

# PSM Public Sector Manager

**Minister  
Motsoaledi**  
on NHI

**Minister  
Baloyi**  
writes for us

**Heroes  
and  
Heroines**  
of the Liberation  
Struggle

**Freedom Park's  
Peggie Photolo**

**Lifestyle**

Travel  
Nice-to-haves  
Food  
Car reviews

**SKA**  
seeing our future  
in the stars

**The outgoing  
ACSA CEO  
Monhla Hlahla**

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# Contents

## Public Sector Manager

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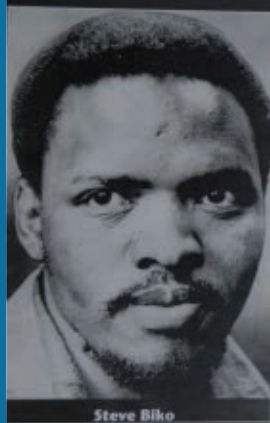
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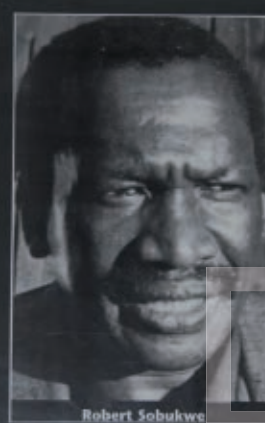
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Steve Biko



Robert Sobukwe



Nelson Mandela

50

# September 2011

## Regulars



### 12 On camera

See who attended the Annual South African Sports Awards as well as the Government Communicators' Forum

### 15 Conversations with leaders

Dr Aaron Motsoaledi, Minister of Health, on the National Health Insurance

### 20 Profiles in leadership

Interview with Peggie Photolo, Acting CEO of South Africa's most ambitious heritage site, Freedom Park

### 24 Young public sector managers

Young public sector managers on the rise

### 26 Public sector appointments

Brief profiles of recent appointments in the public sector

### 29 Upcoming events

A look at local and international events on the radar for the month

### 30 Women in the public sector

Outgoing ACSA CEO, Monhla Hlahla, on how she moved the organisation to greater heights

### 32 Vital statistics

Fast facts and figures that every manager should know

### 34 Financial fitness

This month, we learn why it's not a good idea to spend tomorrow's money today

### 36 Aerial view

A new column by the Ministry for Public Service and Administration

### 38 Book reviews

Inspiring reads: stories of life, culture and identity

### 40 Management and professional development

Palama sets sights on a School of Government

### 44 International relations

South Africa strengthens ties with Burundi



government  
communications

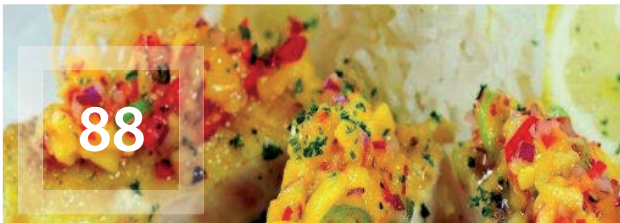
Department  
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REPUBLIC OF SOUTH AFRICA



## Features



- 47 SKA: the future of astronomy**  
A feature on how South Africa's bid to host the Square Kilometre Array will boost high-level skills in Africa
- 50 Heroes and heroines of the liberation struggle**  
Sandile Memela is in search of the real heroes and heroines
- 54 Celebrating our heritage**  
A profile on South Africa's eight world heritage sites
- 58 Growing and sustaining our tourism**  
South African tourism has continued to do well despite global economic uncertainty



- 61 Ubuntu: the foundation of our heritage**  
Sonwabile Mancotywa, CEO of the National Heritage Council, asks the question: What are we leaving for future generations?
- 64 Climate talks: no time for hot air**  
Expectations of the upcoming climate change talks taking place in Durban later this year
- 68 Census 2011 on track**  
Find out what goes into conducting the Census
- 71 Strengthening cooperative governance and local government**  
A piece on the importance of provincial support units and their role in strengthening local government
- 75 Communication and South-South cooperation**  
A paper delivered by GCIS Deputy CEO, Vusi Mona, at a conference in Spain



## Lifestyle



- 78 Car reviews**  
A look at the BMW's boy racer and how Chev keeps it in the family
- 82 Grooming and style**  
Spring is in the air and it's time to burst with colour
- 88 Food and wine**  
Making freshness the premier ingredient
- 90 Health and well-being**  
Good skin from within
- 94 Travel**  
Top-notch bush experience
- 96 Nice-to-haves**  
Re-Kindle your love for reading





# Citizen satisfaction our priority

**W**hen we took office in 2009, we resolved to improve and change how government works, how it delivers services to our people and most importantly how people interface with government. We have now successfully put systems in place which are outcomes-focused. We are now shifting gear to the customers, the citizens of our country who on a daily basis use government services.

Our Performance Monitoring and Evaluation Framework emphasises the collection of performance information from among other things, citizens' views about how they experience government, especially on selected frontline service delivery areas. This is a critical area which should enable government to respond better to people's needs and turn citizens into satisfied customers.

Government has in the past introduced a number of initiatives which include Batho Pele principles that are meant to ensure that citizens are treated with respect and dignity

and served with humility. However, most of our frontline service lacks norms and standards which should inform properly what citizens are entitled to. These initiatives have not been able to ensure that customer satisfaction against the set norms and standards is prioritised.

Collecting information directly from users of government services and directly from the points of service is critical for us to continuously verify if we are meeting the expectations of our citizens. It is also critical to establish where government is doing well and where improvements should be targeted.

We have, working simultaneously on the outcomes and monitoring of departmental performance, produced the Frontline Service Delivery Monitoring Plan. This plan consists of initiatives to assess the state of our frontline service delivery programmes using surprise visits by officials and visits by members of the Executive. On the other hand, the plan involves engaging with civil society to develop

a structured approach for citizens to monitor the service rendered.

The objective is to both affirm good performance and assist departments, municipalities and entities to improve service delivery points which are performing poorly. The main question that arises is: how are we going to achieve this objective? In our implementation, recognising that frontline service is mostly at provincial and local level, we work in collaboration with the premiers' offices.

Joint teams from the Department of Performance Monitoring and Evaluation and premiers' offices conduct monitoring visits at facilities such as clinics, South African Social Security Agency offices, police stations, courts, schools and licence centres. We interview staff and users of these services to obtain their views about

the quality of the service they receive. The monitoring visits have already started in three provinces, Free State, Limpopo and Gauteng, and more than 50 monitoring visits have been undertaken to date. The findings of these visits are being documented and we will use this information as government to ensure that we bring improvement in the quality of service.

In a way, we are following in the footsteps of President Jacob Zuma who has already commenced his monitoring visits in the provinces. We will ensure that monitoring by citizens takes place. The feedback of citizens will help government to develop plans which are relevant to the specific area of delivery rather than adopting a one-size-fits-all approach.

Our frontline service delivery monitoring is consistent with the five key priorities of government, namely Education, Health, Crime, Job Creation, Rural Development and Agrarian Reform. As we said, performance can only be measured against agreed targets. This is intended to ensure strategic focus of government's work.

In health, we will concentrate on waiting times in queues in hospitals and clinics, the availability of medicines and other basic supplies, and cleanliness and safety of health facilities. In education, we will focus on timely textbook and workbook availability, cleanliness and safety of schools, and teachers in schools teaching for seven hours per day. In the area of employment, we pay attention to the payment of suppliers within 30 days of receipt of a legitimate invoice, queues at vehicle licensing centres and turnaround times for vehicle and driving

licences and other related documentation, and the issuing of work permits.

In the area of crime, we want to reduce the average turnaround times to calls for assistance and provision of feedback regarding progress with cases to members of the public by the police. In rural development, we want to ensure availability and quality of agricultural extension support to communities. These aspects were identified through a consultative process with all departments and provinces and all the relevant line-function directors-general are committed to improving these aspects of service delivery.

In addition to the priority areas, we will be monitoring social grants to ensure turnaround times for applications for social grants from the current average of 30 days to

21 days, and service delivery standards at grant distribution centres. Municipal services such as refuse removal, maintenance and repair of municipal infrastructure, including water supply, sanitation, roads and electricity distribution will also be prioritised, including issues emerging from the Presidential Hotline.

Executive visits of pre-identified sites form part of our department's broader strategy of monitoring and evaluating frontline service delivery. The specific purpose of these executive visits is to visibly demonstrate to the public that government cares about the quality of service they get from government. The visits have in the past proved to be critical in unlocking service delivery lock jams. For instance, in Limpopo, the President's visit ensured that the community of Siloam have a new health facility to the value of R250 million.

As government, we are of the view that a user of a government service, the citizen, has a right to a good standard of service and has a responsibility to hold government accountable, through providing credible information about the quality of the service, both good and bad. The President, our department and premiers' offices will be out in the field visiting your local service facility to monitor if citizens are getting the quality of service they deserve. We look forward to your cooperation and valuable feedback. ☺



Omm-Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration

# Honouring sacrifices for freedom

8 September 1990. Kampala, Uganda.

The occasion: the Fifth Session of the Organisation of African Unity (OAU) Ad Hoc Committee on Southern Africa.

On the podium: Nelson Mandela (seven months after his release from prison).

The message: "The danger is very great, because although we are determined to do everything to create an atmosphere whereby a peaceful settlement can be reached, we are not prepared to do so indefinitely.

"We are not prepared to witness the death of our people. The carrying on of negotiations and rhetoric on peace while at the same time the government is conducting a war against us is a position we cannot accept.

