

DEVELOPING PUBLIC SECTOR MANAGERIAL LEADERSHIP

Public Sector

Manager

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Driving high performance:

Minister Baloyi

on a new breed of public sector manager

Update on

the review of the

country's SOEs

DG Phillips

unpacks Performance Monitoring and Evaluation

Zimbali

a piece of paradise

Happy healthy

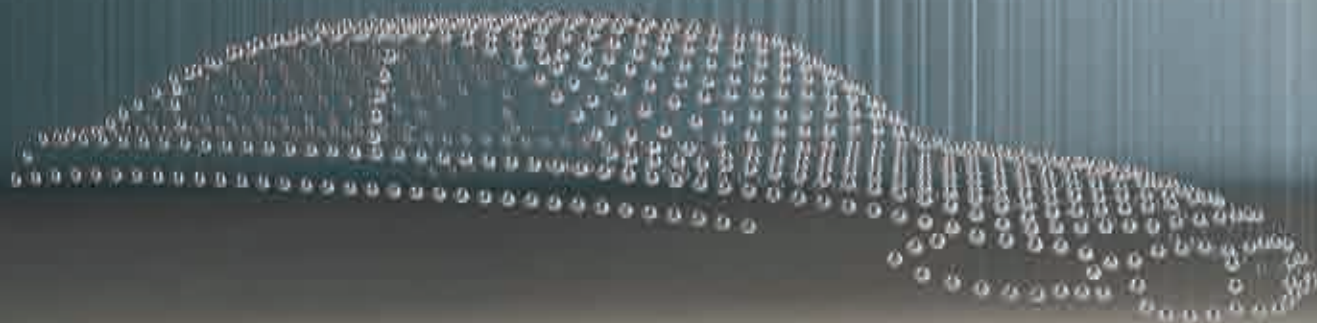
holiday season

Interview with the new Presidency DG: Dr Cassius Lubisi

Can the Public Service mandarins raise their hands?



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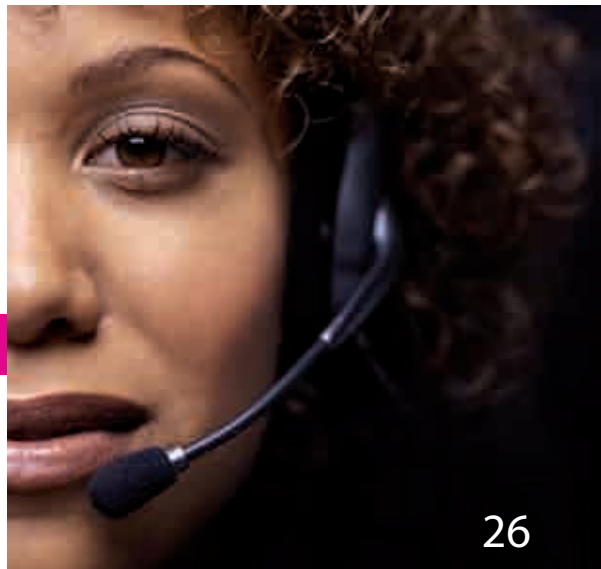
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From the Deputy Minister

It is an honour for me, having been recently given responsibility for the Government Communication and Information System (GCIS), to present to you this trial edition of *Public Sector Manager*.

This initiative comes at a time when President Jacob Zuma's administration begins to focus rigorously on the performance, not just of the Executive, but also of senior managers within the Public Service. This rigour is not happening for severity's sake but because government wants to improve service delivery.

The President recently had a meeting with directors-general (DGs) to review progress in changing the way the Public Service works. This followed the April meeting he had with DGs and their deputies in Kempton Park where agreement was reached to change the way government works in a manner that will lead to citizen satisfaction.

Currently, the experience many of our citizens have with government is a frustrating one. People wait for long hours for services in hospitals, at pension pay points, municipalities and other service points. That should not be so.

The old culture of the Public Service – one that is not people-friendly and lacks the skills and attitudes to meet the developmental challenges of our country – has to change. We need a public service that serves citizens properly and in which all staff work to their full capacity and treat state resources with respect. Public Service and Administration Minister Richard Baloyi, featured in this edition, elaborates more on this subject.

For there to be a public service that is envisaged by the President and his Executive, a lot depends on the performance of public managers. Without appropriate top managers, the Public Service cannot achieve its optimum. With second-rate and non-performing public managers at the top, the whole performance of the Public Service becomes poor.

One Swedish middle manager captures the importance of public managers aptly when he says: "My experience of bottlenecks tells me that the bottleneck is always at the very top of the bottle." I would hate for our senior public managers to fit this description. Their being at the top should not result in government services getting blocked or delayed – the bottleneck phenomenon.

Public managers at all levels have a crucial role in unblocking service delivery to the people. They have the responsibility, within the administrative context, to improve the quality of their work output so that ordinary citizens' lives can change for the better.

Public managers are a significant group in our society and their understanding and implementation of government policies is an important aspect of the responsive and responsible government we seek to be. As they go about doing their work, it is important that they share among themselves best practices and debate public policy questions, analysing the implications and offering the best possible solutions to the challenges we face.

Public Sector Manager provides the forum for our public managers to confront these issues. It is my sincere hope that this magazine will contribute towards the furthering of knowledge and best practices at all levels of government and that it will encourage professionalism and high performance within the senior corps of public administrators.

Finally, this publication demonstrates the seriousness with which we regard public sector managers as an important target audience with its own and unique information and communication needs. GCIS is prepared to play its role in meeting these needs. Enjoy the read!

Dina Pule
Deputy Minister: The Presidency

Meeting the information needs of **public sector managers**

THE birth of *Public Sector Manager* is not only a dream come true for GCIS but a duty to communicate with a very strategic component of government's target audiences – public sector managers.

South Africa, like most developing countries, faces some challenges in public service leadership. Through this magazine, we intend to contribute to finding solutions to some of these. There has never been a more auspicious time, and product, through which GCIS could help in the pursuit of President Jacob Zuma's vision of a new public service cadre.

Through this magazine, we intend to help public-sector/government managers and their departments/agencies to improve the quality of the services they provide by reporting on management innovations and best practices within the public sector.

Sharing best practices is like storytelling – something that people can easily relate to. It helps build communities and makes communication more human. Indeed, if others are doing well, people tend to be interested in what they are doing and how they are doing it, so that they, too, can be successful.

