

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

# PSM Public Sector Manager

## Minister S'bu Ndebele

changing the transport landscape

Land reform starts with office reform

## Lifestyle

- What women drivers want
- Travel
- Nice-to-haves

## Advocate Sandile Nogxina:

serving the nation since the dawn of democracy

Why South Africa should invest in clean energy

Farewell to the longest-serving DG

PSM Forum

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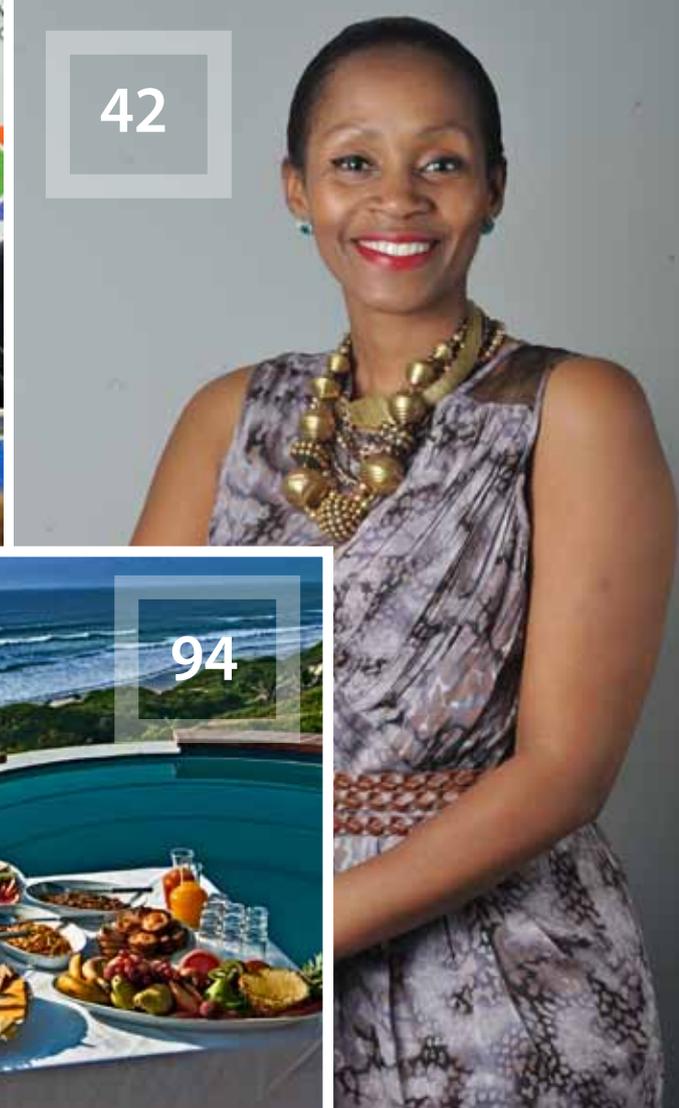
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# Fast facts at your fingertips

## Correctional care in its infancy

The Department of Correctional Services launched its first Mother and Baby Care Unit at Pollsmoor Correctional Centre. There are currently 174 babies in correctional centres around South Africa.

## Keeping our roads safe

Since the launch of the National Rolling Enforcement Plan, from 1 October 2010 to 31 July 2011, 11 745 526 vehicles and drivers had been checked, 4 847 526 fines issued for various traffic offences, 17 758 drunk drivers arrested and the use of 46 843 unroadworthy vehicles (the majority of which are buses and taxis) discontinued.

## e-Connectivity for schools

The first phase of connecting the 125 Dinaledi schools and district schools (1 525 schools) has commenced, following the completion of the primary objective of the Dinaledi School project which is to ensure that selected schools are supported to significantly increase the participation and performance of learners, especially African and girl learners, in Mathematics and Physical Science.

## Tapping into new growth

The update on the development of 60 new regional bulk water infrastructure systems is that four water treatment works, four water supply schemes and three waste water treatment works have been completed. The rest of the projects are progressing as planned.

## Top companies to assist with housing backlog

Minister of Human Settlements, Tokyo Sexwale, launched the Each One Settle One campaign on 29 September 2011. The campaign is aimed at lobbying and mobilising the top 200 JSE - listed companies, individual stakeholders, private-sector institutions and donor agencies to assist the department to provide decent shelter to more than two million households.



## Crime on the decline

Minister Nathi Mthethwa released the South African Police Service crime statistics for the period 1 April 2010 to 31 March 2011. Some of the highlights from the statistics include decreases in the following crimes:

- contact crimes (crimes against a person) by 6,9%
- murders by 6,5%
- attempted murders by 12,2%
- sexual offences by 3,1%
- aggravated robberies by 12%
- house robberies by 10,1%
- car hijackings by 23,6%
- burglaries at residential premises by 4,8%
- cash-in-transit robberies by 18,7%.

## Solar power boom

11 176 – the number of solar home systems that were installed between March and April 2011. Municipalities will start connections later this year, as their current financial year has just started

## Going digital

Digital Terrestrial Television roll-out: 60% coverage has been achieved with digital video broadcasting (DVBT) standard. The plan is to upgrade and roll out 75% coverage of the new standard of DVBT-2 (version 2) by 2012.



1



# ON CAMERA

2



## HEADING FOR THE TRYLINE

President Jacob Zuma gave the Springbok team his blessing and well wishes – on behalf of millions of South Africans – as they prepared to leave for New Zealand to defend their champion status in the Rugby World Cup.



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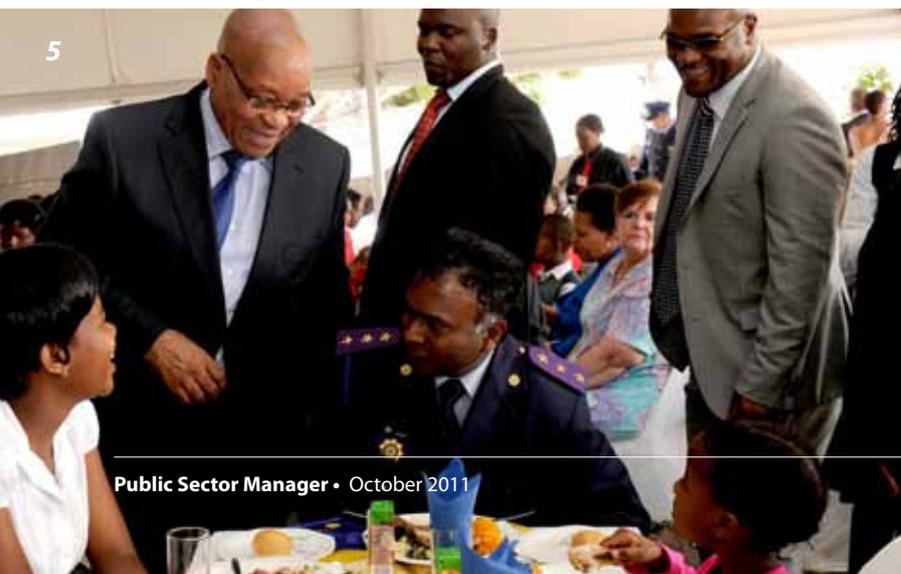


1. President Jacob Zuma receives a gift from Springbok captain John Smit.
2. Sports and Recreation Minister Fikile Mbalula at the Springboks' send-off to the 2011 Rugby World Cup.
3. President Jacob Zuma the with South African rugby team and management, Pretoria.
4. Minister Trevor Manuel assists Brian Habana to complete a census form before departure.
5. Springbok head coach Pieter de Villiers at the send-off.



# FALLEN HEROES HONoured

On 4 September, President Jacob Zuma paid tribute to members of the South African Police Service (SAPS) who had died on duty between 1 April 2010 and 31 March 2011. These fallen heroes were remembered on the SAPS National Commemoration Day.



1. President Jacob Zuma paid tribute to the fallen heroes of the SAPS.
2. Police Minister Nathi Mthethwa addresses guests at the National Commemoration Day event, Union Buildings.
3. National Police Commissioner General Bheki Cele addresses attendees at the National Commemoration Day event, Union Buildings.
4. Family members, friends and fellow police officers pay tribute at the South African Police Memorial, Union Buildings, Pretoria.
5. President Jacob Zuma and Police Minister Nathi Mthethwa greet attendees.

# We are moving **forward**

Writer: Ongezwa Manyathi

Photographer: Siyabulela Duda

Over the last few years, a major capital injection has gone into transport-related projects and operations that have significantly expanded South Africa's transport infrastructure. October is, among other things, Transport Month. Building on the successful delivery of World Cup transport infrastructure, government aims to give special focus to projects that will reduce transport costs, improve safety, reduce the backlog of road and rail infrastructure, and enhance accessibility to and affordability of quality public transport in both urban and rural areas. *Public Sector Manager* took the opportunity to catch up with the man steering the future of the country's transport networks, Minister Sibusiso Ndebele.

