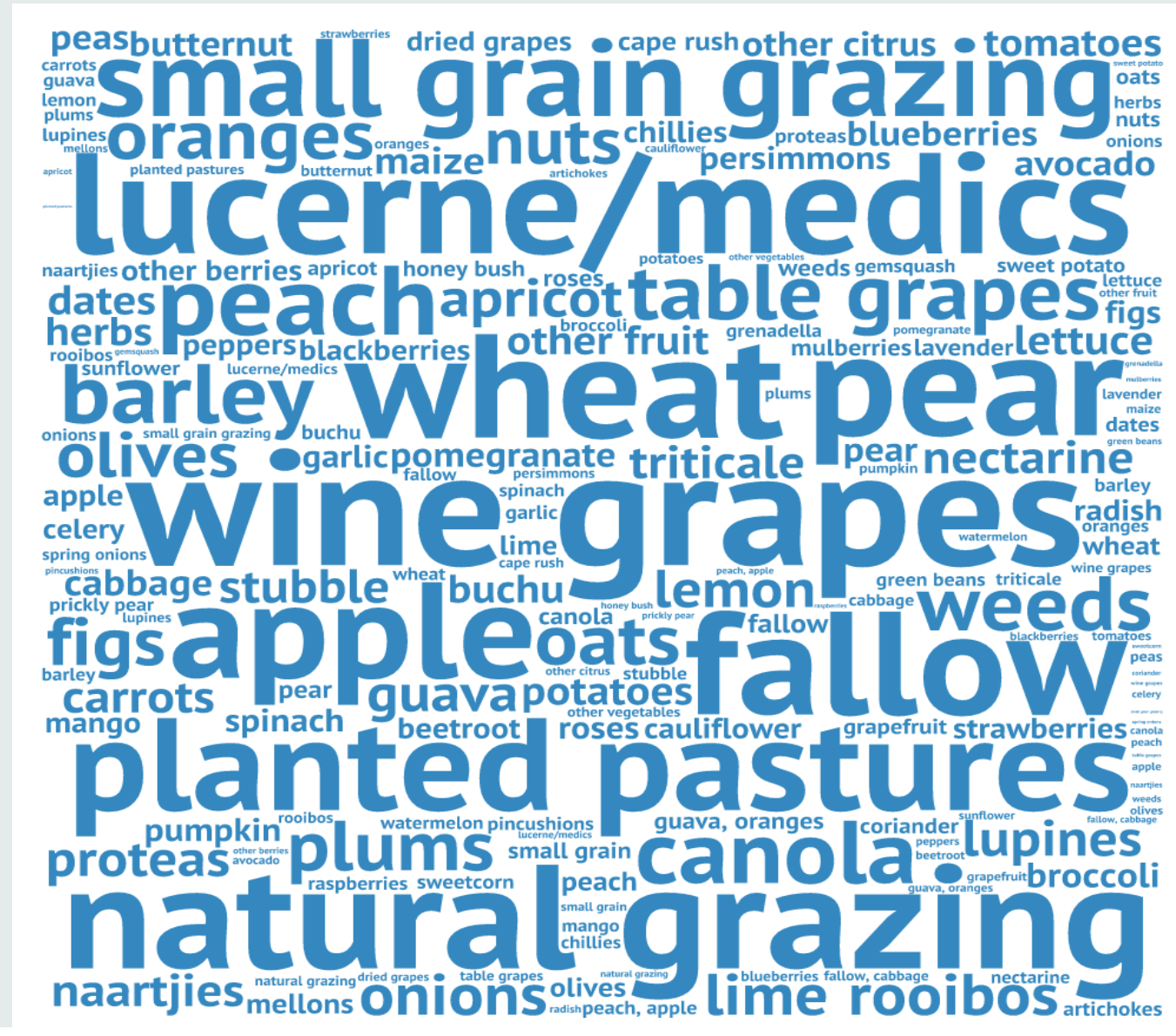




CHINESE PROVERB

MAN WHO PREDICTS FUTURE IS LYING EVEN IF HE IS TELLING THE
TRUTH (GANZEKRAAL – 2002)

Western Cape Agricultural Commodities





VISION

**Global success,
competitive, inclusive and
in balance with nature**

MISSION

To promote, by means of technology development, technology transfer and agricultural training, sustained agricultural production and marketing within the Western Cape creating food security, improving personal income and general quality of life.