Of course, that does not mean we will not write about problems and failures of departments and agencies but we shall do so in a manner that offers lessons about pitfalls to avoid.

Talking about building community, through this magazine we hope to create a greater sense of community among public sector managers. Managers and executives in the private sector have their own publications that not only meet their information needs but create a sense of identity and promote common long-term objectives to enhance their knowledge. *Public Sector Manager* will seek to do the same.

In this trial edition, we have profiled the newly appointed

Director-General in The Presidency, Dr Cassius Lubisi. Profiling public sector/government executives and managers who can both encourage and provide role models to other public servants will be a regular feature of the magazine.

We share the view that the Public Service remains one of the noblest of callings and are committed to ensuring that it is appropriately projected – by profiling its leadership – as a field worthy to attract and retain top-quality candidates. Apart from creating a vessel through which to inform public-sector/government executives and managers about public-service principles, management and innovation in everyday government and public sector practice, the magazine seeks to improve the image of the Public Service by teaching our non-government/non-public sector readers about the functioning of government and the public sector in general.

Also, *Public Sector Manager* will help those who do business with government departments and agencies to understand the needs of the public sector and the thinking of the managers and executives who, collectively, make acquisition and procurement decisions amounting to billions of rands.

Lastly, it cannot be all work and no play. In this spirit, the magazine will have a lifestyle section that will focus on health, travel, car reviews, food and wine, real estate and other lighter reading matters.

Public Sector Manager will be at the forefront of communication efforts to transform and put public service on the centre stage of South Africa's national agenda. The magazine is the first of many initiatives to revolutionise communication to public servants. Come on the journey with us!

Themba Maseko
GCIS: CEO



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Building a new Public service cadre

A conversation with Minister Richard Baloyi

South Africa has in the recent past seen people taking to the streets in demand of services that they expect from the Public Service. What does this mean for those who are charged with managing the Public Service? What kind of a public sector manager does the country need to respond adequately to challenges posed by these protests and the country's developmental imperatives? *Public Service Manager* caught up with Minister of Public Service and Administration, Richard Baloyi, to find out.

On the training of public servants and facing service-delivery protests

This conversation takes place during a time when we saw in some areas of our country, people taking to the streets in demand of services that they expect from our public service. When these people are called upon to explain their actions, they give different accounts from place to place and from situation to situation.

It will be an opportunity missed if we were to ignore some of these issues as we engage in this conversation.

I had some discussion with Palama (Public Administration Leadership and Management Academy) late last year when I raised the issue of public service trainers and their understanding of the environment around them.

I said that there was a need for trainers to have a sufficient grasp of the situation so that when they had to provide capacity-development interventions, they were at all times relevant to the immediate challenges facing society.

For the Public Service to respond adequately to all the issues raised in the so-called service delivery-related protests that we saw, there is a need for public servants to relate perfectly to the demanding environment.

We put ourselves in the position of the intended receivers

of the service that our public service has to deliver, and reflect on those things that we would like to raise as an indication that our service is sometimes below expectations. And, of course, not out of pressure but as an act in self-assessment. We need to rise above what other people call "escapism" in dealing with issues where people raise genuine concerns. We need to be focused where we are seen as providing responses that only address issues at a theoretical level.

On participative governance and empowering citizens with information

One of the values guiding the operational activities of our public service is that of participative governance. Through public participation, we will arm our communities to understand the need for prioritisation in the provision of services, and the inherent reality that whereas we may at times be able to provide services to some, there will always be others who will have to wait for their turn to receive such services.

We may not have difficulty in agreeing that the Government has for the past 15 years demonstrated a clear commitment and a practical record of accelerated service delivery, and we may also not disagree with the fact that whereas that is so, there is still more that remains to be done.

But, of course, some of the protests and demonstrations are motivated by political interests and other subjective considerations. You will find, in some instances, people crying foul on government's service-delivery programmes when in actual fact they know that theirs is to promote their selfish narrow interest and they take advantage of any situation that they know will appeal to the hearts and minds of the people.

It is only through an accelerated programme of awareness-building campaigns that we can win this battle. The people need information, for that is the power they will use against opportunists. Who can mislead our communities if they know about government's service-delivery programmes? Even if, due to limited resources, those programmes have to be reprioritised, who will mislead our people





if the information about such changes reaches them?

It is time our training interventions reach out to empower our public servants to become foot soldiers of service delivery and be readily available to interact with the people. Maybe it is time we go back to such campaigns as Masakhane, which encourages taking mutual responsibility for the development of a nation.

On anti-corruption measures in the Public Service

The cause of good governance requires that we eradicate the scourge of corruption in public institutions. While it is the responsibility of the entire society to join the fight against corruption, we in government have a greater responsibility. As a result we have established a Cabinet Inter-Ministerial Committee to coordinate government efforts to combat corruption. This committee works with institutions such as the Special Investigation Unit, the Auditor General as well as the Public Protector. We thank all these institutions for the support they are providing to the Inter-Ministerial Committee (IMC).

We have also established an Anti-Corruption Task Team led by the Directorate of Priority Crimes Investigations, also known as the Hawks, to coordinate investigations and prosecutions.

In August this year, the Special Investigation Unit was directed to investigate allegations of corruption around supply chain management processes in seven national departments and in the provinces of Gauteng and the Eastern Cape.

We have taken all these steps because we know that corruption does not only take away resources that should otherwise be used to improve the lives of our people. We also know that it weakens a democracy, undermines the confidence that people have in public institutions and corrodes the cohesion and moral fibre of society.

On politics and the development of a public service cadre

We need to have a public service cadre, and we can only achieve

that through the efforts of our trainers. But what are the attributes of a public service cadre who is equal to what it takes to fast-track the policy-implementation agenda of the Government? Before I address this question, let me just point out that some people argue that the question of having an ideal public servant, a public service cadre, should not arise and therefore no one should make an effort to answer that question because governments come and governments go, but the Public Service remains.

The adherents of this view subscribe to the notion that public servants are ready-made machines suitable for all governments, irrespective of the nature of that government and the policies it is pursuing. They believe that even if you can overthrow a government and substitute it with a new one, you should absorb the public servants of the old order and make an effort to learn from them. They believe that those workers will adjust, adapt and champion the service-delivery agenda of the new political order. The assumption is that these public servants know it all and who are you to tell them how to do things.