We meet Minister Sibusiso Ndebele at the launch of the 2011 Transport Month programme at the University of KwaZulu-Natal in Richards Bay. This year, the Minister decided to start the roll-out of the programme by celebrating World Maritime Day to highlight the importance of the maritime industry in our lives, in the lives of our neighbours and the rest of the world. The focus of World Maritime Day this year is on combating piracy.

Piracy is a worldwide problem and, as a country, South Africa must act in the collective interest of the world to help defeat it.

The International Maritime Organisation (IMO) has called on shipping companies to ensure that when venturing into the western Indian Ocean region ships comply with the recommended measures.

It also encourages governments to back up their concern over the situation by deploying military and other resources commensurate, in numbers and technology, with the scale of the problem and with a realistic chance of dealing with it effectively.

"South Africa is of the view that although piracy manifests itself at sea, the roots of the problem are to be found ashore," says the Minister.

The IMO granted South Africa the rights to host the



*Transport Minister Sibusiso Ndebele*

Diplomatic Conference, which will consider and adopt the much-awaited amendments to the 1993 Torremolinos Protocol. The conference will take place in Cape Town next year and will give South Africa an opportunity to lead and facilitate the finalisation of negotiations that will lead to safety for fishing vessels at sea.

It is important for South Africa to remain active in maritime-related activities, because a major part of world trade depends on South Africa's coastal waters. Also, up to 95% of the country's imports come by sea. "We are situated on a major sea route, which currently facilitates the safe and secure movement of about 500 million tons of crude petrochemical sea trade. This represents over 30% of the world's petrochemical production on board over 5 000 tanker voyages of very large crude carriers per

annum,” according to Minister Ndebele.

To facilitate the country’s maritime trade and carry out its domestic and international maritime obligations and responsibilities, South Africa has developed sophisticated maritime transport and logistics services infrastructure, coupled with enormous sea watch and emergency response capabilities.

“Our Centre for Sea Watch and Response, which houses the Maritime Rescue Coordination Centre and the standby salvage tug programme, responds to over 40 marine incidents a month.”

The launch of Transport Month came at a time when the Minister had just announced his proposal to bring the speed limit down from 120 km/h to 100 km/h on national, provincial and municipal roads.

Most developed countries have long reduced their speed with positive results. Some may argue that speed is not the sole reason South Africans are killed on our roads daily, but that South Africa needs safe and well-maintained roads as well as sober-minded drivers.

However, recent horrific road carnages on our roads,

witnessed over the last few months – one of which left a child younger than three years decapitated after the car he was in crashed into a bus – suggest that South Africans have a long way to go.

As a country, we lose about 14 000 people on the roads every year – roughly 1 000 a month, 250 a week and 40 a day. The ripple effects of these deaths are immeasurable in families, communities and the economy.

In August this year, Minister Ndebele instructed law enforcement officers to stop and check every bus and taxi after the death of at least 76 people in eight separate road crashes involving public transport vehicles.

Between 31 August and 18 September, 127 625 public transport vehicles were stopped and checked – 260 scholar transport vehicles, 210 buses, 395 minibuses and 159 trucks were found to be unroadworthy and were taken off the road. Unroadworthy vehicles costs taxpayers at least R60 billion each year.

This is over and above the campaign that was launched to stop one million cars each month – meaning just over 35 000 vehicles per day.

... continued on page 18



“Our strategy is education. But education alone does not help, so we have introduced enforcement. Targeting enforcement ensures that we stop at least one million vehicles per month. The presence of enforcement tells people that we are there, that if you disobey the rules of the road there will be consequences,” says the Minister.

He feels there is some light, though, because road users are becoming more safety-conscious. However, there is still a long way to go in terms of the Decade of Action – a plan to halve the number of deaths on our roads by 2014.

South Africa needs drivers and passengers who are conscious of their actions and repercussions, similar to the anti-smoking campaign of the Department of Health.

The latter, he says, was a success and created the necessary awareness and consciousness among the public even though there was no policy.

South Africans know what needs to be done to keep the roads safe. Unlike diseases such as HIV and AIDS, road accidents don't need scientists to find a cure. It's up to each and every person to act and be responsible when using the roads.

But just what is the progress on realising the goals set in the big plan for transport in South Africa?

If one looks back at the days leading up to the 2009 elections, there were many issues around public transport. The Bus Rapid Transit (BRT) System and the taxi industry upheavals spring to mind.

Today, those issues have been largely resolved and the taxi industry owns almost two-thirds of the BRT System. South Africa has also made strides in other modes of transport such as air travel.

The South African National Taxi Council (Santaco) recently launched its own airline that flies between Lanseria, Bhisho and Cape Town. Passengers on Santaco Airline between Bhisho and Johannesburg will pay less than R800 a ticket. Once they reach their destination, there will be minibus taxis waiting to take them to that city's taxi hub.

Over the next two years, a multibillion rand boost by government for public transport will radically change the way South Africans travel.

New initiatives such as the Gautrain, the Gauteng Freeway Improvement Project, Open Road Tolling and the BRT System will all contribute towards an enhanced integrated transport system.

The Gautrain has so far been a success and more so with the opening of the link-up with Pretoria just a few months ago. People who work and live in Pretoria or Johannesburg have grabbed the opportunity to avoid traffic and save on petrol and time by boarding the Gautrain daily. During the first week, the number of passengers increased from 19 248 on the first day of operations to 41 883 by 9 August 2011.

The Minister feels that there should be a continuation of the Gautrain

approach by investing in a cheaper, safer and long-lasting rail link at the Moloto Corridor. The rail line will be the link between Pretoria and Siyabuswa in Mpumalanga, and ease congestion for workers who use buses and taxis to access the metropolitan areas. The passenger rail industry continues to face challenges, one of which is the reliability and availability of infrastructure. To assist in overcoming these problems, says the Minister, the Department of Transport, through the Passenger Rail Agency of South Africa (Prasa), is investing on a large scale.

Prasa is embarking on a bold programme to invest in new rail rolling stock, worth R97 billion over a period of 18 years, for Metrorail and long-distance rail services. These investments will significantly improve the country's passenger rail transport network, offering new routes and destinations throughout South Africa.

Back on the road, during Transport Month and the festive season, the Minister's message is simple: South Africa needs safer roads. Law enforcement and education are in place but the roads themselves are

a key component of a multifaceted approach to safety.

“That is why we are spending R6,4 billion in this financial year to build more roads in rural areas and by 2014, a total of R22 billion would have been spent on rural roads. We have a budget for creating these roads, which in turn would create more than 60 000 jobs in the S'hamba Sonke Project.”

The S'hamba Sonke Project, a massive pothole patching programme involving locals who will be recruited to repair damaged secondary, district and municipal roads, gives meaning to “together we can do more”. The programme, which will create new opportunities for emerging contractors and jobs across the country, promises to ensure that all citizens have the right to freedom and access to basic services such as water, electricity and roads.

Minister Ndebele believes transport is a key contributor to the New Growth Path. “This is a task on which we dare not falter. We are the sector with the biggest possibility to contribute to job creation in many direct and indirect ways but only if we act with a single purpose across our spheres.” 🌐

*South Africa needs drivers and passengers who are conscious of their actions and its repercussions, similar to the anti-smoking campaign of the Department of Health.*

# Veteran with a view on the future

He was a pioneer of the cadre deployment policy as envisioned by the founding fathers and mothers of a democratic, transformative and developmental state. Former Director-General (DG) of Mineral Resources Advocate Sandile Nogxina shares his insights with **Mbulelo Baloyi.**

**B**oasting the enviable, respected title of the longest serving DG in the democratic dispensation, Advocate Sandile Nogxina is one of the architects of the Public Service as we know it today, as well as its attendant ethos and values.

Nogxina recently left the Public Service after serving it with much-praised aplomb for more than 14 years. These days, he is the Special Adviser to Mineral Resources Minister Susan Shabangu, who was his political principal until less than six months ago.

Over the last 14 years, Nogxina has served under four different presidents, six deputy presidents, a number of acting presidents and no less than five ministers.

“I can say with pride that I am one of the first Directors-General appointed by former President Nelson Mandela,” says Nogxina as he relaxes on a leather couch in his spacious, elegant office whose cabinets are replete with gold trophies, awards and citations – the mark of an achiever.

His induction into the public service was in 1994, just after the first democratic elections. With most African National Congress (ANC) leaders being elected to serve as public representatives in Parliament and the different provincial legislatures, Nogxina and others heeded the call to establish a new Public Service.

