

# Fast facts at your fingertips



### The Presidential Hotline

The Presidential Hotline celebrated its second year of operation on 14 September 2011. The hotline's 75% case resolution rate demonstrates that it is effective, has been well received and is used by South Africans at large.



### The New Growth Path (NGP)

The Industrial Development Corporation (IDC) plans to invest R102 billion over the next five years in sectors prioritised in the NGP. The institution approved R8,6 billion in funding for South African-based developments in the financial year that ended in March 2011.



### Gautrain use increases to 28 000 passengers a day

Operator Bombela confirmed that the Gautrain is currently carrying an average of 28 000 passengers a day and has exceeded its punctuality target despite interruptions due to cable theft. The Tshwane-Johannesburg link of the system achieved train punctuality of 97,8% in the first 50 days of operations, which was above the 95% target.

### HIV and AIDS

A total of 14,7 million people have taken the HIV test, as part of the HIV and AIDS Counselling and Testing Campaign that was launched in April 2010.

### Making roads safer

From 31 August to 18 September, 127 625 public-transport vehicles were stopped and checked; 210 scholar-transport vehicles, 210 buses, 395 mini-buses and 159 trucks discontinued from use; 27 908 fines issued for various public-transport offences; more than 430 public-transport drivers arrested, including 67 for drunk driving, 20 for excessive speed, 13 for reckless and/or negligent driving, 50 in connection with public-transport permits and 391 for overloading.



### Jobs

- The Expanded Public Works Programme created 308 384 work opportunities in the second quarter (1 April 2011 to 30 June 2011) as compared to the first quarter of the 2010/11 financial year which stood at 198, 001 (April 2010 to June 2010).
- Current plans for large-scale developments such as electricity plants, rail and road upgrades and water management, will sustain between 50 000 and 100 000 jobs in construction up to 2015.
- Over 300 cooperatives have been established under the Comprehensive Rural Development Programme. The Department of Trade and Industry cooperatives incentive scheme has generated more than a 1000 direct permanent jobs.
- The Community Work Programme provided job opportunities for more than 80 000 people.
- To boost skills development, a ground-breaking Skills Accord was finalised, committing business and the State to enrol at least 30 000 artisan trainees over the next 12 months in training programmes.
- Business agreed to make at least 17 000 internship places available for young people who need work experience as part of obtaining their formal qualifications.

### R198-million boost for maternal, child healthcare

The Ministry of Health has secured an additional R198 million from the Department for International Development in the United Kingdom (UK) to help the country strengthen maternal and child healthcare service delivery. This support from the UK Government will enable South Africa to make progress towards achieving the millennium development goals of reducing child mortality and improving maternal health.

### Services for all

- 95% – the number of households with access to water.
- 82% – the number of households with access to sanitation.
- A total of 72% have access to refuse removal and 83% have access to electricity.
- More than 80 000 work opportunities were created under the Community Work Programme.
- 2 074 work opportunities created through the establishment of 36 new cooperatives.
- Municipalities completed 54 500 new electrical connections from February to the end of August 2011, while Eskom completed 34 045 new connections. The target is 150 000 connections per year.
- 120 000 households were supplied with access to water between January and September this year.
- The Informal Settlements Upgrading Programme exceeded its target by providing services in 52 383 sites against a target of 27 054 sites.

### MATTER OF FACTLY

In the September edition of *Public Sector Manager* magazine, it was reported that World Tourism Day, which is commemorated on 27 September each year, was celebrated in Limpopo. This was incorrect: the celebrations took place in Clarens, Free State. We apologise for any inconvenience caused.



Minister of Water and Environmental Affairs Edna Molewa

## Leading SA's case at COP17

As head of the South African delegation to the upcoming United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP17) in Durban, the Minister of Water and Environmental Affairs, Edna Molewa, is entrusted with the responsibility of pursuing the country's interests. Amid her busy schedule, she finds time to share her thoughts with **Mbulelo Baloyi**.

*Photos: Zibuse Ndlovu*

**T**he Department of Environmental Affairs has been given the task of coordinating the country's mandate and issues related to the negotiations in general and is working with various departments on the country's position for the conference.

These include the Department of Performance Monitoring and Evaluation and the National Planning

Commission, both in The Presidency.

Other departments involved have their own mandates to implement measures intended to address climate change. These include the departments of energy; agriculture, forestry and fisheries; mineral resources; science and technology; transport; communications; trade and industry; and economic development.

"In our mandate, we also work with various environmental ministries in the developing and developed world, and the dynamics of the

negotiations inform what South Africa does," says Minister Molewa.

At the core of South Africa's approach to the forthcoming conference later this month is the implementation of the Bali Road Map, ensuring comparability of efforts among developed countries and transparency of the emission-reduction actions of developing countries.

After the December 2007 UNFCCC in Bali, Indonesia, the participating nations adopted the Bali Road

Map as a two-year process to finalising a binding agreement for the climate change conference held in Copenhagen in 2009.

Minister Molewa says the deadlines set for 2009 were not met and a political agreement called the Copenhagen Accord was adopted. The accord had a December 2010 deadline in Cancun to complete negotiations on new emission-reduction targets for developed countries for a second commitment period beyond 2012.



*Alf Wills, South Africa's chief negotiator on climate change, and Minister of Water and Environmental Affairs Edna Molewa.*

Map as a two-year process to finalising a binding agreement for the climate change conference held in Copenhagen in 2009.

The Bali Conference encompassed meetings of several bodies, including the UNFCCC COP13 and the third Meeting of the Parties to the Kyoto Protocol (MOP3 or CMP3).

"You will always hear us talking about the Bali Road Map. We went to Copenhagen, Denmark, in 2009. The process went to Cancun, Mexico, the next year, where we had some movement forward, and that is what we would like to see happening on in Durban. The discussions in Copenhagen were effectively turned into an agreement in Cancun and so we have a kind of two-year discussion that

Minister Molewa says the deadlines set for 2009 were not met and a political agreement called the Copenhagen Accord was adopted. The accord had a December 2010 deadline in Cancun to complete negotiations on new emission-reduction targets for developed countries for a second commitment period beyond 2012.

She argues that some of the undertakings made by countries which are signatories to the Kyoto Protocol have not been achieved. This, despite an agreement that such undertakings should be met by December 2012.

They include Japan and Russia, which have argued that the Kyoto Protocol was unfair when it came to the obligations imposed on developing countries.



Minister Molewa says small islands within the developing world are already affected by rising sea levels and melting glaciers, but feel ignored by the current regime of climate change talks because developed nations are only focusing on their own interests.

“In our climate change negotiations, we have the difficult task of ensuring that the international negotiations stay on track, and that we continue pursuing a global solution to the climate change challenge that nations of the world face.”

Minister Molewa says South Africa is seeking a global regime that will ensure that climate change does not reach dangerous levels, while recognising that the priority for developing countries is to address poverty and socio-economic development.

She adds that South Africa’s position on climate change insists that developed countries lead emission reductions while developing countries do their fair share with the necessary support in finance, technology and capacity-building from developed countries.

“If we appreciate that climate change unfairly affects the poor more, as they do not have the means to respond to shocks from natural disasters, it is imperative that we build resilience and ability of our communities to deal with changes in climate.”

In light of the ongoing discussions before the conference later in November, Minister Molewa says there are two emerging dynamics for Durban.

“Vulnerable countries (Africa, small islands, developing states, least developed countries and some Latin Americans) say the climate change regime must be a legal obligation on all countries to ensure that there is mitigation of greenhouse gas emissions at a level to prevent dangerous climate change. They also say there has to be a comprehensive international adaptation to support vulnerable countries. Lastly, these countries are saying the climate change regime agreed upon must provide financial, technological and capacity-building support to those nations that are still lagging behind when it comes to implementing

new mitigating measures for climate change.”

The effects of climate change, says the Minister, are real. “As a developing country, we call on the developed world to ensure that they heed the call made by the developing countries and the small state islands which feel the brunt of climate change effects more.”


She says some of the challenges for the Durban Conference include finding a balance between the conclusions reached in Bali and Cancun, as well as a balance between the Kyoto Protocol and the UNFCCC.

“As a country, we have deviated from Business as Usual (BAU). In terms of the Cancun Agreement, we have submitted our commitment to reduce emissions relative to BAU by 34% by 2020 and 42% by 2025, with international finance, technology and capacity-building support delivered through an enabling multilateral, rules-based framework.”

These figures are based on long-term mitigation scenarios, the Integrated Resource Plan for the Electricity Sector (IRP) of December 2009 and activities in the Clean Technology Fund Investment Portfolio.