"We have warned the government several times on this matter. And if they fail to take effective action, the whole of South Africa, unfortunately and very much against our will, will be drowned in blood. That is the responsibility of the government.

"We will do everything in our power to avoid that disaster and to press on with peace."

Twenty-one years after Madiba's chilling outlook, a free and democratic South Africa is able to dedicate Heritage Month to "Celebrating the Heroes and Heroines of the Liberation Struggle in South Africa".

Amid all the progress we are making as a nation that has grown in unity at home and stature internationally, Heritage Month is also a time for reflection; reflection on the men, women and youth whose resolve, fearlessness and dedication to "watering the tree of liberation" laid the foundations for the life we enjoy today.

Some watered the tree of liberation without surviving the harvest, paying instead with their

lives in police cells, barren fields, cross-border raids by the South African Defence Force and the ultimate, immoral indignity of the gallows at Pretoria Central.

They were the true public service of their time; people who campaigned tirelessly and selflessly to improve the social and economic conditions of a majority of citizens who lived as exiles in the land of their birth.

It was a struggle waged by political dynasties and anonymous activists alike; from the Sisulus and the Mbekis, to those who printed protest pamphlets in secret or soothingly poured water over the burning faces of teargas victims.

Courting the brutality of the apartheid regime, some sneaked around their street blocks and home towns campaigning for a better life, while others slipped across our borders to pursue their ideals in exile.

Some waged it from the platforms of the United Nations and the OAU, while others sang, painted, sculpted, documented and dramatised the struggle for accessible comprehension domestically and elsewhere.

Patriots and partners in the international solidarity movement helped to isolate the apartheid state and neutralise those groups and individuals who went into the world trying to put a gloss on the indefensible crime against

humanity that was apartheid.

Against this backdrop, this September edition of Public Sector Manager magazine is dedicated to the memory of those heroes and heroines who paid the ultimate price for freedom.

We acknowledge the sacrifices and contributions of the veterans who fortunately still walk among us today and remain engaged in creating a better life for all.

The achievements and developments we cover in this edition illustrate the advances we have been able to make as a country and as a public service because of the sacrifices of the past and the continued commitment of the present. 🇿🇦



A stylized, handwritten signature in black ink, appearing to read 'Manyi'.

**Jimmy Manyi**  
GCIS: CEO  
Cabinet Spokesperson



# We hear you!

**Write and win** The winning letter will receive an advanced driving course worth R800, courtesy of BMW SA.

**This month's winning letter!!**

**Dear Sir/Madam**

Your magazine plays a critical role in providing a mirror to ourselves as managers in the Public Service and at the same time projecting us to society. I am sure it will influence many young people (if you can get it to them) to choose careers in the Public Service. The image of the Public Service as populated by lazy civil servants who live off the public purse without being productive must be challenged. There are people within the Public Service who are, as demonstrated by your magazine, doing a good job for the country. Let us celebrate them.

**Ronald Pooe, Mafikeng**

**Dear Sir/Madam**

I've just received my second edition of *Public Sector Manager* and am thrilled at the quality of the content and lay-out. I am a freelance motoring journalist working for the Road Traffic Management Corporation, an agency of the Department of Transport. I would like to do your motoring articles for you at no cost. Allow me to add value to your publication.

PS: In 2009, I won the Motoring Journalist of the Year, Category – National Radio.

**Ashref Ismail  
Senior Manager:  
Enforcement  
Coordination**

**Dear Sir**

Thank you for a wonderful August edition. You celebrated South African women in general, and women in the public sector in general, in a manner I have not seen before. Your Women's Month edition was full of history, perspectives from women in the public sector and those sisters who are shaking things up in government. I was greatly inspired by the articles on Minister Lindiwe Sisulu and Doreen Kosi, who works at The Presidency. Keep up the good work.

**Sheila Mashego, Soweto**



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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](mailto:vusi@gcis.gov.za). Don't forget to include your name and the city or town where you live.

# On Camera

1  
Working together  
we can do more



Government Communication and Information System (GCIS) hosted the Government Communicator's Forum (GCF) at Centurion Lake. The two-day workshop, held from 4 - 5 August 2011, provides a platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the Government's commitment to accelerating service delivery.



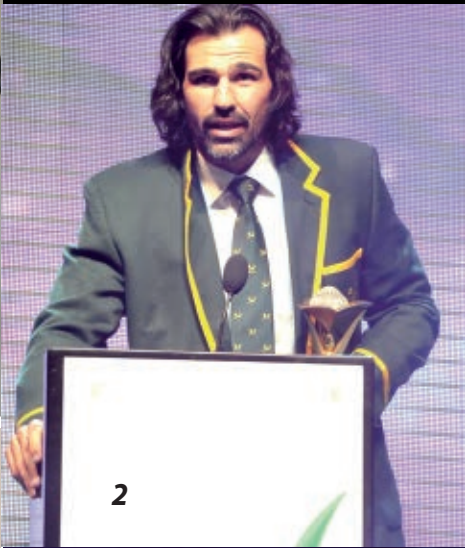
1. Deputy Minister Dina Pule
2. GCIS CEO, Jimmy Manyi, addressing government communicators
3. GCIS Manco members among delegates
4. Tsakane Mahlaule, The Media Liaison Officer for Deputy Minister Dina Pule
5. Mava Scott, Chief Director: Communication Services, at the Department of Water Affairs



# SA SPORTS AWARDS

*Celebrating Sports Excellence*

TODAY'S CHAMPIONS



2



3



4



5



6

Sport and Recreation South Africa hosted the South African Sports Awards on 21 August 2011, at Sun City, North West Province. The main aim of the awards is to recognise and honour individuals and teams who have excelled both on and off the field since 1st November 2009 to 30th April 2011 period.



7

1. Deputy President Kgalema Motlanthe
2. The Blue Bulls scooped the Team of the Year Award received by Victor Matfield
3. Aaron Mokoena, one of the recipients of the Andrew Mlangeni Green Jacket
4. 2010 World Cup Ambassadors – Mark Fish , Lucas Radebe, Phil Masinga , Desiree Ellis
5. Sportsman of the Year with Disability Award winner Lucas Sithole with North West MEC for Sport , Arts and Culture , Hlomane Chauke
6. Banyana Banyana's Noko Matlou won the Sportswoman of the Year Award
7. Minister of Sport and Recreation, Fikile Mbalula



Health Minister Dr Aaron Motsoaledi

# The future of healthcare in South Africa

Writer: Samona Murugan

Photograph: GCS Photographic Unit

The future character and culture of the South African health sector will be determined by key decisions and actions taken over the next five years. Healthcare is a human right that everyone is entitled to. It should not depend on how rich or how poor you are. The right to obtain quality healthcare is a Constitutional right. These are the sentiments of Health Minister, Dr Aaron Motsoaledi, on the introduction of the new National Health Insurance (NHI) for South Africa.

**T**he NHI is a new healthcare financing system which aims to provide essential healthcare to all citizens of South Africa, regardless of whether they are employed or not.

According to Minister Motsoaledi the NHI is not a war between the public health sector and the private health sector. The challenge and the intent of the NHI is to draw on the strengths of both

healthcare sectors to better serve the public.

“Currently, only 16% of the population is covered by the healthcare system and a staggering 84% of the public who are poor are not covered,” says Motsoaledi. “Large numbers of people continue to die prematurely, suffer unnecessarily from poor health and treatable or preventable illnesses are not being treated or prevented on time. This, is in spite of the fact that government has tried since 1994 to ensure that all citizens have equitable access to necessary healthcare services.”

“How can we deem our health system as being good when the majority of our population is not receiving the proper basic healthcare? The quality of public healthcare in the country is unacceptable and radical measures need to be put into place.”

This is where the NHI comes in: to uplift, restore and provide services within the public health system that benefit all citizens. “Without the implementation of the NHI, the burden of disease in the country will not be reduced because the majority of the population, and the sections suffering the greatest ill-health, will not access good quality healthcare”.

The NHI aims to provide a comprehensive healthcare package. It will offer care at all levels, from primary healthcare (PHC) to specialised secondary care and highly specialised tertiary and quaternary levels of care. It will exclude cosmetic surgery, expensive dental procedures performed for aesthetic purposes, expensive eye-care devices like trendy spectacle frames and other services not deemed essential. The benefits provided by the NHI will cover preventative, promotive, curative and rehabilitative health services.

In order for the NHI to succeed, there are two critical challenges that need to be addressed: the radical improvement of services in hospitals; and the abnormally high pricing of medical care in the private health sector. “Steps to tackle these two issues are already under way,” assures Motsoaledi.

“Currently, the private healthcare sector charges exorbitant fees for their services and private medical aid schemes dupe patients into an unfair financial risk, where only a portion is covered, leaving patients to pay the balance off themselves. This is deemed as a catastrophic situation. “This is one of the problems the NHI aims to eradicate. It does not intend to destroy the private sector but rather aims at making the private sector more sustainable by making their levy fees more reasonable. The intention of the NHI is to ensure that citizens can utilise both the public and private sectors if they choose to, in a way that complements each other. At the moment, private healthcare is only available to a small number of the population and the NHI will attempt to blend the two in a more sustainable manner that benefits the population.

Once the NHI has been fully implemented, the public can see the benefits first-hand and make their own decisions on whether to continue paying for a private medical aid scheme, or rely on the NHI to meet their healthcare needs. Improvement of infrastructure, human resources and management of hospitals is being implemented by the Department of Health to kickstart preparations for the NHI. Staffing issues are being addressed in the Draft Human Resources Strategy released by the department recently. According to the draft, developed by the Director-General of Health, Malebona Matsoso, the Ministry of Health is reviewing what

has been done and the impact thus far. Problems are being identified and solutions on strengthening human resources to meet service demands for the immediate and medium-term future will be provided. The introduction of the NHI demands a strong human resource capacity for the health sector. The Human Resource Strategy, in essence, aims to tackle the shortage of nurses and medical staff.