“I think, firstly I must point out that ours was a calling more than employment. It was a deployment. That was



*Sandile Nogxina*



the difference; we did not just wake up and see an advertisement in the newspaper and say 'I hereby apply to be the Director-General of the department'. It was a calling and, of course, it was quite an interesting transition because we were coming from the liberation movement."

A lawyer by training, Nogxina started as a Special Adviser to the first post-apartheid Minister of Public Service and Administration, Dr Zola Skweyiya – now High Commissioner in London.

Nogxina was later appointed DG of the Department of Public Service and Administration (DPSA), with the mammoth task of amalgamating separate organs of administration, including the former Bantustans and self-governing territories

and the then four provincial authorities into one civil service.

"You will remember that the Public Service was totally dismembered by apartheid. There was a public service of the former Bophuthatswana, Ciskei and the other Bantustans. One of our first responsibilities as the DPSA was to knit those dismembered units of the Public Service and bring them together to make them one public service. It was very challenging. At that time, the DPSA was non-existent; it was just Dr Skweyiya, two special advisers and me.

"The salaries in the Transkei were very high and we had to negotiate with the unions to bring about salary parity. It was a very difficult task. In some instances, we had to bring down the salary packages of some public servants. It was very challenging. It was one of my highlights in the Public Service – that knitting together of the dismembered public services of South Africa into one. I think we did that with poise."

He was also instrumental in the writing of the *White Paper on the Transformation of the Public Sector*. In addition to this, he was also responsible for setting up the Secretariat of the Presidential Review Commission, which was responsible for reforming and transforming the Public Service during the tenure of former President, Nelson Mandela.

Nogxina laid the foundation of the present-day DPSA and was a key author of the present Public Service Act, which replaced a range of legislation. At the time, the Public Service was rules-bound rather than results-oriented.

He moved from the DPSA to join the then Department of Minerals and Energy (DME) in January 1998 under the political leadership of former Minister Penuell Maduna.

In this capacity, he was the driving force behind the Petroleum Charter and subsequently the Mining Charter, which both sought to facilitate the entry of black people into these strategically important economic sectors.

According to Nogxina, the post-1994 administration became a victim of its own policies such as the Public Finance Management Act.

"Remember, there is no way you can have a totally uncontrolled environment because we are dealing with public funds. The Public Service is a politically contested terrain. Governments fall because of lack of support from public servants.

"In a situation where there is contestation over the control of this machinery, it is important that there are rules so that you can ensure that there is stability. You can't divorce the Public Service from rules and regulations.

"I am one of the people who laid the first bricks and mortar that built the Public Service. I can say that without any fear of contradiction, without being arrogant about it. We did a very good job because we were able to take something from the apartheid Public Service into a democratic South African Public Service that today is reflective of the demographics of the country."

Nogxina says one of the deterrents of senior leadership in the Public Service is the fact that once someone is appointed at a certain level, he or she ceases to be a private person and finds their life subject to public scrutiny.

"The political contestation that is taking place outside there also affects



Sandile Nogxina

your private life because with any small mistake that you make, the opposition will jump on it, because it is not considered your personal mistake but that of those who appointed you. So, there is more responsibility on public servants to lead a particular kind of life. I am not free to do as I would like to do, because I am a public servant.

“There is something called bringing the Public Service into disrepute. Your life is subjected to a lot of public scrutiny.”

He adds that most of the highly qualified people

employed in the public sector end up being poached by the private sector at salaries that are sometimes 10 times more than they would earn in the public sector. He says that most mining and energy companies poach staff from the department because public service officials have thorough knowledge of the legal requirements that mining and energy companies have to comply with to do business.

Nogxina says uncompetitive remuneration packages in the Public Service are a turn-off to many who would have otherwise joined government.

“We don’t pay competitive salaries. For instance, here at the Mineral

Resources Department, it is a knowledge-intensive department. You deal with skills that are rare; you need scientists, geologists. When it was still DME, you needed nuclear scientists, electrical engineers, nuclear physicists and mining engineers."

"This is one department in the economic sector that has been very robust and aggressive in terms of transformation in the implementation of Black Economic Empowerment, says Nogxina. As a result of that, it has made it possible for us to be very aggressive in ensuring that players in the mining industry comply with the legislation when they seek mining licences."

A proud Nogxina says the Mining and Petroleum Resources Development Act is the most revolutionary economic legislation as it places mineral rights in the custodianship of the State.

"We move from the premise that the mineral rights and resources are a national patrimony and therefore the heritage of all South Africans, which is why we have now invested them in the custodianship of the State."

While he is passionate about his legacy and the direction adopted by government policy, the veteran DG is pleased that in his new role as Special Adviser to the Minister, he is not bogged down in administrative issues.

"As a DG you become an accounting officer, a manager and a bureaucrat. I am no longer worried about whether people have pens, the Auditor-General, Treasury instructions and appearing before the portfolio committee," he says with obvious relief.

"Right now, I can sit down and think strategically and advise the Minister accordingly. According to special advisers' protocol, I direct my advice only to one person and that is my principal. Even when you see somebody messing up, you just keep quiet

as you are hired to be the Special Adviser to the Minister."

Nogxina's vast experience positions him perfectly to anticipate the road yet to be travelled by this developmental state.

"As a public service, we are still to structure ourselves in such a way that we can respond to the task and the duties of a developmental state. Remember, a developmental state is a state that has to intervene more in the private space. It is important that you must be structured in a way that allows you to do exactly that.



"You must build human capital (and) put systems in place that will respond to the demands of a developmental state. We have not yet done that.

"(In 1994) we were prepared for transformation because I remember just a year before we came into the Public Service, some of us were sent to the World Bank for a year, others were sent to the Public Civil Service College in Britain while others were sent to Germany and all over to various public service schools in Europe. We were being prepared for a particular kind of a state that was envisioned by the ANC before it ascended to power. It was a transformative state and that is why we were able to deliver on that front."

Nogxina says: "We are now graduating from a state in transition to a state that is calling itself a developmental state

which has embodied certain qualities. We talk about the State. We talk about the public sector. Those are the sinews of the State. You see the State only in the public sector. What changes then have been done in the Public Service that will instil the current State with the qualities of a developmental state?"

Having provided many answers to such questions in the past decade and a half, the doyen of the Public Service is leaving it to the new generation of Public Service leadership and the new cadre at the coalface of delivery to ponder these questions. 

# Celebratory dinner and Golf Day

The African Minerals and Energy Foundation held a celebratory golf day and farewell dinner in honour of the former Director-General of Mineral Resources, Advocate Sandile Nogxina, on 6 September 2011. The dinner was in recognition of Nogxina's long tenure in the Public Service, which spanned over 14 years in different capacities. The day started with a golf day tournament at Randpark Golf Club, Johannesburg, and culminated in dinner.



*Adv Sandile Nogxina and his wife Nqabakazi Nogxina*



*The celebratory dinner of Adv Nogxina attracted business personalities from the energy and mining industry*



*Mr Maurice Radebe Group Executive Stakeholder Relations at SASOL was the programme director at the celebratory dinner*





*Dr Popo Molefe Executive Chairman of Lereko Investments*

*Randpark Golf Club in Randburg was the setting for a golf day honouring Adv Nogxina*



*Networking and exercise brought admirers of Adv Nogxina together at his golf day*