Western Cape AGRICULTURAL STRATEGY

- **Promotion of international competitiveness**
- **Settlement, training and support of new and small-scale farmers**
- **Promotion of job creation / manual labour**
- **Resource conservation**
- **Promotion of rural development**

PRIORITIES FOR 2002/2003

- I. To ensure equal access to participation in the agricultural sector and to stimulate sustainable rural development;
- II. To increase the competitiveness of all producers at local as well as national and international levels, and
- III. To exploit the precious resources at the Western Cape's disposal in a sustainable manner so as to preserve them for future generations.

Directorate: Farmer Settlement

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Reflections – 10 years



Work experience

Work for the Kirstenbosch National Botanical Institute until
June 1990

Technical assistant at Unifruco Research Services

She left the Western Cape Province and in August 1991, she
began work at the Centre for Low Input Agriculture Research
and Development at the University of Zululand

A position at an NGO, the Land Development Unit at UWC, in
1993

Work experience

Joined the Agriculture Research Council in April 1996 at Infruitec as a centre co-ordinator job. In 1998, Isaacs was appointed as the Assistant Director for the Resource-Limited Farmers' Programme.

Joined the Western Cape Department of Agriculture, where she began in 2002 as the Director of Farmer Settlement was promoted to Chief Director of Farmer Support and Development in November 2005.

In December 2005 was appointed as the Acting Head of Department (HOD) for the Department of Agriculture in the Western Cape. She was given a taste of managing more than 800 staff members through seven programmes and giving effect to agricultural development in the Western Cape to the benefit of all. She was then permanently appointed as the HOD in March 2006 on a four year contract, which ended in March 2010. Her contract has since then been extended until March 2020.

As the HOD, Joyene Isaacs is responsible for the strategic management of the Western Cape Department of Agriculture through, now, eight programmes: Administration; Sustainable Resource Management; Farmer Support and Development; Veterinary Services; Technology, Research and Development; Agricultural Economics; Structured Agricultural Training; and Rural Development.

The budget increased by 900% (from R7 million to R70 million over four years) and the staff capacity grew from 7 staff members to approximately 180 staff members (both technical and administrative).

The Western Cape Department of Agriculture has now about 960 staff members, 100 interns and 400 students studying at the Elsenburg College.

Departmental initiatives

**“The Department of Agriculture:
Western Cape is involved in a
number of initiatives that are
geared towards ensuring the
sustainability of the agricultural
sector.”**

Administration Symposium in 2011

Departmental Service Delivery Charter

Collaboration with industry partners (increased exponentially)

The implementation of the commodity approach (partnership arrangements with private sector and black farmers)

Implemented the Digital Smart Pen system

In response to the farm worker protests, the Department, through its Farm Worker Development sub-programme, developed a response plan which included interventions such as, among others, a helpline for farm workers, the development of a training programme for farm workers to respond to the emerging mechanisation trends, ethical trade initiatives, and the compilation of best practice case studies to share among stakeholders. Overall a process of consultation was designed (FARE – Future of Agriculture and Rural Economy) and initiated to ensure stakeholder participation.

An annual Western Cape Farm Worker of the
Year competition

The flagship popular publication 'Agriprobe',
celebrated its 10th year in existence in 2014

Abundant Harvest is a record or snapshot of
successful agricultural endeavours.

The external human capital development programmes continue and are constantly reviewed and enhanced to promote Agriculture as a career choice.

During 2015, 102 interns (46 Premier Advance Youth, 40 Agricultural Partnership for Youth Development, and 16 External Development Initiative interns) were provided with workplace experience of which 27 were registered for further studies in agricultural fields.

Eight PAY interns received bursaries for further studies and 19 Agricultural Partnership for Youth Development registered for the learnership at Elsenburg College.