Hospitals, services and staffing at hospitals around the country are being addressed. In order for the country to have an effective healthcare system, it requires re-engineering of the current healthcare system. Three streams have been identified that will improve the quality of healthcare drastically.

Firstly, a team of seven specialists will be created in each municipal district. These will consist of a district gynaecologist, paediatrician, anaesthesiologist, family healthcare physician, advanced midwife, advanced paediatric nurse and an advanced PHC nurse. These are the specialists who deal with the biggest load of problems facing the country.

The second stream is the School Health Programme, which is being rolled out with the assistance of the Department of Basic Education, and will see nurses being employed at schools full-time.

The third stream is the municipal-based PHC system. This will ensure that 10 PHC agents are assigned in each ward to deal with basic community health issues such as HIV/AIDS testing, blood pressure, diabetes, immunisations, the care of pregnant mothers, disease prevention and health promotion.

Another main goal in ensuring that hospitals are top-notch in readiness for the NHI is the quality of the healthcare itself. Each hospital will have to implement six basic quality-control measures in order to be accredited as official NHI quality-serving hospitals. These relate to key areas such as cleanliness, the safety and security of staff, staff attitudes, the elimination of long queues, infection control and adequate drug-stock accounts.

In every health institution, certain basic core standards must be complied with. To ensure adherence to the standards set, an independent “watchdog” body, called the Office of Health Standard Compliance, will be established

... continued page 18

***The intention of the NHI is to ensure that citizens can utilise both the public and private sectors if they choose to, in a way that complements each other.***



by an Act of Parliament. The Bill to establish the Office has already been approved by Cabinet, and will be ready to enter the Parliamentary process after a phase of public comment.

The Office will house an inspectorate, an ombudsperson and a certification unit. So far, 10 inspectors have been appointed and are currently assessing and ensuring that hospitals are upholding the standards set to implement the NHI. These inspectors will also be expected to visit any hospital unannounced. The ombud will be implemented at each hospital, for patients to lay complaints from dissatisfaction of service to mistreatment. Once the inspectors feel the hospitals have passed the test of quality, they can be accredited as NHI hospitals.

The NHI is in the Green Paper phase. The paper outlines the broad policy proposals for the implementation of the NHI. The document was published in August for public comment and consultation. The public has until the end of November 2011 to submit feedback. Once feedback has been received, the White Paper will be finalised. Thereafter, draft legislation will be developed and published for public engagement. Legislation will then be finalised and submitted to Parliament for consideration and once approved, the Bill will seek approval from the President.

It is important to understand that the NHI cannot happen overnight. There is a lot of groundwork that needs to be done in order for the service to succeed. It is a 14-year project with the first five years seen as the preparatory phase. An audit is currently being carried out to assess the

readiness of hospitals throughout the country. The pilot phase of the NHI will roll out in April 2012, funded by a special conditional grant. Ten districts will be selected based on the outcome of the audit as well as the particular district's health profile, demographics, income levels and other social factors impacting on health delivery and performance.

"We are relying on public servants to be champions of the NHI, as they are the ones who have to ensure that the standards of a top-notch healthcare system are met. It is our duty as public servants to strive to deliver the best service we can in our respective fields. It is our job, but more so it should be our passion to meet the needs of the public and to be ambassadors of such an initiative," says Motsoaledi.

The next five years of the NHI include pilot studies and strengthening the health system in various areas. "The central challenge to the stability and well-being of our nation is reducing the deep inequality between rich and poor, between employed and unemployed, and between privilege and deprivation. This goes to the heart of South Africa's future. The NHI is one very meaningful way to reach across the wealth gap and recognise our common humanity as South Africans ... we all bleed, we all experience pain and we all need decent healthcare." <sup>PSU</sup>

***Those who wish to submit comments on the NHI Green Paper can do so via e-mail to [nhi@health.gov.za](mailto:nhi@health.gov.za).***

## DISCOVER THE HISTORY OF SOUTH AFRICA AT CONSTITUTION HILL



Isolation Cells - Old Fort



Constitutional Court



Prisoner in the Garden Exhibition — Nelson Mandela Courtyard

Nowhere can the story of South Africa's turbulent past and its extraordinary transition to democracy be told as it is at Constitution Hill. This National Heritage site has witnessed over a century of South Africa's history. From British soldiers who fought with the Boers at the turn of the century, the youths caught up in the Soweto Uprising, to the dawn of democracy and the building of South Africa's Constitutional Court, Constitution Hill has witnessed it all. Visit Constitution Hill and learn about the injustices of South Africa's past while observing the process by which freedom was won and is now protected. Exhibitions and guided tours have been designed as an interactive experience, offering visitors the opportunity to participate in the building of Constitution Hill.

The precinct boasts the following museums:

### Women's Jail

The Women's Jail at Constitution Hill is the first museum in the country that is devoted to telling the story of the prison experiences of women during the colonial and apartheid era. The likes of Winnie Madikizela-Mandela and other political activists as well as the notorious Daisy de Melker were incarcerated here.

### The Old Fort

Its oppressive solitary confinement cells are the focal point of the former jail. It is now a museum, with a permanent exhibition on Nelson Mandela, but also a place of renewal, where exhibitions, functions and conferences are held. View a film documenting Mandela's time at the Old Fort, and his emotional return to Constitution Hill some 40 years later at the Mandela Cell.

### Number Four

Infamous for its brutal treatment of inmates, many of whom were political prisoners fighting against racial inequality in South Africa; today, the former prison is a museum devoted to human rights.

### Visiting hours:

**Monday to Friday:** 09h00-17h00

**Saturday:** 10h00-15h00

Sunday closed

Visit [www.constitutionhill.org.za](http://www.constitutionhill.org.za) to learn more about the Public and Educational programmes hosted at Constitution Hill!



Scholars on tour at Constitution Hill



Life in a Cell Exhibition



Mahatma Gandhi Exhibition

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# CONSTITUTION HILL

# Freedom with **passion**



*Peggie Photolo*

*Writer: Ongezwa Manyathi  
Photographer: Ntswe Mokoena*

In 1999, former President Nelson Mandela delivered a speech in which he said: “The day should not be far off, when we shall have a people’s shrine, a freedom park, where we shall honour with all the dignity they deserve, those who endured pain so we should experience the joy of freedom.” Today, the people’s shrine stands tall on a hill overlooking Pretoria in the form of Freedom Park. It’s a place where South Africans and visitors reflect and learn how the events of the past shaped the South Africa we live in today. As we celebrate Heritage Month this September under the theme: “Celebrating the Heroes and Heroines of the Liberation Struggle in South Africa”, it was fitting for *Public Sector Manager* to sit down with Freedom Park’s Acting CEO, Peggie Photolo, to gain insight into this incredible heritage site.

## ***Tell us how Freedom Park came into existence?***

Freedom Park was established first as a Trust in 2001 and declared a cultural institution as per the Act on 1 April 2009. The conceptualisation of the park was born from a speech delivered by former President Mandela, requests from South Africans and recommendations from the Truth and Reconciliation Commission; proposing that a memorial and monument should be built to honour those who contributed with their lives, for the freedom we enjoy today. It should further be a constant reminder

never to repeat the atrocities of the past. Protracted consultative processes were embarked on and South Africans endorsed that cleansing and healing ceremonies be held nationwide as a lot of blood was lost during the conflict to obtain liberation.

The elements of Freedom Park also came about through contributions from South Africans, especially the organic intellectuals. For construction purposes, the elements were categorised into two phases with Phase I being Isivivane, the symbolic resting place of those who died in the struggle for freedom.

At the handing over ceremony of Isivivane to the then President Thabo Mbeki in March 2004, he raised concerns that we had not captured or documented the names of our heroes and heroines, whose souls are symbolically resting at Isivivane. S’khumbuto was initiated, which is made up of the wall of names, the gallery of leaders, the amphitheatre and the sanctuary. These elements are embraced by the Reeds. We also have Moshate, a suite where we believe matters affecting the nation could be discussed. Uitspan Plek is the picnic area where people

can unwind after a long excursion to the park.

Phase II: //hapo, is the museum that will narrate the story which dates back 3,6 billion years – to the beginnings of life. The Pan-African archives will be a repository of audiovisual stories from ordinary South Africans about the struggle for liberation. The last phase consists of the administrative block.

**What role can Freedom Park play in social cohesion?**

What is important to us is to emancipate the African voice, and document and rewrite history in this regard so that our children’s children can be proudly African and have access to research from an IKS (Indigenous Knowledge System) perspective to authentic and validate who were are.

If you look at the elements of the park – namely fire, water and boulders – these are all commonly used across all religious and cultural sectors. Freedom Park’s role is to bring out and highlight these commonalities to contribute to the notion that we are united in our diversity. In the development of the elements and during the protracted consultative processes, we ensured that contributions from the diverse communities that make up South Africa were encapsulated and reflected in the elements, respectively. For instance, Uitspan Plek was named by the Council of the Voortrekker Monument – our neighbours.

We believe that the elements at Freedom Park contribute immensely to the interception of history, culture and spirituality and the park going forward can be used to highlight these in celebrating that which binds us.