*A dinner guest greets Mineral Resources Minister Susan Shabangu*

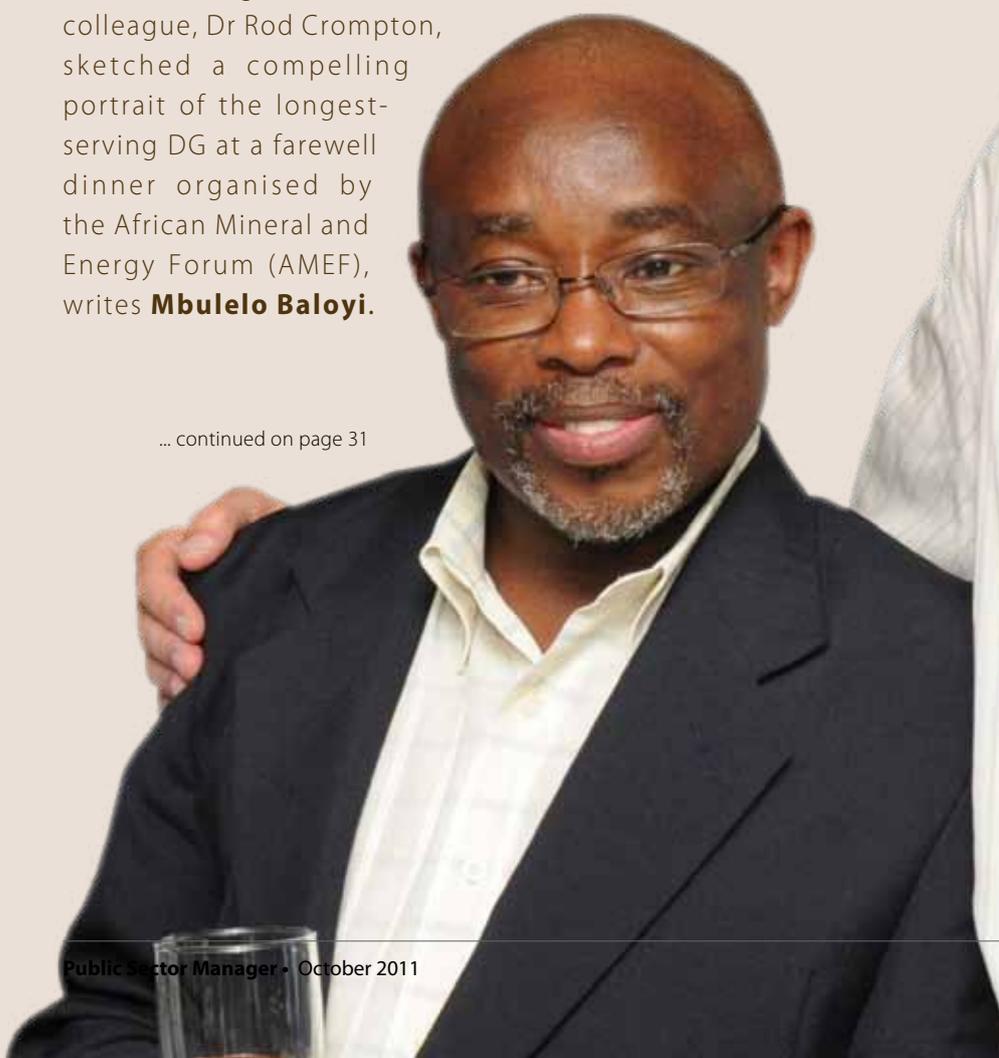


*Friends of Advocate Sandile Nogxina at the registration table at the Randpark Golf Club*

# The man who made his mark at DME

Advocate Nogxina's work ethic could be mistaken for that of a slave driver but on closer scrutiny, one sees someone who embodies a sense of justice and the determination to succeed against all odds. In a moving tribute to recently retired Mineral Resources Director-General (DG), Advocate Sandile Nogxina, a former colleague, Dr Rod Crompton, sketched a compelling portrait of the longest-serving DG at a farewell dinner organised by the African Mineral and Energy Forum (AMEF), writes **Mbulelo Baloyi**.

... continued on page 31



*Dr Rod Crompton and  
Adv Sandile Nogxina*

**"H**istory calls those men the greatest who have ennobled themselves by working for the common good."

Crompton, found these words of Karl Marx, eminent philosopher and socialist, most apt in describing Advocate Nogxina and his legacy.

Crompton is a regulator primarily responsible for petroleum pipelines at the National Energy Regulator of South Africa (NERSA)

The AMEF organised the dinner to honour Advocate Nogxina for the sterling and selfless dedication he demonstrated while at the helm of a government portfolio that plays a very critical role in economic development, wealth creation and empowerment.

"I am very pleased that we are taking the time tonight to acknowledge and celebrate a unique and distinguished career in the Public Service. We are celebrating a man who has survived in the post of DG (and that is a level at which there is a pretty high casualty rate) for 14 years and who has survived four presidents, about five ministers and about five deputy ministers. Now that in itself takes some doing," remarked Crompton.

"It's a tribute to his stamina and strength of resolve that he lived to tell the tale. I don't know too many chief executive officers of companies in the private sector that are the size of the former Department of Minerals and Energy (DME) who have held that post for as long."

Crompton counted among the outstanding landmarks that stood out in Nogxina's long and distinguished career in the Public Service the first empowerment charter, the Petroleum Charter, the reform of the liquid fuels regulatory dispensation, the reform of the mining rights dispensation and the Mining Charter.

"These were pioneering contributions to the new South Africa and were not without risks. He took those risks and he managed them. That is no mean feat and speaks to his qualities as a leader, as a politically astute public servant

and as a leader with a big vision for the future of our country. He personally led from the front and took charge of the drafting of the Minerals and Petroleum Resources Development Act."

Crompton said the reform of mining rights included an often overlooked element: the formal recognition of an aspect of mining that had previously always been regarded as a poor and insignificant second cousin, namely the oil and gas sector.

"Despite being instrumental in the reforms of these major sectors of the economy, Nogxina is not a household name in South Africa. This is because although he had many opportunities to build his profile in the media, to grandstand and to become famous, he did not. He chose

***"Despite being instrumental in the reforms of these major sectors of the economy, Nogxina is not a household name in South Africa. This is because although he had many opportunities to build his profile in the media, to grandstand and to become famous, he did not. He chose to stay in the background. It was not just because that is a part of his personal style and what he brought to the job, not just because he is a modest man who does not seek glory but, more importantly, because he believed that is the correct way for a public servant to behave. To me, that is the correct understanding of the role of leaders in the Public Service," noted Crompton.***

to stay in the background. It was not just because that is a part of his personal style and what he brought to the job, not just because he is a modest man who does not seek glory but, more importantly, because he believed that is the correct way for a public servant to behave. To me, that is the correct understanding of the role of leaders in the Public Service," noted Crompton.

Crompton said Nogxina – with his highly sought-after qualifications and experience – could have chosen to lead a charmed life and take a plum job in the private corporate sector, but he stuck to his job in the civil service, trying to build a better South Africa.

"When we think about the DG's commitment to the Public Service as a contribution to building the new South Africa, we should also think about the opportunities foregone; we should think about all the offers and opportunities to move into the private sector and to become a Black Economic Empowerment (BEE) player that he must have received over the years. We can assume that some of them would have been more rewarding than his Public Service pay. That is to be admired in this day and age. There are not many people like that around."

Among the contributions that will be associated with Nogxina are the following:

- the *White Paper on Energy Policy*
- the introduction of natural gas from Mozambique
- the reorganisation of the Central Energy Fund group of companies and the establishment of PetroSA (by the way, that name came from the DG himself)
- the first integrated energy plan
- the *White Paper on Renewable Energy*
- the establishment of an independent energy regulator
- energy master plans
- the amendment of the Diamond Act and the establishment of the State Diamond Trader
- the Minerals Beneficiation Strategy
- the establishment of the State Mining Company
- intervention in the gold crisis to set up structures to try to save the mines.

Crompton had the dinner guests in stitches as he told them one of the stories about Nogxina that is a legend in the department. Crompton said these stories said something about the kind of leader that he was.

“It is a story about how he entered the DME. Upon his appointment, one of the first things he did was to stroll into the DME building unannounced one day to have a look around. Then he walked into some poor unfortunate’s office, pretending to be an ordinary member of the public. He started to ask for things. He began to ask awkward questions. Then he began to demand things – just like a pushy member of the public- until security was called to remove him. Then he told this poor unfortunate that he was the new DG.”

Legend has it that Nogxina always caught staff off guard. He would convene an Executive Committee or Management Committee, arrive two minutes early and start the meeting one minute earlier than scheduled. Inevitably, someone would arrive late, to be met with harsh rebuke from Nogxina.

According to Crompton, that single move of stressing the importance of punctuality and what it means as an indicator of standards and professional conduct changed the whole atmosphere in the department and the attitude to work.

“One of Nogxina’s great strengths is managing people and getting them to do things that they don’t really want to do. Ironically, that is precisely a DG’s job description in his dealings with people. Many a time, I have seen him acting so cross with his staff or with the captains of industry, but in such a way that half of them are terrified but the other

half think he is kidding. He would keep people guessing. There is a mischievousness about him that is not far under the surface,” remarked Crompton.

An avowed exponent of transformation, Nogxina, during



his tenure at the DME, took no prisoners and remained unwavering and unflinching when taking on the holy cows. However, this was all done buttressed by incontrovertible facts and empirical evidence.

“The other hallmark of his approach to staff was that he acted fairly and without fear or favour. The process of transforming the old DME in the new South Africa was not an easy process.”

Nogxina’s even-handed approach to discipline earned him respect. He also stood by his staff.