“We are presuming that with international support, all the above actions can be achieved. We need to ensure alignment and integration with other processes such as the Industrial Policy Action Plan, the Intergrated Resource Plan as well as with climate policy processes.”

Minister Molewa concludes that South Africa is approaching COP17 with three possible achievements in mind:

- the development, compilation, approval and lobbying of the South African COP17 negotiating position
- the coordination and implementation of projects that reduce or offset the impacts of COP17 and leave a lasting legacy
- the Public Climate Change Outreach and Mobilisation Programme that is aimed at engaging as widely as possible with all South Africans, and a common resolve to achieve what the conference theme sets out to secure: *Working Together to Save Tomorrow Today.* 

## UPCOMING EVENTS

### **G-20 brings world economic powers together, 3 to 4 November**

The Group of Twenty (G-20) of finance ministers and central bank governors was established in 1999 to bring together systemically important industrialised and developing economies to discuss key issues in the global economy. The main goal of G-20 is to promote open and constructive discussion between industrial and emerging-market countries on key issues related to global economic stability. The G-20 Summit will take place in Cannes, France.

### **Empowering Africa, 11 to 14 November**

The Department of Labour will host the International Labour Organisation's 12th African Regional Meeting in Johannesburg. The theme of the conference is *Empowering Africa's Peoples with Decent Work* and the meeting will be attended by four Heads of State, including President Jacob Zuma, who will officially open the meeting.



### **Celebrating reconciliation, 16 December**

The Day of Reconciliation came into effect in 1994, with the intention of fostering reconciliation and national unity. Previously, 16 December was commemorated as the Day of the Vow – also known as Day of the Covenant or Dingaan's Day – a religious holiday commemorating the Voortrekker victory over the Zulus at the Battle of Blood River in 1838. It is also the anniversary of the 1961 founding of Umkhonto we Sizwe (Spear of the Nation), the armed wing of the African National Congress.




### **Making (air)waves in 2012, 23 January to 17 February 2012**

The World Radio Communication Conference 2012 (WRC-12) will take place in Geneva, Switzerland, from 23 January to 17 February 2012. The conference will review the international treaty that governs radio communications and radio regulations.

A major focus of the WRC-12 will be on finding appropriate mechanisms for sharing the radio-frequency spectrum that is being freed up by the move from analogue to digital television broadcasting and to increase security for maritime and aeronautical transport.

### **Wear your red ribbon this World AIDS Day, 1 December**

World AIDS Day has become one of the most recognised international health days. The day is seen as a key opportunity to raise awareness, commemorate those who have passed on, and celebrate victories such as increased access to treatment and prevention services. Show your support and wear a red ribbon for the month of December and participate in activities aimed at commemorating World AIDS Day in your area. 



# Proudly South African

## targets government with buy-local drive

Writer: Xoliswa Zulu  
Photo: Kopano Tlape

I'm on my way to interview the newly-appointed Chief Executive Officer of Proudly South African, Leslie Sedibe, with a tinge of nervousness tugging at me.

Nervous, because this is the man who was at the helm of the South African Football Association (Safa) and played a major role in ensuring that South Africa produced a world-class and memorable 2010 FIFA World Cup™.

He also ran the South African Music Awards, which brought together some of the country's top musicians, and supervised the career of the legendary Brenda Fassie.

Plus, he is married to one of South Africa's most beautiful women, actress Sonia Sedibe, who plays the bubbly Ntombi Dlomo in highly-rated *Generations*.

But, there was no reason to be edgy about the suave Sedibe whose glamorous persona is on point today: in a dark suit and red tie with a splash of white to match his perfectly pressed white shirt, Sedibe greets me with a warm smile and immediately puts me at ease.

Sedibe's journey to the top of key institutions in South Africa has been marked with great success thus silencing the inevitable chorus of naysayers doubting his abilities, especially in the football world.

He has proved that he is more than capable of doing a job well.

His stint as Safa CEO was met with a bit of resistance from some quarters. Questions were asked about what a lawyer knew about soccer, but he quickly proved the sceptics wrong.

When he left the association, Bafana Bafana was ranked prominently in both the *Fédération Internationale de Football Association* (FIFA) and Confederation of African Football rankings. Before his appointment as Safa CEO, Sedibe served as the Head of Legal for the Local Organising Committee.

"I'm very happy that I left behind a well-motivated Bafana Bafana. We took a team that nobody gave a chance and we used them to rally the people of South Africa behind the World Cup, which ultimately was a huge success," he explains.

FIFA President Sepp Blatter gave South Africa nine out of 10 for organising a successful World Cup. Several records were achieved during the 30-day event, including unprecedented television viewership figures. The number of people who attended the 64 matches at stadiums stood at just over 3,1 million, the third highest figure in the history of the World Cup.

Leslie Sedibe





“One of the key reasons why we hosted the World Cup was to rebrand the country and the continent, and I think we succeeded. We spoke to a number of people, and their perceptions about South Africa have changed completely. What now needs to happen in the country is for us to sustain the momentum of the World Cup by being good citizens.”

A year after the country was rebranded, it is fitting that Sedibe now heads Proudly South African, a “buy- local” campaign launched in 2001 by government to boost job creation and pride in local products by promoting South African companies and their homegrown products and services.

For Sedibe, Proudly South African is more than just a campaign;

it is about encouraging South Africans to get behind South African brands so that the country’s economy can grow.

The distinguishing factor, he adds, has to do with the fact that this campaign focuses more on job creation and the need for people to get behind South African products.

“It is a huge honour and privilege to serve in this capacity, as it is a campaign that is more geared towards the people of South Africa. It is about job creation; it is about lobbying South Africans to get behind their own. It calls for a deep sense of

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patriotism and I think that with the experience that one has gained over the years, one would contribute towards making South Africa a better country to live in.

"I believe very strongly in this brand. There is a lot of equity in this brand and I think the challenge for us is to realise the value that resides in it. Part of the challenge for me as CEO is to make sure that we raise enough money to be able to have a strong consumer drive."

consumables in support of the National Buy Local Campaign's members.

This will go a long way to ensuring sustainable job creation and to meet government's objective of creating five million jobs by 2020.

"The Homegrown Awards recognise local businesses that have done well and my vision is that we need to recognise individuals who have

done well in sport, music, the arts and fashion. So, we are also going to build and grow the profile of the awards in the future.

"At the Buy Local Indaba, we talked about the need to support local industries. Our members got an opportunity to exhibit their products. What we want to do is to create a platform for the people of South Africa and South African businesses to interact with other businesses and also members of the public, to say these are the services that we have locally."



In September, Proudly South African celebrated and honoured its members at the Homegrown Awards. The awards recognised the contribution made by its members to the country's economy by supporting and promoting everything that is Proudly South African.

In the same month, it hosted the Buy Local Indaba & Expo to get commitment and buy-in from all state organs and businesses in South Africa, to align their procurement policies and daily

Sedibe's appointment as from September 2011, comes at a critical time when government's Industrial Policy Action Plan 2 and the New Growth Path are being actively implemented and "buying local" is becoming part of South Africa's biggest push in the race for job creation.

In recent years, there have been arguments that goods manufactured in South Africa are



more expensive than those produced in China, for instance. But, Sedibe says, while it might be cheaper in the short term to buy or source goods from countries like China, in the long term we will pay the price.

“Industries like the manufacturing industry are haemorrhaging because there is no support, and if there is no support people will not invest in that business. So, it is really up to you and me, ordinary South Africans, to make sure that we support our own brands so that in the end we have sustainable jobs.”

Proudly South African has 1 180 members, but Sedibe believes that there is a need to grow and retain its membership. He stresses that for one to qualify and retain one’s membership, core values and standards need to be adhered to. There is a team that conducts compliance monitoring to ensure that standards are observed.

“Local content and quality is very important ... Fair labour practice and being environmentally sensitive is also key.”

“We are going to build research capacity within the organisation so that we are able to measure the impact of this campaign,” he explains.

He says he wants to reposition the brand so that every South African recognises it and understands its purpose. “It is incumbent upon us to popularise the brand and to be able to do so we need to have partnerships.”

He is also structuring relations with provinces and engaging stakeholders.

“I have met with the MEC for Economic Development in Gauteng, who is very happy to get behind the campaign. I have also had discussions with the premiers of North West and the Northern Province.

“We will be engaging other provinces, like the Western Cape, Limpopo, and the Eastern Cape. In KwaZulu-Natal there is a draft Memorandum of Understanding already in place, and we have already been to the Free State. We will cover the lengths and breaths of this country, building relationships.”

He adds that he would like government

departments to always show a natural bias towards local suppliers.

“One needs to address the issue of liquidity in this organisation, the funding. You can have all the plans in the world, but if you do not have the money, you have a problem. We also want to make Proudly South African relevant to its members.”

