

Human Rights Day

21 March

The national Human Rights Day celebrations this year will commence with a formal programme at the Walter Sisulu Square in Kliptown, Soweto, where President Jacob Zuma will deliver a keynote address. Thereafter, the celebrations will continue at Orlando Stadium, Soweto.



World Water Day

22 March

Every year during March, the Department of Water Affairs celebrates National Water Week in South Africa, which also features World Water Day on 22 March.

World Water Day grew out of the 1992 United Nations (UN) Conference on Environment and Development (UNCED) in Rio de Janeiro. The UN General Assembly designated 22 March of each year as the World Day for Water. The theme for this year's campaign is: *Water is life – respect it, conserve it, enjoy it.*

13th Cape Town International Jazz Festival

30 – 31 March

The Cape Town International Jazz Festival has grown into a hugely successful international event since its inception in 2000. Each year, more than 30 000 music lovers flock to this proudly South African music festival, which is ranked No 4 in the world, outshining events such as Switzerland's Montreaux Festival and the North Sea Jazz Festival in Netherlands.

The festival's winning formula of bringing more than 40 international and local artists to perform over two days on five stages has earned it the status of being the most prestigious event of its kind on the African continent. Known as Africa's "grandest gathering", the festival will be in its 13th year when it takes place at the Cape Town International Convention Centre.



Freedom Day

27 April

Freedom Day commemorates the first democratic elections held in South Africa on 27 April 1994. This year, we celebrate 18 years of freedom and democracy in South Africa and the achievements we have made as a nation.

Freedom Day provides a milestone for all South Africans to collectively participate in the commemoration of the struggle to build a non-racial, democratic and free South Africa in which we all have the freedom to prosper.

Lean Leadership

7 – 9 May

Lean Leadership – nothing to do with physical shape – is a new course being presented by the University of Cape Town's Graduate School of Business under its executive education portfolio.

Lean leadership is a philosophy. It is a consistent way of thinking and being in your role as a leader. It is a continuous way of being for all people in an organisation, department or team – a never-ending search for a better way. In other words, it is an environment of teamwork and improvement versus being a set of tools to be implemented. For lean leadership to be sustainable, it needs to become a culture.

During this three-day interactive workshop, delegates will be able to start their journey towards creating an organisation, department or team that has the right combination of philosophy, people, process and problem-solving that can create a lean organisation through learning. For more information, go to:

www.gsb.uct.ac.za/leanleadership

Fast facts at your fingertips

80% – The Presidential Hotline's overall resolution rate. Since 31 January 2012, the hotline has logged a total of 122 589 calls nationwide, with the overall case resolution rate standing at 79,89%. This is a major improvement from 2009, when the resolution rate was at **39%**.

Provincial focus

Eastern Cape goes green

R4,063 billion – the amount of investment secured from private investors in the automotive, aquaculture, agroprocessing, renewable energy and business process outsourcing sectors. Of this amount, **R3,3 billion** is for two renewable energy projects – the Langa Renewable Energy Project in Berlin and the Ikhwezi Photovoltaic Project.

Gauteng Premier's line hot up

The Gauteng Premier's Hotline, launched in March 2011, is linked up with all provincial municipalities, departments and agencies. Since the start of the incubation phase of the hotline, the Premier's Office has responded to over 95 000 calls on service-delivery matters.

KZN development in the pipeline

Up to **R8 billion** – The total pipeline investment going to all the districts in KwaZulu-Natal for each district. This excludes Uthukela, Uthungulu and eThekweni, where more than **R20 billion** is dedicated to special projects.

Quality education

A total of 108 educators will study towards Bachelor of Education degrees in three different streams, i.e. Bachelor of Education in Foundation Phase, Bachelor of Education in Mathematics and Bachelor of Education in Languages.

North West beats job target

The North West has exceeded its own job-creation target of 52 898 jobs with 27 535 jobs, by creating 80 433 jobs in 2011/12.

Western Cape farms out support

R91,7 million – invested by the Western Cape Department of Agriculture and Rural Development and different commodity groups to develop 85 projects to support emerging farmers in 2011/12.

Highlights from the Budget Speech

Revenue

Total government revenue for 2012/13 is estimated at **R905 billion**, or **27,4%** of gross domestic product (GDP).

In the trillions

Total government expenditure in 2012/13 is expected to be **R1,1 trillion**, or **32%** of GDP.

Energetic spending

A total of **R4,7 billion** will be spent on the installation of one million solar-heated geysers. Municipalities will get **R600 million** for low-energy lighting, while **R300 million** will be spent on electrifying informal settlements.

Building a better South Africa

R844 billion – the amount government will spend on infrastructure over the next three years.

Major injection for health

R121,9 billion has been allocated to health this year, with an extra **R12,3 billion** over the next three years. The National Health Insurance project will receive **R6 billion** in 2014/15. **R968 million** has been allocated for the next three years for antiretroviral treatment at the CD4 threshold of 350.

More money for education

R236 billion has been allocated for education, of which basic education will receive **R152 billion**, while the allocation for tertiary education is up by **13,9%** to **R31,3 billion**. Vocational and continuing education and training is up to **R14,4 billion**.

Gauteng freeway users fork out less

From 30 April 2012, Gauteng motorists will start paying to use the highways. The breakdown of costs is as follows:

- **R550** – the amount regular road users will pay in tolls per month. A **15%** discount will be given after toll fees reach R400.
- **30c** – the amount paid per kilometre by light vehicles with e-tags. Motorcycles will pay 20c/km and non-articulated and articulated trucks will pay 75c/km and R1,51/km respectively.



Budget 2012:

New growth calls for sacrifice – Finance DM Nene

Writer: Stephen Timm

Photographer: Siyabulela Duda



Deputy Minister of Finance Mr Nhlanhla Nene

Moderation – that is the new buzzword the National Treasury wants public servants and departments to adopt, if government is to get more bang for its buck from the billions of rands that taxpayers contribute every year.

The Minister of Finance, Pravin Gordhan, outlined in his Budget Speech that his department would continue to cut down on wasteful expenditure, ensure that departments spend their allocations and limit the rising public-sector wage bill.

These measures will ensure that more spending goes towards endeavours such as employment projects, business incentives, boosting service delivery at municipalities and funding new infrastructure – which will create thousands of jobs.

But in doing so, National Treasury wants to reduce the portion spent on wages from the present 30% of government expenditure to 18% by 2014/15.

Containing the public-sector wage bill

This is no easy task, admits a frank Deputy Minister of Finance, Nhlanhla Nene.

Speaking to *Public Sector Manager*, Deputy Minister Nene said a social pact between all sectors of society – employers and employees – was necessary if South Africa is to eradicate poverty, inequality and unemployment. All South Africans – including public servants – will have to be prepared to sacrifice something.

The increasing public-sector wage bill threatens to push up government's expanding debt and drive inflation which is already at some 6%. It also threatens to draw expenditure away from job-creating investments, such as incentives for jobs and infrastructure spending.

The public-sector wage bill already makes up 38,7% of all non-interest expenditure – up from 35,7% in 2008. The hiring of new nurses, health-

care workers and police, as well as hikes in the remuneration of certain public servants and the addition of better medical benefits, have all helped to drive up the wage bill in recent years.

This year's Budget provides for a 5% cost-of-living adjustment for civil servants, as well as a 1,5% pay progression. Through this moderate increase, the National Treasury says the public-sector wage increase will decline to just 1% a year, down from the 9,4% increase between 2007 and 2010.

"If we are putting forward a moderate percentage increase for the workers, we expect the workers also to moderate their demands in trying to meet government halfway in building the country and without necessarily compromising on their needs.

"If we are able to do that, we are going to be able to attract

more people who are outside of the mainstream economy and those who are unemployed. Aspiring entrepreneurs should now also be given space to enter the fray. But unless those of us who are inside already – those who are employed, those who are in business, those who are in government – if we do not do that, we are going to continue to have the problem of the 'outsiders' and the 'insiders,'" says Deputy Minister Nene.

Spending taxpayers' rands more wisely

But wage restraint is not the only issue the National Treasury is battling with. It also wants govern-



Minister of Finance Pravin Gordhan flanked by Deputy Minister Nene, SARS Commissioner Oupa Magashula and Treasury DG Lungisa Fuzile arrive in Parliament to deliver the Budget Speech.

ment departments and agencies to become wiser in how they spend their respective allocations.

Although the State has been able to save billions of rands by reprioritising spending across all spheres of government in the last few years and is expected to make savings of R27 billion over the next three years, Deputy Minister Nene says government has not always been that successful at spending budgetary allocations very well.

This was why his department put forward various interventions in the Budget to ensure that taxpayers get a better deal for each rand of tax they contribute.

The interventions outlined in the Budget by Minister Gordhan include holding to account officials who misspend, overspend or do not spend their allocated funding. Other interventions involve providing technical assistance and placing graduates at underperforming municipalities, and setting up a municipal infrastructure support agency to focus on rural municipalities that lack planning capacity.

The establishment of the Presidential Infrastructure Coordinating Commission in 2011 will also help to improve the coordination of infrastructure spending and ensure that proper processes are followed to ensure that money allocated to projects is spent wisely.

Another intervention is the National Treasury's plan to have a national price-referencing system or benchmark for goods procured by the State.

Using this idea, government officials will be able to know that wherever a computer, for example, is bought, it will cost the same, or close to the same.

Deputy Minister Nene concedes that even the current practice of sourcing three quotations for goods or services that departments or state agencies procure that fall below the price threshold for tenders, is not sufficient: "If all three quotes are above the norm, it means that whatever you settle for, you will still be above the norm."

He does, however, add that any checks and

balances that are added should not result in procurement processes becoming unnecessarily cumbersome.

Cutting down on wasteful expenditure

According to the Deputy Minister, departments also need to ramp up their capacity to ensure that resources are spent in a transparent and accountable way, and that departments and municipalities plan, spend and report according to these principles.

Though wasteful expenditure still remains a problem, Deputy Minister Nene says the National Treasury is always willing to assist departments and municipalities to overcome this challenge.

To this end, he applauds the Minister of Public Works, Mr Thulas Nxesi, for coming forward and requesting assistance from the Treasury to help clean up his department's asset register for government buildings and to evaluate the department's property leases.

Another measure announced by Minister Gordhan in his Medium-Term Budget Policy Statement, was the intention to set up a policy reserve at the National Treasury.

Deputy Minister Nene said this would not take the form of a dedicated fund, and explained that amounts identified as savings by each department would be kept by the National Revenue Fund.

These amounts would be reallocated to the fiscus and would help the State spend what little it has – about R900 billion in revenue – more wisely when it came to attaining South Africa's development goals.

Departments could make savings in various ways. One example he cites is to reduce the number of back-office workers employed and instead increase the number of frontline staff – such as nurses and doctors, or teachers.

"A social pact between all sectors of society – employers and employees – is necessary to eradicate poverty, inequality and unemployment."

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“We are now looking everywhere where we can find a cent in order to finance that which had not been budgeted (for),” said Deputy Minister Nene, who pointed to the R5,8 billion the National Treasury had allocated to the South African National Road Agency Limited at the 11th hour in this year’s Budget to cover debt under the Gauteng Freeway Improvement Programme and help bring down the cost of its tolls.

Compliance and cutting wasteful expenditure is all good, says Deputy Minister Nene, but the true test for the Government is whether departments are able to spend their allocated

amounts in the most effective way – to serve the needs of ordinary South Africans.

This will essentially be the key challenge. With the National Treasury having steered South Africa out of the massive debt left by the apartheid state and into a relatively good fiscal position, it is now down to attending to the hard work – spending wisely so that the country can eradicate poverty, reduce inequality and create jobs in greater numbers.📧

How the National Budget is drawn up

The Budget is a culmination of extensive consultations between a number of stakeholders, including the Cabinet, the Medium-Term Expenditure Committee, an interdepartmental committee and Finance Minister Pravin Gordhan’s committee on the budget.