Those who push this line of argument will advise public service trainers that theirs is to do business as usual. They will argue and seek to prove to you that the only approach that works is a conservative one. Even in situations where, for instance, Palama would like to procure training services from the academic community, the advocates of this view would say that you do not have to be worried, as you can utilise the services of those individuals and institutions at will. This

includes those that will challenge the Government and say that the idea of a developmental state is a distant dream.

If we were to agree with this school of thought, we would be

saying that all is well and be complacent. Unfortunately, reality dictates otherwise. Any political dispensation needs public servants who are equal to the tasks, challenges and priorities of the order of the day.

They should understand the political direction of the electoral mandate and internalise their obligation to service the public in terms of the policies and laws that they understand and cherish and are ready to uphold.

They must have political understanding and the will to serve. Of course, there is a view of extremists who would argue that the change of political authority should mean the change of public-service leadership in its entirety. They go to the extent of even suggesting that we should have only liberation struggle-time heroes and activists swelling the ranks of our public service for us to begin to see the fruits of a transformed and competent public service.

Unfortunately, too, reality dictates otherwise. In South Africa,

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we have adopted an approach that gives opportunities to all South Africans to contribute in their own unique way in building and serving the country according to their capabilities. This is not necessarily limited to the extent as defined by their history, but rather by their commitment to implement the policies of the Government.

Reality therefore suggests that we need a public servant of a special kind, whether historically belonging to the so-called “sunset clause” workers or to the struggle heroes category. We need a public servant who will be equal to the challenges and priorities of the current political dispensation, and we can only produce such a worker through training and development.

On the qualities of a public servant

What qualities should that public servant have? Is it a matter of just academic qualifications? Is it cadreship profile that matters? If it is a merit issue, what constitutes an ideal merit?

Such a public servant should reflect some or all of the following attributes, to mention but a few.

Breaking new ground: An official with this attribute is innovative and does not shy away from coming up with new ideas for the public good. The point of departure for this official should be the policies that we have, the legislation that we have developed, the service-delivery mechanisms that our government has initiated and the expectations of the public.

He or she will then be able to make personal interventions to translate policy into action. We should agree that gone are the days when individual innovative capability was considered to be located in the history of that person. Yes, history is important, but competency first and equal opportunities for all.

Inspiring success: The public servant we need is self-motivated and ready to motivate others to serve the public. Those who are responsive to this attribute always provide leadership wherever they find themselves, irrespective of rank or status.

Raising the standard: An official who is responsive to this attribute is capable of giving his or her best regardless of whether he or she is in the front office or at management level. Such a public servant always seeks to outdo yesterday's performance.

Nothing is impossible: This is the

type of a public servant who comes up with turnaround strategies to salvage a failing situation. This public servant will not use policy and resource constraints as an excuse for not doing his or her work, but will always seek solutions where it appears that solutions are not readily available.

Making a difference to people: A public servant who upholds this quality understands that the Public Service has to serve people, and these have expectations that should always be considered in the execution of public duty. This worker will always be committed and work towards the attainment of the people's expectations. He or she will be results-oriented and always measure the impact of his or her actions against those expectations.

Collective responsibility and teamwork: An ideal public servant must believe in partnership and be practically seen to work with other people. He or she considers the opinion of other colleagues, peers and the public. Even in working under pressure, this official does not work behind people's backs. This worker is able to network with organs of civil society, community development workers and all other stakeholders.

On board: A public servant who is on board is one who owns the processes of service delivery and this person understands that blame for the failure of the system should be laid squarely on his or her shoulders.

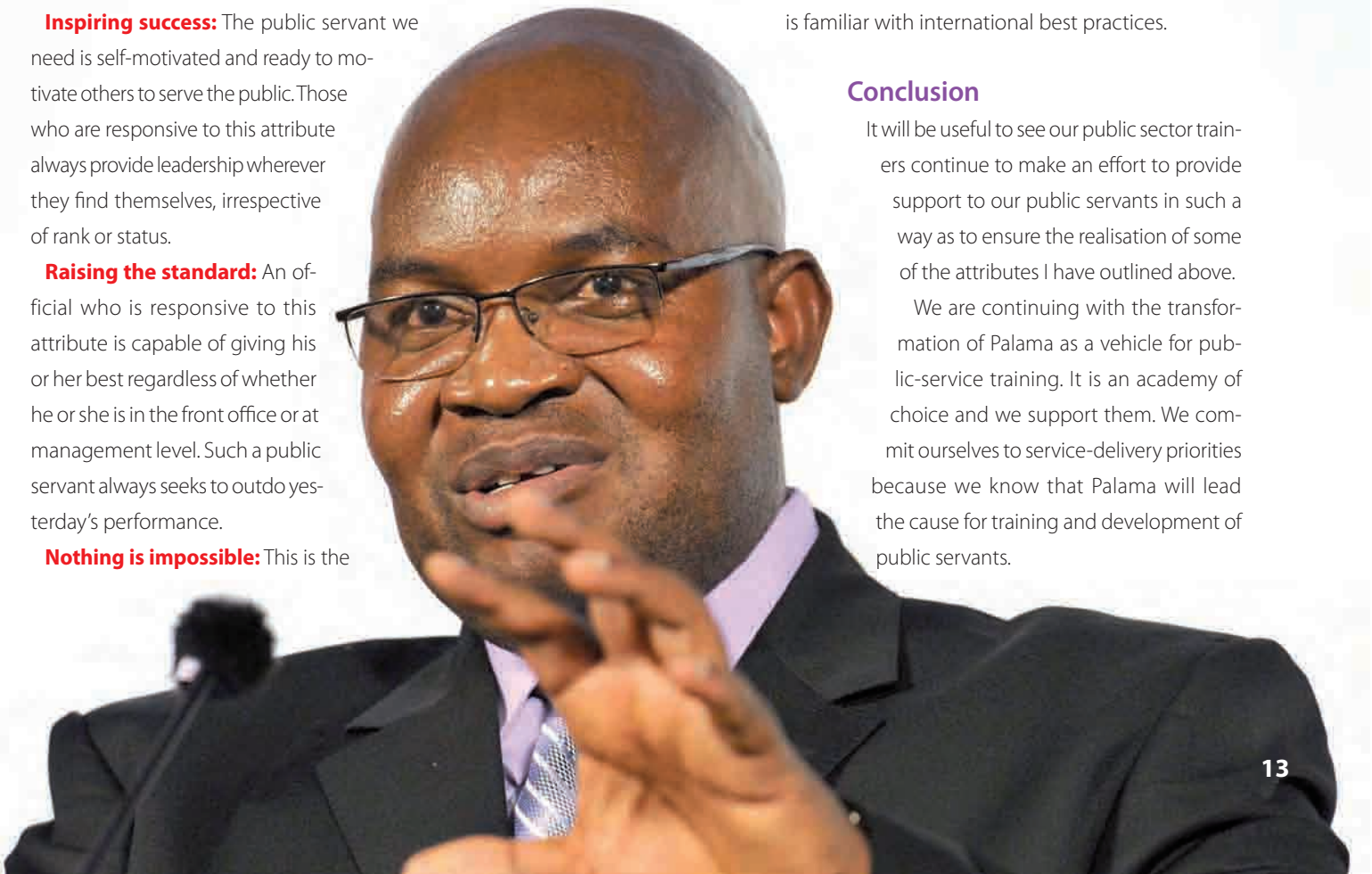
This person is able to identify early warnings in situations where some challenges may be standing in the way of service delivery, thus being prepared to make timely interventions.