Sedibe has been in the spotlight throughout his career. Some would find the public scrutiny rather daunting, but the one thing that he has never allowed himself to feel is fear; for it to get in the way of his dreams and ambitions.

So what makes Sedibe Proudly South African?

“I have travelled the continent and I can tell you we live in a beautiful country,” he says. “We have our own problems, but we generally live in a stable country, a stable society; and it is a beautiful country. That is what makes me Proudly South African – that and the resilience of the people of South Africa. We have come a long way.”



# TRAIL



**Name:** Lize McCourt

**Designation:** Chief Operating Officer, Department of Environmental Affairs

**Qualifications:** BA Honours Degree, majoring in Geography and Afrikaans (University of Pretoria)

**My job entails** ... Overseeing the operations of the department to ensure that all our business processes run smoothly, complement each other and contribute to the department's goals. In practical terms, I oversee the work of the department related to intergovernmental relations, governance, communication, financial management, information management, sector coordination and so on.

**My greatest strength is** ... That I am a strategic thinker who leads vision through relationships.

**The best advice I ever received was** ... Professionally: stay calm, take a step back, think and then act decisively! Personally: it takes time to love ...

**My motivation comes from** ... God, my love of people and passion for the environment.

**The highlights of my career to date are** ... There are many highlights – but if I think about it, it either relates to contributing to ecological sustainability by leading systems improvement (regulatory and other) or to the empowering of people (individuals or teams) to function at their full potential.

**The most important lesson I've learnt during my career is** ... Never to get so busy in the doing that you lose sight of why you are doing it. Keep your relationships at work, at home, with God and with yourself strong – only if you are anchored can you be an anchor.

**Right now I'm reading** ... *The Next Level: What Insiders Know About Executive Success* by Scott Eblin. I am also reading *Principle-Centred Leadership* by Stephen R Covey and *The Girl who Kicked the Hornet's Nest* by Stieg Larsson – I am always busy with more than one book at a time!

**To unwind, I** ... Write, read, bird-watch or play with my child.

**What most people don't know about me is** ... That I am quite good at acting and, in my youth, won some accolades for acting on stage.

**I'm proudly South African because** ... Of the beauty of the land and her people.

# BLAZERS



**Name:** Themba Lawrence Dube

**Designation:** Senior Manager: Climate Service, South African Weather Service

**Qualifications:** Master's Degree in Science, specialising in the climatology aspects of Geography and Environmental Science (University of KwaZulu-Natal), Doctor of Philosophy Degree, specialising in Geography and Environmental Science (Zululand University)

**My job entails** ... The management of Climate Service, a department comprising four business units, namely Climate Data, Climate Information, Climate Observations and Air Quality.

**My greatest strength is** ... I am a team player. I have used this strength to help empower others to realise their true potential. I have a structure of what I want to achieve on a daily basis, and check if indeed these goals were achieved at the end of the day. Poor planning can be costly.

**The best advice I ever received was** ... Be bold and face darkness, and natural forces will come to your aid. It is only when it is dark that you see the stars. When you have been rubbed up the wrong way, stay focused on the job at hand. Never raise your voice – improve your argument strategically and professionally.

**My motivation comes from** ... Within me, from successes of the past which provide me with a driving force to accomplish more.

**The highlights of my career to date are** ... The air quality responsibility, better known as the SAAQIS (SA Air Quality Information System) project we have been tasked by government to deliver on. Air quality has an immediate impact on people. To be able to monitor, model and forecast it for the benefit of South Africa is a challenge.

**The most important lesson I've learnt during my career is** ... Formal education has played an important role in my life – it paved the path for my career. The motivation I received from my family and from the community I grew up in on the outskirts of Durban provided me with the will to succeed despite the odds.

**Right now I'm reading** ... The Non-governmental International Panel on Climate Change Report. This is a skeptic's view on climate change.

**To unwind** ... I enjoy working in the garden to reflect on things. In fact, some of my best ideas were born while gardening. If I need to shut down and revitalise my mind, I visit my home village in Durban, the Drakensberg or the Kruger National Park. My favourite programmes on television are National Geographic and Animal Planet.

**What most people don't know about me is** ... I am the handyman in my house. I like DIY jobs – they are physical and you get results in a relatively shorter period of time than at the workplace.

**I'm proudly South African because** ... I believe this is the best place for me and my family to live productive lives. During a six-month stay in the United States in preparation for my PhD 15 years ago, I was asked by fellow students if I would consider working and living there. My answer was simply: "I love South Africa and would love to give my service to my country." 🇿🇦





Virginia Peterson

## The importance of family – in **Sassa** and in society

The South African Social Security Agency (Sassa) has been riddled with challenges over the years. To restore its tainted image, the agency required a leader who not only understood the value of the organisation, but was serious about changing the lives of the poor. Appointed earlier this year, Sassa Chief Executive Officer (CEO) Virginia Peterson has grasped this challenge with both hands.

*Writer: Ongezwa Manyathi*

*Photographer: Kopano Tlape*

**“**I am a proud public servant, I am a proud South African,” says Peterson as she makes herself comfortable on the couch in her spacious office.

Her energy is infectious and her passion to help others is evident.

As CEO of Sassa – an agency tasked with providing comprehensive social security to protect South Africans against vulnerability – Peterson has her work cut out for her.

She is taking it all in her stride though, because with just over 100 days in office, she has achieved a list of goals she set for herself when she took up her position – including collecting enough evidence to develop a project plan for Sassa for the next three years as a minimum and five years as a maximum.

“During my first 10 days in office, I realised that there was a lot more work than I was told. There

was a lack of standardisation in the different offices and there was no corporate culture. I went out to the provinces to look at our best and worst offices and paypoints.”

So unacceptable were the conditions that Peterson had some changed within 36 hours. Since taking office, she has also cut the social security grant application forms from an incredible 20 pages to five. This has ensured that processing, capturing and payments are done much faster.

All these achievements are no surprise, because aside from having a project-planning management style, she has always been a leader and a results-oriented person. “Leadership, for me, is having the facts, making a decision and taking action,” explains Peterson. She believes that with these components, any organisation can be a success.

Her journey to becoming CEO of an agency that

provides social security to 15 million South Africans started at an early age. It is not just over 30 years of experience in the field that makes her qualified for the job; it is also her family-centred values and the desire to bring change to the lives of the poor that makes her more than suitable.

"I always aspired to be in the 'helping' profession. I had seen poverty even though I did not grow up poor."

Peterson's social consciousness can be traced back to her days in school, where she actively collected things for the less fortunate. She also developed a keen interest in children with disabilities through the work she did with a school for the deaf, which was across the road from her high school.

"I think those are the things that led me to become a social worker."

This passion for bettering the lives of others can be attributed to the calibre of women who contributed to the woman she is today.

She describes her mother, who is 84, and her late grandmother as strong female leaders. Both were entrepreneurs who did what they could to support their families. "My mother only completed Grade Eight, but she never let that challenge her. She made a decision to work for herself and provide for me in partnership with my father. So I come from a strong, bonded family in that way."

It is these family values that Peterson tries to pass on to her staff. She believes that if the staff at all Sassa offices realise the importance of family, they will have greater insight into the kind of communities they serve.

"We are the largest government instrument that deals with poverty. To me that is a privilege. I see working and leading this team as a calling."

She insists that staff should see beyond the files and the names and rather see people and families. This will hopefully encourage them to provide a much better service to communities. "I always tell people to be conscious of the person they talk to on the phone, or write a letter to," she says.

Peterson, who counts Professor Vivienne Taylor, Head of the Department of Social Development at the University of Cape Town (UCT), as one of her mentors, believes that social security goes beyond just giving money.

It is about forming relationships with communities and providing service with dignity. It is this kind of service that she hopes will be evident at the 1 200 offices and 9 000 paypoints across the country. "The values of life for me are still family strengthening and service to the people. To be able to serve people is a gift from God."

Family is important to Peterson and although she lost her husband Neil in 2009, it is the support from



family that keeps her going. It is this loss and that of her mother-in-law, closest friend and best cousin all within 18 months that taught her to value time and life. Her face lights up when she talks about her two children, who were taught to be socially responsible from a young age.

She has a 24-year-old son who is studying law and about to become a father; and a daughter who is 21 and doing her third year towards a Bachelor of Education Degree. "I call her tishalakazi (teacher) because she is very fluent in isiXhosa, English and Afrikaans."

Peterson studied at the University of the Western Cape, obtained her Master's Degree in Social Science at UCT and is currently doing her Doctor of Philosophy (PhD) at UCT.