Departments are also tasked with providing input on new policies and areas that they are pursuing which may need financing, while local governments and provincial governments also have a say through their respective committees – the Budget Forum and the Budget Council. Portfolio committees in Parliament can also provide inputs, as can provincial legislatures.

At the same time, the National Treasury provides technical support for the compilation of the Budget, as well as mapping the fiscal framework and acting as the central coordinator of inputs into the Budget.

Generally, the budget cycle starts in April each year, with a review and evaluation of new and present policies. This culminates in the tabling of the Medium-Term Budget Policy Statement in October, which sets out the policies of government for the next three years.

Since last year’s Medium-Term Expenditure Framework budget process, government has adopted a functional approach to drawing up the Budget. This involves drawing from workgroups in eight key functions to ensure that it meets its goals in all key areas.

The eight functions are general public services; science and technology; defence, public order and safety; economic services and environmental protection; economic infrastructure; local government, housing and community amenities; educa-

tion and labour; and health and social protection.

Each function is given a budgetary envelope to work towards. Each workgroup then discusses the various priorities that have to be met to boost South Africa.

For example, the workgroup for economic infrastructure is made up of the departments of energy, transport and communications; and the provincial departments of roads and transport and public transport.

The National Treasury believes that functional budgeting promotes transparency and improves coordination in the budgeting process. It also allows departments and public entities to work better together to achieve developmental aims.

Since 2010, Parliament has had a greater say in how the Budget is drawn up, with the passing of the Money Bills Amendment Procedure and Related Matters Act, 2009 (Act 9 of 2009).

The Act helps to further empower members of Parliament to make inputs on how the Budget is allocated. It allows for the setting up of an appropriation committee in each house to evaluate spending and make inputs on the Budget.

It also allows for the setting up of a budget office in Parliament – which has yet to happen. This will put South Africa in line with countries like the United States of America, Mexico, Korea, Australia and Canada, all of which have budget offices in their respective legislatures.

Shaking up the Public Service

Writer: Ongezwa Manyathi
Photographer: Siyabulela Duda

In recent times, President Jacob Zuma has increasingly called for a government that works faster to deliver services to the people.

At the helm of providing all of these services are just over a million public servants in various fields, ranging from health to safety to communications.

The department that is charged with ensuring that all public servants heed the President's call is the Department of Public Service

and Administration. It is a huge task, but one that the department takes in its stride.

Considered the centre of government, the Department of Public Service and Administration is mandated to foster good governance and sound administration in the Public Service.

The department's mandate has evolved over the years

from transforming and modernising the Public Service to developing and implementing policies and frameworks, providing implementation support to ensure compliance, improving service delivery and strengthening monitoring and evaluation.

Public Sector Manager met Minister Roy Padayachie to discuss his plans for how the Department of Public Service and Administration will steer public servants towards improved service delivery.

We met Minister Padayachie a few months after he was appointed to this huge portfolio. He had to hit the ground running following a Cabinet restructuring.


It turns out he hit the ground with confidence.

"I feel happy, enthusiastic and excited by my appointment. I am happy to be of service to the country and the President," he says.

All the work that government does requires a dedicated, skilled, motivated and hard-working Public Service cadre.

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A photograph of a middle-aged man with a grey beard and mustache, wearing a dark blue or black suit jacket over a light blue shirt. He is sitting on a brown, textured chair, resting his head on his right hand. He is looking thoughtfully to the left. In the background, there is a large green plant and a tree trunk. The lighting is soft and natural.

*"People choose to be in
the Public Service, it is not
because they cannot get a job
somewhere else."*

Part of the public perception of the Public Service is that it is not as skilled as it should be; that it does not have the level of management capacity required to deliver on government's mandate; it is corrupt; there are low levels of efficiency; and there is just no real value for the money paid in salaries.

"If we consider that the single biggest expenditure we have is salaries, then a significant improvement in productivity will increase the overall return on our investment. It is with this in mind that we ask for a very deliberate focus on the challenge of improving our Public Service," explains Minister Padayachie.

The Ministry has identified five key strategic focus areas to address these challenges and to ensure that the Public Service is improved. These focus areas stem from the department's analysis of what the President has identified as key problem areas.

"These focus areas are derived from the Outcome 12 priorities and serve as the main strategic indicators that will answer the question of whether the Public Service is effective, efficient and development-oriented."

The areas are:

- strengthening back-office systems to improve service delivery to the people – with particular focus on using technology more effectively to shorten response times, ensure shorter queues and offer more efficient services
- improving labour relations by having labour unions on board with the department's programmes
- improving the internal efficiency of the Public Service through the implementation of the State Information Technology Agency Turnaround Strategy
- dealing with corruption to curb wasteful expenditure and ensuring that public servants become part of the solution, not the problem
- accelerating training and developing a new public service cadre by repositioning the Public Administration Leadership and Management Academy (PALAMA) as a school of governance. Through the school, government hopes to create a professional, competent public sector with the will and the skills to manage service delivery effectively (see page 56 for an interview with the head of PALAMA).

These will be tackled in four phases over 20 months.

Minister Padayachie dismisses suggestions that em-

ployment in the public sector is merely a personal means to an end for public servants.

"I am not convinced of that. People choose to be in the Public Service, it is not because they cannot get a job somewhere else. We need to address the issues that exist in the Public Service.

"We also need to come down hard on corruption and on those few people who use their positions to engage in activities which are unlawful. These are the activities that drive a perception that the Public Service has a culture and ethos of corruption.

"The majority of public servants are committed to ensuring that they fulfil their roles and are in service of the people. But then, there are also those who have become used to seeing themselves above the people

and this is one of the attitudes that we need to change – that is, the social distance between themselves and the communities they serve."

In another area, the Minister hopes to encourage smoother relations between ministers and

their deputies, clearly defining the roles of the latter.

In his assessment, ministers delegate responsibilities to deputy ministers – the scope of which could range from authoritative undertakings to less significant ones; a scenario that lends itself to many tensions.

"I am of the view that ministers should give deputy ministers sufficient responsibilities so that they can also participate as co-partners of the department. They need to work in a comradely fashion together."

Minister Padayachie has come a long way from his days at the Community Education Development Trust. His first experience with government was when he was appointed Deputy Minister of Communications in 2004.

"I was excited. I was not coming from a government structure; I came from a community organisation, so I did not have any preconceived notions or thoughts when I took office."

Minister Padayachie is one of two sons. His mother was a shopkeeper and his father a factory worker.

His leadership qualities were visible even during his school days – in high school he was prefect and head prefect.

He holds a Bachelor of Science Degree with Chemistry and Microbiology as majors from the University of

"What I would like to create during my term of office is this notion of a mobile government; taking government to the people."



“I particularly remember queueing for my driver’s licence and waiting for medicine at a public hospital. Those were terrible experiences. The queues were extremely long, and one had to take half a day before you got service. It is the most frustrating thing.”

Durban-Westville and a Master’s of Science Degree in Agricultural Economics from the University of London, majoring in Business Management and Marketing.

His career has centred around the development of communities and children. Minister Padayachie was also a lead consultant to the then Minister of Education, Sibusiso Bhengu, in the development of the *White Paper on Early Childhood Development*.

Asked to reflect on his first experience in a public service queue, the Minister does not have fond memories.

“I particularly remember queueing for my driver’s licence and waiting for medicine at a public hospital. Those were terrible experiences. The queues were extremely long, and one had to take half a day before you got service. It is the most frustrating thing.”

This explains in part his passion for changing the way government works. “We have to make government work more efficiently. We have to provide these services much faster to the people.

“What I would like to create during my term of office is this notion of a mobile government; taking government

to the people. That would improve the experience that people have of the Public Service.

“I think since I have been in government, I have gained a better understanding and insight as to why things are happening as they are.”

Through these experiences, the Minister is undoubtedly driven to shape up the Public Service so that people’s lives can be changed for the better.®

THIS & THAT

Right now I am reading:

Oliver Tambo: Beyond the Engeli Mountains by Luli Callinicos. I am also reading books on radical ideas on innovation and Chinese economic thought. I am trying to understand what drives the Chinese.

In my leisure time, I ...

Enjoy spending time with my first grandson; I listen to jazz – I love Hugh (Masekela)!

Two words to describe me ...

People’s person.

Siza's passion reaches cruise altitude

Writer: Samona Murugan
Photographer: Kopano Tlape

Siza Mzimela, the first ever female Chief Executive Officer (CEO) of South African Airways (SAA), has earned her stripes in the fast-growing field of aviation.

Paying her dues the old-fashioned way by working her way to the top, Mzimela began her working career at Standard Bank as an analyst. Three years later, she joined Total South Africa before moving on to, what she describes as, "the most exciting industry of aviation".

She certainly did put in a lot of dedication and hard work. "My first job in aviation was with SAA as a route analyst before working within the route planning, alliances, operations, sales and basically most business units within SAA."

Mzimela held different management positions within SAA, which helped to prepare her for her current role as CEO. These included Regional General Manager for Africa and the Middle East, Executive Vice-President of Global Passenger services, head of Global Sales and Voyager Portfolio, before becoming CEO of SA Express.

Seven years later, she has earned the exclusive title as the first woman in 67 years to be appointed to the international Air Transport Association's board of directors. "I think it is long overdue that there is finally a

female CEO; but most importantly, it is not a matter of being the first and that is it. I would hope there will be many more women taking on this role after me."



Siza Mzimela

Learning the ropes and working her way up has been great preparation for her role as CEO. "All my positions prior to CEO played a critical role in preparing and helping me to understand the various aspects of the business," she explains.

"I found it extremely helpful that I had the opportunity to go into so many of the business units, so I was able to understand and learn about the company through these different areas. Now, when a problem arises in any area, I know it intimately and I know exactly what questions to ask, because I have an understanding of that environment."

Mzimela is passionate about aviation and the youth. As a mother of two, she understands the importance of creating opportunities for the youth in South Africa.

"We have taken on government's New Growth Path, and every executive in the business has a target to address or respond to in their respective areas."

She explains that creating new jobs within SAA stems from the operational areas – when there is an increase in frequency of flights, SAA is able to hire more people. "We also have a very important role to play around learnerships, experiential training and exposure of students and the youth into particular areas in our business."

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In 2011, SAA launched a bursary scheme for cadet pilots. The project is in its first year, and Mzimela and her team are determined to grow it further. “We are currently carrying out the project ourselves, but through partnerships we could definitely be doing a lot more.”

Aside from the cadet pilot project, students are also trained in technical areas as technicians and apprentices. SAA has also introduced learnerships for cabin crew. The most recent group saw 75 learners gaining on-the-job skills training to build experience within the field.

“The main problem we see is that once they complete their schooling or tertiary education many students cannot find jobs, because they do not have experience. We are trying to tackle this problem by partnering with schools, tertiary institutions and Further Education and Training colleges to offer training and improve students’ chances of finding employment.”

Mzimela is determined to dispel the myth of aviation employment. “There is a misconception within the field, where people tend to think that you have to be a pilot to get into aviation.

“I do a lot of talks and motivational seminars at schools and universities to send out the message that aviation cuts across anything and everything. Because SAA is such a diverse organisation, we need people, whether they have studied law or are training to become a chef.

“Those qualifications are relevant to the airline industry; in fact, it is such an exciting place to be a lawyer instead of working for a law firm, and we have a subsidiary called Air Chefs where culinary skills can be put to use. We need people with a passion for what they do, and we encourage them to share that passion within the field of aviation.”

Since the 2010 FIFA Football World Cup™, South Africa’s tourism has experienced a boost. “The World Cup in 2010 was a positive marketing opportunity for South Africa; however, immediately after that we went through a global financial crisis, which had a negative impact on the number of people flying or coming into the country.”

Despite the effect of the global financial crisis, the airline has introduced five new destination routes, in

line with the Africa growth plans, linking Johannesburg with Kigali (Rwanda), Bujumbura (Burundi), Pointe Noire (Congo), Ndola (Zambia) and Beijing (China).

Being one of government’s larger entities, this is just one of the ways in which SAA has made a substantial contribution towards the South African economy.