“Carrying out the kinds of reforms that we were busy with made us easy targets for attack by the vested interests from outside of government, both the old and new. He stood by us when it would have been much easier to leave us to the wolves,” noted Crompton. ☺

# TRAILBL



**Name:** Mabitsi Legodi

**Designation:** Sub-Programme Manager (Acting Chief Director): Aviation Regulation, Department of Transport.

**Qualifications:** BSc (Computational Physics) from the University of Natal; Certificate in Air Traffic Management and Aeronautical Information Management from the Aviation Training Academy; Postgraduate Diploma in Civil Aviation Management from the IATA Training and Development Institute of Canada; and Advanced Management Development Programme from the University of Pretoria. Currently studying towards a Master's of Business Leadership in Corporate Finance (second year) at the University of South Africa's Graduate School of Business Leadership.

**My job entails ...** The management and development of internationally competitive economic regulatory frameworks and instruments for the South African civil aviation industry. It also involves specialising in civil aviation economic regulations to ensure affordable, reliable and sustainable air transport; and facilitating the development and growth of the civil aviation industry.

**My greatest strength is ...** Continuous learning and self-improvement because I believe that people need not only depth of knowledge, but breadth as well.

I work in a very dynamic industry and this strength helps me to deal with the dynamic nature of this industry.

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

From my late father who once said to me: "Be humble and you will be blessed in abundance" and I live by these words.

**My motivation comes from ...**

Success and the ability to make a difference to either myself or others, and the presence of a tangible result(s).

**The highlight of my career to date is ...**

When I first represented South Africa in international aviation forums, carrying the mandate of the country. To date, I can point out a number of initiatives in the aviation industry in which I played a major role.

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

To groom a number of young managers in the Public Service. I want to entrench a sense of continuous learning and self-improvement.

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

The value of inclusiveness. Each person has value to add, irrespective of their position or status. Each person's opinion must be heard to reach optimum value.

**My last read was...**

*The Moving Finger Writes* by Moss Mashamaite.

**To unwind I ...**

Love spending time with friends. I also watch TV and listen to radio.

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

I am a very shy person, however, my confidence always gives people the impression that I am not.

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

Our country is blessed with lots of opportunities and is one of the most recognised countries in the world. We have a well-written Constitution that protects the interests of our diverse society.



# AZERS

**Name:** Jo Burgess

**Designation:** Research Manager in KSA3: Water Use and Waste Management, Water Research Commission (WRC)

**Qualifications:** Doctor of Philosophy in Environmental Biotechnology, Master's of Research in Innovative Manufacturing and Bachelor of Science (Honours) in Environmental Biology

## **My job entails ...**

Working as a Research Manager at the WRC of South Africa. The WRC is a research/science council, which is publicly funded and is mandated to support, promote and coordinate water-related research in the country. Research managers are scientists who fund and facilitate projects that are carried out by researchers at universities, water boards and consulting companies. As well as providing funding, I establish a steering committee for each project. Most WRC research managers handle about 30 projects. In addition, we offer policy and other advice to the relevant government departments (e.g. Water Affairs, Environmental Affairs, Science and Technology, Mineral Resources and Health). We also serve the research community and water sector, for example by holding posts as adjunct research staff at universities (I'm a Senior Research Associate of Rhodes University), by serving on the boards of water companies and other associated organisations (I am on the Board of the Water Institute of Southern Africa), and by acting as external examiners for courses and theses at universities in South Africa and countries around the world. We're also active in other research councils and organisations like the International Mine Water Association, International Water Association and the Water Institute of Southern Africa, serving in specialist groups and conference organising committees.

## **My greatest strength is ...**

Incurable optimism! There is always a way to reach a goal or improve a situation. Being constructive and collegial is the right way to get things done.

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

I have two; one would be "a good job on time is better than a perfect job too late" and the other would be "if a job is worth doing, it's worth doing well".

## **My motivation comes from ...**

That optimism again! We can reach our goals, we can make the country and



the world a better place – there is never a reason to give up.

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

I have been so blessed! Let's see ... my own graduation, of course, then my students' graduations and most recently, the wonderful lift-off of the Young Water Professionals.

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

To contribute to and witness the completion of creating a true water community spirit in which constructive, professional critique is generously offered and graciously accepted, and the boundaries between disciplines and subsectors are eroded.

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

That the satisfaction you derive from something – a job, a project – is directly proportional to the size of the investment you made towards it in terms of time and effort. If you don't put anything in, you won't get anything out.

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

A PhD thesis. I have to finish examining it!

## **To unwind, I ...**

Disappear into the bush in my Land Rover, with only my husband and my camera for company.

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

I don't like curry.

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

I am originally from Northampton in the UK, but I chose to live in South Africa. It was an active decision, a dream that took me almost a decade to turn into reality, and I love it here!



# Moving up



## Dr Batandwa Siswana

Chief Operations Officer (COO), The Presidency

Dr Batandwa Siswana holds a Bachelor of Administration Degree as well as a Master's Degree in Public Administration, specializing in Public Policy and Management from the University of the Western Cape. His other qualifications include a Doctor of Philosophy in Public Affairs from the University of Pretoria, specializing in Public Finance. He is currently enrolled with the University of London, studying a Master's in Finance, specialising in Economic Policy.

His main area of interest is governance and he has provided advice to a number of executives in the public sector. Seconded by the Development Bank of Southern Africa, he joined The Presidency as a special adviser on governance to the President in 2010, responsible for departmental processes and systems, Cabinet processes and departmental monitoring and evaluation.

In his current position, the COO's core functions are to serve as the Accounting Officer of The Presidency and provide operational support for the implementation of strategic business plans. He is also Deputy Secretary to Cabinet.



## Lerato Molebatsi

Deputy Director-General (DDG): Corporate Services, Department of Labour

Lerato Molebatsi has held various executive management positions over the years. She was previously the Special Adviser to the Minister of Transport responsible for the coordination of public entities.

She holds a Bachelor of Arts Degree in Psychology from the former Vista University, a Senior Management Development Programme Diploma from the University of Stellenbosch and a Postgraduate Diploma in Rural Development and Management from the University of the Witwatersrand.

In her new position, she will be required to advise the Director-General and Minister on issues pertaining to human resource management, organisational design and development and transformation management.



## Dhesigen Pydiah Naidoo

Chief Executive Officer: Water Research Commission (WRC)

Dhesigen Naidoo holds a Bachelor of Science (BSc) (Chemistry and Biochemistry) and a BSc Honours (Biochemistry) from the University of KwaZulu-Natal. His other qualifications include a Master's of Science (Medicine) and a Postgraduate Diploma in Health Management from the University of Cape Town.

Naidoo joined the Department of Science and Technology in 2003 as Deputy Director-General: International Cooperation and Resources, responsible for government initiatives to mobilise and secure a net flow of scientific knowledge and resources into South Africa. In his most recent role before joining the WRC, he worked at the University of Pretoria as Director: Research and Innovation Support.

In his new position, Naidoo's duties will entail, among other things, building collaborative relationships with government and other stakeholders, and delivering high-level internal leadership in the WRC's key strategic areas.

# the ladder

## **Winnie Selala**

**Deputy Director: Central Information Repository, Department of Tourism**

Winnie Selala started her career in 2005, first as an intern for the City of Johannesburg and was later employed by the City of Tshwane on a permanent basis. In October 2006, she joined the Department of Health and Social Development as Senior Information Officer and was promoted to Assistant Director in 2008 at the Department of Local Government and Housing.

Her qualifications include a Bachelor's Degree in Information Sciences, Honours Degree in Geography specialising in Geographic Information Systems, from the University of Pretoria and a National Certificate in Disaster Risk Management from the University of South Africa (Unisa).

In her current position, she is responsible for, among other things, the development of tourism information and knowledge management systems and services, and managing the tourism knowledge database.



## **Tsumbedzo Jonas Mathoni**

**Deputy Director: Participation Research, Department of Correctional Services**

Tsumbedzo Mathoni holds a Diploma in Education, Bachelor of Arts in Education, Bachelor of Arts (Honours) and a Master's Degree in Education from the University of Venda.

His career and experience is anchored in research. He joined MNM Research and Training Consultants in 2004 as a Research Manager responsible for training students in conducting research. In 2008, he was appointed Assistant Director: Communication Research at the Government Communication and Information System (GCIS), responsible for assisting in the planning, management and execution of the National Qualitative Research Project.

In his new position, Mathoni's duties entail, among other things, providing strategic guidance in projects such as the Halfway Houses Project, one of the department's initiatives aimed at rehabilitating offenders.



## **Nomaswazi Dlamini**

**Deputy Director: Liaison, Government Communication and Information System, KwaZulu-Natal Provincial Office**

Nomaswazi holds a National Diploma in Public Relations Management from Unisa and a BTech degree in Public Relations Management from the Durban University of Technology. She is currently studying towards an Honours Degree in Communication Science at Unisa.