"Nobody forced me to do a PhD, it is my personal goal. It keeps me sharp, because it forces me to read," she says.

She believes strongly in developing and empowering young people, and mentors two young people – one who is doing her Master's Degree in Psychology and whom she has mentored from being an intern in a previous work environment. She's also mentoring and grooming a young manager at Sassa.

Peterson hopes to grow the culture of mentoring within the organisation, especially for young people who show potential.

Her advice to young women entering the public sector is to understand human capital management, financial management, and their specialist field. "Set yourself a goal, work your way up, plan your career path and stay focused," she says.

Peterson also stresses that people should not apply for jobs for the sake of applying; that it is important to know one's capabilities and value-add.

During her tenure as CEO she, together with her staff, hope to build a world-class Sassa and make the greatest difference in the lives of the poor.

It is the end of the interview and Peterson must rush off to her next meeting. "I forgot to mention that I do not sleep. My day starts at 4am!" It is hard to believe she has been awake for so many hours; her positive energy and bubbly personality suggests otherwise. As I drive out of the Sassa building, I imagine what the Public Service would be if more of us had the same attitude and drive. ☺

# DDGs: SELF-IMPOSED CEILING?



*Writer: Dumisani Hlophe\**

**M**any deputy director-generals (DDGs) prefer to remain at this level. Despite the fact that being the Head of Department (HoD) is the summit of public sector senior management, many DDGs shy away from this position.

Most DDGs do not apply for the position of HoD within their own departments when the post becomes available. This is the case despite some of these DDGs having been in a department for more than five years.

In most cases, these are DDGs who carry substantive knowledge and institutional memory of the department. This self-censorship is unfortunate, and an indictment on succession planning and management in the Public Service.

The biggest reason for this self-imposed ceiling is distrust in the objectivity of the political executive in filling an HOD post. Many DDGs' primary consideration on whether to apply for an HoD post is not whether they can effectively discharge the task, but rather who the reporting Minister, Member

of Executive Council (MEC), Premier or President is.

Then the DDG has to determine his/her relationship with the political executive authority in the political space. The primary DDG's reflection here is, "am I in the Minister/MEC/Premier/President's political inner circle?" Alternatively, "am I perceived to be in the camp of the political executive or not?"

The answer to these questions, rather than the DDGs' own perception of their capabilities, will determine whether they apply for an HOD post or not.

Predominantly, the arrival of a new political executive is accompanied by the following questions: "Is the current HoD staying or leaving?" Or, "is the new political head bringing his or her own person?"

There is sufficient evidence that the arrival of a new political head has largely been followed by a change in HoD. In certain instances, the reasons are purely of a professional nature, while in others, there are merely generic differences such as personality clashes. All these add to DDGs lowering their ceiling to below that of the HoD position.

In other instances, DDGs might have witnessed an acrimonious relationship between the political executive and the HoD to such an extent that being an HoD becomes a "no-go area".



Here, the reasons are merely self-preservation. The DDGs reflect on the strenuous relationship between the departed HoD and their political executive and conclude that for their well-being and a stress-free life, they are content to remain a DDG.

They prefer to have a buffer between themselves and the political head; someone to absorb the pressures from the political head.

In the main, this is a DDG who is permanently employed and would not like to reduce that to a five-year contract tied to a political head who could be deployed, or even recalled at any moment. The DDG in this instance has concluded that being an HoD is a high-risk position; leaving a secure, permanent one is not worth it.

This self-imposed ceiling is a reflection of the poverty of succession planning and management within the public sector. There is no systematic means of ensuring individual growth at senior management level – in the main, from the position of the Chief Director upwards. The system here becomes very fluid, and at times it weighs heavily on factors other than performance considerations.

In most departments, human resource delegations such as the appointment of chief directors and DDGs is the preserve of the political head. While such appointments are motivated to the political head by both the DDG and the HoD for chief directors, the system is very vulnerable. Nevertheless, the succession plans and management must dispel the myth that those who become HoDs do so because it has been predetermined in certain political quarters.

After 17 years of democratic governance, a significant number of DDGs carry valuable knowledge, experiences, and institutional memories. They are no longer “capacity-building” material but crucial resources of the public sector.

Therefore, it is important to build a succession planning and management system that inspires confidence among DDGs so that they can aspire to be HoDs and

that the system is objective enough for them to stand a good chance based on their abilities. In short, succession planning and management must eliminate the current bulk of uncertainty and unpredictability and instil objective confidence.

Secondly, there needs to be a conscious systematic approach to ensure that the relationship between the executive and the administrative heads is positive. Political HoD's must be great leaders, while the accounting officers must be great managers.

The relationship between the two must inspire confidence among DDGs, so as to inspire the latter to aim even higher. Quite often, an acrimonious relationship between the HoD and the political executive impacts negatively on DDGs. Thus, it is important that even when the political and administrative heads differ, they do so when they meet one-on-one, and not among the rest of management.

Thirdly, the State should consider identifying DDGs and deploying them to various departments, as required. The DDGs’ self-imposed ceiling might produce complacency, especially for those who have been in the same position and department for too long.

Given the limitations that not all DDGs can become HoDs, it may be important to rotate them strategically across departments. Perhaps those who have shown massive skills and competence could be deployed to departments that require capacity-building and turnaround programmes.

They can even be deployed to municipalities. In other words, succession planning and management for DDGs should be innovative to ensure continued enthusiasm and maximum state benefit.

Finally, succession management at the level of DDGs must ensure that this layer of public sector capacity is maintained, sustained and evolves! 🇷🇺

***\*Hlophe is a Deputy Director-General at the Gauteng Department of Roads and Transport.***

***After 17 years of democratic governance, a significant number of DDGs carry valuable knowledge, experiences, and institutional memories. They are no longer “capacity-building” material but crucial resources of the public sector.***

Chef Danie du Toit is a food whizz, whether he's in a kitchen in Dubai or at home. Danie, who studied at the Institute of Culinary Arts, started his own personal chef recruitment company called Dan Dee Chefs. Cooking has always been a part of his life and he revels in the joy it gives people. "That is why I started my business – to give people a chef so they can have quality of life; to enjoy the time with their families, with food being the glue keeping them together," he says. He shares some of his signature dishes with us.



# Light summer cuisine

## Salmon, goat's milk cheese and rocket roulade

### Ingredients

150 g salmon

75 g rocket

100 g goat's milk cheese

### Method

Spread the pieces of salmon on a piece of cling film. Place a layer of rocket over the salmon, leaving a 2-cm strip of salmon on either side of the rocket leaves. Spread the cheese over the rocket and carefully roll up the roulade, making sure that the rocket and cheese remain in the middle with the salmon on the outside. Remove the cling film. Place the roulade in the fridge for half an hour and serve sliced on a bed of rocket.





### Soy rack of lamb with brunoise potatoes

#### Ingredients

1 lime  
10 g fresh ginger  
2 tbsp brown sugar  
75 ml soy sauce  
1 rack of lamb  
1 medium potato  
25 ml olive oil  
1 sprig of rosemary, chopped  
Asparagus  
Enoki mushrooms (preferable, although any mushroom variety will do)  
1 tbsp butter  
Garlic

#### Method

In a bowl, grate the zest of the lime and squeeze out the juice. Add the ginger, sugar and soy sauce. Pour the mixture over the lamb to marinate for approximately two hours.

Preheat the oven to 160°C. Peel the potato and slice into 1-cm blocks. Place these in an open ovenproof dish with the chopped rosemary and drizzle with olive oil. Place the rack of lamb in the oven dish and cover with the leftover marinade. Roast for 50 minutes.

Fry the mushrooms and asparagus in the butter and garlic and serve.





### Almond biscotti

#### Ingredients

- ½ cup butter or margarine, softened
- 1¼ cups sugar
- 3 eggs
- 1 tsp vanilla extract
- 2 cups cake flour
- 2 tsp baking powder
- Salt
- ½ cup chopped almonds
- 2 tsp milk

#### Method

In a mixing bowl, cream butter and one cup of the sugar. Add eggs, one at a time, beating well after each addition. Stir in vanilla extract. Combine dry ingredients and add to creamed mixture. Stir in almonds.

Line a baking sheet with foil and grease. Divide dough in half and spread into two rectangles on foil. Brush with milk and sprinkle with remaining sugar. Bake at 180°C for 15 to 20 minutes or until golden brown and firm to the touch.

Remove from oven and reduce heat to 160°C. Lift rectangles with foil onto wire rack and allow to cool for 15 minutes. Place the baked dough on a cutting board and slice diagonally into 1-cm thick slices. Place slices with cut side down on an ungreased baking sheet. Bake for 10 minutes, turn slices over and bake for another 10 minutes. Turn the oven off, leaving slices to cool in oven with door ajar. Serve with cheesecake.