“It is a pity that people have negative things to say about state-owned enterprises (SOEs) – they tend to forget about the contributions we make to the economy. When people look at SAA, they look at the airline’s financial performance in isolation, and not at its greater contribution towards the economy.”

A recent Oxford study on the value of aviation in the South African economy indicated that aviation made a significant contribution in terms of job creation.

The aviation industry provides employment for 127 000 South Africans. “People often forget and over-

look things like this, and say that SOEs are draining money from the economy; yet SAA still accounts for 50% of the people who come to South Africa via international and domestic travel. If SAA as an SOE was not there,

who was going to replace us? Nobody stops to think about that.”

South Africans should be proud of the state of aviation within the country. “We are really beginning to be considered as a world-class industry. I always say to people that they need to fly and travel a bit more – only then will they realise that what we have here is so much better than many places that people would never even imagine.

“People tend to think that first-world countries have better facilities than here, but in actual fact we have fantastic facilities and infrastructure.”

SAA’s standards are kept high and remain world-class because of its employees. “SAA has a pool of highly qualified employees, from managers to engineers. We are actually quite fortunate because we also have people who are not only just driven by how much they earn, but also have the passion for what they do and for working with the airline.

“But for me it goes beyond that: it is how you treat your employees that makes the difference between a good and great company.

“I do not think you earn respect because of your title; I think you earn respect because of what you demonstrate through key leadership.”



“When a problem arises in any area, I know it intimately and I know exactly what questions to ask, because I have an understanding of that environment.”

“My views of being a good manager is that communication is key. I think a good manager is someone who shares as much information and equally allows people to feel comfortable to share any issues they may have.

“You might be a manager or a CEO, but at the end of the day you are just a worker, too. The downside is when people take their titles too seriously and think that their title should earn the respect of their employees. I do not think you earn respect because of your title; I think you earn respect because of what you demonstrate through key leadership.”

Although Mzimela is head of a world-class airline, she is first and foremost piloting her family.

“There is never a correct or complete balance. For me, first and foremost I am a mother and a wife. I have two children – one who is now a man as he just turned 18, and my daughter is a ‘pre-teen’, as she calls herself at 11.

“I make time for them and my husband, and I try to ensure that I do not sacrifice family time, which is usually on weekends. Even if I am travelling, I try to make sure that I am back on weekends. I really am focused on my family and family time, and I am extremely thankful that they have been quite accommodating.”

Mzimela says her greatest achievement in life is being a mother. “I associate achievements with my family. I consider myself to be a relatively good mother, despite the fact that I have a career as well; and that in itself is one of my greatest achievements of which I am highly appreciative.”

When asked what her goals for SAA and herself are, Mzimela confidently replies: “In terms of SAA, I really wish that we could get to the point where everybody actually understands the value of SAA – I think it is totally underappreciated in terms of its contribution towards the economy and to South Africa as a whole. I will work hard to get to that point. For myself, I will continue seeking to find the correct formula to balancing work and family.”

SAA has a dedicated sales team that offers support and travel solutions to government. This includes discounted air fares ranging from 5% to 25%; discounted air fares for groups and conferences; a dedicated key accounts manager to assist with general customer-care issues (e.g. waiting list, check-in related queries, etc.), VIP support; and special air fares for government employees.

TRAILBLAZERS

Name: Sizo Gamelihle Myeni

Designation: Maintenance Manager at Rand Water

Qualifications: B.Tech (Elec. H/C), PDBA, MSc. (Technology Management)

My job entails ... The initiation, management and implementation of maintenance tactics to improve plant reliability in a safe and cost-effective manner. These activities are undertaken while complying with a number of applicable legislation and processes. I also need to ensure that safety of employees and the probability of plant failure risks are kept to a minimum. The resources that are deployed to meet the key operational objectives are continuously reviewed for relevance; and thus, skills development of staff forms an integral part of plant maintenance that I need to manage. One must also be aware that the business landscape continuously changes and the importance of keeping abreast of these changes is vital to successful plant maintenance operations.

My greatest strength is ... I always look at the bigger picture when faced with issues. This helps me to deal with the root cause of an issue, as opposed to the symptoms of a problem, which enables a long-lasting resolution. I also believe that I can change anything as long as I set my mind to it. I am not afraid to venture into new terrains to improve my daily operations.

The best advice I have ever received was ... My dad told me to "check and recheck" everything that I do. I use this advice on a daily basis on documents that I populate and as part of my other activities both at home and work.

My motivation comes from ... An ambition and desire to make a difference. I set realistic goals for myself that I strive to accomplish. I believe that young managers in South Africa need to be at the forefront to ensure that those who were marginalised in whatever form add value to the socio-economic transformation of our country.

The highlights of my career to date are ... I was voted Manager of the Year in 2008 at my previous employment. I resolved some complex issues on a project that were preventing the handover of a project on time to a client, while still meeting user requirements.

The Number One thing that I would like to accomplish while I'm in the Public Service is ...

To contribute

constructively to the maintenance of plants that support some of the basic necessities required by communities at large. I also wish to make a contribution to the installation, upgrading and maintenance of infrastructure in rural areas.

The most important lessons I've learnt during my career are ... Time management is important for me to be able to focus my energies on the right things that have greater impact. I have also learnt that instead of pushing forward solutions, it is important to involve the team in finding answers.

My last read was ... *The Goal* by EM Goldratt, again. I think the book covers, among other topics, the theory of constraints and capacity planning in great detail. The understanding of these frameworks can help any manager overcome bottlenecks in their daily operations. I am also studying towards professional registration as a certified engineer

To unwind, I ... Spend time with my family, either watching movies or by just taking a walk to freshen up. When opportunity presents itself, we visit our families.

What most people don't know about me is ...

I am a light sleeper and wake up early in the mornings. I use this time to prepare for the day ahead and complete any outstanding issues for the day, either work-related or personal matters.

I'm proudly South African because ... The uniqueness of the diverse cultures that are found here cannot be found anywhere else in the world. South Africa presents opportunities that need to be explored; from infrastructure development, sharing of economic values to addressing social issues that affect our communities.



Name: Ayanda Mkhize

Designation: Divisional Manager: Supply Chain Management(SCM)– Ithala Development Finance Corporation Limited.

Qualifications: B. Comm (Honours Degree), majoring in Strategic Management

My job entails ...The development, monitoring and execution of a group procurement strategy that is aligned to the corporate strategy using international best practices, such as strategic sourcing. I am also responsible for playing a leadership role within the SCM Department and ensuring that all procurement activities within the Ithala Group comply with legislation. Additionally, I need to provide guidance to the business on the SCM policies and procedures. I also have to participate as a member of the Bid Adjudication Committee and provide the committee with the necessary support and advice on SCM compliance issues; and then I have an obligation to ensure that the organisation's Broad-Based Black Economic Empowerment objectives and commitments are met.

My greatest strength is ... I am an extrovert and therefore enjoy talking to and interacting with people. This enables me to confidently perform my role of being Ithala's ambassador of SCM to ensure compliance at all levels.

The best advice I have ever received was ... "You are the master of your own destiny." I live by that in the different roles that I play, as colleague, employee, mom, sister and daughter.

My motivation comes from ... The positive effect that I have on people's livelihoods through supplier and enterprise development. I have seen a young woman's company move from rags to riches and I smile with great pride at the thought that I contributed to that.

The highlights of my career to date are ... Successfully developing and implementing a robust and business aligned SCM policy and procedures manual for the Ithala Group.

The Number One thing that I would like to accomplish while I'm in the Public Service is ... To achieve a clean audit on SCM at Ithala. This will demonstrate to other public entities that this is possible.

The most important lesson I've learnt during my career is ... No one ever knows everything. I quite often still refer to former colleagues for information and advice, and vice versa.

My last read was ... *My Sisters' Keeper* by Jodi Picoult

To unwind, I ... Take my two boys, a magazine and my Samsung tablet to a coffee shop on the beachfront on weekends. While my boys ride their bicycles along the beach, I do some reading and listen to the waves in the background. Nothing is more refreshing than that after a long week.

What most people don't know about me is ... That I am a single mom to an autistic child.

I'm proudly South African because ... I have travelled the world, but I can testify that there is no place with a rich heritage and culture like South Africa. I would not move to another country for anything!



Consumed with fairness

Writer: Ongezwa Manyathi
Photographer: Kopano Tlape



No-nonsense and tough-talking Mamodupi Mohlala is perfectly suited to her role as Commissioner of the newly established National Consumer Commission (NCC), where her main tasks are to ensure that consumers are informed of their rights and that these rights are protected.

Not half as easy as it sounds, but not enough to faze Mohlala.

She is a social activist at heart, does not take no for an answer and is a self-proclaimed workaholic – a winning combination for anyone stepping up to the challenge of protecting the rights of others.

Mohlala is a high achiever who continues to push the boundaries, and is proof that age is nothing but a number. At 15, she was the youngest to matriculate from Girls High Secondary School in Harare, Zimbabwe. She was also that country's youngest attorney and the youngest black female to obtain a Master's Degree in law at the age of 23.

She was the youngest councillor at the Independent Communications Authority of South Africa and the first black female pension funds adjudicator in South Africa. Mohlala is also the previous Director-General of the Department of Communications.

We have all experienced some kind of infringement on our rights as consumers in one way or another. Those who are high-end consumers are usually aware of their rights and often knock on the right doors to make sure that they are heard. It is the ordinary man

and woman on the street who do not always know how to claim their rights and end up accepting bad service.

With March being Consumer Month, *Public Sector Manager* met with Commissioner Mohlala to gain insight into the NCC and the leadership driving it.

The NCC was established in April 2011 in terms of Section 85 of the Consumer Protection Act, 2008 (Act 68 of 2008). The commission exists to assist all South Africans with consumer-related issues.

“Our reach is spread across the board. We even get calls from prisoners complaining about a range of issues such as the number of calls they are allowed,” explains Mohlala.

The top sectors about which the commission often receives complaints include the retail, mobile network and motor industry sectors. “With the motor-industry, it is the classic story of people buying what they think is a brand-new car, but when they take it in for inspection they find that it is a second-hand car, yet are expected to pay what they would for a new one. That is fraudulent behaviour and we do not accept that.”

As a young organisation, the NCC has its challenges. There is already far greater demand for their services than they are able to provide, due to human-resource shortages. Currently, it is expected to service the entire country with five call-centre agents, on a budget of R33 million.

“Ideally, we should have at least 26 call-centre agents and running on a budget of R143 million. We would like to help everyone who walks into our offices or calls our call centre, but we often cannot because of budget constraints.”

Funding constraints, especially, weigh heavily on the NCC, impeding it from optimally executing its functions such as processing complaints, conducting investigations and defending matters at the National Consumer Tribunal.

Despite this, the NCC has assisted 6 000 consumers and put back R36 million into consumer pockets.

Managing a public heavyweight such as the NCC requires a particu-

lar style of leadership. “I am a very hands-on person. If I could deal with every complaint personally, I would. I believe that if you are not passionate about what you are doing, then you should not be doing it.”

Mohlala also tries to motivate her staff by encouraging them to do their best each day.

Being a powerful and accomplished woman at such a young age, Mohlala admits that there are still challenges facing women. “Ageism is a big problem in the public sector. There is a general belief that the younger you are, the less capable you are.

“I disagree; I think the younger you are, the more energy you have and the more ambitious you are.” The other challenge, she says, is that “as women, we are our worst enemy. We do not support one another; instead we always try to bring each other down. We need to be like men – they have a sense of brotherhood.

“My advice to young black women is that the Public Service is the place to be, because unlike the private sector, there is no glass ceiling. In the public sector, there often is a lack of resources, which means that you become stretched and exceed your own capabilities. If you knock hard enough and make the right noise, someone will notice you. So, young women must come in and stay in the sector.”



Mohlala is also passionate about uplifting the youth of South Africa to realise their uncapped potential. She is currently involved in the Funda Nathi initiative, where she helps matriculants with their examinations.

"I help with Mathematics and English preparation for their exams. I also try to motivate them and encourage them to believe in themselves."