Nomaswazi worked at the Department of Justice and Constitutional Development in 2001 as an Assistant Communication Officer. She joined GCIS in 2004 as a Senior Communication Officer. In 2006, she was appointed to Assistant Director responsible for managing the liaison between GCIS and national departments, provincial departments and local government in the province.

In her new position, Dlamini is responsible for, among other things, supporting the Provincial Director in managing the provincial office with special attention to monitoring and reporting around the provincial business plan.

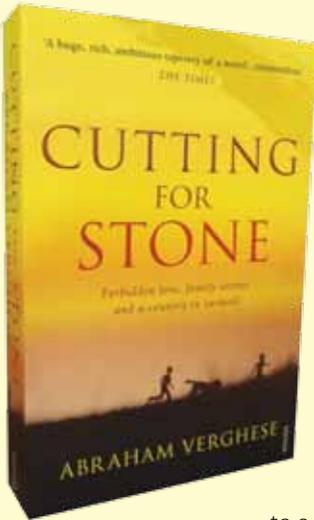


# Blood ties & bloody secrets

Compiled by: Samona Murugan

## Cutting For Stone by Abraham Verghese

*Cutting for Stone* covers an exotic saga spanning five decades and three continents. It's rife with forbidden love and desire, betrayals, murder, medicine and family secrets.



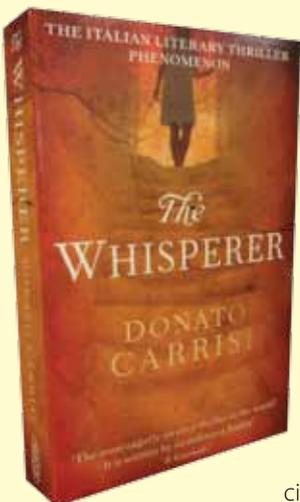
Marion and Shiva Stone, born in a mission hospital in Ethiopia in the 1950s, are twin sons of an illicit union between an Indian nun and a British doctor. Bound by birth but with widely different temperaments, they grow up together in a country on the brink of revolution, until a betrayal splits them apart. They are brought together once more in the sterile surroundings of a hospital theatre. From the 1940s to the present, from a convent in India

to a cargo ship bound for Yemen, from a tiny operating theatre in Ethiopia to a hospital in the Bronx, this is both a rich visceral epic and a riveting family story.

*Abraham Verghese, born and raised by Indian parents in Ethiopia, qualified as a doctor in Madras. He is the author of My Own Country, an NBCC finalist which was made into a film directed by Mira Nair, and The Tennis Partner, a New York Times Notable Book. His essays and stories have appeared in the New York Times, The New Yorker, Esquire, Granta, New York Times Magazine and The Wall Street Journal.*

## The Whisperer by Donato Carrisi

Six severed arms are discovered buried in a forest clearing. They are arranged in a mysterious circle, and appear to belong to missing girls between the ages of eight and 13 years old. Criminologist Goran Gavilla is given the case. A dishevelled, instinctively rebellious man, he is forced to work with young female police officer, Mila Vasquez, a specialist in missing children. She also has a tragic history of her own that has left her damaged.

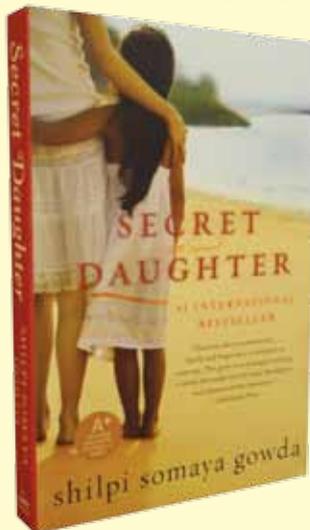


As they uncover more dark secrets in the forest, their lives are increasingly in each other's hands. This is a gripping literary thriller that has been a sensational bestseller in Europe.

*Donato Carrisi studied Law and Criminology. Since 1999, he has been working as a TV screenwriter. The Whisperer, which is his first novel, sold 180 000 copies in Italy, where it won the Italian Bancarella and Camaioze prizes.*

## Secret Daughter by Shilpi Somaya Gowda

Somer's life is everything she imagined it would be – she is newly married and has started her career as a physician in San Francisco – until she makes the dev-



astating discovery that she will never be able to have children.

That same year in India, a poor mother makes the heartbreaking choice to save her newborn daughter's life by giving her away. It's a decision that will haunt Kavita for the rest of her life, and cause a ripple effect that travels across the world and back again.

Asha, adopted out of a Mumbai orphanage, is the child that binds the destinies of these two women. The book follows both families, invisibly connected until Asha's journey of self-discovery leads her back to India.

*Secret Daughter is a story of the unforeseen ways in which our choices and families affect our lives. It explores powerfully and poignantly the emotional terrain of motherhood, loss, identity and love.*

*Shilpi Somaya Gowda was born and raised in Toronto to parents who migrated from Bombay. After moving to Dallas in 2006, she enrolled in the SMU Novel Writing Series. On the basis of her manuscript, she was selected to participate in the New York Writers' Seminar. She lives in Dallas with her husband and two daughters. ☺*

**All books are available at  
EXCLUSIVE BOOKS**



# UPCOMING EVENTS

## Transport Month

October is Transport Month – dedicated to raising awareness about the important role of transport in the economy and to invite participation from civic society and business in providing a safer, more affordable, accessible and reliable transport system for the country.

An effective transport system has a significant impact on both the economic and social quality of life in our country. It influences the economy in many ways, through its impact on the efficiency of business operations and labour mobility and, for its citizens, the attractiveness of South Africa as a place in which to live and prosper.

The Department of Transport also uses the time to engage its stakeholders directly through different platforms and vehicles.



### Working Together: Saving Tomorrow Today

**28 November – 9 December**

Preparations for the 17th Conference of the Parties meeting (COP17), to be held in Durban from 28 November – 9 December are going on in earnest. COP17 is expected to be as big as COP15, which was hosted by Denmark in Copenhagen in 2009 and which drew over 30 000 participants. COP16 was held in Cancun, Mexico, in 2010.

More than 25 000 delegates from 193 countries, drawn largely from governments, business and academia, are expected in Durban for the convention. Talks will focus on finding solutions to global warming.

The COP adopts decisions and resolutions published in reports of the COP. Successive decisions taken by the COP make up a detailed set of rules for practical and effective implementation of the convention. International Relations and Cooperation Minister, Maite Nkoana-Mashabane, is the incoming president of COP17.



### National Children's Day

The first Saturday of November is National Children's Day. A safe childhood contributes to a democratic, non-sexist and non-racial society of prosperous, caring and responsible people. Government offers a number of services aimed at ensuring that children are kept safe and healthy.



### World Rural Women's Day

**15 October**

The United Nations International Day of Rural Women celebrates and honours the role of rural women on 15 October each year. Let's join hands to recognise rural women's importance in enhancing agricultural and rural development worldwide.



## 16 Days of Activism for No Violence Against Women and Children

**25 November to 10 December**

The 16 Days of Activism for No Violence Against Women and Children is an international campaign. Every government uses this time to make people aware of the negative impact of violence on women and children and to act against abuse.

Every year, government, civil-society organisations and the business sector work together to broaden the impact of the campaign. By supporting this campaign, thousands of South Africans have also helped to increase awareness of abuse and build support for victims and survivors of abuse.

Together, let us take action to support the 16 Days of Activism for No Violence Against Women and Children Campaign. Don't look away, act against abuse.

# Nana on track at Prasa

Those in the know say experience is the best teacher. Such experience always come in handy when one is faced with managing communication amidst an unfolding crisis. It is thanks to such experience in crisis communication that saw this public relations practitioner deftly handling a near disaster with such aplomb on the eve of the football spectacle last year, writes **Mbulelo Baloyi**.

**F**or 36-year-old Nana Zenani, it was a case of hitting the tracks running, when she joined the Passenger Rail Agency of South Africa (Prasa) in April last year. Just three days into the job, the drama of a private luxury train derailing just outside Pretoria Station, was not what the newly appointed Head of Communication at Prasa had imagined her baptism into her new career would be.

But, in true Zenani fashion, she took it in her stride. Prasa is a public entity of the Department of Transport.

The accident disrupted services in the entire Gauteng – cutting off the northern from the southern part of the region - and left three people dead.

Zenani's challenge lay with how Prasa would respond and how swiftly they would restore services to commuters.

"We had to look at aspects such as transport alternatives, which, at the time, were shuttle buses to take people between the Centurion Station and Bosman Station since the Pretoria Station was closed," she recalls.

Her team kept commuters informed about the train disruption and urged them to use alternative transport. They also kept the rest of the public updated on the progress made on the ground through hourly media releases.

"This allowed us to manage expectations on the time it would take to clear the accident but also demonstrated our seriousness in restoring our services in the shortest possible time.