International activism: This is a public servant who is an active agent in implementing the Public Service agenda on the continent and in the world. This public servant reads and is familiar with international best practices.

Conclusion

It will be useful to see our public sector trainers continue to make an effort to provide support to our public servants in such a way as to ensure the realisation of some of the attributes I have outlined above.

We are continuing with the transformation of Palama as a vehicle for public-service training. It is an academy of choice and we support them. We commit ourselves to service-delivery priorities because we know that Palama will lead the cause for training and development of public servants.





Photography: Elmond Jiyane and Ntswe Mokoena
Interview: Ongezwa Manyathi

Leading from the front

Dr Cassius Lubisi: Director-General, The Presidency

Dr Cassius Lubisi, the new Director-General (DG) in The Presidency, is an accomplished academic, educationist, public service manager and strategist. He is no stranger to government and has many years of experience at a strategic level in the Public Service and academia. As DG in The Presidency, Dr Lubisi will also be Secretary of Cabinet and the Chairperson of the Forum of South African Directors-General.

He sat down with *Public Sector Manager* to share some of his thoughts and insights.

The post of DG in The Presidency will, in part, require you to make sure that the departmental DGs bring life to government's service-delivery plans. What, in your opinion, are the biggest challenges to government service delivery and how will you contribute to resolving them?

There are several challenges that have to be addressed if we are to improve government's ability to provide services to our

people. However, when one looks at these challenges, one would find that some are objective and some are subjective.

Our first challenge is what can be referred to as the seductiveness of policy formulation. We rank highly in the sophistication of our policies, but modestly in many areas of policy implementation. Secondly, while we have in our ranks some of the best public servants in the world, we have been found wanting in the skills and abilities of many public servants at the coalface of service delivery.

Thirdly, we still have significant numbers of public servants who are not known for their diligence – those who find every excuse not to do the job which they applied for and are paid to do. Our fourth challenge is that there are some among us who either act on their own or collude with some private-sector service-providers corruptly to benefit from money meant to provide critical services to our people. The other issue is that some of the systems and procedures we have adopted

are unwieldy and tend to frustrate and delay decision-making and the provision of public services. Sixthly, the spatial geography of apartheid, which is still dominant in our country, tends to make it difficult to provide bulk services to the poor at a reasonable cost.

There are many challenges and those that I have mentioned indicate that we still have a long way to go to improve the lives of our people. Our role in the Office of the Director-General in The Presidency is to effectively lead and coordinate the team of DGs in all departments to address these and other challenges that compromise our ability to improve the lives of all our people.

How will you make real the vision and approach of the new administration? Are there specific focus areas that you will pay attention to?

We will be working closely with the Department of Performance Monitoring and Evaluation to strengthen our ability to always keep track of the implementation of government policies. In line with the President's vision, we also aim to concentrate our efforts on changing the way in which the Government works. We need to pay close attention to the systems and procedures that frustrate decision-making and service delivery. We also aim to further consolidate collaborative work among various departments in order to break down the silos of service provision that tend to fragment service delivery.

How will you ensure that Cabinet becomes a more effective instrument of socio-economic transformation?

It should be understood that the Executive is duly mandated to direct and lead the transformation agenda of the post-apartheid State. As Secretary of the Cabinet, our office will assist the President and the Deputy President in ensuring that the programme of Cabinet is fully aligned to the socio-economic agenda of improving the lives of our people. Key among other aspects of this agenda is the implementation of the New Growth Path, which provides a roadmap to consistent economic growth and a greater emphasis on reducing rampant inequality in our country. We will assist Cabinet, through advice to the President, to continue highlighting progress in the implementation of the five priorities of the current Medium-Term Strategic Framework.

You are definitely not a newcomer to government. What has your background as a manager and leader in government taught you about the dynamics in the Public Service generally? Do you think managers in the Public Service face particular challenges?

Where human beings are involved, there will always be particular dynamics that operate. Dynamics are a result of human interaction and should always be understood as such. One also finds a lot of unnecessary competition between individuals, units and departments within the Public Service. Such competition often reduces our ability to act in concert as we battle the social and economic ills that beset our country.

Management of the Public Service, like all other management, often experiences tensions between supervisor and supervisee. This can either be between the manager and his or her subordinates or between the manager and his/her political principal. Conflict on its own is not necessarily a negative phenomenon. It is when the conflict becomes destructive and personal that it threatens the Government's ability to deliver on its mission. The latter should be avoided at all costs. Dynamics should be mediated, as it is highly unlikely that they can be completely eliminated.





What are your thoughts on leadership? What drives you?

Leadership is a rather complex enterprise. It is both an art and a science. It is these fundamentally different elements that give rise to its complexity. Despite our different understandings of leadership, it is generally agreed that a leader differs from the follower by his/her ability to provide direction. As a leader, one must be at the head of an endeavour, and be prepared to take calculated risks as uncharted territories are explored. I personally have a problem with tailist approaches to leadership, where the leader leads from the back. Leadership needs courage. In some instances, a leader should be prepared to differ with the led, as long as he/she has a moral high ground on the issue at hand. The task of the leader in such circumstances, however, is not to impose his/beliefs on the led, but to take them along through democratic engagement.