### Baked rooibos cheesecake

#### Ingredients

- 100 ml water
- 3 rooibos teabags
- 250 g plain cream cheese
- 125 ml fresh cream
- 125 g castor sugar
- 2 eggs
- 20 ml flour
- 10 ml vanilla essence

#### Method

In a pot, place teabags in water and bring to the boil. Remove the pot from the heat. In a blender, mix the rest of the ingredients. Lastly add the strained tea. Line four ramekins with cling film and pour in the mix. Bake at 150°C for 25 minutes and then cool in the fridge. Garnish with fresh strawberries or seasonal fruit. ☺

# A leader with a vision

Writer: Mbulelo Baloyi

**S**outh Africa's longest-serving Director-General, Advocate Sandile Nogxina, proved an inspired – and inspiring – choice for the second *Public Sector Manager* (PSM) Forum in Pretoria recently.

Advocate Nogxina spoke passionately about the values and practice of Batho Pele – People First – and stimulated discussion on what he saw as the too-frequent rotation of directors-general (DGs). He also suggested that the functions and duties of deputy ministers be formalised in law.

Advocate Nogxina, former DG of Mineral Resources, is currently Special Adviser to the Minister of Mineral Resources, Susan Shabangu, but is packing his bags for a diplomatic posting. This, after serving under four presidents, six deputy presidents, a number of acting presidents and no less than five ministers. He is also one of the first DGs appointed by former President Nelson Mandela.

The forum was attended by the DG of Justice and Constitutional Development, Nonkululeko Sindane, Correctional Services National Commissioner Tom Moyane a number of deputy DGs and senior managers from various departments and regions.

Welcoming guests, Government Communication and Information System (GCIS) Chief Executive Officer Jimmy Manyi reiterated the commitment of GCIS to facilitate interaction among senior managers in government through the *PSM* Forum.

“These forums are not exclusively for public sector managers, because we would want public sector managers to network with other people from other backgrounds as well. But we just thought charity begins at home and that we as public sector employees do not know each other well enough. If we are going to be ambassadors for government and a whole range of government policies, we need to give ourselves time to get to know each other and these forums are just for that,” said Manyi.



Advocate Sandile Nogxina at the second Public Sector Manager Forum.

Advocate Nogxina graciously thanked GCIS for initiating *Public Sector Manager* as a publication, now supplemented with the forum, saying it was a commendable project that offered valuable insights to public sector managers.

He said government needed more of its own platforms where it talked about itself and to itself. The *PSM* Forum, said Nogxina, helped to encourage all those involved to be ambassadors of government policies.

Managers listened intently as Nogxina recollected some of the milestones of his career. He said on joining government in the mid-1990s, many sceptics and doomsayers did not think the newly elected democratic government would succeed in governing a modern, highly industrialised and complex economic powerful country in Africa. “They saw us taking South Africa down the familiar basket-case road.”

He emphasised the role of Batho Pele in the work of public servants. “Public servants must know that they are there for service, not for money. If you are there for money, you will leave your jacket hanging (over your chair) and disappear. The long and short of it is that you can have all the systems, processes and procedures, but as long as they are not accompanied by the full internalisation by public servants of the values that support good governance, they are worth nothing. We have to go back to inculcating the values of Batho Pele.”

- The next *PSM* Forum will host the Minister of Water and Environmental Affairs, Edna Molewa, as guest of honour. Minister Molewa is the Head of the South African Government delegation to the 17th Conference of the Parties to the United Nations Framework Convention on Climate Change to be held in Durban. Those attending the *PSM* Forum can look forward to hearing about South Africa's position on climate change, as well as the strides that the country has made over the past few years to mitigate the impact of climate change. ®





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1. Tom Moyane of the Department of Correctional Services and Dr Monwabisi Gantsho, CEO and Registrar of the Council for Medical Schemes
2. Jimmy Manyi chairs the second *Public Sector Manager Forum* at the Sheraton Hotel in Pretoria
3. PALAMA Marketing Director Dr Thami Shezi, left, and Knowledge Dissemination Officer of the Water Research Commission, Hlengiwe Cele
4. Natasja de Groote, from the Department of Justice and Constitutional Development with Andre Eagar from the Department of Mineral Resources



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Minister of International Relations and Cooperation Maite Nkoane-Mashabane participates in the Informal Ministerial hosted by Ambassador Patricia Espinosa, Foreign Affairs Minister of Mexico.

## South Africa's approach to international relations and cooperation

Writer: Clayton Monyela\*

**D**uring apartheid, the policies of the minority-ruled National Party Government, in particular its foreign-policy objectives, were formed to ensure the preservation of a white-controlled state and its machinery.

Government structures and bureaucracy endeavoured to ensure this state's security, status and legitimacy within the international community.

By the late 1980s, South Africa was isolated from the international community, as the campaign to impose sanctions against the apartheid regime was successful in persuading the international community to isolate an undemocratic South Africa from international affairs and cooperation.

This effort was largely led by the external wing of the African National Congress (ANC), coordinated by Oliver Reginald Tambo; the United Democratic Front (UDF), an umbrella organisation within South Africa for anti-apartheid activists and internal supporters of the ANC; and the frontline states (FLS) comprising Angola, Botswana, Lesotho, Mozambique, Tanzania, Zambia and Zimbabwe.

On 2 February 1990, the country, facing worldwide condemnation combined with social and economic isolation, unbanned the liberation movements and began releasing political prisoners, notably Nelson Mandela.

This triggered the beginning of negotiations towards democratic policy formulation, culminating in the enactment of a democratic

constitution by a legitimately elected and constituted national Parliament.

The policy formulation processes is a continuous one that began when the new democratic South Africa held its first legitimate elections in 1994. While acknowledging the wrongs of the past and the atrocities of the minority white apartheid regime, a concerted effort is being made to ensure democratic policies are created within the context of taking into consideration the ever-changing interdependent world we currently live in and the urgent demands to uplift our society from abject poverty and the injustices of the past and ensure a sustainable future.

### Green to White Paper

The democratic South Africa has mammoth tasks to overcome.

The post-Cold War era is more interdependent and globalised. In 1993, within the understanding of the increasing demands to uplift our society from the shackles of colonialism, apartheid and economic oppression, the leaders of the soon-to-be democratic South Africa began the process of formulating

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democratic policies, including a policy paper that would encompass the guideline for our country's international relations and cooperation endeavours.

The culmination of these efforts, taking cognisance of our inter-dependent world, our relationship and role on the African continent and our country's socio-economic development needs, saw the Department of International Relations and Cooperation (Dirco) tabling the *White Paper on South Africa's Foreign Policy to Parliament* in mid-2011. It is entitled *Building a Better World: the Diplomacy of Ubuntu*.

From the 1990s until 1996, an extensive process of foreign policy review produced the *Green Paper on South Africa's Foreign Policy*. As a working document, the Green Paper provided an overview of the many components of international relations, objectives and priorities that warranted the attention of policy-makers under the new democratic political dispensation.

Subsequently, statements by the presidents of our democratic republic and Ministry responsible for foreign affairs have continued to refine, contextualise and elaborate on our policy positions. In particular, Dirco has continued to use its strategic plans and annual reports as an expression of its activities to fulfil its core mandate and implement foreign policy.

In addition, the department has, in line with the Constitution, implemented its strategic objectives with a clear vision – that of an African continent that is prosperous, peaceful, democratic, non-racial, non-sexist and united, and which contributes to a world that is just and equitable.

The changing global environment, however, continues to influence our foreign policy imperatives and the drafting of the *White Paper on South Africa's Foreign Policy*.

During her Budget Speech in April 2010, the Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane, stressed that Dirco had to meet the expectations of delivery not only of our own people, but also of our region and continent – as we take to heart that we cannot be a country of affluence within a sea of poverty, underdevelopment and injustice. We have to match our endeavours with the responsibility our country must assume, as a valuable member of the international community and the African continent in particular.

Minister Nkoana-Mashabane further stated that a process would be set in motion during this financial year, which would engage a broad base of stakeholders to interrogate the substance and direction of our foreign policy and strengthen Dirco in its principal advisory and implementing role on international relations.

The culmination of this process is the White Paper that serves as a guide in the conduct of our country's foreign policy.

To set the process in motion, the Director-General of Dirco established the White Paper Task Team to craft a draft document in consultation, involving both internal and external stakeholders. Consultative engagements were sought to promote ownership of the White Paper, foster deeper and broader understanding of foreign policy, stimulate cross-pollination of ideas, foster a culture of engagement and constructive debate, promote consensus and common understanding around key issues, stimulate research

into pertinent issues and stimulate conversations on the direction of South Africa's future international engagement.