She also is part of the Women's Graduate Movement, where opportunities are identified for women internationally.

Swaziland-born Mohlala is one of four children and is a proud aunt as well. She lost her sister at just 18 years, while the family lived in exile in Swaziland.

The Mohlala children, including her brothers Mxolisi, who is an engineer, and Mabushi, an accountant, are all educated and successful in their own right. They had the best role models in their politically exiled parents.

"My mother grew up with no hope in Soweto during apartheid. She wanted to be a dentist but went on to become an accountant. My father was an orphan from Limpopo who only got his first pair of shoes when he was 12. He went on to become an economist. So, through them I have learnt that nothing is impossible. I have full value for hard work and I try to make them proud. If my forebears could work hard, then I need to push the envelope a bit further.

"My parents worked their way up from nothing. My late father eventually became a well-known economic lecturer, and these

days my mother is a local government councillor.

"My parents had the biggest influence on my life. They taught me to speak my mind, to be ambitious and to never take no for an answer. They also told me that nothing good comes other than through hard work.

"My late father was my academic inspiration and he believed that education is key. He is the one who sent me to school when I was only four years old and was influential in my choice of career. He helped me to see the reality of the world."

Her other inspiration is Winnie Mandela. "She is an exceptionally strong woman and I believe she played a big role in keeping Nelson Mandela's memory alive while

he was in prison."

Aside from her demanding career, Mohlala says she tries to find time for herself. "If I do have spare time, I sleep! Sleep is a privilege for me. I am an insomniac, so if I can get some decent sleep, I am happy. I also like to spend time with my nieces and nephews, who keep me young and alive. They keep my mind off work."

On her plans for the future, Mohlala says: "In my career, I hope to make a difference in people's lives. I want to change the existing perceptions of women's abilities, particularly in decision making and implementation. I also want to change perceptions of the public sector, which I try to do one step at a time." 🗣️



"My advice to young black women is that the Public Service is the place to be, because unlike the private sector, there is no glass ceiling. In the public sector, there often is a lack of resources, which means that you become stretched and exceed your own capabilities. If you knock hard enough and make the right noise, someone will notice you. So young women must come in and stay in the sector."

The Developmental State:

new ideas for the public good

*Minister Roy Padayachie**

The issue of governance within the context of a Developmental State is most important against the backdrop of both the globalisation process, which has for some time constrained our ability as a country to fast-track our transformation, and to respond to the myriad needs of the majority of our people.

In particular, these challenges relate to the achievement of the millennium development goals on the one hand, and the recent global economic and financial crisis on the other; a crisis which has not only exposed the limitations of neo-liberal economic thought, but also threatened global economic stability with our major trading partners such as the European Union and the United States of America (USA).

All these factors have a direct bearing on our ability to successfully construct a Developmental State; one that is not only democratic, but also able to root out poverty, deliver quality services, fight corruption, improve access to quality education, ensure economic growth and create more jobs in the economy.

The Developmental State that we posit in South Africa is located within the overall context of our transformation agenda.

When the African National Congress came to power in 1994, the main challenge was to formulate workable solutions in response to the unfriendly global milieu and demanding domestic terrain that required decisive action to address the justifiably unmitigated expectations of the people of South Africa.

The change from apartheid to democracy, therefore, was a fundamental process that required detailed transformation in the economic, political and social spheres. Government had to redress past inequalities and remove discriminatory policies created by the apartheid regime to realise a just, inclusive and prosperous society.

The impact of the discriminatory and exclusionary development was deeper than initially anticipated; with vast historically disadvantaged areas without basic services such as water and electricity. The capacity of the post-apartheid State was at its lowest. Worst of all, the Government purse was literally empty.

The starting point was the stabilisation of the State in a number of areas before embarking on ambitious transformation projects. These included the transformation of the Public Service into a more coherent, representative, transparent, efficient, effective

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and accountable entity, able to execute government policies and respond to the needs of all citizens, reducing the Government deficit, reprioritising government expenditure from consumption to productive applications, and integrating the South African economy into a competitive global economy.

This transformation was given practical expression in the Reconstruction and Development Programme (RDP). Underlying the RDP was the justifiable hope that foreign direct investment would flow into the country and that the international community would complement South Africa's efforts to create conditions for a better life for all.

Within a few years, however, it became clear that this would not be the case. The lifting of sanctions and our peaceful transition to

since the advent of democracy, a myriad challenges still remain.

Both the *Fifteen Year Review Synthetic Report (2008)* and the *Diagnostic Overview of the National Planning Commission (2011)* to which the National Development Plan (NDP) 2011 seeks to respond, are frank about the successes and shortcomings of our attempts since 1994.

For instance, the efforts to deliver quality services to the people, such as clean water and sanitation, houses and basic infrastructure, and ensuring access to quality education, are ongoing. However the needs are too many for us to overcome in just 18 years of freedom.



Minister Roy Padayachie (right) with the Rector of the University of North West, Prof Herman van Schalkwyk. Minister Padayachie and Prof van Schalkwyk met during the occasion of the academic opening session of masters and doctoral students of public administration

democracy did little to attract foreign investment and stimulate domestic investments. Domestic private-sector investment was negative for several years, as capital effectively went on strike, moving mobile resources offshore as rapidly as it possibly could.

To transform the Public Service into a viable agency capable of achieving the priorities of the Government of National Unity, the *White Paper on the Transformation of the Public Service* was introduced in 1995. It sought to establish a framework to guide the transformation of the South African Public Service, including the introduction and implementation of new policies and legislation.

The Constitution further entrenched the goals of the White Paper. The constitutional values and principles of public administration, along with the Bill of Rights, committed government to a broad participative, redistributive and developmental role. While much has been achieved

The Public Service has evolved to mirror the demographics of the country and is well positioned to execute the task of a Developmental State. Much more focus needs to be given to the national targets for representation of women and people with disabilities across all salary levels, but particularly in the Senior Management Service.

With regard to poverty reduction, statistics show that income poverty has actually declined.

What is apparent, at least from government's point of view, is that our successes occurred more often in areas where government had significant control than in areas where we only had indirect influence, although of course this distinction is not always consistent.

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The NDP therefore places us on a forward-looking trajectory and requires all of us, not just government, to commit to concrete programmes that will improve the lives of South Africans.

To this extent, the NDP is a framework within which the current efforts to construct a South African Developmental State are being anchored.

The concept of a Developmental State is neither new nor unique to South Africa. Many examples have been cited, with the so-called Asian Tigers of Hong Kong, Singapore and South Korea being the most notable. Hong Kong and Singapore became world-leading international financial centres, whereas South Korea became a world leader in manufacturing information technology between the 1960s and 1990s. The Tigers experienced decades of supercharged growth based largely on industrial policies supporting exports to developed countries.

Victor Krasilshchikov argues that the Asian Tigers' export-oriented growth was conditioned by various external factors. Firstly, there was a rise of the new international division of labour, that is, the removal of mass assembly-line production to the East while the markets for their outputs remained linked to the West. Secondly, there was the intention on the part of the USA to restrain both the Maoist expansion and the Soviet influence in the region by means of successful capitalist modernisation of the American satellites in Asia. The USA did everything in its power to sustain the local ruling elites.

While one cannot rule out the importance of internal (domestic) factors in these countries, the prevailing balance of forces at the time as a result of the Cold War had a major role to play in the success of these countries.

Elsewhere, the context was different. In Africa, for instance, the search for Developmental States is associated with the quest for democratisation and good governance, owing largely to the continent's historical context.

In the case of the Asian Tigers, the basic tenets of democracy were lacking, corruption was rife, labour rights were often violated, and there was little evidence of public participation in decision-making processes – elements generally regarded as vital for good governance.

The Constitutive Act of the African Union, with its broad framework, the New Partnership for Africa's Development, and the African Peer Review Mechanism are important steps in the direction of entrenching good governance and creating democratic Developmental States.

I am convinced that what distinguishes a Developmental State from others is the extent to which it strives to achieve good governance in its totality.

Achieving a Developmental State will not be possible through a statement of intent; nor by a mere declaration that our country is a democratic Developmental State. It must be demonstrated through commitment to economic growth, eradication of poverty and reduc-

tion of inequality, creating jobs, and eradicating crime and corruption.

Having shared a broad conceptual framework of a Developmental State, which also finds resonance with the NDP, I am convinced that we have a starting point to interrogate the challenges that confront us as a country in constructing and sustaining a Developmental State.

Further research is needed to inform policy choices, policy formulation and decision-making. On this score, greater effort should be placed on enhancing partnerships towards the development and harnessing of research capacity in institutions such as universities.

As government, we should depend on universities to develop new strategies and plans to keep up with the needs of the people.

The NDP emphasises this point and states that Higher Education is the major driver of the information/knowledge system, linking it

with economic development. It goes on to say universities are pivotal to developing a nation. They produce new knowledge, critique information and find new local and global applications of existing knowledge. They also set norms and standards, ethics and philosophy to underpin a nation's knowledge capital.

For us to turn around the Public Service, we need a new calibre of public servants, whom universities must help produce. These public servants should:

- break new ground – be innovative and not shy away from coming up with new ideas for the public good
- inspire success – be self-motivated and ready to motivate others
- raise the standard – strive to provide excellent quality service and instil a culture of continuous improvement
- put people first – be committed, caring, results-oriented and strive at all times to meet and exceed people's expectations
- display integrity – be reliable and conduct themselves ethically.

I would like to invite all public sector managers to work together to address the challenges faced by our country; driven by our commitment to serve and create a better life that we have promised our citizens, and not by a profit motive.🙏

*** Roy Padayachie is the Minister for Public Service and Administration**

I am convinced that what distinguishes a Developmental State from others is the extent to which it strives to achieve good governance in its totality.

Public servants must take the lead

Writer: Xoliswa Zulu

Photographer: Kopano Tlape

One can understand why Professor Lekoa Solly Mollo heads the Public Administration Leadership and Management Academy (PALAMA).

He is passionate about development and capacity issues – and quick. In response to President Jacob Zuma's bold plans for the year ahead, Prof. Mollo has already devised a plan on how public servants can take forward the 2012 action plan.

In his State of the Nation Address (SoNA), the President said billions of rand would be spent on new infrastructure, with government focusing on the building of rail, road and economic links in five regions in the country, as well as building new universities and refurbishing hospitals.

Making sure we write the "new story" about South Africa, as the President put it, will be the responsibility of about 1,3 million public servants.

Director-General Mollo sat down with *Public Sector Manager* to share some of PALAMA's plans for 2012.

"The President was very eloquent in the delivery of the SoNA. His message was quite clear – South Africa needs to create jobs and the focus area that will create jobs is infrastructure," says Prof. Mollo.

"Government needs to create an enabling environment (for job creation) and this can only be done by public servants who have the right attitude and the right skills to facilitate the attraction of capital into this country."

In his SoNA, President Zuma announced that a multi-agency working group on procurement, led by National Treasury, the South African Revenue Service and the Financial Intelligence Centre, was reviewing the entire state procurement system to ensure better value for money from state spending.

"Since 2008, we have trained 4 312 people in procurement and supply-chain processes and procedures, and in the coming financial year we will train another 1 800 people," says Prof. Mollo. "We have prioritised supply chain as it also deals with issues of compliance, anti-corruption and procurement."

To shore up this effort, PALAMA has also entered into a strategic part-



Professor Solly Mollo*

nership with the Technical Assistance Unit at National Treasury, where the focus is on the implementation of project and programme management. This partnership ensures that supply-chain courses are accredited and constantly updated according to the new codes of practice and regulations that are promulgated in these areas.

The President spoke of projects focused on health, basic education, infrastructure, information and communications technologies, and regional integration, which will be driving government's infrastructure development focus.

The key competencies and skills required to implement these projects are leadership and management.

"You can have the training, but if you don't have leaders who believe in this dream, sell it and motivate people, you will not be able to achieve the dream," explains Prof. Mollo.