What drives me is the knowledge that many of our people have no shelter over their heads, that many still lack access to quality education and health services, and that we live in an unsustainably unequal society. That is enough to keep one awake and strive always to better the lives of ordinary South Africans.

What do you consider to have been the highlights of your career?

There are many highlights, but the modest roles one has played in various leadership positions in the education sector come to mind. I have led several ministerial committees that led to changes in the National Curriculum and the introduction of the National Adult Literacy Campaign.

Turning around the KwaZulu-Natal Department of Education, the largest education department and the third-largest department in the country, also deserves some mention.

Obviously, the honour of being requested by the President to serve in my current capacity is the main highlight.

Give us some insight into your personal/family background.

I come from a family of seven siblings, three of whom are now deceased. We were raised by our mother as a single parent who was determined to see her children being educated and succeeding in life. I went to primary school in Nelspruit, to high school at Inkamana in Vryheid, to university at the University of Natal in Pietermaritzburg, and obtained a PhD at the University of Nottingham in the United Kingdom.

I am married to Lumka, and we have a son, Monde, who'll be in Grade 12 in 2011. I've also adopted my late sister's daughter, Bongwiwe, who'll be doing Grade 11 in 2011.

Who do you consider to be your role models? Why?

Nelson Mandela is my role model. For me, he signifies perseverance, sacrifice, selflessness, political morality, ubuntu, modesty and outstanding leadership.

How do you spend your free time?

Whenever I get time, I watch football either live at stadiums or on TV. I also like listening to music and reading books.

What would you like to achieve in the future?

I would like to see The Presidency being an administratively sleek machine that would effectively and efficiently provide support to the President, the Deputy President and Cabinet. I would like to contribute to the building of a Presidency that is a centre of excellence and a place to which all government departments look up to.

Who is "Cassius Lubisi" in one word?

In two words, revolutionary intelligentsia.

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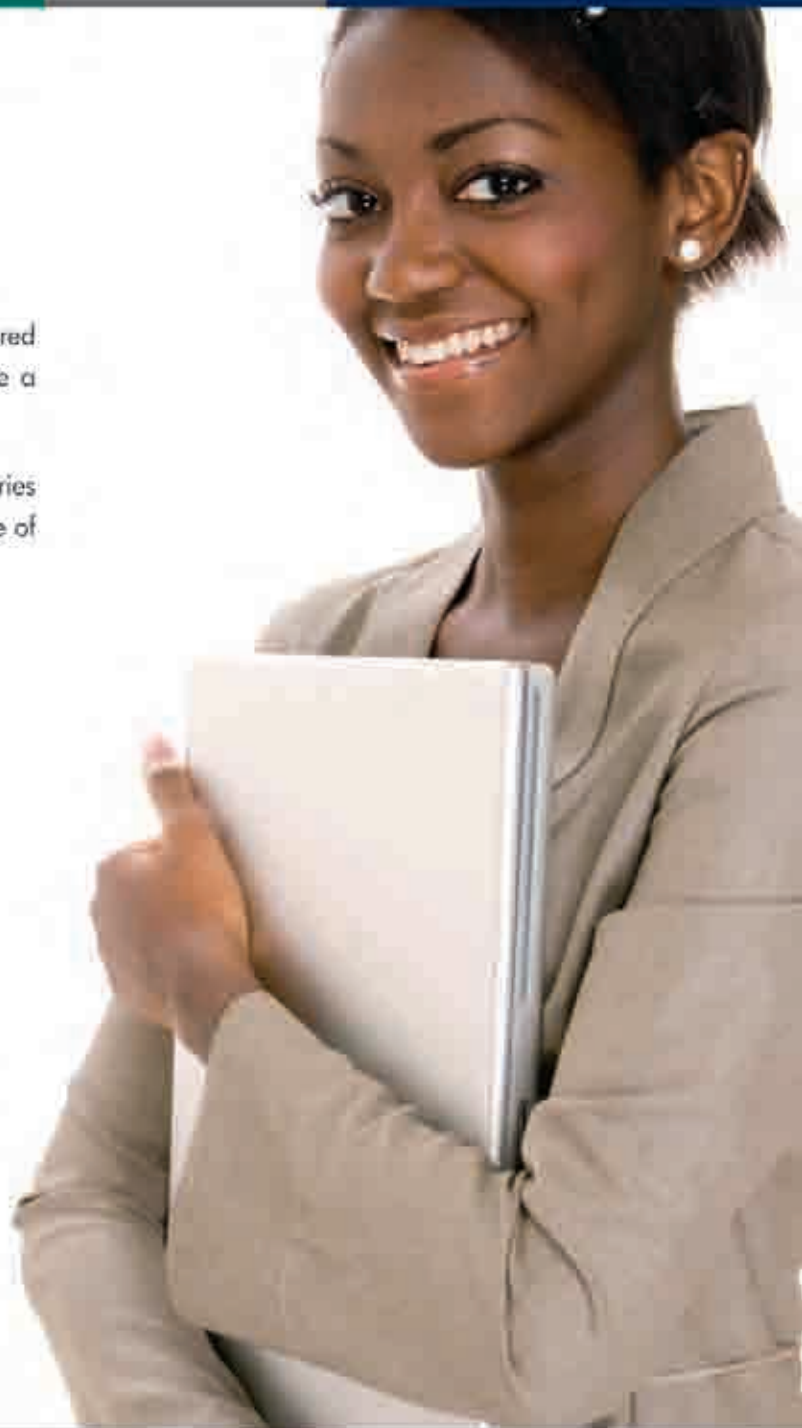
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Government communication in the era of accountability

Are the communication investments made by government accounted for? Are we able to measure and disentangle the effects of our communication efforts? **Vusi Mona** and **Saadia Moolla** argue for a formalised and systematic monitoring and evaluation approach to government communication.

The policy thrust of performance monitoring and evaluation adopted by the current Administration demonstrates the (necessary) desire to answer the questions: how effective are the things we do? Why are we allocating the resources that we do? What are the outcomes we want? And how do we measure the results?

