

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

PUBLIC SECTOR MANAGER

PSM Public Sector Manager

Celebrating women

55 years of
struggle and
achievement

Minister Lindiwe Sisulu

A force to
be reckoned
with

Dr Nonhlanhla Mkhize Championing for the vulnerable

Protection of Information the State Security view

Lifestyle Gadgets, wheels, wine, love life

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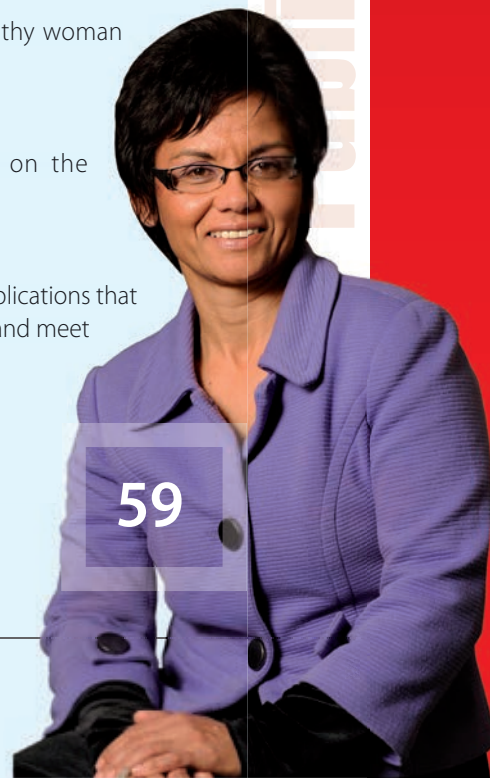
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Public Sector Manager



We once again publish another edition in the month of August, when we honour our women. This Women's Month, we take this opportunity to salute our battalion of heroines who fought tirelessly to achieve this freedom we enjoy today. 9 August is a historic day in the history of our country's liberation struggle and it will be befitting for all of us in the Public Service to honour and celebrate those women within the system who are making a difference in the delivery of services to our people.

I take this opportunity, in this month of August, to introduce to you our performance management system of individual departments developed by the Department of Performance Monitoring and Evaluation (DPME) and approved by Cabinet. This system is meant to ensure that we monitor and assist departments with concrete and scientific evidence of their departmental performance, which should allow them to take inputs and convert them into outputs. This will allow our nation to achieve the outcomes we set ourselves.

While the South African Government system is awash with monitoring systems and tools, there has not been an integrated high-level overview of departmental performance. This has resulted in uncoordinated and duplicated efforts that have led to frustration and limited improvements in management capability and service delivery.

International practice throughout the developed and the developing world shows that adequate management capability is a prerequisite to achieve effective societal outcomes. International experience indicates that changes in performance take hold when the accounting officers and executive authorities take accountability for their own performance.

The overwhelming focus has been on the achievement of results, i.e. service delivery, and not on what is required organisationally to deliver those results. Given the nature of the evolution of the South African State, it is critical that there is a focus on management capability at political level. This has given rise to the development of the Management Performance Assessment Tool (MPAT).

The MPAT is a Presidential initiative to improve government performance through highlighting a number of performance areas, predominantly management capability. It is intended to be one of the mechanisms for implementing outcomes 9 and 12, namely developing an efficient and effective local government and an efficient and effective public service.

Management performance will be assessed across a comprehensive range of management areas, from supply chain management to strategic planning. In each management area, performance will be assessed against the management standards established by the relevant transversal departments (e.g. National Treasury for supply chain management).

National Treasury, the Department of Public Service and Administration, the Office of the Public Service Commission and the Office of the Auditor-General (OAG) have existing tools and processes to assess specific areas of management. The management performance assessments will incorporate the information produced by these existing assessment processes, and duplication will be avoided.

Quantitative indicators and audit results will be used to assess whether a department is complying with legal requirements. However, more qualitative methods, such as questionnaires or assessment by a subject matter specialist, will be used to assess the degree to which management practices result in the efficient and effective translation of inputs into outputs. The latter aspect is the key differentiator between management performance assessments and the OAG's compliance audits. Management performance assessments will draw on information from the OAG's audit reports, but will provide a broader perspective of management performance.

The assessment results will be used to locate departments in terms of four progressive levels of management performance. A department which scores at level one overall has insufficient capability, is largely non-compliant and is performing poorly in terms of its management practices. In such cases, intense support is required. In contrast, a department which scores at level four overall has excellent capability, is fully compliant and is performing above expectations. In such cases, good practice case studies will be developed and disseminated through learning networks.

Different types of departments require different management capabilities. For example, a small department which only engages in small repeated procurements requires a basic level of transactional procurement capability, whereas a large department which spends billions on the procurement of complex goods or services requires a sophisticated level of strategic procurement capability. This is taken into account by weighting the indicators differently for different departments. Thus, compli-

ance indicators will be weighted higher for the department with the small and simple procurement budget, and qualitative indicators will be weighted higher for the department with the large and complex procurement budget.

The assessment process consists of The Presidency/Office of the Premier/provincial department responsible for local government and the department or municipality being assessed draws on the results of the most recent application of the existing assessment tools and processes to partially complete a report card. The remainder of the report card is completed using a standard questionnaire to collect information regarding aspects of management areas not covered by existing tools. In some instances, a further step of external assessment by a subject matter specialist may be required. Once the report card has been completed, there is an engagement between the assessors and the leadership of the department or municipality to discuss the results of the assessment. Finally, where necessary, the department or municipality must then put in place a plan to address areas of weakness. The DPME, the premiers' offices and provincial departments responsible for local government will monitor the implementation of the improvement plans.

The target is to carry out assessments of 20 national and 20 provincial departments in the current financial year, and to scale up the assessment of all national and provincial departments by the end of the next financial year. Assessments of municipalities by provinces will be piloted in the current financial year and then similarly taken to scale.

The DPME and premiers' offices will provide summaries of the assessment results to Cabinet and provincial executive councils. The system should be seen as yet another effort to assist departments to perform better and achieve better outputs.



Othman Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration



Celebrating Women's Month...

“We women of South Africa, wives and mothers, working women and housewives, African, Indians, European and Coloured, hereby declare our aim of striving for the removal of all laws, regulations, conventions and customs that discriminate against us as women, and that deprive us in any way of our inherent right to the advantages, responsibilities and opportunities that society offers to any one section of the population.”

As we celebrate Women's Month, this preamble of the Women's Charter, adopted by the Federation of South African Women in 1954, comes to mind. The adoption of the charter was a precursor to the 1956 march by women to the Union Buildings, protesting against the imposition of pass laws against women. The struggle for the emancipation of women in South Africa has, since then, come a long way.

Significantly, our Constitution, adopted in 1996, prohibits discrimination on the basis of any grounds, including gender. Various pieces of legislation have been passed to ensure gender mainstreaming. The latest strategic trajectory on this path was the establishment in 2009 of a ministry that specifically deals with, among others things, women's issues – the Ministry of Women, Children and People with Disabilities. The Ministry evolved from what used to be the Office on the Status of Women located in the President's office. This is all commendable.

However, as we make progress towards the full emancipation of women, we in the Public Service have to continuously pause and reflect whether we are doing enough, and at the requisite speed. Significant strides have been made as exemplified in the number of female directors-general and senior managers in general. Important as numeric targets may be, I submit that there is more to gender mainstreaming than just meeting equity targets. We need to do more to respond to the needs of women civil servants.

Gender and power relations in the Public Service need to be transformed to ensure that all sexes are equal participants in the workplace. Also, we need to create an enabling environment that ensures women's talents and potential are harnessed and their achievements celebrated. *Public Sector Manager* is particularly sensitive to the latter and that is why in every edition we have a feature focusing on women's achievements in the Public Service. This is over and above mainstreaming female middle and senior managers into the entire editorial content of the magazine.