**What initiatives are in place to ensure that the park is accessible to the public?**

We bring Gauteng communities to Freedom Park to celebrate and commemorate different national holidays. We are mindful that when we decide on admission charges they have to be economically accessible. At the same time, we also have to maintain the park in an immaculate state, so we have to ensure that we strike the balance.

We are negotiating with the Gauteng Department of Education to bring schools to the park as we have to invest in the youth, who are our future leaders.

We are mindful that a lot of parents and relatives still

don’t know the whereabouts of their loved ones who disappeared during the struggle and this is the only place where they are being honoured. So, it wouldn’t be fair to charge a high entrance fee. We also encourage national religious formations to hold their ceremonial rituals at the park at no charge. Plans for hosting national holiday celebrations and commemorations are at an advanced stage with different partners.

**What can the public gain from visiting the park?**

First and foremost, for those who lost their loved ones during apartheid



Freedom Park

we say *Tshidisehang, ha le a lahlehelwa le le bang, sechaba se lahlehetswe*. Their lives weren’t lost in vain – they contributed to the freedom we are enjoying today. The wall of names has documented their contributions for posterity. Secondly, our African traditional spirituality has always been a hidden concept. When the Europeans came to Africa, they undermined our spirituality and it is high time we are open about and proud of whom we are. Part of paying respect to your ancestors is what makes you uniquely African and at Freedom Park you have the freedom to do that. The third thing is that Freedom Park should contribute to our consciousness in terms of striving to be one nation. It’s a place that will forever tell the story to our children and children’s children of how freedom was won. We believe that if we can reach more youth, we will be contributing to them becoming more patriotic and it would help them in their discovery of being proudly uniquely African.

**Share some of your highlights to date**

We have just concluded the last phase of //habo, the museum named after a proverb from the Khoisan people that says: “A dream is not a dream until it is shared by the entire community”. We have embarked on a permanent exhibition, which we hope to open up to the public in the next financial year. What is also exciting is that we are now part of the itinerary of visiting heads of state. These leaders come to Freedom Park and lay a wreath at Isivivane. We do this to acknowledge the contribution from the international solidarity in our quest for freedom. We have also

... continued page 23

just recently held the exhibition *Extraordinary Women, Extraordinary Impact*, which paid homage to ordinary women doing extraordinary things.

**Briefly tell us a bit about yourself**

I was born in the Vaal Triangle. My mother was a nurse and late father was a priest. In 1972, my late father was stationed at a church in Soweto, Holy Cross, which is opposite the Hector Pieterse Memorial. As far as my career goes, I started working for the Anglican Church in



1984 and then moved to the Congress of South African Trade Unions. From there, I moved to the Commission for Gender Equality and from there to Freedom Park.

I believe that we have to be accountable when it comes to funds – especially public funds and be accountable with your choices and actions and not act in certain circumstances. I can proudly say that I have made changes in the organisations and institutions that I have worked for in terms of them being overall effective in managing their resources. At Freedom Park, for the last six years, we have had unqualified audit reports.

I am also passionate about the development of human beings. I have embarked on a project with our IT department to train and teach the garden services people how to use computers. It's a challenge, but we hope that by the end of September, they will be able to send e-mails. We know that at this point in time, gardening and horticulture are not yet computerised but I just feel that as part of a vast changing society, one must be able to use a computer. I think it will enhance our communication because as things stand, when we send out a communiqué to staff, they hear it from a third party, but if they have computers or work stations where they can access e-mails, they can get the information first-hand and respond – in any of the official languages.

**What are your thoughts on women leaders?**

I really believe that women leaders are highly effective. We

don't have a point to prove, but we have a mission to accomplish. And as women, we know for you to accomplish something, you have to take people with you – hold their hand. One thing about women leaders is that once they have made a change in an organisation, they want that to continue or even further improve after they have left. Very few women would want the opposite, meaning total collapse of an organisation post their time, because it's a reflection on their leadership and legacy. I mean it goes without saying that if you teach a girl/woman, you teach a village or community because she will want to take society with her.

**Do you think people view you as a leader and how would you like to be remembered?**

I would think they do view me as a leader, because they call me "Mme". For me, being called that tells me that they look up to me for guidance and that is wonderful. We also have to understand that we all come from diverse backgrounds and as you push for the achievement of the organisational goals, you should take this into consideration. You have to motivate people differently and at different paces to achieve the same objective. I have invested a lot in terms of my time here at Freedom Park and I would like to be viewed as a person whom you could talk to; a person who would be able to help you solve your problems by giving you enabling tools and/or create a conducive environment for you to solve your own problems. I'm passionate about family life because I believe if you have good family support, the sky is the limit. I believe we need to affirm one another – spoken or unspoken, it goes a long way. So, let us be spiritual leaders, be able to achieve strategic objectives but also remember to lead from the heart but strike a balance.

**How do you unwind?**

I love spending time with my family, and love gardening and cooking. I'm a migrant labourer – Monday to Friday I stay in Pretoria, then on the weekends I travel home to the Vaal. This is where I get to indulge in my passion – my family, cooking and gardening. I also read. I have three daughters aged 19, 18 and seven.

**Are you reading anything at the moment?**

*Indaba, My Children* by Credo Twala.

**What is the one thing that people don't know about you?**

I find joy in the most ridiculous places. I grew up around laughter and when I go home there is always laughter. We should learn to laugh at ourselves and with other people – it's important. I also enjoy listening to Hip Hop, particularly Kanye West.

**Describe yourself in one word**

Passionate. 🇸🇦



## TRAILBL

**Name:** Kevin Govender

**Designation:** Director: International Astronomical Union (IAU) Office of Astronomy for Development

**Qualifications:** BSc (Hons) Physics

**My job entails ...**

The international coordination of activities to realise the benefits of astronomy to global society. The vision of the office I run is "Astronomy for a better world" and we hope to further the use of astronomy as a tool for development by mobilising the human and financial resources necessary to realise the field's scientific, technological and cultural benefits to society.

**My greatest strength is ...**

Probably that I try to maintain the bigger picture (strategic planning) while remaining down to earth. This seems to inspire people. I make friends very easily and I always try to be humble and put the cause before ego.

**The best advice I ever received is ...**

If you have a good idea, run with it – the funds and resources will come.

**My motivation comes from ...**

Wanting to contribute to a better world.

**The highlights of my career to date are ...**

Being part of the delegation to the United Nations to have the International Year of Astronomy (IYA2009) declared; talking at the United Nations Educational, Scientific and Cultural Organisation at the IYA opening; invited speaker at the 400 Years of Telescopes; contributor to the Square Kilometre Array Societal Benefits Conference in Rome; being part of IAU strategic planning brainstorming in Paris, which developed a decadal strategic plan; serving on various international groups such as the IAU Executive Committee Working Group on IYA2009, the UNAWA (Universe Awareness) International Steering Committee, the Global Hands-On Universe coordinator for Africa, the Astronomers Without Borders regional coordination, chair of the National Node for IYA2009 and board member of the South African Association of Science and Technology Centres.



**The number one thing that I would like to accomplish while I'm in the Public Service is ...**

Building a strong international network of people using astronomy for education and development.

**The most important lesson I've learnt during my career is ...**

Your staff are the most valuable assets in any organisation.

**Right now I'm reading ...**

*State of Africa* by Martin Meredith.

**To unwind I ...**

Spend time with my wife.

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

I grew up in a very rural part of KwaZulu-Natal and always wanted to be a farmer.

**I'm proudly South African because ...**

South Africa has the spirit and the potential to be an example to the world in terms of peaceful and visionary governance, especially in terms of science and technology.

# AZERS

**Name:** Dieketseng "Tseng" Diale

**Designation:** General Manager: Chief Information Officer, Limpopo Department of Co-operative Governance, Human Settlements and Traditional Affairs.

**Qualifications:** Bachelor of Commerce Degree in Computer Science from University of the Western Cape, Certificate in Total Quality Management from the University of South Africa (Unisa). Currently busy with a research project to complete a Master's Degree in Business Leadership at Unisa.

## My job entails ...

Providing strategic leadership on communication and knowledge management services. I am also responsible for strategically positioning the department within the province and nationally. Part of my work is to develop and maintain the department's corporate image, provide overall management of the corporate records and promote service excellence in the organisation. I provide support to 30 municipalities with communication, marketing and service-excellence programmes.

## My greatest strength is ...

That I am blessed with a great personality, wisdom and knowledge which assists me in interacting with people at all levels. I can work in any environment that demands networking, pioneering, analytical problem solving, self-management, team work, results-orientation and organisational engineering competencies. I am driven by quality service! In everything I do, I ensure quality and excellence and build good and sustainable relations. This has produced a very solid network database which I often tap in to.

## The best advice I ever received is ...

As a general rule of thumb – people are not the same and therefore they need to be managed differently. In any organisation, people have different views and employ varied methods to provide solutions and these are bound to be different from one's own approaches.

## My motivation comes from ...

Women like Ausi Angy (my dear mother), Basetsana Kumalo (Business Woman) and the late Mane Maria (our cleaner who passed on early this year); these are women made of rock who recognise that public service is about changing lives. I am equally motivated by organisations which invest in human capital development, cherish people as valuable assets, invest in innovation and re-



wards creativity and high-value performance and have a passion for continuous learning.

## The highlights of my career to date are ...

Leading the project team that established the Help Desk/Call Centre for housing consumers in the province. It was awarded as the "Best innovative Team and Best support Team" in Limpopo and was also recognised by the Centre for Public Service Innovation. I was also part of the departmental Batho Pele Campaign and the annual "Youth Build" event which mobilises young people to construct quality low-cost housing.