With regard to the National Health Insurance (NHI), PALAMA will be embarking on a massive project with the Department of Health to train and skill public health employees in the management of processes at service-delivery points, such as coordinating queues, dispensing medicines and treating patients courteously. Departmental officials as well as managers trained by PALAMA will be skilled to analyse various aspects of their organisations such as key health processes, organisational design, budgets, culture and the ability

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to determine bottlenecks and opportunities for improvement in the implementation of the NHI.

"The NHI is a different way of doing business. We have to change the way people think by training them in, for example, strategic human resource management, policy formulation and implementation, and the South African economy in a global context, to mention a few interventions, so that we prepare them to handle the NHI project. We have to make sure that the NHI is successful by intervening with capacity-building programmes for its implementation – which is our mandate as PALAMA. The NHI can only be successful if those who will be implementing it have the requisite skills.

"It critical to make sure that we take those people from the ground, give them the necessary skills and the knowledge that it is no longer business as usual. Procurement delays and poor management of inventories in hospitals and clinics should be things of the past in the implementation of the NHI; we must make people conscious of this to ensure the NHI is a success."

Governmentwide, PALAMA will be studying the business plans of all departments so that customised training programmes can be developed for them.

Prof. Mollo says that PALAMA is collaborating with the National Youth Development Agency on Breaking Barriers to Entry into Public Service, an initiative that sources new-generation public servants from a database of unemployed graduates. "It is a very successful programme that has begun to lay a foundation for the future."

Breaking Barriers to Entry aims to create a pool of competent South Africans who can be groomed and recruited into the Public Service. Some 2 443 unemployed graduates have been trained thus far to prepare them for public-service employment opportunities.

Looking to the future, Prof. Mollo foresees a school of government that will become the intellectual home of the Public Service; a home that produces ideas for government, that produces cadres for government; a home that sets norms and standards.

"This is a process that will ultimately go to Cabinet for approval. We will make sure that we contribute to an effective and efficient public service by creating the school of government, where we will be able to produce South Africans who are patriots, who are cadres, who are soldiers on the ground and who will be able to deliver services.

"A lot of ground has been covered in this regard. The framework has been done and we've been busy with the technical aspects, after which recommendations will be made. It is a consultative process."

Professor Mollo also points out that Public Service and Administration Minister, Roy Padayachie, has indicated that his priority for 2012 will be to ensure that PALAMA is on course in terms of its transformation; from its current form as an academy to a school of government.

In a recent Governance and Administration Cluster briefing, the Minister said that capacity-building is a key focus area to ensure an efficient,

effective and development-orientated public service.

"This includes an induction programme for newly-appointed public servants, the training of unemployed youth graduates, building capacity for public-service innovation and repositioning the PALAMA as a school of government," said the Minister.

Taking his cue from this, Prof. Mollo is enthusiastic that great things lie ahead for the Public Service.

"We are encouraged; we are looking forward (to the year ahead); we are refreshed," he says. "We know the Public Service has challenges; we know that the portfolio has so many different challenges; but we are delighted that the Minister has outlined his goals and that among them, PALAMA will be one of his focus areas."¹⁰

PALAMA: Hub of training and development in the Public Service

PALAMA reports to the Ministry for Public Service and Administration.

Programmes and courses offered by PALAMA are accredited and address leadership challenges and practical management competencies required for improved service delivery. They also focus on inculcating the values and contextual knowledge required for a Developmental State. Specific courses are available to enhance competencies in human resources, monitoring and evaluation, supply chain and finance-management functions across all departments and local authorities.

Some of the courses offered by PALAMA are accredited by the Public Sector Education and Training Authority, or by other sector education and training authorities and higher education institutions. Other courses can be combined into programmes that are equivalent to certificates or degrees.

PALAMA's new, two-stream strategy provides the best training and skills development available for:

- the Public Service Senior Management Service – all 10 000 directors, chief directors, deputy directors-general and directors-general.
- junior and middle managers in the Public Service – the 250 000 public servants between the ranks of assistant director and deputy director (i.e. salary levels 9–12).

Based on perception surveys, more than 80% of participants in PALAMA's training to date have indicated that it is of a high quality and standard.

Ambassador
Takalani Netshitenzhe



Making waves in the world

Writer: Samona Murugan
Photos: DIRCO

South Africa maintains diplomatic relations with countries and organisations through 124 missions in 107 countries abroad. This is hard and exciting work, done by brave public servants who spend years away from family and friends.

Living in another country and being paid to fly the flag is a wonderful learning experience, but no one is immune to missing home, and living in a foreign country is very different to visiting on a short vacation.

Public Sector Manager spoke to some of the South Africans who are out there in the world, promoting South Africa, its beauty, values and economic potential, and making our voice heard.

Double delight on the Danube

Ambassador Takalani Netshitenzhe is stationed at the South African Embassy in Budapest

What are your favourite things about living in Budapest?

Each day, I enjoy the honour of sharing aspects of South African life with the people of Hungary, and in the process, learning about Hungarian life. I love the food festivals and the traditional restaurants, called *csárda* where they provide sumptuous traditional meals. The feasts are complemented with folk music and dancing; both Hungarian and Gypsy, and sometimes with traditional horse shows in the gardens.

Describe a few of the major tourist attractions in and around the city.

Budapest is situated along the Danube River, the second-longest river in Europe, which divides the city into two parts: Buda and Pest. Budapest is among the most beautiful cities in Europe. The view on a night drive along the Danube is magnificent. Hungarians pride themselves on their architectural heritage.

The Hungarian Parliament is stunning inside and out. The Buda Castle, which dates back to the Middle Ages and was destroyed and restored through various empires that ruled Hungary through the ages, is found in the Castle District, which is on a hill above the Danube. The castle also houses the National Gallery.

What challenges have you experienced living in Budapest?

The Hungarian language, Magyar, is difficult to learn. However, I have managed to pick up a few basic expressions.

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The people in Budapest speak English, so it is easy to get by, but in the countryside it is different; yet, I enjoy the countryside more because there are some similarities with South African rural life.

It reminds me of my childhood, when elderly people used cane-woven baskets to carry food; when tablecloths were handmade and starched; when enamel kitchen utensils, especially cups, were widely used. Chickens and stacks of woods in the backyards are common features in the countryside. It is laidback and peaceful.

What do you miss most about South Africa?

I find Hungarians to be very reserved; they come across as unfriendly until you get used to the vibe. I miss the warmth and relaxed atmosphere in South Africa; the smiles and laughter. The city, although beautiful, also has a reserved character. I miss the familiarity of our loud music from the cars and shops. When I get homesick, I take a long drive to the nearby countryside.

What do you like most about the Hungarian people, and what can we learn from them?

We share the same humility. Interacting with elderly people, even if you do not understand each other's language, touches your soul – the elderly men still kiss a lady's hand!

Although Hungarians complain about poverty, in general, they are not so poor by South African standards. They do have societal inequalities, but the countryside is generally well developed with formal houses and good roads. They have free education and medical care; although the National Health Insurance here has lots of challenges.

The level of literacy is impressive, with doctorate degrees seen on most business cards of stakeholders. I find this desire for intellectual development inspiring, and have registered for a first-year PhD programme this year.

Hungarians value their culture, especially the language. There is a policy decision to work towards the preservation of the Magyar language, as part of the drive to preserve the Hungarian cultural heritage in general, and this is being infused into the education system.

What are your duties at the South African Embassy?

We are a small mission, so I have diverse roles. I am also the Dean of the Africa Group of Ambassadors, and I cover Croatia. The main priority is to promote the interests of South Africa: social, economic and political interests, not only to Hungary but to other countries with diplomatic representation in Hungary.

The aspect of my job I enjoy most is research and analysis. It gives me great pleasure to collect raw and processed information from various open sources – human, paper-based and electronic – about

Hungary's developmental trends, assessing and analysing the information and contributing to reports on how we could take lessons from these trends. General analysis about Hungary's position within the European Union, and relationships with its neighbours and with other global players is quite fulfilling.

Then there is the general administration in the mission: we are aligning the Department of International Relations and Cooperation's directives with local laws, with the assistance of Hungarian lawyers.

This exercise exposes the differences in our legal systems; it is a lot of work, but coming from a legal background, I find the exercise intellectually stimulating because we are harmonising the two systems. In each aspect of my work, there are small things that I discover on a daily basis that make us uniquely different from each other, and I also discover some humbling similarities.



Ambassador Takalani Netshitenzhe

Living and learning in Lagos

Bar beach in Lagos

Writer: Samona Murugan

Photos: DIRCO

Ambassador Thandi Mgxwati is stationed at the South African High Commission in Lagos, Nigeria

What are your favourite things about living in Lagos?

Although Lagos is the smallest state in Nigeria, it has the highest urban population, estimated at 27,4% of the national population. Lagos is a socio-cultural melting pot, with about 18,5 million people living here. The city contributes more than 30% of Nigeria's gross domestic product.

My favourite thing about living in Lagos is that one gets to experience what makes Nigeria tick in terms of culture, entrepreneurial activity and markets. In addition, Nigerian people, specifically Lagosians, make you feel welcome in their city through their warmth and politeness. What fascinates me is that, despite the hardships ranging from irregular power supply to horrendous traffic congestions and communications network challenges, Nigerians always find a way of making it work. As they say here, "There is never a dull moment!"

Describe a few of the major tourist attractions in and around the city.

Lagos has many tourist attractions such as the Bar Beach; the National Theatre, which is regarded as Nigeria's cultural village and centre of the arts; Tarkwa Bay in Apapa, which is a holiday resort with beautiful chalets surrounded by huge coconut trees; and the Tafawa Balewa Square National Ceremonial Parade Ground that was built in 1863.

My favourite places, though, are the La Campagne Tropicana Resort, about a two-hour drive from Victoria Island, which is regarded as the "Bali of Lagos"; and the Agaja Resort, which is about 45 minutes away by speedboat. These two places are both ideal if you want to get away from the hustle and bustle of the city centre.

What challenges have you faced living in Nigeria?

One major adjustment I had to grapple with was changing my mindset and resisting the temptation of comparing the way things are here and at home. For instance, I had to get used to the fact that having electricity for about five hours in a day is a luxury here, so I had to get used to the overpowering noise of generators wherever I went. I also had to get used to the fact that meetings and functions can never start on time; they can easily start an hour or more late.

What do you miss most about South Africa?

Our open big roads and weekend coffee sessions with my friends at the House of Coffees or Mugg & Bean. I also miss my favourite cheesecake and the big shopping malls that we have in South Africa.

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Ambassador Thandi Mgxwati

What do you do when you get homesick?

We get together with a few South African friends who are also based in Lagos and have a braai or visit the beach. Fortunately, there are a number of South African expatriates working in and around Lagos.

What do you like most about the Nigerian people, and what can we learn from them?

I find Nigerian people to be very assertive and brimming with confidence, something that South Africans can still improve on, as we have a lot to be proud and confident about. I also find Nigerian people to be very polite and respectful. However, the most striking thing for me is that they are hard workers who try to make ends meet with their creativity and dedication.

This specifically refers to informal traders, rang-

ing from people carrying sewing machines on their shoulders walking in the streets as tailors looking for customers; and people running mobile offices from the boots of their cars in street corners using small generators for services such as photocopying, printing, and laminating of documents; to street vendors who sell anything usable until the middle of the night. The attitude is “Walala Wasala”, which roughly translates to “you snooze, you lose”. We can learn a lot from this entrepreneurial attitude, especially with the high unemployment rate we have.

What are your duties at the High Commission?

My duties include strategic management and playing a leadership role. This involves building lasting relationships with the Lagos State Government as well as governments of the eight other states (Ogun, Oyo, Osun, Ondo, Delta, Rivers and Bayelsa), to build and strengthen bilateral relations with Nigeria.

More importantly, Lagos is the economic hub of Nigeria and West Africa. It serves as a gateway for business, including a number of South African companies aiming to expand their business interests into Nigeria and West Africa.

Therefore, it is my responsibility to cast a wide network to assist our companies to identify business opportunities, study the economic environment in Nigeria and advise them accordingly. This is followed by facilitation of trade mission visits in collaboration with the Department of Trade and Industry. Currently, there are about 100 South African companies operating in Nigeria, with interest growing in this big potential market.