One of the limiting factors in advancing gender mainstreaming in the Public Service is the lack of conceptual understanding of the issue – what it is, why we have to do it, how to do it and how to measure results. To address this challenge, we should consider making training on gender mainstreaming mandatory for all senior managers. It is when decision-makers are empowered with the right gender mainstreaming knowledge that they can see its strategic value and constitutional imperatives.

Fortunately, the Public Administration Leadership and Management Academy already offers a four-day accredited Gender Mainstreaming Training Programme for Managers in the Public Service. The programme equips managers with knowledge and an understanding of the application of gender mainstreaming strategies. If we are going to use the Public Service as one of the vehicles through which to achieve gender equality, then this programme must be compulsory. One sees no way in which a manager who is not equipped with knowledge in this area can advance the gender mainstreaming policies of government.

Jimmy Manyi
GCIS: CEO
Cabinet Spokesperson



We hear you!



The piece, "Whose Mandela is it anyway?" by Busani Ngcaweni (July 2011) elicited a number of responses. Aside from informing and inspiring, one of the major objectives of the magazine is to create and encourage debate. Below are two comments from readers, David Mmakola and Kojo Parris.

It's an interesting question Busani Ngcaweni raises in his article "Whose Mandela is it anyway?" I suppose the name "Mandela" means different things to different people. To some he is a radical freedom fighter. To others, he is a symbol of reconciliation and forgiveness. On the other hand, others see him as the leader who did not lay the foundation for sustained economic transformation.

I can see that, in Ngcaweni's view, Mandela represents a visionary leader who managed a delicate transition process. While I do not disagree, I think our efforts to acknowledge extraordinary individual effort can fall into the trap of an "ahistorical account" that fails to see the social dimension of change.

My view is that the period 1990 to 1994 represented a convergence of global, regional and domestic forces that contributed (at least politically) to the resolution of the South African question.

Apartheid South Africa belonged to a group of countries that were forced to introduce political reforms at the end of the Cold War. The US, UK, Germany and France and the World Bank and IMF, felt that due to the large presence of whites in the country, they needed to ensure that the political settlement in South Africa guaranteed white privileges. Before 1990, these countries tried to convince the South African Government that the only way to do this was through minority rights protection, strong provincial government and the Constitutional protection of property rights. I think this also explains why the National Party (NP) withdrew

from the GNU after the adoption of GEAR. They concluded that through GEAR, the ANC became the guardian of white privileges, without having to be policed by the NP.

I think when one talks about the role that Mandela played, one must be mindful of the broader forces that shaped such a role.

– David Mmakola, Gauteng



Thank you for a thoughtful and reflective piece by Busani Ngcaweni. Forgive me for an indulgent niggler from the piece – "Therein lies a challenge for public sector managers – to serve selflessly and with integrity". I wonder if the instinctively negative narrative around the public sector needs to be challenged? I'm bemused that the descriptors attributed to the sector – corrupt, lacking capacity and so on – bear a striking symmetry to pre-94 descriptors. I speak as a (former) investment banker who oft times cloisters with numerous South African business icons as schemes are routinely crafted to pillage, sans integrity, in the name of free enterprise. We all have a responsibility to push back against the growing tide that, seemingly, wishes to delegitimise the State, so, how about "Therein lies a challenge for patriotic South Africans – to perform selflessly and with integrity"?

– Kojo Parris, London

Get PSM out there!

I recently saw a copy of *Public Sector Manager* from a friend who works for government. I am impressed by the quality of the articles and the look of the magazine. It enhanced my understanding of the things you do in government. I wish you can extend the reach of the magazine to people who are in the private sector, especially those who do business with government. – Sizwe Khumalo, Durban

Editor's reply:
We are working on plans to make the magazine available through the retail chains and we will certainly open subscription to those outside of government.

Write and win

The writer of next month's winning letter will receive an advanced driving course worth R800, courtesy of BMW SA.

BMW Driver Training is the only driver training programme which offers you the opportunity to expand your driving knowledge and learn to keep your vehicle superbly under control, in a variety of situations, using an exclusive BMW vehicle.

Please continue to help us make each issue better than the last by writing to the Editor, Vusi Mona, e-mail: vusi@gcis.gov.za. Don't forget to include your name and the city or town where you live.



Writer: Ongezwa Manyathi

Counting on job creation

Government has declared 2011 a year of job creation through meaningful economic transformation and inclusive growth. Here are some highlights to date.

Expanding work opportunities

The Expanded Public Works Programme (EPWP) created 643 116 work opportunities in the 2010/11 financial year, proving that the programme is making a significant impact in contributing towards government's concerted efforts of reducing unemployment and poverty by 2014.

The EPWP is on target to meet the aim of 4,5 million work opportunities by March 2014.

Eastern Cape internships

The Eastern Cape Department of Transport is in a process of creating 177 employment opportunities through an internship programme. Forty-eight of these posts are funded vacant posts for the placement of exiting interns as an exit strategy of the Internship Programme. The other 129 posts will be filled in due course because the department is currently recruiting and selecting suitable candidates from the departmental and provincial database.

The aim of the Internship Programme is to expose young graduates to the work environment and provide them with the necessary work experience. The interns will receive a monthly stipend of R5 000.

Young entrepreneurs in the making

R64,429 million – funding facilitated by the National Youth Development Agency for young entrepreneurs.

R40 million – will be set aside to be accessed by youth-owned small and medium enterprises.

Over 18 000 – youth will be provided with various skills covering critical areas such as business management, life and job preparedness skills.

On the New Growth Path to employment

5 million – the number of jobs the New Growth Path aims to create over the next decade across key sectors of the economy. One million of these will be created in infrastructure development and housing.

Green Economy opens a Golden Gate

The Golden Gate Highlands National Park in the Free State received an upgrade of approximately R30 million and will be completed by December. Over 398 local people have benefited from the project.

Red-hot development at Coega

A R4,2-billion investment for the construction of a smelter plant in the Coega Industrial Development Zone will benefit the people of the Eastern Cape. Some 1 000 jobs will be created during the construction phase of the project and a further 400 permanent jobs are expected when operational.

R45 million – the amount that will be spent on filling 200 new positions at courts.

Youth jobs in the spotlight

National Treasury's R9-billion Jobs Fund, to be administered by the Development Bank of Southern Africa, aims to create 150 000 jobs over the next three years. The fund is targeted at established companies with a good track record which plan to expand existing programmes or pilot innovative approaches to employment creation, with a special focus on opportunities for young people.

The aim is to make available R2 billion in grants in this financial year to private-sector companies. Companies and non-governmental organisations with innovative job-creation projects are invited to apply.

For more information, contact the Jobs Fund on 086 100 3272 or visit www.jobsfund.org.za.

Sources: BuaNews, www.gov.za

On camera

The Forum of South African Directors-General (Fosad) Gala Dinner met at the Department of International Relations and Cooperation's OR Tambo Building, in Tshwane recently.



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1. DGs Vusi Madonsela and Tom Moyane sharing a light moment.
2. Dr Cassius Lubisi, Secretary of Cabinet and the Chairperson of Fosad.
3. Lungisa Fuzile, DG of National Treasury.
4. Lionel October, DG of the Department of Trade and Industry.
5. Mpumi Mpofu, Secretary of Defence chats to one of the attendees.
6. Professor Richard Levin, DG of Economic Development.