"It was critical for Prasa to manage the process as we were the official transport partners for the 2010 FIFA World Cup™



*Nana Zenani*

and therefore had to ensure that we managed our reputation and demonstrated our capacity to deal effectively with emergencies in our system," says Zenani. At the end of the day, it all worked out well.

Years of experience in public relations in the transport sector had indeed paid off for the confident, Soweto-born, mother of one presently residing in Mondeor, south of Johannesburg.

Nokuzola "Nana" Zenani started honing her public relations skills in public transport matters when she joined Bombela TKC – the project management company for the construction of the Gautrain – in May 2006. She was employed as Public Relations and Communication Manager.

"My duties entailed, among others, liaising between the civil and the electric mechanical contractors on the Gautrain project. I also did community liaison on behalf of the Gautrain project. I had to have intimate knowledge of the environmental guidelines in order to anticipate communication strategies and warn the sites of the potential transgressions," says Zenani.

Barely two months after being appointed as the Regional Head of Communication at Prasa's Metrorail Gauteng Division, in April, it came as no surprise that Zenani was promoted to Head of Communication and Spokesperson for Prasa.

Prasa played a key role in transporting both fans and FIFA World Cup™ officials between different venues during the 2010

tournament hosted by South Africa. Through its subsidiaries, consisting of the road transport division, Autopax, with its fleet of state-of-the-art luxury and semi-luxury Translux and City to City coaches, and the commuter rail division, Metrorail, Prasa allayed the fears and concerns that many people had with regard to South Africa's public transport system for the tournament.

Because of historical perceptions that train services are designed for the working masses and not as a social mode of transport, it became increasingly important for Zenani and her team to encourage South Africans to use the train during the football spectacle.

"Firstly, we announced that we were running trains free of charge for every valid ticket holder – Prasa was the only service-provider to transport fans at no cost. Secondly, we educated people on how to get to our stations and informed them about our parking facilities – which were also free of charge – and, most importantly, we communicated that our trains are safe," she says.

Zenani says the trains ran at below average capacity to initial games and because of the media's negativity, they had to defend the brand and its capabilities. "We pointed out the successful and on-time performance of the train services. We sold the convenient location of the station from the FNB Stadium, which is five minutes from our stations. We also emphasised the safety element."

Hard work paid off and by the second week of the tournament, there was an increase in the number of fans using trains to the extent that rail operator, Metrorail, transported a total of 1,4 million people during the World Cup.

In addition to commuter rail services and intercity luxury bus passenger transport, Prasa also operates the mainline intercity rail passenger transport service, Shosholoza Meyl, and the property business unit, Intersite Property Management.

So what are the qualities that Zenani thinks a woman in the public transport sector needs to get through the day? For her, it's the ability to understand the power of balance – between one's career, family and social responsibilities.

"Dedication and the love for one's career is another important aspect. One must also map out a realistic growth path that brings together the passion and drive in your work and combine that with learning within one's career path," she says emphatically.

She believes an engineering-oriented environment such as rail transport could be intimidating for a woman when most of the players happen to be males. However, for Zenani, it all comes with the territory and the confidence that one has about her chosen career.

"The lack of faith in one's own abilities is the most notable challenge because this can hold a woman back in challenging and opening doors that may be perceived as male-dominated. Another challenge is the categorisation of certain industries and listing that as part of a social norm which I find to be incorrect."

Zenani notes that more women are already flying high in the so-called male-dominated sectors though rail has remained largely untapped. She says women managers are not found in soft services but in engineering and operational spaces. "These are areas that women must focus on in order to form part of the larger component of passenger rail services."

She laments the fact that not enough is being done in profiling women and their achievements in the public sector, saying the image of the public sector – though consisting of a rapidly growing number of women in key decision-making positions – is still perceived as male-dominated with women only playing a support function.

"The profiling of women must permeate all levels of government rather than only focusing at a higher level. The talent recognition for women must be throughout the scope of the Public Sector, from the secretaries that run our offices right up to the most senior level. The recognition must highlight women's ability for emotional intelligence. In that, I mean women using their hearts to make fundamental business decisions that only women can do."

Her long-term goal is to continue to be an integral part of Prasa's vision to position passenger rail services as the number one public transport provider by 2015.

She attributes her modest achievement to date to her late role model and grandmother, Nozizwe Zenani, who taught her humility and an unwavering respect for self and others.

"My grandmother also taught me that each person I interact with teaches me something about life and myself. She also taught me the importance and magic of having a sense of humour in life," remarks Zenani.

When asked about her plans for the immediate future, Zenani says she sees herself growing in the public sector even more. "I have and continue to love the public sector, its dynamism, its unlimited capacity to teach one about one's self and about business."

In between writing speeches for Prasa's CEO, fielding media queries and positively positioning the public entity, Zenani still finds time for herself and the apple of her eye, her son Gabriel.

"I plan my life around Gabriel. I am also blessed to have a boss who is very understanding. My boss respects the importance of motherhood and family. In return, I make sure that my work goals are achieved on a daily basis.

I plan my time in the morning and focus on delivering my goals for the day. I still do find time in the evenings after dinner to assist him with his homework.

"Procrastination does not exist in my vocabulary. I do what has to be done on a daily basis in order to stay ahead." ☺



# Break the bond, not the bank

Writer: Joe Cimino\*

believe everyone should eventually own a home. The banks tell you it's your best investment. Is it really, or is this a common misconception? Let's look at a home priced at R700 000. You have put down a deposit of R30 000. At 10% interest, your payment will be R6 465,65 per month. If you took the monthly payment times the number of payments (240 months = 20 years), you will pay R1 5 814,756 for that R700 000 house. Now, how is paying an extra R800 000 for the house your best investment?

Even if the house is worth R1,6 million in 20 years' time, you would only just be getting your money back. Again, how is this the best investment?

The key to killing that huge debt is to do so as fast as possible. The first five years on a home bond in most cases is all interest. So, the quicker you can add additional money to the payment, the more you will score.

For every R500 extra you put into your new bond, you could save almost R1 500 (a month) in interest. That's about a 300% return on your "investment."

This sounds like the way to go; however, most people are being choked by their credit card debts.

This is prohibiting you from putting extra money into your bond. So, it ties in with what I said previously: "Quit using your credit cards".

It will, however, get worse with the holiday season fast approaching; all the shops are already in "holiday spirit". What amazes me is that people buy gifts for everyone and then spend the first few months of the new year broke. With the world economic crisis looking as if it's going to get worse, I suggest you exercise caution in spending this year.

Here's a little trick my MD taught me about children and Christmas. When your child asks, "Can I have this or that for Christmas?", instead of the characteristic "No" say: "Yes, put it on the list". This quiets them down.

A couple of days before Christmas, ask them for the list they never made. All those items they wanted will be replaced by other things and you will come out unscathed.

As far as friends and gifts for them, tell them that you are giving your family financial freedom this holiday season. Tell them upfront you are not exchanging gifts this year. It may actually turn out to be mutual relief. ☺

**\* Financial Fitness trains corporate and government employees on debt, retirement and retrenchment. For further information, call Joe Cimino on 011 783 8828 or e-mail: [joe@finfit.co.za](mailto:joe@finfit.co.za).**

# The role of the Public Service in youth development

*Writer: Minister Richard Baloyi\**

**T**he National Youth Convention held in Kimberley, Northern Cape, on 6 August 2011 served as a platform where we shared information on policies, programmes and challenges in youth development activities organised by the Public Service and Administration portfolio.

The National Youth Development Agency (NYDA) arranged the convention to engage on issues of policy and programmes as a building block for the development and strengthening of the Integrated Youth Development Strategy for 2011 to 2015.

Addressing the convention, we highlighted various policy instruments and interventions intended for youth development.

The Human Resources Development Strategic Framework for the Public Service seeks to build an efficient and effective public service through policies, structures and operational processes for developing capable and high-performing people.

The framework provides for the promotion of learnerships and internships as part of a strategy for capacity development, in terms of which non-graduate youth and graduates are exposed to practical work in programmes of their choice or as guided by their academic achievements.

The Internship Programme provides participants with work exposure for a period of 12 months. Since inception,

the programme has enrolled a number of participants across various departments.

Challenges in the implementation of the policy on learnerships and internships include poor management in the application of the policy; the fact that no provision is made for absorption at the end of the internship programmes; the lack of proper coordination,

supervision, mentoring as well as placement; and exit management of the interns.

One of government's priorities for 2009 to 2014 is to improve the nation's skills base profile and promote rural development.

The Medium Term Strategic Framework (MTSF) for 2009 – 2014 emphasises the importance of broadening access to post-secondary education and providing learners with tools to make informed choices regarding education and career opportunities.