The mission often gets requests to address forums such as the Nigeria-South Africa Chamber of Commerce, universities and civil-society groups. It is my job to use these platforms to deservedly brand South Africa, promote the country’s interests and effectively articulate South Africa’s positions on topical issues.

In addition, I have to initiate and organise mission events that aim to promote South Africa in her totality, including tourism, culture, trade and investment opportunities. In a nutshell, my job is to contribute towards strengthening bilateral relations between South Africa and Nigeria, and to promote South Africa in all its facets.®



Purist or pervert?

Challenge to Jonathan Jansen's take on state of education

*Writer: Busani Ngcaweni**

While I respect the canons of intellectual rigour, one of whose refrains is “play the ball and not the man”, there is a compelling case of diversion when dealing with the caricatures of Professor Jonathan Jansen – not least because the Professor’s consistent anti-state posture is blatantly ideological and emotionally jarring for people like me who graduated as educators under his tutelage. We invested four good years of our formative years in Jansen’s school of Education at the University of Durban-Westville and therefore are shocked that he trained us to loiter in doubt and gloom concerning our vocation.

Few facts about the good Professor’s background might help illuminate the roots of his kismet prophesy.

Professor Jansen, for those who might not be aware, has New Unity Movement (NUM) leanings. The NUM was a political organisation that never really won the hearts and minds of the masses, despite producing some great minds and political activists. In the 1980s in particular, it had a sect that paraded as ultra-radicals with Trotskyite rhetoric.

Instead of working with the United Democratic Front (UDF), it fashioned itself as the “real left” mass organisation. Fact is, it never really was the vanguard of the people and missed seizing its moment in history when it failed to embed its work within the broader Mass Democratic Movement initiatives.

True to the tradition of the egoistic sect of the NUM, Jansen offers no concrete alternative in his anti-state tirade. That is what his kin mastered in the 1980s. Instead of directing their anger at the common enemy, the apartheid regime, it wasted time contesting the UDF. Once we learned from Professor Jansen: “Dissent is part of political commitment, but it must be accompanied by concrete solutions”. Where are the solutions, Professor Jansen? Concrete and scientific interventions that will help South Africa avoid becoming “yet another failed African state ... because the level set is so low”.

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Schooled in pseudo-radical custom, the Professor is “seemingly well-versed in government and the ANC weaknesses”. Students of political theory will do well to remind us that radicals are not necessarily revolutionaries. Purists too can also be radical in their quest to preserve what they perceive to be “truths” and “correct”. The 9 January “Opinion Analysis” by the Professor bears all the hallmarks of “purity”; what he thinks is absolutely wrong with our education system. When purists offer analyses, they do so believing that there is only one possibility or solution – that is what they themselves believe to be correct. Nothing less!

Professor Jansen writes:

“... if I had to make the choice with my own children today, I would consider not sending my child to school in South Africa, for one simple reason: I do not trust a system ... But, you would not sense this crisis in the Grade 12 examinations because the major newspapers, with one or two exceptions, have swallowed the lies from the Department of Basic Education ...”

Call this cynicism, but is it not a perverted idea of transformation dynamics in a society in transition? First, how can a Professor of Education pass a vote of no confidence in the education system yet parade as a leader in educator development in the country? What message is he sending to the hundreds of students like me who spent time and scarce resources preparing to join the education profession? Unless, of course, his graduates ought to be an exception to the rule; a rare breed of educators who will go out there and occasion a seismic shift in the system! Perverts are dangerous for they exaggerate their potency. That is where they intersect with purists.

Secondly, he argues in the 9 January “Opinion Analysis” that “talk to any employer in business and industry and they will tell you the same story: today’s graduates are weak, even incompetent, in the basic skills of reasoning, writing ...”. Yet, he confidently presides over an institution of higher learning that churns out thousands of graduates each year. Unless his is a special institution, a contraption that fabricates a special range of products that can float above the muddle our education system has become.

In which case then we wonder why he continues to produce “stock” for the employers who don’t trust university graduates and the education sector in particular

that he himself suspects. Is he like a fat salesman who overzealously markets a slimming product he has never tested nor come across a person it has worked on? That would be intellectual dishonesty – a misdemeanour parallel, if not heavier, than my violation of the “play the ball not the man” code.

Thirdly, my limited memory can’t help but recall Professor Jansen’s three-year shock “therapy” at the University of Durban-Westville. This was a time (1995 – 1997) when the good Professor said what seemed merely controversial yet very ideological. Many students were depressed when he publicly bullied them for not knowing the capital cities of Sudan and the Central African Republic and for using a semicolon instead of a comma.

I can’t help but recall his statements casting aspersions on black Africans and their ability to manage and lead. Repeatedly, he asked:

“What is wrong with Africans? Is there something innately wrong with them that they mismanage their countries? Why is Africa failing to catch up with Europe many years after independence?”

Given his Mammon of knowledge and analytical adroitness, students would have benefited had the Professor explained why Africa is faltering. No analysis of the political economy of post-colonial Africa was given. Let alone the history of nation state formation and its impact on “new” states. Instead, he left us doubtful; contemplating that indeed a possibility exists of an innate incapacity to govern on the continent.

Yet, in another opinion piece, totally contemptuous of the milieu and the occasion, he accuses the President of not advancing a “reasoned debate and factual correction ... if the historical evidence was too much to hold ... the President would perhaps have appealed to common sense”.

What “reasoned debate and factual correction” did the Professor offer to his students regarding the “historical evidence” of why Africa is struggling to regenerate itself post-independence? He tells the President to respond to Pieter Mulder’s falsehood by citing scholars like Nigel Worden and William Beinart. But, as Jansen’s graduates, we have no recollection of him citing Georges Nzongola-Ntalaja and Bernard Makhosezwe Magubane who have written extensively about post-colonial Africa.

A bombshell came when, in 1996, he told his final-year students that “Mandela chose Sibusiso Bhengu as

Education Minister instead of Ihron Rensburg because Mandela was appeasing the Zulus ...". He asserted that – much to his own delight – Rensburg should have become Minister or Director-General of Education but “was overlooked because he is not Nguni”. He explained to us that Professor Rensburg had played a role bigger than that of Professor Bhengu in the National Education Coordinating Council, so he was a deserving candidate to lead the Department of Education.

Now that we know history better, we struggle to comprehend why such a preposterous idea was pushed to unsuspecting students by this good Professor.

The most unfortunate thing with this reasoning is that Jansen dragged into his suspect theory the name of a person who had nothing to do with his existential preoccupations of race and ethnic identity. Knowing what we know of former President Nelson Mandela and Professor Rensburg, ethnic considerations are the least of their fixations. Besides, in the period in question, Professor Rensburg was already playing a leading role in the transformation project and there was no record of him entering Jansen’s ethnic and racial amphitheatre.

We also remember Jansen’s *Cosmopolitan magazine* treatise: “10 Reasons why OBE will fail”, later published in various academic journals such as the *Cambridge Journal of Education* (see Vol. 23, Issue 3, 1998).

From everything he said to us at final-year and honours classes, it later became apparent that he detested education reforms more so because he was personally not involved in their formulation. The Professor directly and indirectly expressed concern that experts like himself were not core to the construction of the new curriculum in South Africa. As 21-year-olds, we sympathised with him. However, now that we are discerning, we can see through what the Professor really meant.

The aggregation of these historical facts together with an ongoing anti-state tirade combines to occasion emotional trauma in some of us. We struggle to understand why someone would train teachers and thousands of other graduates but suspect their profession, Proficiency and confidence. No wonder, many of his graduates continue to walk away from the teaching Profession and employers justify keeping black graduates in training programmes for unreasonable periods.

Critical manifestos have an important place in

democracy. So do scientific solutions to intractable problems facing our country. Society expects methodical solutions from our intellectuals, not tantrums and sustained perverted narratives of race and failure. Logic should distinguish conscientious intellectuals from “purists” and “perverts”!

Our constitutional democracy enjoins us to collectively own challenges of transformation. Equally, society expects all hands on deck, working selflessly to create a better life for all. Leaders like Professor Jansen cannot expect praise when they make such assertions:

“... if I had to make the choice with my own children today, I would consider not sending my child to school in South Africa, for one simple reason: I do not trust a system ...”

If they do, then they must accept a reciprocal suspicion paraphrased by Slavoj Žižek in *Living in the End Times*: “Rousseau already understood perfectly the falsity of multiculturalist admirers of foreign cultures when, in *Émile*, he warned of the philosopher who loves Tartars in order to be dispensed from loving his neighbours.” 🙄

***Ngcaweni studied under Jonathan Jansen at the University of Durban-Westville. Views expressed in this article are his personal opinion.**



Our clear and present danger

Writer: Dumisani Hlophe*

Photographer: Sibusisiwe Magwaza

The sad state of our nation is that we are consumed with events and personalities. In the process, we fail to see the imminent danger lurking right in front of our eyes. Consequently, we continue with distracting sideshows, rather than addressing pressing issues regarding the future sustainability of this country.

Clearly stated, we are too preoccupied with December's African National Congress (ANC) elective conference. We are consumed with whether ANC President Jacob Zuma will keep his position or not. Our thoughts are geared towards possible individuals who can challenge him. Could it be Kgalema Motlanthe or Tokyo Sexwale?

This is a sideshow. The real issue facing all of us is governance. Unless we get South Africa's governance right, we are doomed as a society. Personalities such as President Zuma, Deputy President Motlanthe, Minister Sexwale, myself and yourself, and many others

will come and go.

South Africa, though, will remain.

Generations to come will depend on the state of governance we achieve now. Therefore, it is important that we focus on good governance. We simply must pursue the ideal of practical and proper management of state resources.

Let us begin by accepting that the state of our good governance might soon

hang by a thread. The warning signs are right in front of our eyes. Please allow me to cite a few examples.

It is common knowledge that Limpopo has five departments under national administration. One of these is the Provincial Treasury. In any government, the Treasury department is the essence of governance. While the Office of the Premier provides for policy and strategic direction, the Provincial Treasury ensures that resources are appropriately directed, effectively managed and used for the intended allocation. Thus, failure of the Treasury is effectively the highest failure of governance. A government with no control of its treasury is tantamount to an empty-shell government.

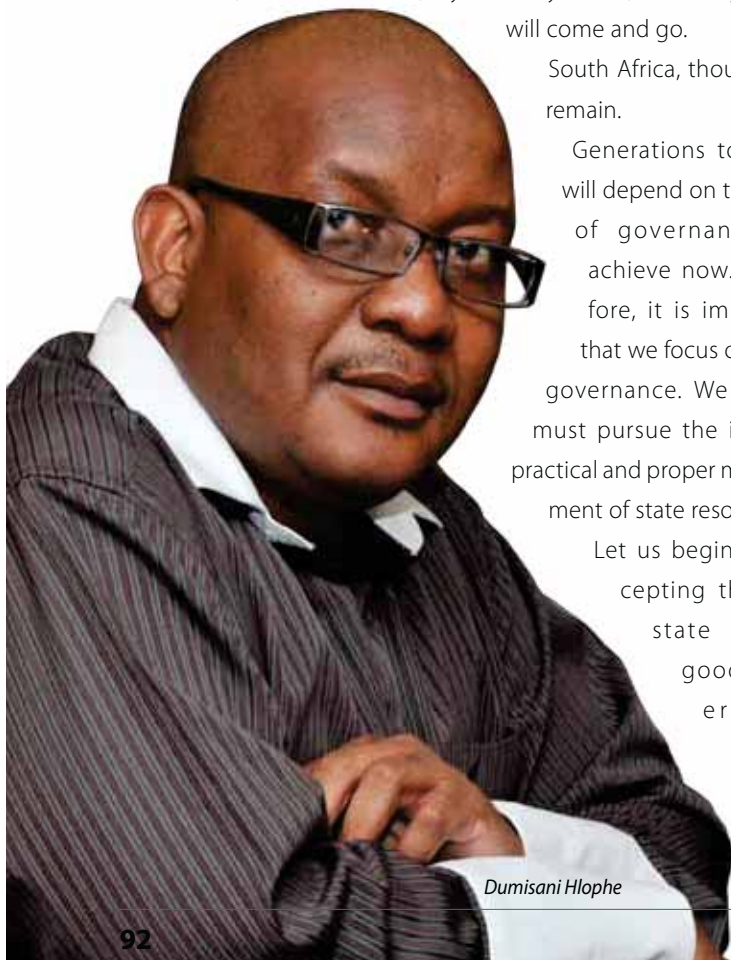
A major department within the Gauteng Provincial Government, namely the Department of Health, is under semi-administration. Gauteng is a strategic province with major significance in the country, continent, and globally. Therefore, it carries the political, economic, and governance moral-high-ground responsibility to be the epitome of appropriate administration.