## The number one thing that I would like to accomplish while I'm in the Public Service is ...

To improve the project management maturity index of the Public Service and the service-delivery value chain at every given opportunity and contribute to the Project Management Body of Knowledge.

## The most important lesson I've learnt during my career is ...

To respect authority and one's work. It's about supporting the cause and not a person.

## Right now I'm reading ...

*Nelson Mandela* by Himself – beautiful!

## To unwind I ...

Help young girls improve their self-confidence. I start at home with my three beautiful daughters. I want to empower them and get them ready for the world!

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

I like being behind the scenes.

## I'm proudly South African because ...

I am part of a winning team that diligently serves the Limpopo community by providing integrated sustainable human settlements that bring change to their lives.

# Moving up



## Maleatlana Joel Raphela

Deputy Director-General (DDG): Mineral Regulations, Department of Mineral Resources

Joel Raphela holds a Bachelor of Arts Degree in Public Administration and an Honours Degree in Public Management from the former Vista University. Raphela has held several positions within the Department of Minerals since 1999, firstly as Executive Assistant and Head to the DG and then Chief Director in the office of the DG, responsible for providing strategic leadership and executive support to the DG. He held this position for four years before being appointed DDG last month. In his current position, Raphela is responsible for, among other things, overseeing the functions of the branch, which include the administration and evaluation of mineral resource applications in South Africa.

## Raisibe Ellen Lepule

Deputy Director-General: Transport, Department of Public Enterprises

Raisibe Lepule has more than 10 years' experience in the field of transport and logistics. She joined Public Enterprises as Director: Transport in 2003, where she played a key role in the development of the department's strategic objectives for Transnet. In 2009, she was appointed Chief Director: Transport in the same department.

Lepule holds a Bachelor's Degree in Administration, with majors in Economics, Industrial Psychology and Public Administration and an Honours Degree in Economics, specialising in International Economics, from the University of KwaZulu-Natal. She also obtained her Master's Degree (MPhil) in Maritime Studies from the University of Stellenbosch. In her current position, she is responsible for the overarching management of the Government's investments in the transport industry, particularly in Transnet, SAA and SA Express.



## David Mona Msiza

Chief Inspector of Mines, Department of Energy

David Mona Msiza holds a Bachelor of Science, Mining Engineering Degree from the University of the Witwatersrand. The cornerstone of his career and experience has been mining. He joined the then Department of Minerals and Energy in 1998 as Inspector responsible for safety audits and inspections. In 2000, he was promoted to Senior Inspector and then Deputy Chief Inspector of Mines in 2007, as Chief Inspector of Mines, Msiza's will, among other things, act as Accounting Officer of the Mine Health and Safety Council.

# the ladder

## **Funani Josephine Matlatsi**

Chief Financial Officer(CFO), Department of Human Settlements

Funani Matlatsi holds a National Diploma in Commerce from Technikon North West and a B.Tech: Management from the University of South Africa (Unisa). She is currently studying towards a Master's of Business Administration at the Management College of Southern Africa. Her experience in finance started at the Gauteng Department of Education in 1996. In 2005, she worked at the Department of Transport as a Director: Finance. In 2006, she joined the Department of Human Settlements as Chief Director: Fund Management Operational Budget and Conditional Grant.

As CFO she will be responsible for supporting the Accounting Officer in terms of the responsibilities as outlined in the Public Finance Management Act, 1999.



## **Nikelwa Tengimfene**

Chief Director: Cluster Supervisor for Economic and Infrastructure, Justice and International Clusters, Government Communication and Information System (GCIS)

Nikelwa Tengimfene holds a Bachelor of Arts (BA) Degree, BA Honours and a Master's Degree in Industrial and Organisational Psychology from Unisa. Prior to joining GCIS, she was Director: Development Communication and Information Services in the Office of the Premier (Gauteng), responsible for liaising with leaders in government departments and managing events in support of the province's Programme of Action. As Chief Director: Cluster Supervisor for Economic and Infrastructure, Justice and International Clusters, her duties entail, providing strategic advice and guidance on issues emanating from the communication environment from the relevant sector.

## **Nelson Kgwete**

Director: Media Liaison, Department of International Relations and Cooperation (DIRCO)

Nelson Kgwete holds a B. Tech: Journalism Degree from the Tshwane University of Technology and is currently studying towards an LLB Degree through Unisa.

Kgwete has worked in various capacities within the government communication system, starting as a media liaison intern in the Department of Public Service and Administration (DPSA) in 2004. Kgwete left the DPSA in August 2007 to become Manager: Municipal Communication Support in the Department of Local Government and Housing in Limpopo. A year later, in September 2008, he joined GCIS as Deputy Director, responsible for establishing and strengthening relations between government and the international media.

In his current position, his major responsibility is to devise, direct, manage and account for a successful media relations and external communication programme in line with DIRCO's corporate communication strategy.



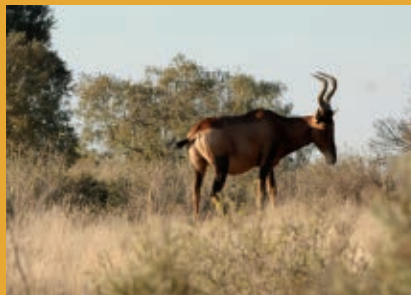
Compiled by: Ongezwa Manyathi

## World Tourism Day

World Tourism Day is commemorated on 27 September each year. This year's theme is "Tourism and Biodiversity". This date was chosen to coincide with an important milestone in world tourism – the anniversary of the adoption of the United Nations World Tourism Organisation Statutes on 27 September 1970.

The main purpose of World Tourism Day is to foster awareness among the international community of the importance of tourism and its social, cultural, political and economic values.

The World Tourism Day celebrations will be hosted in Limpopo. A gala dinner will be held on 26 September 2011 at The Ranch Protea Hotel, starting at 18:30. The Deputy Minister of Tourism, Thokozile Xasa, and the Premier of Limpopo, Cassel Mathale, will attend.



## National Parks Week

**13 to 17 September**

The annual 2011 South African National Parks (SANParks) Week, which forms part of National Heritage Month, takes place from 13 to 17 September in all national parks which fall under SANParks. To celebrate this special week, the Kruger National Park will have a series of activities that will take place during that period with the aim of creating awareness around the country's national parks.

## Joburg Arts Alive International Festival

**1 to 25 September**

The 2011 Joburg Arts Alive International Festival, also known as the "festivals within a festival", running from 1 to 25 September, will boast incredible diversity, covering music, theatre, dance, comedy, visual arts and the spoken word. The opening ceremony at the Fringe at the Joburg Theatre on 1 September, featured newly commissioned work from musician Pops Mohamed and poet Don Mattera.

## Greening Natural Resource Efficiency roadshows

**5 to 7 October in the Western Cape**

**26 to 27 October in Gauteng**

The national departments of tourism, environmental affairs, and water affairs and Eskom will conduct the National Greening and Resource Efficiency roadshows to educate tourism product owners on the importance of using available natural resources (water and energy) optimally and efficiently in their sector. The roadshows will take place from 5 to 7 October in the Western Cape and from 26 to 27 October in Gauteng.

The focus of the roadshows will be on the Green Economy, waste Management in tourism, water conservation and demand management, energy efficiency in tourism, universal accessibility and climate change.



## 10th All-Africa Games

**3 to 18 September**

The 10th All-Africa Games will take place from 3 to 18 September 2011 in Maputo, Mozambique. Maputo's hosting will mark only the third time the games will be held in the southern part of the continent. The All-Africa Games is a multi-sports event that takes place every four years, exclusively for the athletes of the African continent. It is organised by the Association of National Olympic Committees of Africa.

# Hlahla flies ACSA to cruising altitude



Monhla Hlahla

Writer: Xoliswa Zulu

Photographer: Siyabulela Duda

**A**fter 10 years in the cockpit of Airports Company South Africa (ACSA), Monhla Hlahla is ready to take off for new challenges, safe in the knowledge that she and the ACSA team have made South Africa a better place.

She pays tribute generously and repeatedly to the remarkable feats performed by the ACSA team in transforming airports around the country and creating the new King Shaka International Airport serving Durban.

The multibillion airport development programme under Hlahla's command is millions of visitors' first encounter with South African innovation, infrastructure and hospitality – and is a world-class effort that has earned ACSA and the country respect and acknowledgement internationally.

It is an effort that appears light years from the small Limpopo

village where Hlahla grew up, but it is one that in fact demonstrates the power of unleashing the potential of all South Africans.

Before joining ACSA, Hlahla held senior positions at the Development Bank of Southern Africa and the Industrial Development Corporation.

When Hlahla took the reins in 2001, she had her work cut out for her but she took her role as Chief Executive Officer of ACSA in her stride.

Ten years later, she is handing over the reins to a successor who will be tasked with taking a public service flagship to the next level, building on the indelible mark that Hlahla has left on the 2 600 employees she has led.

When she began her work at ACSA, many wondered if she would last. The negativity at the time bothered her, but also

shaped her into a stronger person and leader.

"I wanted to add value and contribute remarkably so I could stick it out. The more I was beaten up, the higher I jumped. If you don't have a purpose that's bigger than you, it's not easy to stick it out. People said that I would last a year, but this is my 10th financial year," she reflects.

In 2006, her ability as a leader was put to the test when 18 men pulled off a multimillion rand heist at OR Tambo International Airport. The 18 were part of a gang that allegedly boarded an SAA plane at the airport and made off with R72 million in foreign currency.

While the police were focused on the heist, others were uneasy about Hlahla's abilities.

"It was a tough time, but we got through it," she remembers.