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Business vs Government Golf Challenge 2011

On 21 July 2011, the Local Government Business Network (LGBN) hosted the Business vs Government Golf Challenge 2011, under the theme "Building Today's African Leaders, for Tomorrow's African Success." The dinner that followed featured a charity auction as part of the 67 Minutes for Mandela initiatives. The dinner also introduced the *Public Sector Manager* magazine, published by Government Communications and Information System (GCIS) to potential readers and advertisers.



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1. Minister Collins Chabane hands over a prize to one of the golf winners.
2. Vusi Mona, Deputy CEO of GCIS, giving a presentation on the *Public Sector Manager* magazine.
3. Minister Chabane monitors and evaluates a putt.
4. Lebo Gunguluza, Chairperson of the LGBN giving a vote of thanks.
5. Dali Mpofu and a guest peruse the magazine.
6. A dinner guest browses through *Public Sector Manager*.



Writer: Xoliswa Zulu

Lindiwe Sisulu:

A force to be reckoned with

Those who have known her since the struggle years, love and admire her and her colleagues respect her work ethic. Some may even go as far as to call her ruthless when she lays down the law in her department and in Parliament, but that has only established her as a powerhouse and a force to be reckoned with. *Public Sector Manager* takes an insightful look into the life and mind of Lindiwe Sisulu, Minister of Defence and Military Veterans.

She was only two years old when 20 000 women marched to the Union Buildings on 9 August 1956 in protest of the pass laws that were inflicted on the black population. Their slogan *Wathint' Abafazi, Wathint' Imbokodo* (You Strike a Woman, You Strike a Rock) echoed down the streets of Pretoria.

While she was not a part of that group of women, they inspired Sisulu remarkably, because years later, she fought against the draconian laws imposed on black South African students in the late 1970s. She was even jailed in her efforts to fight against those inequalities.

But that only encouraged her to fight even harder for the ordinary men and women who did not have a voice during the struggle years. Today, she is inspiring and motivating many young women who aspire to follow in her footsteps.

Minister Sisulu defines confidence and passion; characteristics that many would attribute to her struggle hero parents, the late Walter and Albertina Sisulu, who inspired millions of people across the country and throughout the continent.

From exile, where she received military training; to teaching high-school pupils and lecturing university students; to being in the newspaper industry in Swaziland, Sisulu leaves an undeniable



mark wherever she goes.

Not many women can say they have held top positions in government, but Sisulu, who has been in the world of politics for many years, has held positions that many would be envious of.

She was appointed Deputy Minister of Home Affairs, then Minister of Intelligence Services, then Minister of Housing after the second national democratic elections, a position she held until her appointment as Minister of Defence and Military Veterans in 2009.

"I was privileged to be deployed in all these ministries," she says.

And the work she has done speaks volumes. In the intelligence community, she worked on legislation that ensured the conditions of service in the intelligence community were different to those in the Public Service. In housing, the adoption of the Breaking New Ground strategy and the many housing projects launched throughout the country are testimony of her strong leadership.

"Just seeing the lives of people change, from staying in an informal settlement to moving into a house; for me that was enough," she says. "In Defence and Military Veterans, we have been busy setting up systems and here again we have introduced a new dispensation.

This ensures that soldiers are treated differently from the

rest of the public servants," she explains.

"The department," says Sisulu, "adjusted the salaries of soldiers and instituted a phased return of the South African National Defence Force (SANDF) to cover over 4 470 kms of land borders between South Africa and Botswana, Zimbabwe, Namibia, Mozambique and Lesotho.

Earlier this year, Sisulu announced that the department had introduced a grievance management policy and that the Military Ombudsman Bill was approved by Cabinet. The Defence Amendment Bill was signed into law. "Every day we work to improve the conditions of service of our soldiers. It is a team effort every day, it is not about a minister, it is about everybody in the team."

So, what has inspired Sisulu in a portfolio that not many women in Africa, and perhaps the world, hold? She explains that it is the commitment of President Jacob Zuma to improve the conditions of service of the country's soldiers and their families that keeps her going.

"In his (President Zuma's) commitment, I find inspiration. I'm also inspired by the sacrifices of the ordinary soldiers who sacrifice their families and at times their lives to protect our nation and to bring peace to our continent," she says.

President Zuma declared 2011 the year of job creation. More than 900 000 South Africans lost their jobs between 2008 and 2009 due to the global economic meltdown.

Sisulu has heeded the call and has, through various avenues, started and completed several projects that will see thousands of unemployed youths get into the job market.

The department, along with the Department of Rural Development and Land Reform, completed the National Youth Service pilot project with over 500 youths from various corners of the country. Through the Military Skills Development System (MSDS), the department has also trained 27 000 young people, giving them the skills they need to contribute meaningfully to the job market.

"The MSDS and the National Youth Service are our contribution to addressing the skills shortage in the country and facilitating job creation," says Sisulu.

In the area of skills development, the department has addressed this issue through the University Reserve Training Programme and the Regional Defence Liaison. The University Reserve Training Programme focuses on developing the leadership potential of young people.

"We have to find creative solutions to our problems. South Africa needs all its people to work hard for us to achieve our growth rate in order to create jobs and fight poverty. We have to work hard," she stresses.

"The SANDF," she says, "is looking for young people to rejuvenate its force; these are highly skilled young people that we are looking for: engineers, pilots, doctors and air-traffic controllers.

"The competition is very aggressive, so they must work hard to compete for the limited space," she says.

While it may be difficult for women to progress in any sector, Sisulu believes that women are moving up the ladder, in both the public and private sectors.

Of the 490 members who were elected to the National Assembly and the Senate (now the National Council of Provinces) in April 1994, 117 were women – 109 in the National Assembly and eight in the Senate. This was a dramatic change from the previous apartheid State in which women constituted only 2,8% of parliamentary representatives.

Today, there is a vast improvement in the representation of women in all three spheres of government. Overall representation rose from 27,8% in 1994 to 43,3% in 2009.

Even the province that had the lowest representation in 1994, KwaZulu-Natal with 13,6% representation, stood at 37,5% in 2009.

In the 2009 elections, all provinces met the Southern African Development Community 1997 Gender and Development commitment of ensuring female representation in politics and decision-making stands at 30%.

"We are making progress in different sectors; in the Public Service we have many women in senior management positions and also in the private sector and in various structures of our society like the judiciary and Parliament," she explains.

"Progress is being made, we can do more but we must also celebrate that in democratic South Africa we had two female deputy presidents, that we have female judges and we had a female speaker of Parliament. We might be the only country in Africa with a female Minister of Defence and Military Veterans.

So, we are on the right track. Let us celebrate what we have achieved and aspire for more," she says.

And what message does she have for young women who are inspired by the work that she does? "They do not have to be like me," she advises, "but they can contribute from wherever they are in building this country of ours."



Championing the vulnerable

Writer: Samona Murugan



The Department for Women, Children and People with Disabilities (DWCPD) was established to address the need for equity and access to development opportunities for vulnerable groups within the South African society. Created in May 2009, the DWCPD falls within The Presidency and draws on presidential authority to facilitate its work and the integration of gender, disability and children's rights into the work of all publicly funded agencies. Public Sector Manager caught up with Dr Nonhlanhla Mkhize, Director-General (DG) at the DWCPD.

What are your department's purpose and goals?

The purpose of the department is to drive government's equity, equality and empowerment agenda with regard to marginalised groups and historically disadvantaged communities in each of the three sectors. Our mission is to create an enabling environment that translates constitutional obligations, policies and legislative frameworks into the realisation of gender, disability and children's rights. The DWCPD also aims to assist publicly funded institutions, organs of civil society, state-owned enterprises and the private sector to achieve national and global goals for gender equality and the rights of children and persons with disabilities.

What do you consider to be the highlight of your position?