Gauteng is the one province that all other provinces should look to emulate. The current situation, whichever its genesis may be, is not conducive to the aim of positioning Gauteng as a governance model to be emulated by other provinces. The good-governance role-model status is seriously undermined by the semi-administration situation of the Health Department.

Not to be outdone, the Auditor-General (AG) of South Africa has declared more than 10 national departments to be found wanting, indicating major deficiencies in governance – in some cases, his own staff had to balance the financial books of departments.

This is rather scary. Given that when provincial departments fail in their governance duties, they are subjected to national administration, the findings of the AG

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Dumisani Hlophe

cast doubt on the corrective measures taken against those provincial departments under administration. In other words, it is inconceivable for national Cabinet to effectively implement governance corrective measures, while in itself it needs corrective steps. That is, its own books are not balancing.

In Mpumalanga, one municipality is reported to be under provincial administration. This is in addition to a number of local government institutions facing much-reported service-delivery protests. Such protests not only indicate poor governance of state resources, but also poor management of citizen relations; which is also an essential element of good governance.

Let me equally assume that an alternative means of managing stakeholders in Gauteng may have averted the anti-toll-road sentiment expressed by the intended beneficiaries of the very same tolls. In other words, good governance is not only limited to our ability to manage state resources, but also our ability to engage effectively with our citizenry stakeholders. It is an essential part of good governance to secure the buy-in of our citizens.

In the Eastern Cape, teachers have been on a go-slow. Once again, our governance ability is tested and we do not appear to be doing well. In fact, the challenge is not primarily to get teachers in a higher gear, but to ensure that they are not protesting while they are supposed to be teaching. Evidence indicates that our governance capability here lands itself a question mark.

We do not have to be alarmist. However, all the above indicate a creeping challenge facing governance. They indicate a major capacity deficiency in our internal and external management of state resources and government stakeholder relations.

There are, indeed, justifiable reasons to be concerned.

Please allow me to mention a few: Firstly, 18 years into democratic governance should see us maturing in good governance. Ideally, our governance ought to be much cleaner and more effective than may have been the case in the years closer to 1994.

At national level, and in seven provinces, there has not been a change of political parties in governance. This means that the ANC, as the ruling party, should have accumulated substantial experience in democratic governance and therefore be able to deliver better and cleaner governance records and services to the citizens. Ideally, we should be in a far better state of comfort than the current alarming situation.

Secondly, our legal foundation for good governance is well grounded – the Public Finance Management Act, 1999 (Act 1 of 1999), is well constructed. It provides clear and concise means for financial management.

The inherent supply-management policies are equally well articulated, with good guidelines for appropriate supply-chain management. There is no ambiguity whatsoever for anyone to misconstrue the rules, regulations, policies and laws for good governance. And yet, audit reports still record poor governance.

Thirdly, we have excellent institutions of democracy aimed at ensuring good governance. These include the AG, the Public Protector and the South African Revenue Service. These institutions are performing well and their effectiveness should have contributed immensely to the creation of good governance.

The AG's office, for example, has a series of capacity-building programmes aimed at enhancing the ability of government departments to manage their resources. However, little seems to be progressing in this regard.

I recognise the significant areas of excellence in various departments. However, it would be foolhardy to take the cases mentioned above as isolated issues. Put together as the sum of good governance, they are major areas of concern. In fact, rather than being quarantined, they may spread.

Therefore, I am justifiably worried and fear for our future generations. Unless we get our governance right,





Finance Minister Pravin Gordhan accompanied by Minister of Health Aaron Motswaledi (left) and Minister of Public Works Thulas Nxesi (right) giving progress report on National intervention for Limpopo Provincial Government at Polokwane, Limpopo.

Mangaung and alternating individuals for ANC presidency is meaningless.

I humbly submit that, as bureaucrats and as citizens, we must be concerned about our state of governance. More than anything else, we must be concerned about how our government is organised to ensure appropriate governance. We must concern ourselves with the appropriate use of state resources for the greater good of tax payers.

The creeping poor governance will cripple our energies for innovation in the State's service delivery. Instead of seeking better ways to govern and deliver, we will increasingly preoccupy ourselves with reversing the current poor state of governance.

Rather than seeking better performance, we will have to concern ourselves with first getting things right.

Plainly said, we have landed ourselves in corrective measures rather than progressive ones. The natural process of evolution indicates that we need to move towards more mature and effective governance. The opposite is a dinosaur route – towards extinction.

In essence: we must avoid the possible deterioration of governance; we must rescue the seemingly downward trend. At best, we must perfect our ability to manage state resources and service delivery effectively.

I contend that we can reverse poor governance by, among other things, dealing with the following issues:

The right attitude. I mentioned earlier that our legal and institutional foundations are sound. What is required therefore, is strict adherence to these transcripts of good governance.

Secondly, we need to professionalise the public service.

Just like various professional associations such as those of lawyers, accountants and medical practitioners, public servants must be equally subjected to a professional body. They must be registered as public-service practitioners. They must abide by the rules, standards and code of conduct of a well-defined ethos of public service.

Such a code would, for example, prescribe that anyone who renders a department to national Cabinet administration must resign. Perhaps it could declare that those managers whose departments receive a qualification for a number of consecutive years must also resign. In short, there must be consequences for poor governance.

Thirdly, we need to curb the political principals' powers to abruptly replace senior officials who they find in well-functioning departments without a just cause. Moreover, we must curb the ability of political principals to summarily change the working programmes and projects established by their predecessors.

I humbly submit that our imminent danger is not the political outcomes of the Mangaung elective conference, but the creeping poor state of governance.

However, as an eternal optimist, I am convinced that we have a valuable and capable political and administrative leadership to steer the ship away from deep and stormy waters towards calmer seas.^{PS}

State of the Nation Address (SoNA)

On 9 February, the outside precincts of Parliament resembled a fashion catwalk as members of Parliament and invited guests showcased their fashion sense ahead of the State of the Nation Address (SoNA). After President Jacob Zuma delivered his address, a post-SoNA Dinner was held. On the day of the Reply to the State of the Nation Address, 16 February, the GCIS hosted the Presidential Cocktail event, attended by members of Parliament, the diplomatic corps and the media.



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1. President Zuma shares a light moment with R. Carlos Sersale di Cerisano, Ambassador of Argentina, during the SoNA Presidential Cocktail held at the Marks Building in Parliament.
2. Dali and Rachel Tambo at the Gala dinner after the SoNA.
3. Western Cape Premier Hellen Zille on the dance floor to FreshlyGround at the gala dinner held after the SoNA.
4. Two guests arrive for the SoNA on 9 February 2012.
5. President Jacob Zuma interacts with Democratic Alliance (DA) Parliamentary Leader Lindiwe Mazibuko at the SoNA Presidential Cocktail at Marks Building, Parliament.

National Teaching Awards

The Department of Basic Education hosted the annual National Teaching Awards ceremony on 23 February at the Sandton Convention Centre. The awards are held to acknowledge and salute the selfless contribution of the country's best teachers. Toronto Primary School teacher Mmipe George Mokgehle from Mankweng in Limpopo walked away with the coveted prize of a brand-new Chevrolet Spark, donated by General Motors South Africa. Mokgehle scooped the Lifetime Achievement Award for his more than 30 years of service. However, he was unavailable to receive his prize personally due to a bereavement in his family.



1. Deputy President Kgalema Motlanthe, left, Basic Education Minister Angie Motshekga, centre, and Minister of Higher Education Blade Nzimande at the National Teaching Awards ceremony at the Sandton Convention Centre.
2. From left: General Motors' General Manager of Policy and Corporate Affairs Shibishi Maruatona with Deputy President Kgalema Motlanthe, Mahlatshe Mokgehle (who collected the Lifetime Achievement Award on behalf of his father who is seen in the background (top left) on the screen), Minister Motshekga and Telkom CEO Nombulelo Moholi.
3. Sentsho Rapoo of Bachana Mokwena Primary School in Gauteng receiving the Excellence in Primary School Leadership Award while the Group Chief Executive of the SABC, Ms Lulama Mokhobo, looks on.
4. Vodacom's Mthobi Tyamazashe with the winner of the Kader Asmal Award, Nkangwe Nemudzivhadi, alongside Deputy President Motlanthe, Kader Asmal's widow, Louise, and Minister Motshekga.
5. Francois Naude from Hoërskool Florida in Gauteng, winner of the Excellence in Secondary School Teaching Award.

Moving up



Mosotho Moepya

Chief Electoral Officer: Independent Electoral Commission (IEC)

Mosotho Moepya holds a Bachelor of Commerce Degree and a University Education Diploma from the University of the North. He also has an honour's in Business Administration and a Master of Business Administration (MBA) degree from the University of Stellenbosch Business School.

Prior to his current appointment, he was the Deputy Chief Electoral Officer (DCEO) of the IEC from 2001. After starting his career in the private sector, he joined the IEC in 1998 as Manager: Electoral Logistics.

In 1999, he was promoted to the position of Senior Manager: Electoral Logistics, Planning and Voting Station Infrastructure.

During his tenure as DCEO, Moepya served as member of a team comprising judicial figures and experienced election practitioners, that reviewed the Accra Principles on Electoral Justice; provided technical expertise to the Joint United Nations and East African Community Forum; and led IEC teams providing technical assistance to the National Election Commission of Tanzania and the Democratic Republic of Congo. He has also represented the IEC abroad on observer missions and to deliver papers at conferences in Africa, Europe, Australia and Asia.

As CEO, Moepya is the Accounting Officer of the IEC and head of administration. He oversees the formulation and execution of the strategic plan of the IEC; monitors and reports on its implementation; supports the IEC in the performance of its powers, duties and functions; and ensures the implementation of its decisions. In addition, he is responsible for the electoral functions assigned to him by law.



Dr Phil Mjwara

Director-General (DG): Department of Science and Technology

Dr Phil Mjwara has served as the DG of the Department of Science and Technology since April 2006. His contract has been extended for a period of three years, commencing 1 April 2012. In this capacity, he is responsible for policy development in the science and technology sector in South Africa. His duties include driving the implementation of the National Research and Development Strategy and the DST's Ten-Year Innovation Plan for South Africa.

Prior to his appointment to the department, Dr Mjwara was the Group Executive: Research and Development and Strategic Human Capital at the Council for Scientific and Industrial Research (CSIR), where he was responsible for assisting the CSIR in its efforts to strengthen its science base, including human-capital development.

In 2001, Dr Mjwara joined the National Laser Centre as its head. He was instrumental in growing the CSIR's activities from its inception, and in creating a network of centres in Africa.



Ndala Mngadi

Director: GCIS, KwaZulu-Natal Provincial Office

Ndala Mngadi holds a Bachelor of Arts Degree (majoring in English and History) and a Higher Diploma in Education from the University of KwaZulu-Natal. Her other qualifications include a Certificate Course in Business Management, a Postgraduate Diploma in Telecommunications and Information Policy and a Master's Degree in Development Studies from the University of South Africa (UNISA).

Mngadi started her career in 1995 as a teacher at Ogwini CompTech College. In 2003, she joined the IEC in KwaZulu-Natal as Provincial Coordinator: Electoral Democracy Development and Education. In 2009, she was appointed Director: Sector Collaboration and Intergovernmental Relations at the Department of Water Affairs.