Ahead of the 2010 FIFA World Cup™, the country's airports were transformed into tastefully impressive and efficient world-class facilities – thanks to ACSA's R5,24-billion investment.

Cape Town International Airport was this year named Best Airport in Africa by the Airports Council International. It was also given the Best Improved Airport in Africa Award in the Airport Service Quality Global Awards.

These accolades are all down – and due – to her team, says Hlahla.

"I had a good team; every detail was in place because of them. The biggest project was King Shaka International Airport – it was the scariest day of my career when it opened. But it was unbelievable, the work they put in, in terms of the transformation of all the airports – a project that had been in place for a number of years," she explains.

This project, she says, was a real tester in the face of a sceptical public that expressed concerns that the airports would not be ready in time for the World Cup, or that they would not be better than the country had been used to.

The ACSA that delivered exciting and attractive upgraded and new airports was a very different organisation to the one Hlahla joined at first.

"ACSA had not had a CEO for two years; people to a large extent had been doing things on their own. So, I joined and tried to stabilise them and to get them used to me. Leadership, after all, is earned; it doesn't come with the title. If it was just about the job, a salary and a title, I don't think that I would have survived.

"I was also lucky in that I had a board that believed in me and the late Minister of Transport, Dullah Omar, believed in

me and my potential. Nobody succeeds alone. There has to be a foundation for you to succeed and I was lucky that my inner strength and resolve was supported by those I worked with," she says.

In August last year, the company reported an operating profit of R1,595 billion for the year ending March 2010, up from R995 million the year before. Total group revenue was 12% higher at R3,53 billion.

"The biggest success is always personal, stretching yourself beyond what you imagined. ACSA was the right size for me when I began and today it looks good because it is a R30-billion company and I grew with it.

"It's hard when you're a woman because you always have to prove yourself, especially when you're an African woman. But I

believe that the major tasks are done. My place was to clean up and I have done 80% of that – it's time to go. You can't complete it all," she says.

"It's important for you to know when it's time to leave. It's been 10 years and someone else must come in and if I

stay, I limit that potential."

Ventures that will demand attention before her departure include ACSA's projects in Chile, the Democratic Republic of Congo and India.

Hlahla will leave ACSA at the end of September and says if 10% of ACSA's employees can believe that they are meant to be at the company and they are meant to be leaders, she has made her mark.

"If 10% of the employees believe they can do anything, then that is a better legacy," she says. "My greatest joy has been being with the staff, being on the floor and wearing the uniform."

Hlahla credits her parents for where she is today: "I come from a family that works hard. My late father probably influenced me the most. Even though I came from a small village, I didn't know poverty. I never knew I was incomplete. I didn't know poverty until I got to boarding school and the other kids said the clothes I wore were shabby. But that is what gave me self-confidence."

Hlahla will take a break for the next three to six months to give herself time to decide what she wants to do in the future.

"In my next career, I am going to be a way better performer because I have grown up and know the importance of balance in one's life."

For now, she also wants to inspire young South Africans and encourage them to read and volunteer their services to improve their communities. 🌍

***"All you need from young South Africans is for them to know that the opportunities are there, but every single one of them is going to have to work for those opportunities."***



Writer: Ongezwa Manyathi

# Fast facts at your fingertips



## S'hamba Sonke: the road to new jobs

The S'hamba Sonke Road Maintenance Programme, which was officially launched this year, is a new roads improvement and maintenance initiative to fix and upgrade the entire secondary road network of South Africa. The programme has R6,4 billion allocated for this financial year; R7,5 billion for the next financial year; and R8,2 billion by 2014. It will target the secondary road network, totalling more than R22 billion by 2014, and is expected to create new opportunities for emerging contractors and jobs across the country.

## The gift of Ubuntu across the continent

Government raised R8 million for Somalia and has pledged half to the Gift of the Givers in an effort to aid Somalia's worsening humanitarian crisis.



## Honourable members; honourable representation

Women representation in Parliament increased dramatically from 2,7% during apartheid to 27% after the historic 1994 elections, reaching 44% after the 2009 general elections. South Africa is fourth among countries that have the highest number of women in Parliament and 43% of ministers here are women. While government has made efforts to improve the status of women over the last 17 years, much more needs to be done.

## Quality healthcare for all

The National Health Insurance (NHI), a health system that will offer decent healthcare for all our people, will cover preventive, promotive, curative and rehabilitative health services. This 14-year project will go through a process of building and preparation over a five-year period. Piloting of the NHI is expected to start in April 2012 in 10 selected districts.

The Department of Health is busy conducting an audit of all public health facilities in the country. The selection of the 10 districts will be based on the results of the audit. Consideration will be given to a combination of factors such as the district's health profile, demographics, income levels and other social factors impacting on health, health-delivery performance, management of health institutions and compliance with quality standards.

The piloting phase will assist the department with finalising how the service benefits will be designed, how the population will be covered and how the services will be delivered. A special conditional grant will be provided in the 2012 Budget to fund the pilot projects.



## Put it on my tag!

Cabinet approved the toll tariffs for the Gauteng Freeway Improvement Project Phase A1 and agreed that the Minister of Transport gives effect to the approval in terms of the South African National Roads Agency Limited and National Roads Act, 1998 as set out as follows:

- ▶ motorcycles (Class A1) 24c/km from 29c/km
- ▶ light (Class A2) 40c/km from 49,5c/km
- ▶ medium vehicles (Class B) 100c/km from 149c/km
- ▶ longer vehicles (Class C) 200c/km from 297c/km
- ▶ qualifying commuter taxis (Class A2) and commuter buses (Class B) are exempted.

In addition to the e-tag discount (31% tag tariff), other discounts applicable are the time-of-day discount (available to all vehicle classes), and a frequent-user discount for light vehicles (class A1 and A2), fitted with an e-tag.



# Cashing in pension today is asking for trouble tomorrow

Writer: Joe Cimono\*

**H**ere we are in “strike season” again and the argument is building that people need more money. But do they? In most cases, they do. Many people are simply surviving on what they make, and I emphasise surviving.

But there is another myth that needs to be burst: many people believe that if they earn more money, their lives will be better.

I say myth, because after 15 years of training employees on money, I have seen that when they do get more money, they get bigger and better debts along with it.

The secret is not to be spending tomorrow’s money today. There is an old saying “play now, pay later”, which applies all too often to keeping up with the Joneses, Motsepes and Naidos. There is just too much of an emphasis on “I want it all now”.

I am seeing a very distressful situation. I hear about people who quit their jobs to get their hands on their provident/pension funds to pay off debts. This is very short-sighted, because once you get the money, you are probably unemployed.

This does not bode well for your future. Jobs are extremely hard to come by and it’s this type of short-term thinking that can ruin your future.

When you look at the compound interest effect on your provident/pension plan, you will see the real, incomprehensible cost. A lot of companies have fantastic provident/pension programmes, with examples such as this: you put 7% into your fund and your employer contributes 14% – a whopping 200% return on your money per month.

It really does not get better than that! This, coupled with the compound interest effect will ensure that you have a comfortable retirement. So, why not get your debt position under control instead?

What would be an effective quick remedy? Firstly, stop using your credit cards immediately. I know this will be a kind of shock to your system. At some point, you need to really admit that there is a problem. Once admitting it, you can begin to grab the bulls by the horns and begin fixing your financial future.

Most people have money a few days after pay day, but are broke the rest of the month. So, take a little pressure off your overspending now, as it will result in bliss later down the road.

Remember, tomorrow will not only come, but it will also bring “challenges” that will keep you indebted. So, admitting that you have a problem will be the first step in a process that will see you debt-free. Sounds too simple? It is quite easy once you realise that you are a big contributor to the problem.

Resist the temptation to use your pension fund today because it is growing every day into making sure that you have a comfortable retirement some day. <sup>SM</sup>

**\* Joe Cimono is Corporate Solutions Director at Financial Fitness, a company that teaches all aspects of debt elimination as well as retrenchment and retirement training. For more information, call 011 783 8828 or e-mail: [joe@finfit.co.za](mailto:joe@finfit.co.za).**



Minister Richard Baloyi with the Premier of Gauteng, Ms Nomvula Mokonyane, at the OD Workshop in Gauteng.

# After the reform we need to Perform

Writer: Dumisani Nkwamba\*  
Photograph: Courtesy: DPSA

**S**ervice delivery and organisational transformation within the Public Service remains one of the most critical contributing factors to the effective delivery of services. A key thrust in Outcome 12 for an efficient, effective and development-orientated public service founded on the New Outcomes-Based Approach of government, is the need to align business processes, systems, decision rights and accountability to ensure improved quality and access to services.

To shift the Public Service onto a new trajectory towards being efficient, effective and development-oriented, many different interventions need to take place.

Since 1994, the public sector has performed reasonably well in implementing government programmes and initiatives. Access to public services has improved, impacting particularly on the quality of life in those areas neglected under apartheid. However, it should be acknowledged that the State has not performed optimally in relation to public expectations.

The reasons for this include inadequate leadership, management weaknesses, inappropriate institutional design and misaligned decision rights. The absence of a strong performance culture with effective rewards and sanctions has also played a part.

***In his 2010 State of the Nation Address, President Jacob Zuma committed government to working hard to build a strong developmental state, which responds to the needs and aspirations of the people, and which works "faster, harder and smarter".***

In his 2010 State of the Nation Address, President Jacob Zuma committed government to working hard to build a strong developmental state, which responds to the needs and aspirations of the people, and which works "faster, harder and smarter".

In the first decade after the transition to democracy, the Government focused on restructuring, intensive policy development and comprehensive legislative reform, including wholesale revision and modernisation of the legislation governing the Public Service. This included the introduction of key new legislation such as the Public Finance Management Act and the Public Service Act.