Through my department's portfolio, I have the opportunity to influence the direction of our country in terms of how it cares for its vulnerable groups. Various sectors of society champion their issues and they receive some level of public attention and usually that gets followed by policy development or implementation of relevant programmes. Because of the historical marginalisation of women, children and people with disabilities, you find that their issues do not get the adequate attention they deserve. For me to have an opportunity to contribute to reversing that situation is something that gives me honour and fulfilment.

Tell us about your career background and achievements

I have gained much experience in both the academic and public sector, focusing on issues of women, children and persons with disabilities. I worked as a lecturer and senior lecturer at the University of Zululand for 10 years from 1989 to 1999 and gained management experience while working at the national Department of Arts and Culture. I joined the Office of the Premier in KwaZulu-Natal in 2002 where I was responsible for the Status of Women and Disabled Persons, Rights of Children and Older Persons and Youth Affairs.

What has your background as a manager and

leader in government taught you about the working in the Public Service?

My previous position was eight years of training for the position I now hold. I dealt with the same issues at provincial level. KwaZulu-Natal is a combination of vast rural areas and major urban centres, so the issues affecting women, children and people with disabilities range from high poverty levels in rural and informal settlements to the challenges of crime or economic marginalisation in urban centres.

At the request of the Ministry, I was seconded to lead the strategic plan for the new department.

The post as DG in the DWCPD is quite intricate. How do you make sure that the department brings life to government's service-delivery plans?

With political guidance from Minister Lulu Xingwana, I have focused on building the capacity of the department to deliver on its mandate. I believe we have made much progress in addressing the issues of human-resource capacity and building operational systems over the past eight months.

We now have a Deputy DG (DDG) responsible for disability and children's rights and a DDG: Corporate Services. The DDG responsible for women empowerment and gender equality will start work soon and the department's top management structure will then be complete.

The 2011/12 financial year is the first full-year cycle that the department will be accounting to Parliament independent of The Presidency. We tabled our strategic plan in Parliament on 9 March and the plan clearly elaborates the focus of the department, which will be mainstreaming, monitoring and evaluation as well as capacity-building for the three sectors.

What do you think are the biggest challenges within your department and how will you contribute to resolving them?

We are committed to excellence in serving women, children and people with disabilities. However, the very limited and inadequate budget remains a major challenge for us to respond adequately to the vast and desperate needs of women, children and people with disabilities across the country. We try to balance our resources with the tasks we have to perform in line with our mandate. Focusing on monitoring and evaluation of the departments which deliver services that will change the lives of women, children and people with disabilities enables us to provide better service delivery.

What are some of government's policies and programmes on gender mainstreaming and women empowerment and advancement?

Our country is grappling with the challenge of unemployment and poverty and as a department we want to ensure that there is a clear acknowledgement that women constitute the majority of the unemployed and the rural poor. This is essential as it will ensure that government's response to these challenges focuses on the specific situation that women find themselves in.

A national Rural Women's Summit was held in Tzaneen, Limpopo,

in May 2011, which provided a platform for sharing information on how to access various programmes provided by departments involved in the development of the rural poor. We will be working with the departments of rural development and land reform as well as agriculture, forestry and fisheries to ensure that the aspirations of rural women are integrated into the Rural Development Strategy.

Women want opportunities to develop themselves. During the summit, we visited a number of development projects run by women in the area. With the support of government, these women are running successful farms as well as arts and crafts projects, employing a number of people and their products are sold in various parts of our country and to foreign markets.

We are also engaging with the New Growth Path to highlight the heavy impact of unemployment on women and people with disabilities. We are developing a barometer to measure the number of women who will benefit from the five million jobs that we seek to create over the next 10 years.

Government has made progress in increasing the number of women in the Public Service. Women are actually the majority in the lower ranks and we have to ensure that these women progress to the upper echelons of the Public Service. Even at that level, government has performed better than almost any other employment sector in appointing women to senior positions.

However, we still have severe underrepresentation of women in the workplace and in decision-making positions in the private sector. There is an urgent need for extra measures to be taken to hasten the process of transformation and the empowerment of women. In line with this directive, we are working on the Gender Equality Bill, which will provide the necessary legislative authority to hasten the empowerment of women and address issues of enforcement and compliance towards the attainment of our target of 50/50 gender parity. We are consulting with civil society and other stakeholders on the Bill and we expect to submit it to Cabinet for approval by March 2012.

What are some of the challenges your portfolio has encountered and how are you working on improving them?

People with disabilities face many challenges, which include lack of access to economic opportunities, transport, education and health services, including assistive devices. We still have cases of discrimination and violation of rights of people with disabilities. We are concerned about the continued failure of both the public and private sector to advance towards the target of 2% employment equity for people with disabilities with our country standing at 0,9% in 2010. The Employment Equity Commission indicates that government is trailing behind the private sector when it comes to the employment of persons with disabilities. People with disabilities constitute 0,6% of state employees while the private sector stands at 1%.

Measures are in place to ensure that each government department commits to clear milestones towards the attainment of 2% employment equity for people with disabilities. Each department will be held accountable for this target.



What is your department doing to address violence against women and children?

Another main area is the challenge of violence against women and children. We receive reports daily of horrendous attacks on children and women, including the rape and murder of lesbian women.

We want to increase awareness of the serious implications of these crimes. Gender-based violence undermines the dignity, autonomy and security of the victims and the overall social and economic development of the entire society, thereby reinforcing gender inequalities.

Due to the numbers and the severity of violence in these cases, we need to take extra measures to reverse the tide of violence against women and children in our country. The Minister has called for the establishment of an Advisory Council on Violence against Women and Children. This will comprise key government departments, civil-society organisations and other relevant partners. It will coordinate the implementation of the 365 Days National Plan of Action to End Violence against Women and Children.

Tell us briefly about your background and family?

I was born and raised in the rural area of Umbumbulu, south of Durban in KwaZulu-Natal. I am married to Falithenjwa Mkhize and we are blessed with a son named Mkhululi.

Who do you consider to be your role model/s and why?

I consider my late mother Makhumalo Sabelo to be my greatest role model and I look up to all other rural women who have persevered and made it in life though faced with difficulties.

How do you spend your free time?

I enjoy reading and going to church religiously.

What would you like to achieve in the future (either professionally or personally)?

Empowerment, safety, dignity, equality and human rights protection for women, children and people with disabilities in our beautiful country, South Africa.

Who is “Nonhlanhla Mkhize” in one word?

A servant.

Trail

Women in the public sector continue to make strides in their respective fields and these young women are certainly no exception. Recognised for their contribution to and service excellence within their departments, the following young trailblazers were honoured recently on the *Mail & Guardian's* Top 200 Young South Africans 2011 list.

Compiled by: Samona Murugan



Avril Halstead
Chief Director: Sectoral Oversight,
National Treasury

Avril Halstead is a chief director at National Treasury where she is responsible for overseeing approximately 40 of the largest state-owned enterprises (SOEs). She is also a trustee of the National Empowerment Fund, a development finance institution with the mandate to promote and facilitate Broad-Based Black Economic Empowerment. Born in Zimbabwe, Halstead and her family relocated at the age of six to Howick in KwaZulu-Natal. Prior to joining National Treasury, she worked for McKinsey & Company, Old Mutual and Wipcapital, a subsidiary of Wiphold. She has also worked for a number of non-governmental organisations, notably the Nelson Mandela Foundation, the Family and Marriage Association of South Africa and Ikageng, an organisation responsible for caring for HIV and AIDS orphans. Halstead has a Master of Business Administration from the University of Cape Town and a Master of Arts in Organisational Consulting from the University of London. She was nominated as a Young Global Leader in 2011, was the South African track athletics champion in the 1 500 m in 1999 and represented the country in both athletics and cross-country. Halstead does not see government as a place where people come to take it easy, instead she goes the extra mile every day and considers her 11-hour workdays as necessary for providing better service.