The White Paper uses the framework of *Building a Better World: the Diplomacy of Ubuntu* to explain how South Africa's foreign policy is shaped by collaboration, cooperation and partnership over conflict. It also reflects on the inter-relationship between national interests and values.

Further, it holds that the pillars of South Africa's international relations and cooperation policy are a better South Africa in a better Africa, enhanced South-South cooperation, constructive multilateralism, mutually beneficial economic diplomacy as well as sustaining and further building partnerships with the North.

In our new *White Paper on South Africa's Foreign Policy*, a chapter is dedicated to South Africa's values and national interests, where special emphasis is placed on South Africa's human rights posture.

Explicit mention is made of the fact that upholding human rights principles is central to South Africa's national identity. In addition, the White Paper emphasises the importance of strengthening the conceptual framework to articulate the advancement of South Africa's economic interests and development in conjunction with our sister national departments and the international community.

The White Paper further elaborates on the direct link between international relations and cooperation policy, and South Africa's socio-economic development needs, with specific mention that the political, economic and social rights and interests of South Africans are determining factors to South Africa's international relations and cooperation policy. In the chapter on economic diplomacy, it is clearly stated that the focus of South Africa's international engagements must include the creation of sustainable jobs and scaled-up investments in employment-intensive sectors.

After an extensive process, the draft White Paper was submitted to Cabinet and approved on 10 August 2011. While there is no specific legislation mandating the tabling of white or green papers in Parliament, tabling of the White Paper will, however, ensure that South Africa's International Relations and Cooperation Policy is discussed and approved by Parliament.

Once the White Paper is approved by Parliament and signed into law by the President, South Africa will have an Act that guides our international relations and cooperation activities wherever we go. 🌐

**\*Clayson Monyela is Deputy Director-General at the Department of International Relations and Cooperation.**

# Leading the march towards a clean and responsive public service

Writer: Dumisani Nkwamba\*

**F**rom improving the effectiveness of frontline staff to designing new business processes and pre-empting corruption, public service managers have a one-stop, in-house resource that enables both personal and organisational growth. Hosted under the theme *Transformative Leadership in Public Administration and Governance: Creating a Better Future for All; My Public Servant – My Future*, this year's annual Public Service Week (PSW) crusade put more emphasis on action and collectivity by launching ground-breaking anti-corruption mechanisms and integrating the sector's flagship events and initiatives, such as the Senior Management Service (SMS) Conference, Project Khaedu, GovTech Conference and Public Service Trainers' Forum back-to-back in what could be called as Public Sector Month.

The PSW is an annual event led by the Minister of Public Service and Administration, during which public servants from all government spheres participate in renewing the commitment to proudly serve the citizens of South Africa, based on government's Batho

Pele principles which put citizens first.

The PSW 2011 was preceded by the GovTech Conference, themed *Connected Government: Working Together to do More*. In his address, Minister of Public Service and Administration, Richard Baloyi, emphasised that "connected government implies improving the internal workings of the various public sector institutions, and the information and communications technology (ICT) systems that they use to better manage work-flow and processes, eliminate duplication and bureaucracies and ensure faster turnaround times".

True to the objectives of Batho Pele, the nationwide PSW was led by Baloyi, who embarked on random inspections of the quality of service and working conditions at two police stations in Mangaung, the Free State capital.

In fulfilling one of the PSW's traditional objectives, the Minister and his senior managers spoke to about 350 lower-level public servants from various departments in the Free State.

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Minister Richard Baloyi (left) interacts with police officials during his visit to the Freestate







a sense of pride and create in them a positive image of whom they serve.

This campaign places public servants at the centre of delivering quality services to citizens in line with the values of our Constitution.

The campaign promotes high standards of professional ethics; impartial, fair, equitable and bias-free service; and efficient, economical and effective use of resources.

The campaign is directly linked to the Batho Pele principles and public servants will be able to recommit themselves to an efficient public service through training programmes in professionalism.

The Integrity Management Framework provides for the management of a potential conflict of interest among senior managers in the Public Service through the more effective electronic disclosure mechanism.

Through this framework, the Ministry for Public Service and Administration is considering whether public servants should be made to choose between being in business or in the Public Service. A cooling-off

period for former public servants who want to do business, particularly with government, is also being considered.


Launched during the roundtable discussion session, the e-Register forms part of the Integrity Management Framework and will, once fully implemented, play a major role in managing potential conflict of interest among public service employees.

In terms of the e-Registration framework, which will apply to all public servants, electronic disclosures of business and financial interests will be much more stringently monitored to improve on the current system.

According to Baloyi, this is a step closer to achieving zero-tolerance of corruption in the Public Service.

The Integrity Management Framework will enhance the work of the PSACU. Launched as a pilot in 2010, the PSACU will, once fully operational, work closely with the existing legal units, and investigators will undergo intensive training.

The soliciting and/or acceptance of gifts or the failure to properly declare them has also come under the department's scrutiny.

Throughout the PSW, Baloyi stressed the need to ensure that service delivery is enhanced by putting citizens at the centre of public service planning and operations. It is a fundamental step in accelerating the implementation of policies undertaken by government in its journey to create a better life for all through quality services, products and programmes. 

**\* Dumisani Nkwamba is the Spokesperson for Minister Richard Baloyi who has since become Minister of Cooperative Governance and Traditional Affairs.**

Addressing the public servants, Baloyi emphasised that, "government needs to know where public servants are and listen to them in an effort to improve relations between employer and employee".

The engagements, as in the SMS Conference that followed, centred on the Ministry's drive for a clean public service under such campaigns as *My Public Servant, My Future*, the Integrity Management Framework, the Public Service Anti-Corruption Unit (PSACU), as well as advancing the cause of an effective, efficient and developmental public service and an empowered citizenship through the use of ICT.

During the two-day SMS Conference, senior managers from both national and provincial departments discussed in detail challenges identified at service delivery points during the two days of Project Khaedu deployment, as well as possible interventions.

These engagements were followed by a wrap-up roundtable conference bringing together the then Minister, senior government officials, leaders of civil society, business and academia, which also saw the launch of the e-Register of Financial Interests.

In its mandate to reposition government as a developmental state and properly nurture public servants as agents for delivery, Baloyi unveiled *My Public Servant, My Future* to instil in public servants

# Staying on course with service delivery training



Writer: Professor Lekoa Solly Mollo\*

Photo: Courtesy PALAMA

**F**rom improving the effectiveness of frontline staff to designing new business processes and pre-empting corruption, public service managers have a one-stop, in-house resource that enables both personal and organisational growth.

The Administration Training Unit of Palama thePublic Administration Leadership and Management Academy is constantly developing training and development interventions designed to improve service delivery and support good governance.

This training reinforces the basic Constitutional values and principles governing public administration, namely that:

- public administration must be governed by a high standard of professional ethics
- efficient, economic and effective use of resources must be promoted
- services must be provided impartially, fairly, equitably and without bias
- public administration must be accountable, responsive and open
- transparency must be fostered by providing the public with timely, accessible and accurate information.

Palama's Administration Training Unit seeks to achieve the above by providing training and development interventions that are related to the improvement of service delivery and supporting good governance.

## Service delivery improvement training

Service delivery remains one of the major challenges facing all spheres of government. In response to these service, Palama offers training programmes that will ensure that public servants are equipped to respond to them.

Chapter 4 of the *Senior Management Service (SMS) Handbook* states that all SMS members must, during every performance review cycle, visit the coalface of service delivery and participate in activities to find solutions to service delivery challenges at key government sites.

In response to this, Palama offers Project Khaedu, an action learning programme that equips managers with process design, organisational effectiveness and change management skills, which enables them to deal with service delivery challenges.

The course comprises two modules. The first deals with *Methods and Perspectives* and in the second, attendees are required to complete a field assignment.

The *Methods and Perspective* module is a five-day contact session that equips managers with core skills required to solve service delivery problems in a systematic manner; it combines interactive engagements, group challenges and reflections to create space for rapid-paced learning.

The *Field Assignment* module is another five-day session following after six weeks, during which managers visit service delivery points where they practically apply what they have learned during the methods and perspective module. Project Khaedu is accredited and carries nine credits on National Qualifications Framework (NQF) level 5. After the successful completion of the programme, participants receive a Certificate of Competence.

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Another interesting course is Excellent Customer Service for Frontline Staff. This targets frontline staff as well as entry-level supervisors that have to either provide or manage frontline services in government departments and municipalities.