Both the *10 Year Review* (2004) and the *15 Year Review* (2009), produced under the auspices of The Presidency, found that the legislative reform process had been largely and successfully completed by 2004. The reviews found that the key challenge facing government was to improve implementation, and that the focus of the second decade must be on improved implementation of these new policy and legislative frameworks.

The findings of the 10- and 15-year reviews remain valid in 2011. While there is a need for regulatory review in some areas such as discipline and recruitment with the aim of improving the efficiency, effectiveness and alacrity

of processes, the key challenge facing the Public Service is to improve implementation, not further legislative reform. What has been lacking is an elaboration of exactly what needs to be done to improve implementation.

The current management framework provides for a largely decentralised model and vests extensive powers with departments' executive authorities to implement their own human resource management practices and processes within the parameters of national norms and standards.

To improve implementation of the regulatory provisions as well as to enhance the management of human resources for better service delivery and achieve this sub-output, specific consideration should be given to review the regulations and directives governing discipline management in the Public Service. This should be undertaken with a new vigour to ensure that disciplinary cases are finalised within 90 days of initiation of the process and that the necessary sanctions are applied.

Since 1994, extensive policies and legislation have been developed to guide human resource management and development practices in the Public Service. This legislative framework compels national and provincial departments to, among other things, develop and integrate strategic plans, operational plans and human resource strategies; determine organisational structures; compile and review job descriptions; and conduct performance evaluations.

Government, and in particular the Department of Public Service and Administration (DPSA), has put in place credible frameworks and interventions to improve the implementation of the strategic aspect of the organisations, development value chain.

However, many departments fail to implement these frameworks. The Public Service continues to face substantial challenges around strategic planning, developing organisational structures, human resource management and development and career pathing. In nearly every instance, skills audits are outsourced, making departments reliant on service-provider dependency models for implementation, which are invariably unsustainable without the service-provider.

The Ministry for Public Service and Administration (MPSA) Directive on Changes to Organisational Design

(OD) was sanctioned by Cabinet after a study that revealed the poor state of organisational structures in the Public Service. The need for departments to consult the MPSA when making changes to organograms has been mooted to ensure that they do not create bloated and financially unsustainable "empires" that may cause duplications and overlaps.

The current directive has been restrictive in that the focus is only on the top three tiers of the organisational structure and departments manipulate lower levels to influence the levels of upper posts. The current review process is meant to remove loopholes in the process by requesting MPSA consultations with every change affecting the SMS posts and to strengthen the quality assurance role of premiers' offices.

Compliance with the directive has been a challenge since there are no penalties for non-compliance relating to whether departments consult or not. To do things differently, we have proposed that National Treasury plays a role in promoting full compliance by linking the OD processes explicitly with personnel budgeting processes. As a result of the poor quality of organisational structures, the development of OD capacity in provincial and national departments has become a priority.


Another response to poor OD capacity has been reflected in the inconsistency in structures of the same sector with proper qualification. The DPSA is implementing generic structures for the departments of health and of social development and will include the Department of

Basic Education in the near future. In the outer years, we will be developing generic structures for ministries and premiers' offices to ensure consistency and avoid clouding executive offices with operational matters.

I have over the past few months led engagements on the *DPSA Guide and Toolkit on Organisational Design*, providing with my support team

practical instruction on the implementation, primarily targeting provincial administrations.

The seminars have sought through engagements with public service managers to bring uniformity in the Public Service in terms of, among other things, the creation of posts, responsibilities, accountability and reporting lines. We continue to reiterate through these sessions that an organisational structure is not an end in itself, but it is an implementing tool and a means to achieve a particular strategy and to drive improvements and service delivery.

We may have the well-oiled machinery but if we are not well structured we will always malfunction operationally. We are calling on Public Service managers to study and implement the OD guidelines; it is only through implementing such tools that we create an efficient, effective and development-orientated public service. 

***Government, and in particular the Department of Public Service and Administration (DPSA), has put in place credible frameworks and interventions to improve the implementation of the strategic aspect of the organization development value chain.***

***\* Dumisani Nkwamba is the Spokesperson for the Minister for the Public Service and Administration***

# Page through culture & identity this Heritage

## Month

### ***Kitchen Boy* by Jenny Hobbs**

World War II hero, Springbok legend, successful businessman and community leader JJ Kitching (known as “Kitchen Boy”) dies in Durban, and his family gathers to plan his funeral. Kitching’s story is told after his funeral’s order of service, as vivid memories of a Natal upbringing and his thunder on the rugby field are revisited.

Flashbacks to the war reveal Kitching’s guilty secret: a brief moment when a Nazi soldier bought his silence with a looted gold coin, which led to the betrayal of a comrade in the prisoner-of-war camp. After a lifetime of reproach and tension between them, the comrade is one of the pall-bearers at Kitching’s funeral, and the gold coin follows him to his grave in a final gesture of forgiveness.

Jenny Hobbs is a novelist and freelance journalist. She has reviewed books for many years and has also written for radio and worked on TV book programmes.

*Compiled by Samona Murugan*

### ***Indaba, My Children* by Credo Mutwa**

***Indaba, My Children is a book on African tribal history, legends, customs and religious beliefs.***

It is an internationally acclaimed collection of tales and legends that chart the story of African tribal life. It is through these stories that one is able to reconstruct the past of Africa. Through these stories, come an understanding about how and why intertribal friendship or hatred was kept alive and burning; and that the young were told who their ancestors were, who their enemies were and who their friends were.

Mutwa, whose traditional first name is Vusamazulu (meaning “awakener of the Zulus”), believes the tales he learned from the elders gave direction to his life and motivated him to further his knowledge of his people’s history. Through the ancient art of storytelling, Mutwa provides a collection of stories that sets the reader on a beautiful and spirited journey through the tales and legends of Africa in which he strives to preserve, promote and revive the past.

### ***Onion Tears* by Shubnum Khan**

***Love, loss and life are the themes that weave through this tale of three generations of Muslim women living in suburban South Africa.***

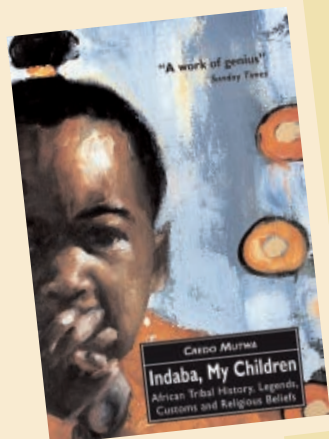
Khadeejah Bibi Ballim is a hard-working and stubborn first-generation Indian woman who longs for her beloved homeland and often questions what she is doing on the tip of Africa. At 37 years of age, her daughter Summaya is struggling to reconcile her South African and Indian identities, while Summaya’s own daughter, 11-year-old Aneesa, has some difficult questions of her own. Is her mother lying to her about her father’s death? Why won’t she tell her what really happened?

Gradually, the past merges with the present as the novel meanders through their lives, uncovering the secrets people keep, the words they swallow and the emotions they elect to mute. For this family, faintly detectable through the sharp spicy aromas that find their way out of Khadeejah’s kitchen, the scent of tragedy is always threatening. Eventually, it may bring this family together – if not, it will tear them apart.

Durban-born Shubnum Khan began writing *Onion Tears* for her dissertation in Creative Writing. The book was subsequently shortlisted for The Citizen Book Prize in 2009 and she was one of the youngest authors shortlisted from 300 entries across Africa for the Penguin Prize for African Writing in 2010.

***All books are available at***

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# PALAMA sets sights on School of Government

The Public Service is poised like a cheetah waiting to be unleashed in order to make an impact on service delivery, says the man at the helm of the Public Administration Leadership and Management Academy (PALAMA), **Professor Lekoa Solly Mollo**.

If the PALAMA Director-General had his way, part of the unleashing would be the establishment of a School of Government that would serve as “the intellectual home of government”.

In a wide-ranging interview on these and other developments, the PALAMA Director-General revealed his passion for developing the capabilities and competence of the 1,3 million public servants on whom the country’s development and the improvement of people’s social and material conditions depend.

This development task is one that he staunchly believes should remain with government itself “because the danger of outsourcing things like training in value systems and ethos is like outsourcing your soul”.

Shaping public servants is more than a job for Professor Mollo; it is a calling. He’s been at the helm of PALAMA since 2010 and has seen it grow in leaps and bounds.

When Mollo was appointed last year, he was given a mandate – to transform PALAMA. When the academy was established, it experienced a high intake of people and then subsequently, a massive drop. The academy was unable to attract the number of people it had been able to previously.

“When I was appointed, I was given a simple mandate – go and further transform PALAMA. What prompted this directive was the deviations that were discovered from the Cabinet decisions establishing PALAMA. I was then requested to go and look at those deviations that were there and as a team, as a collective, that is what we did,” he explained.

PALAMA, as the capacity-building vehicle of government, manages and offers training and development opportunities for public servants at national, provincial and local spheres.

PALAMA has also expanded its reach by supporting Provincial Legislatures and Parliament with the design and delivery of training in governance, leadership and management. Programmes and courses offered by PALAMA address

leadership challenges and the practical management competencies required for improved service delivery.

According to Mollo, PALAMA is the bearer of those norms and standards that public service training should entail – a task that cannot be left to institutions of higher education only.

“It is the responsibility of government to make sure that public servants are trained according to its agenda and mandate. It must also inculcate values and the ethos to serve selflessly so that we can achieve that which Outcome 12 speaks of: ‘an effective public service and an empowered citizen’.