Zeenat Adam
Director: Horn of Africa and Indian Island
Oceans, Department of International Relations
and Cooperation

Thirty-four-year-old Zeenat Adam is known for her insightful and analytical approach to diplomacy and has been acclaimed as a highly skilled negotiator.

Responsible for the facilitation of South Africa's relations with countries in this region and in providing policy direction on the political dynamics in Sudan, Somalia, Madagascar and other countries in East Africa, her passion remains the political analysis of the Middle East and Africa and exploring international political issues through dialogue with governmental and non-governmental actors and players in the international arena. After graduating with a Master's Degree from the University of the Witwatersrand, Adam filled various roles in media, research and civil-society movements in South Africa until joining the then Department of Foreign Affairs in 2002. She has a flair for creative writing, appreciates art and is inspired by cultural history and anthropology.

Some of the highlights of her career were observing the Palestinian presidential elections in 2005 and the historic South Sudan Referendum in 2011. She has also had the honour of meeting and interacting with numerous heads of state, dignitaries and a host of ministers and diplomats from various countries.

blazers



Liezil Cerf

Director: Parliamentary and Media Liaison, Government Communication and Information System (GCIS)

Liezil Cerf likes a good challenge. When she was 12 years old she was told she would never be on TV. Twenty years later, armed with a Journalism Diploma from Damelin College, she became an assistant producer at eTV. By 2008, she was a prime-time news anchor and parliamentary reporter for the broadcaster, as well as deputy news editor in Cape Town.

Today, this mother of two is a director at the GCIS, responsible for liaison between the media and Parliament and various state departments. She does not regret the crossover from the fourth estate to government, saying she had “capped the ceiling” in her journalism career and was ready for a new challenge. With the GCIS, she gets to see the inner workings of government and its systems and communicates its plans of action in the parliamentary setting.



Aalia Ismail

Deputy Director: Policy Analyst and Research, Ministry of Public Enterprises

From the National Planning Commission (NPC) in The Presidency to the Ministry of Public Enterprises, Aalia Ismail contributes to government’s cutting-edge policy formulation while keeping abreast of international trends.

A former member of the Secretariat of the NPC, 25-year-old Ismail is a researcher and policy analyst at the Ministry of Public Enterprises, where she serves as the research liaison between the Ministry and the department.

Her job demands that she stays on top of international benchmarking, by which South Africa’s SOE governance is checked against international best-practice and investigating tools for the most effective ways to balance commercial versus national interests within SOEs.

A Mandela Rhodes scholar, Ismail holds an Honours Degree in Public Policy, a Master’s in Political Science and is currently studying towards a Doctor of Philosophy in Political Science. It’s no surprise that she is often asked to address young audiences, especially women, to inspire them with her passion and professionalism.

Moving up



Rosey Sekese

Director-General (DG), Department of Communications

Rosey Sekese holds a Bachelor of Science with majors in Electrical Engineering and Telecommunications from the University of Cape Town. Her other qualifications include a Master's in Business Administration from the North West University's Potchefstroom Business School and a Diploma in Advanced Project Management from the University of South Africa (Unisa). She has also completed a Senior Executive Development Programme at the University of Pretoria. She began her career as an Engineer: National Telecommunications at Eskom in 1995 where she was responsible for investigating the problems experienced on the framework relay network. In 1998, she was appointed Senior Engineer: Technology Network Service at Eskom. She joined the Department of Communications in 2006 as Deputy Director-General (DDG): Information and Communications Technology Infrastructure Development. During this period, she was required to advise the Minister, Deputy Minister and DG on infrastructure developmental strategies and directions to be pursued for South Africa. In her new position as DG, she will provide strategic leadership and direction in delivering the department's mandate.



Fundi Tshazibana

Deputy Director-General: Economic Policy Analysis and Forecasting Division, National Treasury

Fundi Tshazibana holds a Bachelor of Commerce (B Com) Degree, B Com (Honours) and a Master of Commerce (Economics) from the University of Natal. She is currently studying towards a Master of Business Leadership Degree at Unisa. Tshazibana has held various senior positions over the years. In 2000, she was employed by the National Electricity Regulator (NER) as a Policy Analyst. In this position, she conducted policy research to inform the NER's policy decisions. In 2001, she was appointed Senior Policy Analyst within the NER, responsible for providing policy analysis support to the NER Board. She joined National Treasury as a Director: Microeconomic Policy Analysis and then became Chief Director: Microeconomic Impact Analysis for four years before being appointed DDG. She is responsible for, among other things, leadership and strategic direction and producing medium-term macroeconomic forecasts for the annual budget.



Nombuyiselo Nomvuyo Jeanette Mokoena

Deputy Director-General: Corporate Services,
Department of Science and Technology

Nombuyiselo Mokoena has more than 20 years' senior management experience in the Public Service. She was employed by the Gauteng Department of Agriculture, Conservation and Environment as Director: Finance and Administration in 1998. In 2002, she was appointed Chief Director: Finance and Administration within the same department, responsible for procurement management. Mokoena holds a B Com Degree, majoring in Economics and Accounting, a Diploma in Education from Unisa and a Master of Science: Public Policy and Management from the University of London. In her role as DDG: Corporate Services, her job entails providing leadership and ensuring the successful implementation of the strategic goals, objectives, policies and functions of the department.

the ladder

Thandiwe Maimane

Chief Director: Communication and Knowledge Management,
Department of Energy

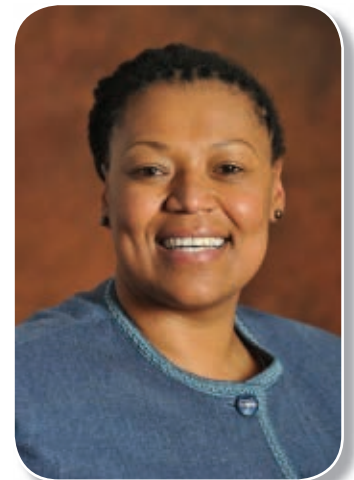
Thandiwe Maimane holds a Bachelor of Arts (BA) Degree in Social Science from Middlesex Polytechnic United Kingdom, and a BA (Honours) in Communication from the former University of Bophuthatswana (in the University of North West). Holding a Master of Business Administration from De Montfort University, Maimane was previously the Director: Public Information and Marketing at the former Department of Housing. In this position, she was responsible for developing and maintaining the department's corporate image. In her new position Maimane's duties entail, among other things, the overall management of the communication and knowledge management functions of the department.



Nontsikelelo Sisulu-Singapi

Chief Director: Institutional Support and Capacity-Building
for Children's Rights, Department for Women, Children and People
with Disabilities

Sisulu-Singapi holds a BA Degree in Psychology from Hope College and a Master's Degree in Clinical Psychology from Roosevelt University in the United States. Sisulu-Singapi was previously a Director at The Presidency where she was, among other things, responsible for supporting the spouse of the President in her work on issues pertaining to women empowerment, raising awareness on the plight of women, particularly the elderly, as well as poverty eradication and improving economic development geared towards the economic emancipation of women. As Chief Director: Institutional Support and Capacity-Building for Children's Rights, she will be responsible for promoting and protecting the rights and dignity of all children to enable them to reach their full potential in a free and safe society through capacity-building.