Eighty five new bursaries were awarded in 2015 for critical and scarce skills, and five students are on the Young Professionals Programme (YPP), an affirmative action programme, of whom three completed their final year and obtained a Master's Degree.

These YPP beneficiaries are now included in a leadership and communications programme, the Agricultural Professional Fellows Programme: South Africa, specifically aimed to develop young agricultural professionals as leaders in the field.

The Agricultural Partnership for Youth Development project, aimed at skills development, not exclusively, but especially for farm worker children and rural youth, commenced in 2014.

In 2015, 39 bursaries and 14 scholarships had been awarded of which 19 were awarded by the Structured Agricultural Education and Training (SAET) programme. Five million rand was budgeted for the financial year 2015/16. Twenty partnerships with external host employers in the external agricultural industry were established where they are to act as mentors for young people who are interested in agriculture and work as interns.

“Human capital development is also a value chain – a human value chain, and within the agricultural sector’s context, the need to orientate children from an early age to the noble professions available starts (for the Department at least) at primary school level. Without the investment in our youth, the sector cannot be sustained long-term, and the ultimate delivery of the human capital development is without a doubt a skilled, professional and committed person working the agricultural sector.” – Joyene Isaacs

- . The Commodity Approach for agricultural land reform and development projects was developed.
- . A College Board was established at Elsenburg.
- . The Prestige Farm Worker Forum was established.
- . A private sector sponsor for the Farm Worker Competition was secured.
- . The Elsenburg wine cellar was upgraded, and new wine cultivars, as well as quality brandy, is currently being produced by the students.

- . The Western Cape Department of Agriculture received accolades for Female Empowerment and is described as the Best Agriculture Research Department in the country.
- . The Western Cape Department of Agriculture was named as the South African Department with the Best Annual Report for 2009/10, 2010/11, 2011/12, 2012/13, and 2013/14 by the Southern African Institute of Government Auditors (SAIGA).

World Food Day Evaluation

- **WFD 2012**

- 63 Households and 2 Community Projects delivered

- **WFD 2011**

- 46 Households and 2 Community Projects delivered; majority of projects successful.

- **WFD 2010**

- 40 Households and 1 Community Project delivered, 2 household projects failed.

- **WFD 2009**

- 75 Households delivered, 9 projects failed.

Market Access

- Since 2009, 45 black small holder/commercial farmers participated in market access programme
- Since 2006, 50 farmers participated on international exposure trips for capacity building
 - 10 registered exporters with SARS
 - 2 exported (EU & Far East) through direct channel
- 8 BEE wine companies participated in wine shows in Nigeria
 - One is exporting to Nigeria as a result
- In 2011, 22 wine companies attended Yantai Wine Festival
 - 3 contracts secured and fulfilled
- In 2012, 18 wine companies attended Yantai Wine Festival
 - 28 exhibitors on the Beijing Wine Tasting
 - 4 contracts (two confirmed and two in process)

Market Access



Principles of management

My own principles

1. Leaders
groove on
AMBIGUITY!

2. A sense of humour

3. Leaders LOVE
the MESS!

4. Consistency – plans and implementation

5. Know your
team –
weaknesses and
strengths

6. Know your own weaknesses and strengths and work on your weaknesses

7. Don't play
politics – be an
official

8. Read a lot
and as wide as
possible

9. Be passionate
and sincere – it
shows

10. Innovate and encourage Innovation

11. Grow the
team and invest
in their careers

12.A

government
department is a
company

Lessons

Lessons: learned and unlearned

Be passionate

Understand your core functions

Understand your limitations

Work on your weaknesses

Never give up

Network and support colleagues

Share information and knowledge

Lessons: learned and unlearned

Understand how you fit in

Read and read some more

Use your strengths to make a difference

Believe in yourself but don't get arrogant

Ask if you don't understand

Say 'thank you' and 'please'

Work in a team, and

Understand who you are....

"AS LEADERS, WOMEN
RULE: New Studies find
that female managers
outshine their male
counterparts in almost
every measure"

Title, Special Report, *Business Week*, 11.20.00

Conclusion

Vision



A united, responsive and prosperous agricultural sector in balance with nature.