“There is no way you will achieve that unless you inculcate those values of serving, those values of caring and those values of selflessness,” he says.

When a person enters the Public Service, says Mollo, they should undergo an induction process that establishes these values up-front.

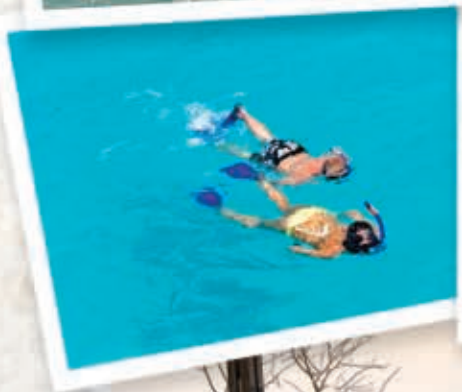
At the core of PALAMA’s training is executive leadership development, says Mollo.

“We live in very interesting times and uncertain times,” he says. “We have to eventually make certain choices in a developmental state and some of those choices are about the type of leader we want.

“You need a leader that can give individual consideration to individual members of their teams. But, you also need a leader that can intellectually stimulate his/her team, because intellectual stimulation is fundamental. A leader must be an inspiration that motivates people,” he explains.

PALAMA’s mission and programmes are rooted in the Public-Service priorities of the day, such as in this year’s State

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of the Nation Address when President Jacob Zuma declared 2011 as a year of job creation through meaningful economic transformation and inclusive growth.

Subsequently, the New Growth Path was introduced to guide government's work in achieving these goals.

"The focus of our government is creating jobs," says Mollo. "We know that government will not create jobs, but it can contribute towards job creation. Government actually provides an enabling environment.

"The private sector has a major role to play in this regard but that enabling environment will only be created as long as there is a technical capacity within the State. How will we achieve that at PALAMA? We focus on management."

When PALAMA talks of management, says Mollo, it is with reference to those generic areas of finance, human resources, projects, monitoring and evaluation and supply chain – expertise without which managers cannot survive.

PALAMA has also started to collaborate with the National Youth Development Agency on Breaking Barriers to Entry, an initiative that sources new-generation public servants from a database of unemployed graduates.

"It is a very successful programme that has begun to lay a foundation for the future. We are saying Breaking Barriers to Entry should create a pool of competent South Africans whom we can groom from the beginning in order to recruit into public service," says Mollo.

**The drive for jobs is not the only cue Mollo and his institution has taken from the President**

"President Jacob Zuma states that we must know where our people are, where our people live, what their needs are and he also says we must deliver services and deliver them speedily. There's an outcry from the President when he refers to a responsive public servant.

"Therefore, it is incumbent upon government to make sure that it invests in public service training. That is the responsibility of government because the danger of outsourcing things such as training in value systems and ethos is like outsourcing your soul."

In September, PALAMA will hold the Public Sector Trainers Forum for human resource development practitioners. This platform will give them an opportunity to share experiences and innovative ways of how they can best deliver training and development in the Public Service.

"The theme this year is 'Human Resource Development at the Centre of Service Delivery... unleashing the Cheetah'. The objective is to explore strategies of transforming public servants into enablers of effective service delivery. It is also to engage in the contribution of human resource development towards the National Growth Path initiative and to examine the impact (of human resource challenges) on service delivery in the context of globalisation."

Looking to the future, Mollo is trying to reposition PALAMA for greater impact. "Our premise is that if we are to make an impact, we must be relevant. And once we are relevant, we will make an impact and be indispensable."

One of the options for impact is a hybrid model that will bring on board public servants who will then train other public servants, whilst maintaining strategic partnerships with training providers.

"As we go forward, we will make sure that we build research capacity, which

is one of our current weaknesses. We will make sure that we use the knowledge of public servants to teach in the Public Service. We will customise our training to the needs of the people."

**And what future lies ahead?**

Mollo foresees a School of Government that will become the intellectual home of the Public Service; "a home that produces ideas for government, that produces cadres for government; a home that sets norms and standards."

This is an idea which itself has to be subjected to one of the basic conventions of governance: getting it ratified by Cabinet.

Until then, it's very floating is certain to stimulate a great deal of positive anticipation.

According to Professor Lekoa Solly Mollo, the academy has extended the roll-out of the Executive Development Programme.

"Our basic and advanced management training courses, which are accredited by Services Sector Education and Training Authority, will be available by the end of September and our monitoring and evaluation training, which is aligned to the Outcomes-Based Approach, will support the performance management, is being rolled out.

"Given the recent changes that we have in government in terms of organisational reconfiguration, we are working on rolling out a course of organisational design towards the latter half of the year," he adds.

PALAMA will also be offering courses on recruitment, retention and labour relations.

"We are in our third year of the Standard Chart of Accounts Training – an operational requirement for officials responsible for financial management in collaboration with National Treasury.

"We have also signed a Memorandum of Understanding with the Development Bank of Southern Africa to collaborate in research, training and development for councillors and officials in the local sphere of government. We will also be bringing on board an e-learning course so that our courses can be more accessible, especially the supply chain courses." <sup>SM</sup>

For more information, please call PALAMA on:  
 Contact Centre: 012 441 6777  
 E-mail: [contactcentre@palama.gov.za](mailto:contactcentre@palama.gov.za)  
 Website: [www.palama.gov.za](http://www.palama.gov.za)

# South Africa strengthens ties with Burundi



*President Jacob Zuma is received by Burundian President Nkurunziza and his Cabinet as he arrives in Bujumbura, Burundi*

***At the invitation of President Pierre Nkurunziza, President Jacob Zuma, together with a high-powered delegation paid a state visit to the Republic of Burundi from 10 to 12 August 2011. The visit was aimed at consolidating the African Agenda and strengthening the economic, political and social relations between the two countries.***

*Writer: Samona Murugan  
Photographer: Siyabulela Duda*

**P**resident Zuma, who facilitated the Burundi Peace Process after taking over from former presidents Nelson Mandela and Thabo Mbeki, commended the Burundian people for embracing peace and democratic rule. He said he was impressed by the social and economic developments in Burundi which indicated that peace was taking root.

The two heads of state held substantive and fruitful one-on-one discussions on many issues of common interest at bilateral, regional and international level, followed by extended discussions during which ways of further strength-

ening cooperation were addressed. They expressed their appreciation of the excellent ties of friendship and cooperation which exist between the two countries and reaffirmed their willingness to further deepen them.

The presidents also reviewed progress on key areas of bilateral cooperation which, among other things, include agriculture, forestry, fisheries, trade and investment, higher education and defence, and stressed the necessity of strengthening the regional integration organisations to promote peace, security, stability and sustainable development.

South Africa is now focusing on post-conflict support and



cooperation. Among the agreements signed during the visit were:

- Agreement on Defence Cooperation
- Agreement on Education Cooperation
- Agreement on Bilateral Cooperation in the Agriculture and Livestock Sectors
- Memorandum of Understanding regarding Economic Cooperation
- Agreement on Bilateral Cooperation in the Fields of Sport and Recreation.

During the state visit, President Zuma and former presidents Mandela and Mbeki were honoured for the role they played in the long negotiation process which restored peace to Burundi. To this end, the two former presidents strongly urged the international community to support the untiring role of the African Union to settle the socio-political crisis in African countries such as Somalia. They called for the establishment of a new world economic order, which would take into account the interests of the poor countries in order to narrow the ever-growing gap between poor and rich.

"I will give President Nelson Mandela a full briefing on the improvements I have seen in this beautiful country. I have wi-



President Jacob Zuma addresses media during a press briefing in Bujumbura, Burundi.

nessed peace and democracy, and we are proud as Africans of the progress made here. Madiba will be very proud too as he worked with you in the pursuit of peace. He will be proud to hear that your focus is now on sustainable development and a better future for all the Burundians," said President Zuma. ☺

## FACT BOX:

South Africa was deeply engaged in Burundi from the mid-1990s to the conclusion of the Peace Process in December 2009. As a result of South Africa's engagement, a General Cooperation Agreement was signed with Burundi on 14 February 2007 and on 16 September 2008, the Agreement on Cooperation in the Field of Health Matters came into force.

To further strengthen relations between the two countries, South Africa has subsequently assisted the Government of Burundi with various development projects:

- Prior to the 2010 elections in Burundi, South Africa hosted the permanent *Commission Electorale Nationale Indépendante (CENI)* to attend workshops on election conduct and election management.
- In collaboration with the United Nations Development Programme, South Africa invited the CENI to attend further workshops within the context of the 2011 local municipal elections and observe the election processes in South Africa.
- The Ministry of Public Service and Administration (MPSA) has had a fruitful engagement with the Ministry of Civil Service, Labour and Social Security in Burundi. Initial consultations with the Burundian counterparts discussed the Government's areas of priority with regard to public-sector reform. This led to an agreed Republic of South Africa and Burundi work plan. The work plan focused on the provision of technical support from the MPSA on organisational development and training.
- Following this initial engagement, the MPSA has, through the Public Administration Leadership and Management Academy, secured funding from the Canadian International Development Agency to the tune of CAN\$10,5 million commencing from 2008. The objective of this initiative is to improve the management and leadership capacity of the Public Service through training and the development of the Management Development Institute's capability.

Trade volumes between the two countries declined in 2009 but are currently on the rise again. South African exports to Burundi amount to R65 263 000 and imports to South Africa amount to R149 100 000. South Africa regards Burundi as a country with great economic potential in the East African Community region as well as an important partner for trade and investment. Against the backdrop of strengthened political relations, it is expected that trade cooperation between the two countries will grow to greater heights.