Sibongile Penelope Ntuli

Chief Director: Cluster Supervisor for Human Development,
Social Protection and Governance and Administration,
Government Communication and Information System

Sibongile Ntuli has occupied senior positions in both the private and the public sector. In May 2006, she joined Tiger Brands as Group Communication Manager and was responsible for providing strategic communication support to senior management and business heads. In 2010, she joined the Department of Labour as Director: Communication and Stakeholder Engagement, responsible for managing the formulation of a communication strategy and developing relevant governance frameworks with top management and other internal stakeholders. Her qualifications include a National Diploma, BTech Degree in Public Relations Management from the University of Johannesburg and a Master's in Public Relations and Communication Management from Tshwane University of Technology. In her current position, Ntuli is responsible for, among other things, analysing and writing strategic documents for Cabinet related to cluster and Cabinet communication.



Compiled by: Ongezwa Manyathi

5th CPSI Public Sector Innovation Conference

24 to 25 August



The Centre for Public Service Innovation (CPSI), in line with its mandate of unlocking innovation in the public sector, hosts an annual conference as a platform that exposes the public servants and their strategic partners to innovation opportunities and strategies through the sharing of related knowledge and experiences. This year's conference will be hosted at the Sibaya Conference Centre in KwaZulu-Natal.

The conference targets innovation practitioners, service-delivery champions and decision-makers from all spheres of government as well as partners from the private sector and the academia, both local and international.

Registration is free. To register, visit www.cpsi.co.za.



Rugby World Cup

The seventh Rugby World Cup will be held from 4 September to 23 October 2011 in New Zealand. This will be one of the biggest events organised by New Zealand, which will see the world's 19 best teams and an estimated 85 000 rugby fans from more than 100 countries descend on the country. For more information, visit www.rugbyworldcup.com.

Women in Engineering, Science and Technology Conference (WESTC) 16 to 17 August

The WESTC pursues to remedy the problem of women marginalisation in the fields of engineering, science and technology by improving and increasing the present and future female community with various aspects such as highlighting how women can stand out and reach higher heights on the cooperate ladder, encouraging women to take up engineering, science and technology fields and campaigning for women in management positions.

The conference will encourage delegates to reflect and consider their circumstances and what they hope to achieve by revisiting their goals and aspirations.

For more information on the conference, contact Melrose Training on 011 455 5184 or e-mail: nathan@melrosetraining.co.za

Arbour Week 1 to 7 September



Arbour Week endeavours to help increase public awareness of just a few of the 2000 indigenous tree species in South Africa. Each year, the Arbour Week celebration highlights two specific trees, one common and one rare species. During this time, the South African public is reminded of the importance of trees and inspired to plant indigenous trees as a practical and symbolic gesture of sustainable environmental management.

In poll position

Remaining true to herself and leading by example has been her forte in the various leadership positions she has held in the public arena. These attributes embody the outstanding leadership traits of South Africa's Chief Electoral Officer (CEO), Advocate Pansy Tlakula, writes **Mbulelo Baloyi**.

With two general elections and two municipal elections under her belt, it almost seems as if organising a massive project like an election has become a stroll in the park for Tlakula.

Established as a permanent body by the Constitution, the Independent Electoral Commission (IEC) is responsible for managing free and fair elections at all levels of government. Although publicly funded and accountable to Parliament, the commission is independent of government.

"My next task is to prepare for the 2014 national and provincial elections now that the 2011 municipal elections have come and gone," says a calm and confident Tlakula.

"It is a huge project. We have to ensure that we train the more than 200 000 IEC staff who usually work at the voting stations during elections. This massive army of people has to be trained so that they are able to apply the law uniformly. With every election, there is a challenge that there could be new staff members and we have to make sure that they all understand the ethos of the organisation," says Tlakula.

In her capacity as CEO, she has led the team who managed the 2004 and 2009 national and provincial elections and the 2006 and 2011 local government elections. Together, they have assisted a number of countries on the African continent with the management of their elections.

In recognition of the sterling work that Tlakula and her team have achieved, the IEC was awarded the United Nations Public Service Award for Preventing and Combating Corruption in the Public Service during a ceremony held in Tanzania in June this year.

The IEC also received an award from the Centre for Public Sector Innovation in November 2010 for its "innovative use of information and communications technology for effective service delivery." In May 2011, the IEC was the first runner-up in the All Africa Public Sector Innovation Awards in Kenya in the category "Innovative Service Delivery Improvements".

Advocate Tlakula attributes the electoral commission's success in holding elections to a few factors. "We take our constitutional responsibilities of performing our functions independently,



impartially, without fear or favour or prejudice seriously. We also ensure that the entire electoral process is transparent."

To achieve this, according to Tlakula, the IEC ensures that it plans carefully and adheres to strict time frames.

"We also make sure that we do things by the book and according to the law." Tlakula's career in the public sector goes back to 1995 when she was appointed as a commissioner in the newly-established South African Human Rights Commission (SAHRC), which was then chaired by Professor Barney Pitso. She served as the co-convenor of South Africa's first National Conference on Racism in 2000. In 2001, she represented the SAHRC at the World Conference on Racism, Racial Discrimination, Xenophobia and Related Intolerance in Durban.

Together with Professor Pitso, she served as the co-convenor of South Africa's first National Conference on Racism in 2000. In 2001, she represented the SAHRC at the World Conference on Racism, Racial Discrimination, Xenophobia and Related Intolerance in Durban.



Before joining the SAHRC, Tlakula served as the National Director of the Black Lawyers Association. In 2005, she was appointed a member of the African Commission on Human and Peoples' Rights.

"Human rights have always been my passion. I guess growing up in apartheid South Africa one could not escape the indignity, the constant violation of rights to many people. I think that is what spurred me on to be very passionate about human rights. I am happy that I have had the privilege to serve on the African Union's organ on human rights," says Tlakula.

"I am responsible for the promotion of freedom of information and expression. My tenure in the African Commission ends in November."

For a woman to be a successful leader in the public sector, according to Tlakula, she must possess emotional intelligence. "It all has to do with the style of leadership. You have to lead by example. While you might be operating at a strategic level, you have to understand the business of the organisation you lead, including the technical aspects," says Tlakula.

She adds that remaining true to one's self by not trying to be what you are not and having humility goes a long way to be a successful leader in the public sector.

The IEC CEO bemoans the fact that women's contributions in the public sector are not documented sustainably.

"We as women do not document our challenges and suc-

cesses. We have to start and others will follow. There a lot of unsung heroines and many women who have specialised skills and knowledge. They are not recognised, they work in the background. There is this concentration on women leaders whereas there are many other women with skills, especially at a technical level, that go unnoticed."

Asked to list her greatest achievement in the public sector thus far, the ever modest IEC chief says she is humbled to have been given an opportunity to lead a team of highly talented South Africans.

"For me, it is a privilege and honour to work with people who have taken the IEC to greater heights. We are told that the IEC is held in high esteem in other parts of the world."

In between heading the IEC, Tlakula also serves on various boards. These include the National Credit Regulator, Bidvest Group Ltd and the Constitutional Court Trust. Last year, she was appointed Chancellor of the Vaal University of Technology.

"I always have my hands full. I enjoy different challenges. I have to make time for family. I am married with two daughters. I am also very much involved in community activities in Evaton in the Vaal where I grew up. You have to be present at family events, be it a funeral service, weddings and other traditional ceremonies. I make time to go and help with all chores that African women are expected to perform during such events," she says.

She holds the portfolio of Special Rapporteur on Freedom of Expression and Access to Information in Africa. She is also responsible for the promotion of human rights in Lesotho, Namibia, Swaziland, The Gambia and Zambia.

Say goodbye to sleepless nights!

Writer: Helen Ueckermann

If you are one of those people who get all stressed out when you have to open your monthly envelope from the bank, if you are out of pocket money halfway through the month and struggle to fulfil your commitments, it may be time for some repairs to your financials.

Say goodbye to sleepless nights with this one initial step to put you on the road to financial success.