This three-day course offers an interactive opportunity for participants to develop the required competencies to deliver quality customer service in line with government's Batho Pele focus. The course is accredited and carries six credits on NQF level 4. A Certificate of Competence is issued to participants after successful completion of the course.

### Good Governance training

In heeding the call of President Jacob Zuma to speed up service delivery and ensure more effective implementation of the national priorities, the training in good governance seeks to build human capacity to enable departments to respond to the transformational imperatives that underpin service delivery and to improve it through vigorous and sustained transformation of the mind-set of public servants.

Palama contributes through the provision of high-quality and relevant capacity-development programmes, as well as appropriate change management interventions in priority areas such as gender mainstreaming, diversity management, the promotion of professional ethics as well as the implementation of the Public Service Anti-Corruption Strategy.

Palama offers various ethics and anti-corruption training programmes for all spheres of government.

The objective of the anti-corruption training programmes is to create an ethical organisational ethos in departments as well as implement the Public Service National Anti-Corruption Strategy approved by Cabinet in January 2002. This strategy prescribes that minimum anti-corruption capacity must be established in all national and provincial departments. The ethics and anti-corruption programmes consist of the following:

- **Ethics Management for Local Government:** The course provides a basic overview of ethics management within municipalities. It must be stressed that it is not primarily an ethics course, but focuses instead on how to manage ethics. It is designed predominantly to assist those people in municipalities who will play a role in ethics management, corruption prevention and ensuring high standards of professionalism within their organisations. This is a non-credit bearing course presented over two days.
- **Promoting Anti-Corruption in the Public Service:** This course is intended for capacity-building of all employees in the public sector, including those who perform anti-corruption duties in senior, middle and junior management positions. The course is presented over four days, is accredited and carries five credits on NQF level 4. After the successful completion of the course, participants receive a Certificate of Competence.
- **Anti-Corruption for Practitioners:** The purpose of this course is to build the capacity of anti-corruption practitioners within the Public Service. As part of the course, anti-corruption practitioners will use critical thinking and reflection to customise an anti-corruption strategy at operational level for a public sector component. In addition, the design and de-

velopment of customised anti-corruption programmes and implementation plans will take into account the transformation agenda and strategic objectives of the Public Service. This course is presented over four days, is accredited and carries five credits on NQF level 5. A Certificate of Competence is issued to participants after successful completion of the course.

Other key programmes that are offered include training in Gender Mainstreaming, Diversity Management and the Promotion of Administrative Justice Act (PAJA):

#### Mainstreaming Gender in the Public Service

This four-day accredited course (10 credits on NQF level 5) is transformative and seeks to enable participants to integrate gender considerations into their daily planning activities across all levels of the public sector.

The learning material conveys best practices, strategies and tools for integrating a gender perspective in all aspects of the department, as well as the capacity to translate global political commitments into practice.

The Diversity Management Course is a three-day non-accredited training course that equips participants with the skills they need to strategically manage diversity within the workplace.

### Implementing PAJA for Managers in the Public Sector

Government has addressed the need for fairness in service delivery through a number of initiatives, which include the paja, 2000. However, research indicates that compliance by departments with the provisions of the Act is disappointing. Despite the statutory requirement, few departments have provided training to their employees on how to advise the users of government services of their rights. Palama's three-day non-accredited course guides managers and decision-makers in the public sector on the requirements for arriving at lawful, reasonable and procedurally fair decisions and providing written reasons.

These courses and programmes enable the Public Service to preserve the Constitutional values and principles governing good public administration and improve the quality of services delivered to its clients, the citizens of South Africa. 🌐

**Training Contact Centre: +27 12 441 6777**

**Switchboard: +27 12 441 6000 Fax: +27 12 441 6054**

**E-mail: [info@palama.gov.za](mailto:info@palama.gov.za)**

**Training: [contactcentre@palama.gov.za](mailto:contactcentre@palama.gov.za)**

**Website: [www.palama.gov.za](http://www.palama.gov.za)**

**\*Professor Lekoa Solly Mollo is the Director-General of Palama.**



# Moving up



## **Nkululeko Poya**

**Chief Executive Officer: Railway Safety Regulator (RSR)**

Nkululeko Poya is a civil engineering technologist with 11 years' experience. He specialises in road infrastructure management, railway business management and engineering and project management. Poya worked at Transnet Freight Rail as service design technologist and a track maintenance manager in 2001. Prior to joining the RSR, he was Deputy Director-General (DDG): Infrastructure and Public Transport at the Eastern Cape Department of Roads and Transport.

Poya holds a National Diploma in Civil Engineering from the Cape Peninsula University of Technology and a Bachelor of Technology from Nelson Mandela Metropolitan University (NMMU).

He is currently studying towards a Master's Degree in Business Administration at the NMMU.

His new job entails leading and directing the RSR to achieve its mandate of improving safety performance in the railway industry.



## **Christine Ramphele**

**Deputy Director-General: Tourism Development, Department of Tourism**

Christine Ramphele has held various executive management positions over the years. She joined the Limpopo Department of Public Works in 2009 as head of the department. In 2011, she was promoted to Senior General Manager: Performance Monitoring and Evaluation in the Office of the Premier in Limpopo.

Ramphele holds a Bachelor of Arts Degree specialising in Social Work from the University of the North. Her other qualifications include an Honours Degree in Social Science from the University of South Africa (Unisa), an Extra-Curricula Advanced Diploma in Municipal Governance from the University of Johannesburg and a Master's Degree in Community Developmental Health from Unisa.

In her current position, she is responsible for providing strategic direction, control and management of the Tourism Development branch and managing product and enterprise development.



## **Dr Lesiba Mahapa**

**Deputy Director-General (DDG): Governance and International Relations, Department of Public Service and Administration**

Dr Lesiba Mahapa holds a Secondary Teaching Diploma from Ndebele College of Education; a Higher Education Diploma; a Bachelor of Education (Honours) Degree specialising in Education, Training and Development Education; a Master's Degree; and a Doctor of Philosophy in Psychological Education obtained from the then Rand Afrikaans University. Mahapa started his career as a commercial science educator at Sobantu High School. He was previously Chief of Staff at the Department of Public Service and Administration.

His primary focus as DDG: Governance and International Relations is to improve governance and public administration for enhanced service delivery and advance the Public Service agenda at national, regional and international level.

# the ladder

## **Brent Simons**

**Chief Director: Communication Training and Development, Government Communication and Information System (GCIS)**

Brent Simons holds a National Diploma, and a Bachelor of Technology Degree, in Journalism (Cum Laude) from the Cape Peninsula Technikon. He further obtained a Master's Degree in Communication Studies from the University of Leeds (United Kingdom). He is currently studying towards his Doctor of Philosophy in Public Management at the University of the Western Cape's School of Government Studies. Simons was previously a director in the provincial office of GCIS in the Western Cape, responsible for ensuring that government's key campaigns reach communities through the establishment of partnerships with community-based organisations, community and provincial media, local government, municipalities and all provincial and national government departments.

In his current position, Simons' duties will include conducting surveys to identify communication training and development needs, and coordinating the participation of government communicators in established courses.



## **Nomfundo Mahlangeni**

**Director: Human Resource Management, Department of Labour**

Nomfundo Mahlangeni holds a National Diploma in Human Resources Management from the University of South Africa (Unisa) and is pursuing a Bachelor of Technology Degree in Human Resources Development, also at Unisa.

Mahlangeni joined the Department of Labour in 2001 as a senior practitioner in human resources. She was promoted to Assistant Director: Training and Development in 2005. In 2007, she was transferred to the Unemployment Insurance Fund (UIF) and was responsible for recruitment and selection. In 2009, she was promoted to Deputy Director, and was acting Director: Human Resource Management at the UIF until her recent appointment to the post.

In her current position, she is responsible for overseeing overall management of human resource functions, recruitment and selection, employee service benefits, misconduct and grievances to promote labour peace, training and development, employee performance management and employee wellbeing.



## **Mashite Mogale**

**Deputy Director: Language Policy Implementation, Department of Public Works**

Mashite Mogale holds a Bachelor of Arts Degree (Education) from North West University, a Honours Degree in Applied Language Studies from the University of Pretoria and various certificates in Sign Language, subtitling, translation, interpreting, editing and terminology development in African languages.

In 2005, he was appointed as Principal Language Practitioner at the North West Legislature, where he was responsible for overseeing interpreting, translation and *Hansard* editing. In 2007, he moved to the Department of Water Affairs in the same position, responsible for translation and terminology development, before joining the Government Communication and Information System in 2008 as Assistant Director: Language Services. He is also a language activist for various African language structures, including the African Union Academy of African Languages.

Mogale's current position entails planning, developing and implementing a language policy for the national Department of Public Works.