This approach has brought every aspect of government work under the spotlight. It has resulted in the President signing performance and delivery agreements with ministers and has seen

government articulate very clearly the outcomes that have to be achieved and how progress thereto will be measured. It signals the beginning of an era where government raises the accountability stakes upon itself in a manner arguably never seen before in South Africa, both pre and post the dawn of the democratic era.

As government communicators, we have to ask the question: what does this era of increased accountability mean for government communication?

Government advertising

National government departments and provinces spend millions



of rands on advertising per annum. Through bulk media buying, the Government Communication and Information System (GCIS) was tasked, at its inception, to ensure that discounts are negotiated on behalf of government. However, the fragmentation of media buying by government – with some departments and provinces appointing their own media buying agencies and/or doing their own media buying – has defeated the purpose.

Central media buying, it was assumed, would result in the most cost-effective use of public money. But has

it? If it has, can we tell what the exact savings have been?

Public service legend has it that these savings have not always been realised by government. Instead, discounts negotiated by media buying agencies have evaporated somewhere between them and media owners. This is what has prompted GCIS to bring media buying in-house so that it can negotiate discounts directly with media owners and realise for government the savings that were initially intended.

There are obviously some in the industry who are aggrieved by this new approach and are lobbying uninformed journalists to fight their commercial battles. Stories about GCIS allegedly being driven by “ideology” in its adspend and the Department

of Home Affairs having allegedly paid R3 million for Minister Nkosazana Dlamini Zuma to appear in the popular soapie *Generations* emanate from this context. The intention of these stories is to “demonstrate” how government cannot, on its own, manage media buying.

There is very little that government can do about journalists who choose to be mere touts for media buying agencies and their commercial interests. But with limited budgets and Parliament and the public wanting to know (and have the right to be informed) that public money is being well-spent and achieving the promised returns, GCIS has no choice. In a world of less money and competing government priorities, GCIS has to be more focused than ever on achieving communication outcomes at a much lower cost for government.

Thomas Jefferson once

said: “The same prudence which in private life would forbid our paying our own money for unexplained projects, forbids it in the dispensation of the public monies”. In the same spirit, the prudence we display in negotiating discounts in our private lives should apply when it comes to media buying by government. But this accountability should not be limited to media buying. It should, of neces-



sity, extend to a comprehensive and regular evaluation of the effectiveness of government communication.

Evaluation of government communication

Too often, evaluation of government communication is treated as an afterthought at the end of a communication activity or campaign. Sometimes it is done erratically – for example, focusing on things that are easy to measure and ignoring those that are not but which are critical. At the very worst, evaluation of government communication is unscientifically done and is often left to anybody who thinks they are experts in communication.

On the first one – focusing on things that are easy to measure – some government communicators would measure the effectiveness of their communication by the number of articles in which their principals were featured. However, they might not look at whether those articles appeared in the appropriate media platforms or if the target audiences took out the core

messages and went on to be influenced by these.

On unscientific evaluations, these abound within government. For example, it is not unusual in government to have an advert (badly designed for that matter) running in national media when it should have been confined to local or regional media. But when you ask the communicator who placed the advert, they would proffer the opinion that their communication was working or did work. On the basis of what scientific evidence?

With the festive season upon us, one would see silly adverts of mayors and MECs on national media wishing South Africans a happy Christmas. How effective are such communication efforts? Shouldn't such national adverts – wishing the nation a merry Christmas – be left to the President

and Deputy President? Of course, there is nothing wrong with a mayor or premier wishing the people of his/her town or province respectively a merry Christmas in a local or provincial media outlet. But a mayor's happy Christmas message to the whole nation in a national newspaper is a long

stretch, and an expensive one for that matter.

All those who communicate, however poorly, are in their own eyes doing a fantastic job. All that this points out to is the need to develop a holistic approach to the evaluation of government communication, which will provide a consistent system, built into communication campaigns from the start. Such a system will need to work for all departments, communication disciplines and channels. Critically, the system will need to be able to demonstrate effectiveness and, where possible, return on investment.

Consensus must be reached for government communication to be measured, to ensure that there is effective planning, monitoring, implementation and evaluation of the impact that its aims and objectives claim to be having. This approach pursues a result-based management approach and would empirically show how government resources are used towards a particular communication objective.

Government communication is a very dynamic social science and would require careful thought and consideration to ensure that issues/aspects that are useful are measured from a management and accountability perspective. Thus, defining good communication performance indicators requires a thorough understanding of the nature of inputs, key activities, outputs, outcomes and impacts. Key performance indicators must be identified, agreed upon and signed on.

In aligning the government communication performance model to the outcomes model (from this administration), a programme of action, which is based on the logical model will facilitate the creation of a matrix of indicators that will allow government communication to then specify the level of performance it aims to achieve through target-setting.

While the baseline does assist in terms of understanding what the current situation is, given that this would be a new approach, the initial baseline may not be available. But that is not a problem, as one needs to start measuring in order to have a starting point.

The Department of Performance Monitoring and Evaluation, as well as National Treasury, have established guidelines that deal with managing performance and monitoring and evaluation, and have built the experience in quantifying the work of all government departments through the outcomes approach and resultant programmes of action. Together with these two departments and government communication specialists, the mapping of a communication outcomes approach is definitely achievable.

If there is consensus that government communication needs to be measured, a determination must be made upfront as to what needs to be measured, tracked and analysed. To ensure that the right data is sourced from departments and performance is measured against clear benchmarks, a metric matrix of the data required must be built.

This may sound all too complicated and demanding, but we have sometimes been averse to scientifically work things out in

government communication, because we say or think it is difficult. In the process, accountability has suffered and taxpayers have not always received good value for money. We need to embed evaluation in government communication processes and formalise the way we do it far more rigorously than we have done before.

Conclusion

The evaluation of communication in individual departments would necessarily have to feed into a report of some kind – probably

an annual report on government advertising and communication, which will create a common base to compare communication and advertising activities across departments, provinces, disciplines and channels so that users can learn from past communication efforts and share knowledge and best practices.

The report will provide information on the process used to manage government advertising and communication, annual expenditures and the major campaigns undertaken in a particular year to support government priorities. More importantly, it

will go a long way towards demonstrating and improving the proactive disclosure of information so that South Africans are better able to hold Parliament, the Government and public sector officials accountable.