Budgeting

It is a word we all know, but don't really like all that much. It means extra work in our already overloaded schedules. But give it a thought or two.

To budget means to plan. It means you know where you are going with your money. It means you know how much you get in and how much you spend. Knowing that, you can start making a plan to make life easier.

So, how do you get started?

Get yourself an exercise book. On the left-hand side pages, you will note the month and the year (for instance, "June 2011"). Beneath that, make two neat columns citing your salary and any other income you receive in the left-hand column and the amount in the right-hand column. Be sure to include everything, such as child maintenance, pay-outs from medical aids, loans that were paid back to you and rental money you get in. Add up all the amounts.

On the right-hand page, make a similar list, jotting down your expenses, like your home loan payments or rent, food, municipal bills, any clothing or pharmacy accounts, spending money, policies, transport cost, car payments, petrol, school fees, amounts that you put away every month to save, and so on. Add up this column too.

Compare the amounts. The ideal is that your income always exceeds your expenses. If it does, start saving that extra money for your future.

If your expenses are more than your income, you are in trouble. It means you are living above your means and that your stress levels are getting the better of you.

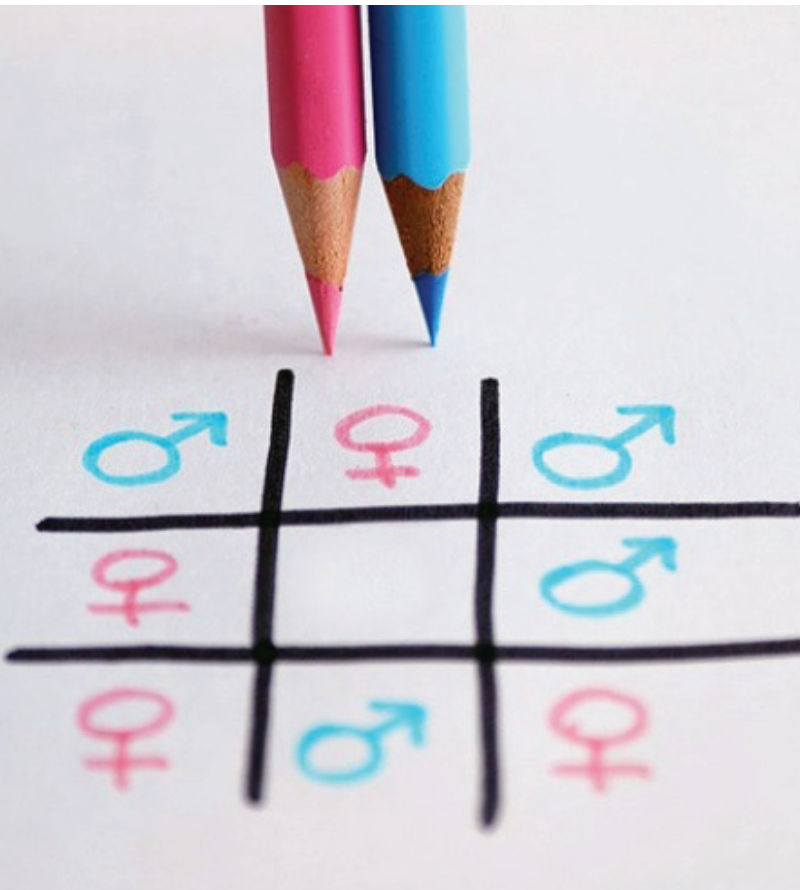
There is a way out of your dilemma: spend less or earn more. Have a good look at your expenses, and chances are that there are some unnecessary items there. Do you really need that magazine subscription, are you still visiting that gym that you pay for every month, do you really need a clothing account or are you overspending with your credit card? Don't be afraid to cut down where you can.

Still spending more than you earn? Try to earn some extra money to make ends meet until you have paid off those accounts and other debts you may have.

Budget every month, without exception. It will feel like second nature in no time, with the big bonus that you will feel less stressed, because you know exactly where you stand with your rands and what you can do about it. Goodbye sleepless nights.



Gender mainstreaming in the public sector is everyone's responsibility



What do you understand about the concepts “gender equality” and “gender-based discrimination”? Can you contribute to discussions on gender? Do you know the difference between sex and gender? If your answers are “no”, then it is time for you to be introduced to the “gender language”, laws, strategies and practice for the mainstreaming of gender. The Public Administration Leadership and Management Academy (Palama) has developed an accredited four-day Gender Mainstreaming course to equip public service officials to gain the necessary knowledge, skills and attitudes to play an active role in attaining the constitutional vision of a non-sexist society.

However, before we go any further, let’s look at the fact and figures to see what the global trends are in terms of gender inequality.

Here are the facts and figures adapted from Women’s Learning Partnership and United Nations evaluation reports:

- The informal slogan of the United Nations (UN) Decade of Women was “Women do **66%** of the World’s Work (most of which is unpaid), Produce **50%** of the World’s Food, Receive **10%** of the World’s income and Own **1%** of the World’s Land.”
- Women make up the majority of the world’s poor, owing to unequal access to resources and opportunities, discriminatory land and inheritance laws, and unequal distribution of household resources. The UN World Food Programme reports that **seven out of 10** of the world’s hungry are women and girls.
- Girls represent nearly **60%** of children not in school.
- **75%** of the world’s 876 million illiterate adults are women.
- Women head **83%** of single-parent families.
- Eight out of 10 fatalities of war are women and children.
- About **75%** of the refugees and internally displaced in the world are women who have lost their families and their homes.
- Gender-based violence kills one in **three** women across the world and is the biggest cause of injury and death to women worldwide, causing more deaths and disability among women aged 15 to 44 than cancer, malaria, traffic accidents and war.
- The average distance to the moon is 394 400 km. In total, South African women in rural areas walk the equivalent of a trip to the moon and back **16 times a day** to supply their households with water, according to a 2006 UN Development Programme report.

South Africa has committed itself to social transformation through the removal of racism and sexism in all legislation, business, employment practices, service

delivery and interpersonal relations, in all institutions of society and in all spheres of government. The constitutional and legislative frameworks set the scene for the transformation of human rights – and achieving gender equality is a fundamental tenet under the Bill of Rights in the Constitution. Furthermore, South Africa has made several international, regional and subregional commitments to eliminate all forms of discrimination against women.

We are now 17 years into our democracy and despite progress being made to ensure redress of historical imbalances in South Africa, gender equality is not advancing at the pace that had initially been envisaged. Women and girls, especially in rural areas, continue to bear the brunt of sexist oppression in households and communities. The high incidence of gender-based violence, including rape and domestic violence, continues to undermine women's human rights. The *2009 UN Evaluation Report on Gender* refers to the long way we still have to go to achieve equality in areas of employment, access to services, natural resources and income.

The Palama Gender Mainstreaming Programme (GMP) has been designed to help government departments promote gender equality within their departments as well as in terms of service delivery. All of the constitutional and legislative frameworks shaped the development of the programme. Palama's approach to the programme therefore espouses the values in the Constitution and adopts a human rights-based approach.

At the conception of the Palama GMP, mainstreaming gender in government departments was found to be hindered by various challenges. Literature, including the *Gender Mainstreaming Initiative in the Public Service* report of the Public Service Commission of 2006, revealed that mainstreaming was not happening in government departments. The main reasons cited were as follows:

- Lack of knowledge and understanding of the concepts of gender equality and mainstreaming by managers.
- Lack of analytical skills to operationalise gender mainstreaming. Managers could not translate policy into practice with regard to the mainstreaming of gender.
- Lack of clearly defined accountability mechanisms and institutional frameworks or structures necessary to facilitate mainstreaming within departments.
- The mainstreaming of gender is not incorporated into departmental planning, monitoring and budgeting pro-

cesses, apart from implementing departmental employment equity plans.