As Provincial Director for GCIS in KwaZulu-Natal, her duties include cascading the National Communication Strategy in the province and ensuring that the Local Government Communication System is functioning effectively.

the ladder

Ditshego Magoro

Director: Knowledge Manager, National Treasury

Ditshego Magoro holds a B-Tech Degree in Public Relations, a Diploma in Knowledge Management Principles and Practices from UNISA, and a Diploma in Website Design and Development. She is currently studying towards a Masters of Management Degree in Information and Communications Technology Policy and Regulation at the University of the Witwatersrand.

Magoro's career started in 2002 at the National Community Water and Sanitation Training Institute, where she worked as a project coordinator and manager.

In 2006, she joined the Department of Social Development as Deputy Director: Website Content Manager and later joined GCIS as Deputy Director responsible for the management of the Batho Pele Gateway.

In 2009, she joined the Water Research Commission (WRC) as a Programme Manager for the Water Information Network South Africa and the Southern Africa Knowledge Node on Sustainable Sanitation.

In her new position, Magoro will promote the implementation of a knowledge-resource centre, the establishment of knowledge-management forums and the overall management of National Treasury's institutional memory and intellectual capital.



Dr Inga Jacobs

Research Manager: Water-Centred Knowledge, Water Research Commission

Dr Inga Jacobs is a political scientist by training and specialises in regional and international water governance in Africa, looking at cooperative governance in shared river basins in the southern African and East African regions.

Specifically, Dr Jacobs investigates the principled content of trans-boundary cooperation, sustainable knowledge transfer in the water sector, the role of power in trans-boundary water governance, socio-cultural codes of conduct and their impact on the environment, inter-general learning and capacity-building.

She co-founded the Forum for Young Scholars in Trans-Boundary Water Governance, a WRC-funded collaborative and trans-disciplinary exchange initiative for scholars interested in this field, and one that encourages the recognition and mutual respect of multiple perspectives.

Dr Jacobs completed her PhD in International Relations at the University of St. Andrews, Scotland in 2010. In her current position, Dr Jacobs will be responsible for the strategic monitoring of research trends in the water sector.



Thenjiwe Hadebe

Senior Researcher: National Operations Centre, Department of Justice and Constitutional Development

Thenjiwe Hadebe holds M Phil and MBA degrees from the universities of Stellenbosch and KwaZulu-Natal, respectively. Her research interest started in 1997 at the University of Zululand, while she was a student and a lecturer to commerce students.

Over the years, she conducted research projects for her personal development in the field of research. She joined GCIS in 2008 as a Communication Researcher. In this position, she was responsible for managing the National Qualitative Research Project, participating in GCIS cross-cutting research projects, providing research advisory services, and managing stakeholders and service-providers.

In her new position, Hadebe's duties involve, among other things, managing, conducting, identifying and proposing research in support of the department's performance-improvement initiatives and also the responsibilities of the Justice, Crime Prevention and Security Cluster, compiling reports and developing performance-improvement intervention strategies.



Take care to look good on paper

Writer: Helen Ueckermann

To make sense out of the pile of paper in the corner of your wardrobe is probably not the first thing that comes to mind when you have nothing to do. However, if this pile includes important personal documents like employment contracts, marriage certificates, medical-aid information and tax returns, you are well advised to get organised and conquer the enemy!

A big part of being financially fit means taking stock and keeping track of your personal documentation.

Johannesburg-based independent accountant, Louis Stander explains that keeping personal documents is important because organised people are in control of their lives.

“When your important documents are neatly filed and put away in a safe place, you can access them at a moment’s notice. There will come a time when you will need documents immediately. Be prepared for that now, so that you can be calm in times of crisis,” he says.

“There will come a time when you will need documents immediately. Be prepared for that now, so that you can be calm in times of crisis.”

Keep for life

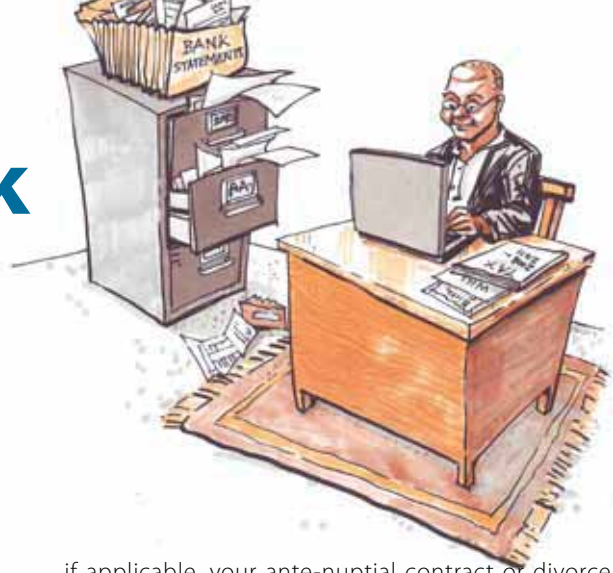
The most important documents to keep, says Stander, are “death documents” – everything that will be needed by your next of kin should you pass away.

“By keeping documents like your will, your life insurance or a list of your policies, you will save your family added trauma,” he explains.

Louis Venter, a fiduciary specialist at Citadel Trust, says in addition to a copy of your will, the following documents should be kept together and be easily accessible to your family:

- ✓ life insurance policies
- ✓ endowment policies
- ✓ tax particulars
- ✓ share certificates
- ✓ title deeds
- ✓ trust details
- ✓ bank and savings-account details
- ✓ car registration certificates
- ✓ outstanding accounts
- ✓ hire-purchase agreements
- ✓ bank loans
- ✓ pension fund particulars
- ✓ investment statements
- ✓ a list of your assets and liabilities.

Other documents to keep for life are your marriage certificate (and,



if applicable, your ante-nuptial contract or divorce decree), birth certificate, any powers of attorney, certified copies of your identification documents and passport. Keep your employment contracts, as these can be handy as proof of where you were employed over the years.

It is also wise to give certified copies of these documents to your attorney and the executor of your estate.

Keep for five years

All tax-related documents should be kept for five years. This includes IRP5s and tax returns as well as other important supporting documentation. The South African Revenue Service can request that you supply proof of your expenses at any time in the five years following the submission of a tax return.

Keep for one year

It is advisable to keep financial documents such as bank statements or bills for up to one year.

Keep deposit and ATM receipts until you reconcile them with your monthly statements. File your monthly cheque and savings account statements. After you do your taxes, file any statements you may need to prove deductions with your tax records.

Credit card bills can be tossed after you have checked and paid them, unless you made a charitable donation, in which case you will want to keep it for tax deductions. If you have bought anything that is under warranty, keep your receipt until the warranty expires.

Remember to download proof of payment statements if you make use of online banking and open an electronic file to save them.

Keep for a limited time

Documents relating to investment purchases, loans, and other items that expire or are sold can be stored in an out-of-the way file cabinet. 📁

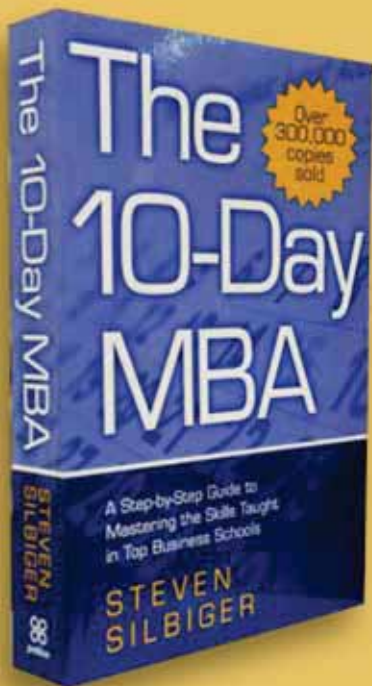
Read to lead

Writer: Samona Murugan

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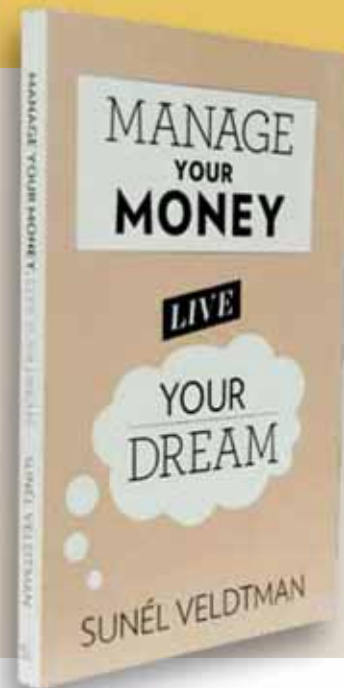
The 10-Day MBA by Steven Silbiger

The 10-day MBA is an essential business reference, summarising a top business-school education in one easy-to-read volume. Cutting through the long-winded academic jargon, Silbiger devotes a concise chapter to each discipline you will encounter on a Master of Business Administration (MBA) course – marketing, ethics, accounting, organisational behaviour, quantitative analysis, finance, operations, economics and strategy. The author also provides a series of MBA “mini courses” on research, public speaking, negotiating, international business and more. Significantly revised and updated, this third edition of Silbiger’s book has the latest facts, figures and trends, as well as new material on ethics in business and personal finance. All-new mini courses in property investment, business writing, leadership coaching and financial planning have also been added. Those thinking of embarking on an MBA can use the book to decide if they want to pursue the degree; those about to enter business school can use it to get a headstart and those without the time and money can get a good deal on both.



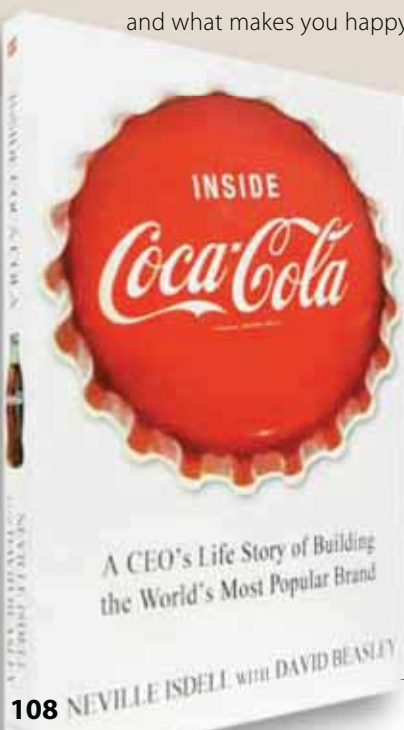
Manage Your Money, Live Your Dream by Sunél Veldtman

Veldtman had the degrees and certificates. She was an investment adviser with an honours degree in Economics. Yet, in her household, she did not manage her own money. If someone like Veldtman had difficulty taking charge of her finances, imagine how hard it is for other women. It took a personal crisis before Veldtman took her financial future in hand, clarified her values and made sensible changes. In this book she explains how we can do the same, showing ordinary women how to start out on a journey of self-fulfilment. Her practical guide is written for normal, “finance-illiterate” women. Overcome your fear, empower yourself with knowledge and make wise and informed choices that suit your personality and build on your values. Veldtman shows not only how to save, but also how to invest, in simple, clear language with lots of examples. Her message is: Know who you are and what makes you happy. Then go for it, using the best information available.



Inside Coca-Cola by Neville Isdell and David Beasley

Inside Coca-Cola: A CEO's Life Story of Building the World's Most Popular Brand tells the remarkable story of the company's revival. Neville Isdell was a key player at Coca-Cola for more than 30 years, retiring in 2009 as chief executive officer (CEO) after rebuilding the tarnished brand image of the world's leading soft-drink company. Isdell helped put out huge public relations fires (in India and Turkey), opened markets (in Russia, Eastern Europe, Philippines and Africa) and championed Muhtar Kent, the current Turkish-American CEO, all while living the ideal of corporate responsibility. Isdell's, and Coca-Cola's, story is newsy without being gossipy; principled without being preachy. It is filled with stories and lessons appealing to anybody who has ever taken “the pause that refreshes.”SM



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