In the private sector, clients of marketing and communication firms insist on constant monitoring and evaluation of the campaigns they run so that they can identify what is and isn't working. They then make changes to their strategies and spending accordingly. There is no reason why the same cannot be done with government communication.

Certainly, in an era of increasing demands for accountability and where there are calls for doing more with less because of the severe pressure that government budgets are under, government communication cannot remain untouched by the monitoring and evaluation policy direction.

*** Vusi Mona is the Deputy CEO of GCIS responsible for communication and content management and Saadia Moolla coordinates content in the office of the Deputy CEO**

The power of measuring results

- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognise failure, you cannot correct it.
- If you can demonstrate results, you can win public support.

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Trailbl

Interview: Ongezwa Manyathi

Name: Sihaam Miller
Designation: Provincial
 Manager, Small
 Enterprise Development
 Agency (Seda), Western Cape
Qualifications: B.Com Honours



My job entails ...

To plan, direct and coordinate, monitor and evaluate Seda provincial network operations in delivering support services to small enterprises in line with Seda strategy and policy. This is achieved by collaborating with other provincial offices and relevant divisions within Seda, as well as external stakeholders within the small business arena.

My greatest strength is ...

Building relationships with people at various levels. I enjoy interacting and believe that everyone has a purpose in life, a unique or special talent to give to others. Your mental attitude, the simple choices you make everyday; these are the things that will make the greatest impact on your life. Pursue your passion in life to the best of your ability, it takes effort but the rewards are endless. By unlocking the talent and potential in people, we can achieve whatever we need to achieve. Each strategy is implemented by people; we form a value chain and become a strong team to achieve our collective goals.

The best advice I ever received is ...

Leaders do! Don't be afraid to make mistakes, the more we do, the higher the probability of mistakes, learn from your mistakes, nobody is perfect.

My motivation comes from ...

My family – without the support of my husband and three kids I would not be inspired to make a difference everyday.

The highlights of my career to date are ...

I view career highlights in a different way, being able to use my skills and talents to the best of my ability is a highlight for me. I have been fortunate to do this for 16 years in a dynamic, competitive banking environment and now I am given this opportunity to do so in a public-sector environment. I believe that you are only as good as your current achievements not past achievements.

The most important lessons I've learnt during my career are ...

Know yourself and never compromise your principles, be aware of your impact on others. Have an honest coach or mentor who will not be afraid to share feedback. Become feedback fit as it is the food for growth and development.

Right now I'm reading ...

Tom Peters – *Leadership* – inspires, liberate and achieve.

This is a Tom Peters essential read and gives one guidelines for reinventing your business and transforming the way you work.

To unwind I...

need to have alone time, where I am able to relax and be at peace with myself.

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

I am an open book, what you see is what you get!

I'm proudly South African because...

South Africa is a place where I am privileged to live my values each and every day without prejudice, our Constitution is the best in the world and we have the challenge of creating positive change.

lazers



Name: Advocate Mthunzi Mhaga
Designation: National Prosecuting Authority (NPA) Spokesperson
Qualifications: B.Juris & LLB

My job entails ...

Communicating the work of the NPA and ensuring that the image and reputation of the institution is properly managed. Monitoring media reporting on the cases our prosecutors deal with. Ensuring that all in the NPA remain the people's lawyers by ensuring that courts are victim-friendly.

My greatest strength is ...

I'm very persuasive and can unlock a tension filled discussion forum. This helps influence how cases are reported in the media without compromising pending prosecution.

The best advice I ever received is ...

To treat every conversation with a journalist as if it's on record.
To trust everyone but not the devil inside them.

My motivation comes from ...

Having the interests of the country at heart.

The highlights of my career to date are ...

Prosecuting the first Truth and Reconciliation Commission murder case against former security branch police officers who killed an Umkhonto We Sizwe cadre in 1988, 17 years after his murder.

The most important lessons I've learnt during my career are ...

That in a court of law you are as good as your evidence because it is not about what you know but what you can prove.

Right now I'm reading ...

Young Mandela.

To unwind I...

Watch stand-up comedy or go the Union Buildings garden and look at the beauty of Tshwane.

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

That I'm a great soccer player and played at University with former Golden Arrows coach Manqoba Mnqithi. I'm also a karateka and a comedian.

I'm proudly South African because...

I don't forget where I come from, that's what keeps me going every day.



The art of noticing

“The range of what we think and do is limited by what we fail to notice”, starts a poem by the author of *Emotional Intelligence*, Daniel Goleman. My teaching – first in mathematics education and now in executive education – has led me to believe that the biggest leverage for creative and intelligent thinking about the challenges that face us today will come from working on our ability to notice.



Writer: Chris Breen

It is scary to see the extent to which we move about our daily lives as if we were sleepwalking with our eyes open – missing so much as we try to control the world around us. Our education – from home, to school, to tertiary education, to organisational – has primed us to think in a particular way and we spend so much time viewing the world through the lenses of this lived experience. Added to this, our most important lesson in life to date has been to trust ourselves rather than others and to know that if you want a job done well, you do it yourself.

Hang on a minute! It isn't always the right decision to trust yourself – your own life experience is really limited and you will certainly be acting without all the required data and perspectives! Over the years, I have developed a teaching methodology that turns the classroom into a live laboratory and offers a set of activities that are frightening in the way they highlight so many of our blind spots and faulty decisions. I hold a mirror up to our own behaviour in the moment and show our extremely limited menu of possibilities of action.

The sad thing is that it is in times of stress that we are at our most dangerous and unintelligent. We become a walking liability being triggered by all and sundry as they trample over our blind spots and triggers.

For example, in one of the activities that I often do as part

of lectures, I show a clip of Hugh Masekela playing at Paul Simon's *Graceland* concert. Towards the end of the five-minute extract, is a shot of a group of policemen standing on a hill watching the crowd. In describing what they saw in this shot, the range of participants' answers can vary from: three bored, unarmed policemen; four stern-looking policewomen with holstered handguns; four unarmed policemen with an Alsatian; and finally six armed policemen with AK47s out looking for trouble! Further probing unmarks the fact that each person has superimposed a highly charged personal past memory or experience (in this case of policemen, people with authority, women or alsatians) onto the image that they saw. And the examples can continue to flow – especially when we are under pressure! Sadly, my experience has been that the more senior position in leadership you hold, the more likely you are to be triggered in this way.