# ON CAMERA



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Friends and colleagues of Nonceba Losi-Tutu, former Deputy Chief of State Protocol at the Department of International Relations and Cooperation, hosted a farewell dinner for her shortly before her departure to Tunisia where she has been posted as ambassador.



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1. Ms Nonceba Losi-Tutu is South Africa's new ambassador to Tunisia
2. Friends and colleagues at her farewell dinner. Seated are Zowie Simani, left, and Mandisa Mabaso, with Buli Kiva (standing)
3. Ambassador Losi-Tutu with her daughter, Thandi (centre), and colleague Nondwe Nkay
4. Her Excellency Nonceba Losi-Tutu surrounded by friends, colleagues and her daughter
5. Proud to have worked with Losi-Tutu are Khanyisa Ledwaba, left, who was her office manager, and secretary Sbu Manzu





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**Disabled People's International  
8th World Assembly**

The Disabled People's International 8th World Assembly was held at the Inkosi Albert Luthuli International Convention Centre in Durban (Durban ICC) from 10 to 13 October 2011. This four-day assembly included a one-day opening plenary session, followed by two days of parallel working groups, and then concluded with a final closing plenary session.

1. The Minister of Women, Children and People with Disabilities, Lulu Xingwana, addresses the Disabled Peoples' International 8th World Assembly
2. KwaZulu-Natal Premier Dr Zweli Mkhize during his address at the Assembly
3. KwaZulu-Natal rolled out the red carpet and the province's cultural heritage to welcome delegates
4. Minister Xingwana interacts with delegates
5. Delegates at the Disabled Peoples' International 8th World Assembly



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# Turn your bonus into .... a bonus

Writer: Helen Ueckermann

**T**he end of 2011 is here and for most of us it is time for that most wonderful of annual happenings: the deposit of a 13th cheque into our bank accounts.

If you are like most people, you probably started thinking about spending your bonus months ago.

However, your end-of-year spending plans could make you your own worst enemy, says Paul Leonard, independent certified financial planner, radio personality and an executive director of Consolidated Financial Planning.

With a little bit of planning, your bonus can go much further than Christmas presents, he says.

Even if you see your bonus as an "extra that you did not have to work for", it does not mean that it is worth less or that the return on a wise investment would be less.

Leonard advises that you use your bonus, or at least a substantial part of it, to lessen the outstanding balance on your home loan.

"If your bonus is an expendable R10 000, it can put more than R100 000 in your pocket if you use it wisely. That would mean a Christmas present of 10 times the value of your bonus," he says.

Look at it this way: You just bought a house and you have a mortgage of R500 000, at an interest rate of 9% and a monthly instalment of R4 498 for the next 20 years.

What will this house cost you eventually, and is the interest you pay really only 9%?

"Multiply the instalment of R4 498 by 240 months (20 years) and you will see that the house will in fact cost you R1,08 million, and not just R500 000. That means you will pay almost R580 000 in interest only!

"If you take a cumulative view at your interest rate payments, it adds up to a shocking 116% over two decades, and not just 9%."

But there is hope, he says. Your bonus of R10 000 is on its way ...

"Take your R10 000 and pay it into your home loan account. The immediate result is that you now have to contribute 12 months less to pay off your home. Multiply these 12 months by your mortgage instalments of R4 499: you have saved R54 000 in instalments by adding that single amount of R10 000.

"Of course, we should still deduct your R10 000 to calculate how much you effectively saved on interest: R44 000. A happy festive season to you!"

What if you do not own a house or have any other debt?

Invest, suggests Leonard.

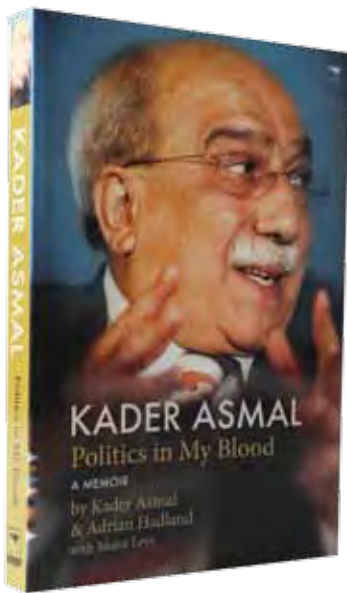
"Your R10 000 can triple in value over 10 years, or could even grow to a whopping R900 000 in 40 years.

"If you invest your R10 000 over a period of 10 years at a return of 8%, it will put R21 589 in your pocket. Invested over a period of 20 years at 10%, it will reward you with a good R67 275. Do the same over a period of 40 years, and you will harvest R452 593; and if you invest at 12%, an unbelievable R930 510!

"What you are witnessing here is the compounding of interest on interest, which clearly makes a considerable difference to your nest egg. And all this because you made a decision to invest your bonus for one year only," says Leonard. Makes you think, doesn't it? ☺

# Asmal on being a cadre, and how to raise your level of leadership

Compiled by: Samona Murugan



## **Politics in my Blood by Kader Asmal**

Professor Kader Asmal was one of the most respected senior statesmen in South Africa. He lived a rich and varied life, in all the twists and turns of which he displayed boundless energy, a sharp mind and deep commitment to human rights and democratic values.

Lawyer, teacher, South African Cabinet Minister and the driving force behind the Irish Anti-Apartheid Movement, Asmal has been called many things: small, bustling, curious, courageous, indefatigable and dapper, combative, witty, cantankerous, sarcastic, urbane and precisely spoken. The son of a small-town shopkeeper from KwaZulu-Natal, his life took him as far as exile in the United Kingdom, on to a senior position at Trinity College Dublin and back to a free South Africa governed by an exemplary Constitution, which he helped devise.

*Politics in my Blood* is not only the memoir of Asmal's personal journey through life. It is also the story of South Africa's transition from apartheid to freedom and democracy, in which he played a significant role as a member of the African National Congress Constitutional Committee and negotiating team, and later as Member of Parliament and Cabinet Minister under Nelson Mandela and Thabo Mbeki. The book also gives testimony to Asmal's lifelong dedication to freedom, equality, justice and the ideals enshrined in the country's Bill of Rights, which he played a major part in drafting.

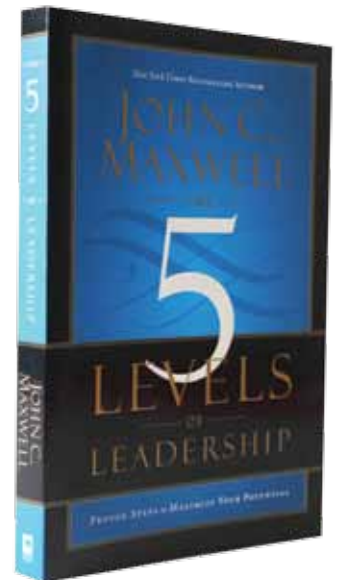
## **The 5 Levels of Leadership by John C Maxwell**

True leadership isn't a matter of having a certain job or title. In fact, being chosen for a position is only the first of the five levels every effective leader achieves. To become more than "the boss" people follow only because they are required to, you have to master the ability to invest in people and inspire them. To further grow in your role, you must achieve results and build a team that produces. You need to help people to develop their skills to become leaders in their own right. With skill and dedication, you can reach the pinnacle of leadership – where experience will allow you to extend your influence beyond your immediate reach and time for the benefit of others.

The five levels of leadership are:

- position – people follow because they have to
- permission – people follow because they want to
- production – people follow because of what you have done for the organisation
- people development – people follow because of what you have done for them personally
- pinnacle – people follow because of who you are and what you represent.

Through humour, in-depth insight and examples, internationally recognised leadership expert John C Maxwell describes each of these stages of leadership. He shows you how to master each level and rise up to the next to become a more influential, respected and successful leader.



## **The 5 Languages of Appreciation in the Workplace by Dr Gary Chapman and Dr Paul White**

Is appreciation communicated regularly at your workplace? Do you truly feel valued by those with whom you work? If you express appreciation in ways that aren't meaningful to your co-workers, they may not feel valued at all. The problem is that you're speaking different languages. In *The 5 Languages of Appreciation in the Workplace*, Dr Gary Chapman and Dr Paul White will help you learn to:

- express genuine appreciation to co-workers and staff
- increase loyalty among the employees and volunteers in your organisation
- reduce cynicism and create a more positive work environment
- individualise your expressions of appreciation by speaking the right language.

Based on the number one *New York Times* best seller *The 5 Love Languages*, the authors give you practical steps to make any workplace environment more encouraging and productive. You will learn to speak and understand the unique languages of appreciation and feel truly valued in return. ☺

**All books are available at  
EXCLUSIVE BOOKS**