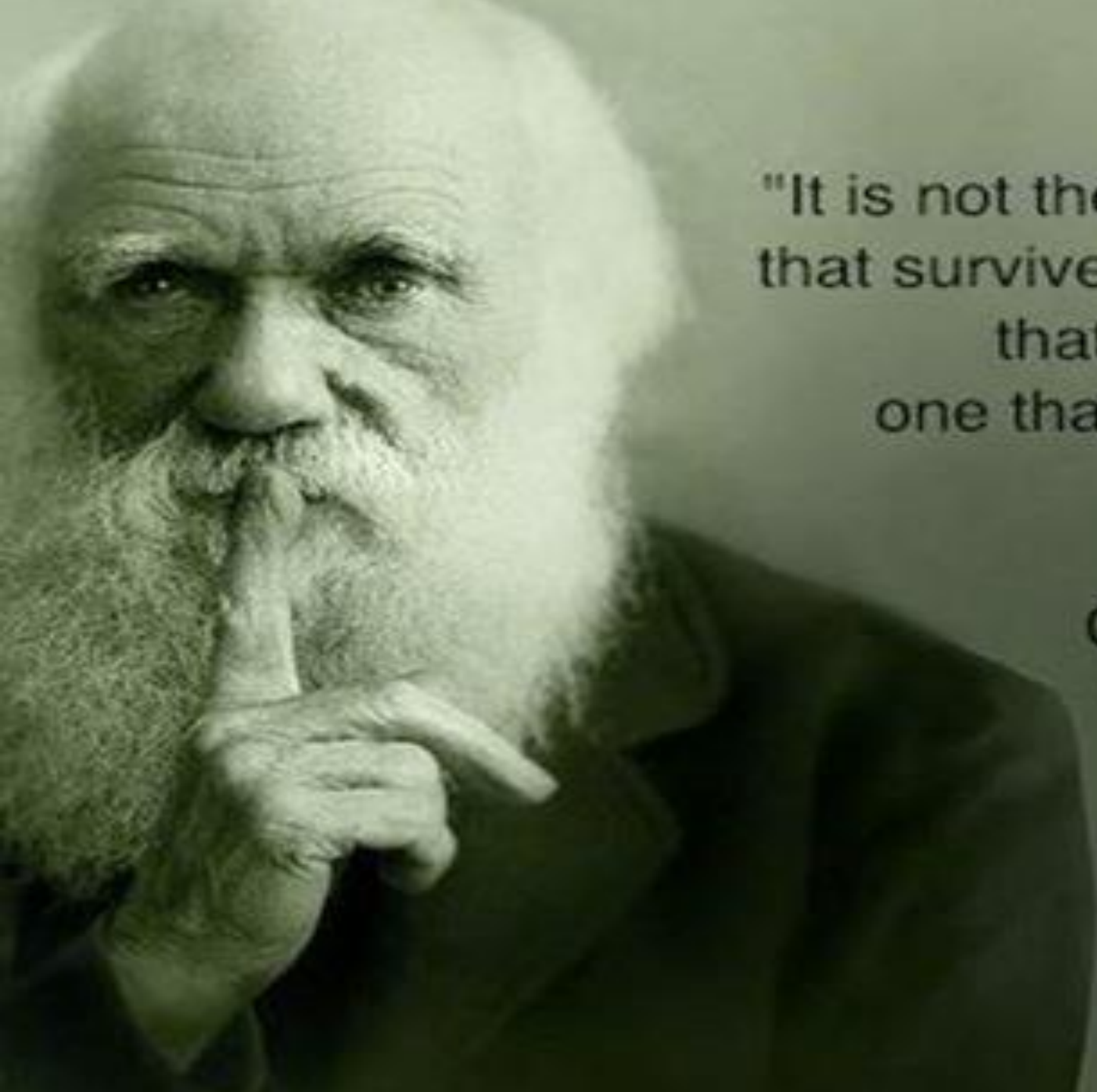
Vision



A united, responsive and prosperous agricultural sector in balance with nature.

Departmental Strategic Goals





"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change".

Charles Darwin