So how do we start noticing more? A long journey lies ahead but it starts with an acknowledgement of a later section of Goleman's poem where “we notice how failing to notice shapes our thoughts and deeds”. It's a journey that has to take us into a greater awareness of ourselves and others and an embracing of context and others through an understanding of complexity. It's a difficult journey of re-learning and re-noticing, but we are going to get nowhere if we don't start as soon as possible!

Chris Breen is an Emeritus Associate Professor of the School of Education at the University of Cape Town (UCT) and a visiting faculty member at the UCT Graduate School of Business.

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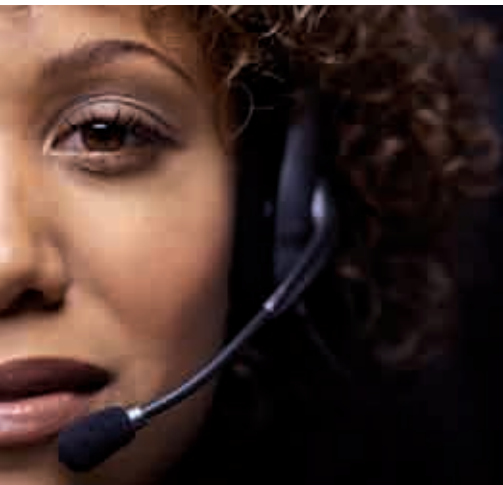
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Writer: Nina Bhaktawar

Taking stock: the review of the country's state-owned enterprises

State-owned enterprises (SOEs) form a significant portion of South Africa's vital industries that drive the economy and deliver a variety of social goods and services that ensure the quality of life of all South Africans. It is estimated that there are at least 300 SOEs in the country.

Inputs such as electricity, transportation and telecommunications are dominated by SOEs. These sectors are principal drivers of the formal sector of the economy, and provide for the bulk of economic growth. As government pursues an intensive growth path in the second decade of freedom, the need to look at how this sector is structured, the role and relationship of SOEs to government, as well as their overall efficiency and viability has become fundamental. Announcing the Terms of Reference and Review Framework of the Presidential Review Committee (PRC) in October 2010, the Minister for Performance Monitoring and Evaluation in The Presidency, Collins Chabane, said: "The review of state-owned enterprises will in the long term strengthen government's oversight, but more specifically the review process shall facilitate the Government's efforts to achieve the goal of aligning them to the developmental agenda."

Objectives of the review

The 12-person PRC has been appointed to review all entities, including SOEs, agencies, utilities, as well as companies within which the State has significant shareholding. The scope of the review is set to cover the national, provincial and local tiers of government. The PRC has been given 12 months to conclude its work, which commenced on 1 September 2010.

An interim report is expected to be presented to President Jacob Zuma in February 2011.

Riah Phiyega, chairperson of the PRC explains the objectives of the review: "Part of the review is to start saying: Are there strategic sectors that are required by this developmental state that maybe are currently not covered? Are there sectors that are covered that maybe are actually not servicing or are not aligned to the developmental-state agenda and aspirations? That process of elimination, identification and new spotting will take place and recommendations in that regard will then be made ... it is saying what do we have and what do we need to meet this aspirational agenda?"

According to Phiyega, the PRC will start with basics, by defining what an SOE is. "We would like to make recommendations on the state-owned enterprises in a developmental state. We would like to look at the viability and the funding – is it adequate, is it inadequate and how do they share the cake?"

Phiyega said her committee would hold regular workshops on specific areas of inquiry, consult the executives and management of the existing corporations, as well as business and civil society and would draw extensively on existing research. "The cooperation of SOEs in such matters is requested and will be very much appreciated by the committee ... there are (also) best-practice models that exist within some of the SOEs in South Africa. While the PRC will source certain best practices from other countries, we seek to provide and emphasise local success models that can be replicated across all SOEs. For the PRC to gain access to such information, the SOEs' assistance and cooperation in the review will therefore be very critical," she said.

Governance oversight over SOEs

Governance oversight over SOEs vests in Parliament, the Executive and the SOEs' boards. Parliament exercises its role through evaluating the performance of SOEs by interrogating their annual financial statements. The Standing Committee on Public Accounts reviews the annual financial statements and audit reports of the Auditor-General while the Portfolio Committee assesses the non-financial information contained in the annual reports of SOEs and is concerned with service delivery and enhancing economic growth.

The Executive Authority as owner/shareholder is concerned with appropriate returns on investments and ensuring the financial viability of SOEs. The relevant Executive Authority acts as shareholder, while the Minister of Finance and the National Treasury are responsible for financial oversight. In addition, government is also the policy-maker, concerned with policy implementation of service delivery, and acts as regulator. These responsibilities vest in Cabinet as policy-maker, the responsible minister (Executive Authority) and his department and in some cases the policy department (i.e. shareholder management of Eskom vests with the Department of Public Enterprises while policy vests with the Department of Minerals and Energy).

Oversight by the Executive Authority rests by and large on the prescripts of the Public Finance Management Act (PFMA), 1999. The PFMA, 1999 governs/gives authority to the Executive Authority for oversight powers with particular reference to the corporate plans, shareholder's compacts and quarterly reports. The Executive Authority also has the power to appoint and dismiss the board of an SOE. It must also ensure that the appropriate mix of executive and non-executive directors is appointed and that directors have the necessary skills to guide the SOE.

Shareholder oversight is spread between various shareholder departments while policy departments which, in some instances are not the shareholder departments, direct policy. The Board of Directors of an SOE is the governing body of the SOE. The board has absolute responsibility for the performance of the SOE and is fully accountable for the performance of the SOE. Governance principles regarding the role and responsibility of SOE boards are contained in the PFMA, 1999 and the Protocol on Corporate Governance.

Source: National Treasury



Public
Enterprises
Minister,
Malusi
Gigaba

Riah Phiyega:
Chairperson

The Presidential Review (PRC) committee

The PRC comprises 12 permanent and non-permanent members.

The other members of the PRC are:

Nombulelo Mkhumane

Mafika Mkwazi

Deon Crafford

Pramod Mohanlal

Dr Takalani Madima

Gugu Ngcobo

Professor Mbulelo Mzamane

Swazi Tshabalala

Dawn Marole

Lumkile Mondli