- Lack of senior management support for gender mainstreaming.

Palama has made great strides in implementing the programme and the achievements to date are as follows:

- A total of 2 154 officials have been trained in all three spheres of government.
- The implementation of the programme has been extended to other countries with 67 trainers from Southern Sudan, Rwanda and Burundi being trained.
- The course speaks strongly to women and men.
- 25% of the programme's participants have been men.
- It is a practical "how to" training course with many toolkits. It includes the Department of Public Service and Administration's eight-point plan as well as all the protocols and conventions that South Africa is signatory to (Beijing Platform of Action, Convention for the Elimination of Discrimination against Women and the Southern African Development Community Protocol on Gender and Development).
- It is an accredited course (10 credits on National Qualifications Framework Level 5).
- The course looks at gender mainstreaming in programmes and projects as well as within institutions. By the end of training, the participants are able to engender policies and programmes as well as develop an integrated gender mainstreaming action plan for their departments.
- It adopts a human rights-based and inclusive approach to mainstreaming and includes the mainstreaming of, among other things, HIV/AIDS, disability and sexual orientation.
- The course contains a well-integrated awareness component and is interactive and action-oriented.
- The course is supported by a virtual discussion forum that facilitates dialogue and debate around gender issues.

Palama is seizing the opportunity to infuse gender mainstreaming across the Public Service. Real transformation in institutionalising gender mainstreaming is a long-term process which requires sustained effort beyond compliance.

Information about the programme is available on

www.palama.gov.za

Tales of triumph

Walter and Albertina

Sisulu: In Our Lifetime by Elinor Sisulu

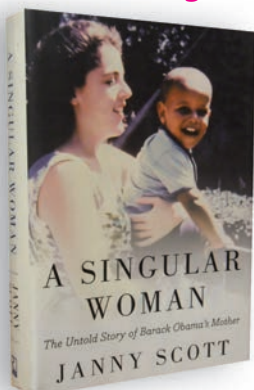


Born only miles apart in the Eastern Cape hinterland, Walter Sisulu and Albertina Thethiwe went from humble beginnings to become two of South Africa's most respected and beloved figures. For over five decades, they were at the forefront of the struggle against apartheid and the injustices it wrought on black South Africans. In this new book, Elinor

Sisulu, daughter-in-law of the Sisulus, who has had unrivalled access to her subjects and to personal and family letters, as well as previously classified documents from the security police and prison files, gives a definitive biography and moving story of an inspirational couple.

In the foreword of the book, written by Nelson Mandela, he makes a moving comment on the Sisulus and, inadvertently, on the story behind their lives: "There can be no greater and more inspiring example in the history of our organisation, and hence of our country, than Walter and Albertina Sisulu: a couple whose every deed speaks of leadership that made the kind of difference that brought us to where we are today as a country and as a people ... It is time that this story of our nation be told."

A Singular Woman: The Untold Story of Barack Obama's Mother by Janny Scott



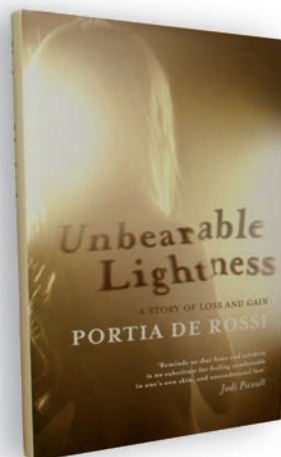
This book offers an unprecedented look into the life of the woman who most singularly shaped Barack Obama – his mother. Little is known about Stanley Ann Dunham, the fiercely independent woman who raised Obama and the person

he credits for what he says "is best in me".

Award-winning reporter Janny Scott interviewed nearly 200 of Dunham's friends, colleagues and relatives, including her children, and combed through boxes of personal and professional papers, letters to friends and photo albums to uncover the full breadth of this woman's inspiring and untraditional life.

It is a poignant look at how character is passed from parent to child and offers insight into how Obama's destiny was created early by his mother's extraordinary faith in his gifts and by her unconventional mothering.

Unbearable Lightness: A Story of Loss and Gain by Portia de Rossi



"I didn't decide to become anorexic. It snuck up on me disguised as a healthy diet, a professional attitude. Being as thin as possible was a way to make the job of being an actress easier." Portia de Rossi weighed only 82 pounds when she collapsed on the set of a Hollywood film.

On the outside, she was thin and blond, glamorous and successful. On the inside, she was literally dying. In this book, De Rossi captures the complex emotional truth of what it is like when food, weight and body image take priority over every other human impulse or action. She reveals the heartache and fear that accompany a life lived in the closet, a sense of isolation that was only magnified by her unrelenting desire to be even thinner. From her lowest point, De Rossi began the painful climb back to a life of health and honesty, falling in love with and eventually marrying Ellen DeGeneres, and emerging as an outspoken and articulate advocate for gay rights and women's health issues. *Unbearable Lightness* is a story that inspires hope and nourishes the spirit.

All books are available at EXCLUSIVE BOOKS.



Writer: Samona Murugan

Africa makes strides towards peace

The declaration of South Sudan as an independent state on 9 July was a historic moment for the entire African continent. The day will go down in history when the world witnessed the closure of one of the most painful chapters in the lives of the Sudanese people. It also marked a new beginning filled with hope and expectation as South Sudan became a new independent sovereign state.

To mark this special occasion, President Jacob Zuma visited the Republic of Sudan. "Africans, from Cape to Cairo, are today walking tall celebrating this historic moment, and acknowledging the commitment of the people of both the North and South to peace and progress. As South Africa, we are truly humbled to have contributed to ensuring sustainable peace in the Sudan. We have always aspired to witness the dawn of peace, security and stability prevailing in the whole of the Sudan. That dream is coming to fruition," he said.

During the visit, he held discussions with his Sudanese counterpart, President Omar Hassan Al-Bashir. President Zuma confirmed that South Africa remained the chair of the African Union (AU) Post-Conflict Reconstruction and Development Committee for Sudan and would continue to show its support to the country.

President Zuma lauded the efforts of the Government of Sudan in fulfilling its commitments to the Comprehensive Peace Agreement (CPA), thus giving the Southern Sudanese communities the key to their own destiny. Highlights of the meeting between President Zuma and his counterpart included:

- strengthening political and economic relations between Khartoum and Pretoria
- signing the Agreement on Cooperation in the Field of Agriculture,

which will allow South Africa and Sudan to exchange scientific and technical information, specialists and researchers, including the transfer of technology and enhancing food security

- commending President Al-Bashir for the role he has played in ensuring the Sudan stays committed to the (CPA).

The India-Brazil-South Africa Forum will mobilise its resources to support development projects in North and South Sudan.

President Zuma commended the parties on the signing of the Temporary Security Arrangements on Abyei and the framework agreement on the Political Partnership between the NCP and SPLMN over political and security arrangements for the Blue Nile and Southern Kordofan states and stressed the importance of their speedy implementation.

South Africa has confidence that the AU High-Level Implementation Panel, led by former President Thabo Mbeki, will reap more positive results in the negotiations between the parties to the CPA over the outstanding post-referendum issues. South Africa will continue to support efforts aimed at ensuring a peaceful and stable environment in South Sudan that will create conditions for the entrenchment of democracy and the development of government institutions for the betterment of the people of South Sudan.

President Zuma said an African solution had been delivered to an African problem. "We congratulate the people of Sudan. They now need to be afforded support and the space to heal from the experience of war and move forward towards a better life for its citizens. Furthermore, it is South Africa's wish to see Sudan solidifying its democracy and to take its rightful place in peace-building on the African continent...we have shown the world yet again what we are capable of as Africans".