The Integrated Rural Youth and Skills Development Project is aligned with the MTSF and is being implemented in Limpopo, KwaZulu-Natal and the Northern Cape.

While these initiatives are mainly run by the Department of Rural Development, the Portfolio of Public Service and Administration has joined the implementation programme and established implementation task teams to add its voice to the project.

In terms of this programme, career open days were held in the two rural areas of Riemvasmaak and Vrede in the Northern Cape.



*Minister Richard Baloyi*

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The Public Service Sector Education and Training Authority will be providing learning opportunities to youth in the three identified provinces on tourism, public administration, procurement, agriculture and mining. These training areas will be prioritised in each province on economic lines as guided by the province's Local Economic Development Strategy.

The State Information Technology Agency will be implementing internships aimed at addressing the shortages of information and communications technology skills across the three spheres of government in these three pilot programmes.

In an effort to address the challenge of youth disabilities, youth development in the Public Service is also informed by conventions and charters of both the United Nations (UN) and African Union.

South Africa ratified the UN Convention on the Rights of People with Disabilities and government has put in place the Integrated National Disability Strategy of 1997. The strategy outlines priorities that need attention with regard to mainstreaming services for people with disabilities and ensures that youth with disabilities, in particular, gain access to youth development programmes.

However, in practice much more still needs to be done. Both the public and private sectors have not yet met the target of 2% of people with disabilities in their establishments. *The 2009 – 2010 Commission for Employment Equity Report* found that people with disabilities made up only 0,9% of the total workforce. According to the report, the private sector employs 34 778 people with disabilities, which is 1% of its total workforce, while the public sector employs 6 052 of people with disabilities, equating to 0,6% of its workforce.

The NYDA will be enlisted as a partner in dealing with matters of disability. The portfolio has already started a partnership negotiation with business. These partnerships aim to secure training expertise and financial capacity for support.

To determine whether the Public Service is meeting its targets with regard to the absorption of young graduates and school leavers, the Department of Public Service and Administration is making strides to collect accurate data, with a specific focus on the number of interns who complete internships and learnerships; the number of interns who find employment in the Public Service or the private sector; the number of interns who experience positive gains in exiting internships and learnerships; and the numbers of graduates per sector that our academic institutions are producing from year to year.

As part of the drive to absorb young graduates and

school leavers, the Public Administration Leadership and Management Academy (PALAMA) is building capacity through partnerships with various stakeholders, paying particular attention to the training of mentors; induction for interns and learners; rolling out programmes such as financial management for non-financial managers; legislative and regulatory frameworks in the Public Service; as well as public service career open days for schools during which learners will be encouraged to enter the Public Service and pursue a career of choice.

In support of the job creation drive, we have also developed the Breaking Barriers to Entry into Public Service Programme (also known as "BB2E"), which seeks to equip unemployed graduates with competencies to access employment opportunities in the Public Service.

PALAMA sought a partnership with the NYDA to implement the BB2E because of the important role the NYDA plays in managing the database of unemployed graduates and from which PALAMA sources the beneficiaries of BB2E.

Remarkable progress has been made since the implementation of BB2E in December 2010. A total of 1 192 unemployed graduates participated in the week-long Orientation to Public Service course. The number of graduates who have been placed in various departments as interns is at least 20% of those who enrolled for the programme in the 2010/11 financial year. A special tracking system will be put in place to accurately trace the success of these learners in exploiting employment opportunities in the wider labour market.

An important aspect of the BB2E is the role of mentors and/or coaches in supporting the development of interns. The BB2E is not only designed to enhance the employment potential of graduates, but to develop a new public service cadre.

While we have attained political freedom, much more needs to be done so that our country can achieve economic emancipation. This is a challenge we must boldly confront and address.

One of the important roles that the Ministry for Public Service and Administration plays is to help build a strong skills base among our youth through the policy interventions mentioned and many others. In addition to them being able to secure jobs in the Public Service or elsewhere, they too become part of the solution to the challenges confronting us. 🇿🇦

**\* Richard Baloyi is Minister for Public Service and Administration**

# PALAMA

brings executive development in-house



Writer: Professor Lekoa Solly Mollo\*

**C**entral to all government programmes is the goal of improving the conditions of life of all South Africans, thereby contributing to building a better Africa and a better world. Associated with this ideal is the creation of an efficient and effective public service that is development-oriented.

In order to play a developmental role, the State requires capacity in three critical areas:

- strategic capacity: the ability of the State to unite the public sector, business, labour and civil society to implement its shared programme
- organisational ability: the ability to set up efficient and effective structures and systems to realise goals
- technical ability: programmes and projects that are planned around the broad objectives of the State in such a way that they deliver on government's overall plan.

This requires a professional, multiskilled, flexible, high-performance, adaptable and versatile public service with the appropriate knowledge, administrative skills, ethos and commitment to implement its policies effectively. Equally important is social capacity to understand and support the State's overall objectives.

## Meeting capacity challenges

While many gains have been achieved in our young democracy, the current state of the Public Service is still characterised by poor planning capacity, little focus on talent management and retention, weak controls in procurement and financial management processes and poor policy implementation. Government recognises that this situation is, to a significant extent, a consequence of inadequate leadership, management and administration skills at different levels in the Public Service, and the requisite values, ethics

and commitment to serve.

The Public Administration Leadership and Management Academy (PALAMA), as government's training department, envisions a professional public service made up of individuals who lead, care, serve and deliver.

PALAMA designs, develops and delivers relevant programmes for capacity development in both generic and specialist programmes for the Public Service. Through multistakeholder project teams and consultations, PALAMA ensures that the programmes remain relevant and focus on competences required for organisational performance and service delivery. This is based on the understanding that learning and development should not just enhance the knowledge and skills of individuals, but should also contribute to the achievement of government performance outcomes that impact on society.

## Executive Development Programme (EDP)

PALAMA's leadership development and support programmes build leadership capacity across all levels in the Public Service – from initial access, through the leadership pipeline and ongoing professionalisation. This approach is grounded in distributed leadership at all performance levels, and an emphasis on the development of a common sense of purpose, culture, values and ethos.

The EDP is one of four programmes in PALAMA's management and leadership development portfolio, collectively known as the Integrated Management Development Programme (IMDP). As PALAMA's flagship leadership development programme, the

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EDP is aimed at enhancing the capacity of public service leaders in a dynamic, democratic and developmental state. The EDP is aligned to the competency framework for the Senior Management Service in the Public Service and is informed by research and practitioner insights.

Since its major redesign, the EDP has been brought in line with the needs of senior and executive managers in the Public Service's transformation context. The EDP is offered in collaboration with consortia of universities on a regional basis. The modules of the EDP are structured as follows:

### Compulsory modules at National Qualifications Framework (NQF) Level 8:

- Strategic Human Resource Management
- Leadership for Good Governance
- Financial Management and Budgeting
- Strategic Planning and Management
- Policy Formulation and Implementation
- Programme and Project Management.

### Electives at NQF Level 9:

- Leading Change
- The South African Economy in the Global Environment
- Communication and Customer-Focused Strategies
- Research for Senior Managers.

### Mini-dissertation at NQF Level 9:

- Compulsory one-day work session on research methodology
- Mini-dissertation culminating in a Master's qualification.

The programme is presented over a minimum period of 12 months – one module of three days – and contact sessions, each in a cycle of five weeks. A three-day compulsory orientation session is held before the presentation of the first module. Participants are supported by an e-learning platform for the duration of the programme. The time between modules enables learners to complete assignments and initiate conversations for change in the workplace.

The primary purpose of the EDP is to improve the leadership capacity and performance in the workplace, and allows participants to structure their learning as follows:

- Professional skills enhancement: Learners can select certain modules from the programme within the main aim of enhancing existing professional skills. This approach is particularly useful for addressing areas for development that emerge from the competency assessments undertaken as part of the appointment process.
- Postgraduate Certificate in Executive Development: Learners can complete the six core modules of the EDP to acquire a professional qualification in the form of a postgraduate certificate.
- Credits towards a Master's Degree: If learners meet the entrance

requirements of the university, they can acquire credits toward a Master's qualification by attending all 10 modules of the EDP. The learner is required to submit and pass a mini-dissertation as required by the accrediting institution.

To date, more than 200 public service graduates have received the Postgraduate Certificate in Executive Development. In the last two financial years, 2 216 managers successfully completed various modules of the EDP.

### Further improvement for impact

The EDP is continuously subjected to a series of improvements, including integration of new content, policy developments, the mainstreaming of gender considerations and interactive methodologies. Responses from participants have consistently underscored the relevance and value of this programme. Findings from the 2010/11 survey include the following:

- More than 85% of the participants rated the relevance of the EDP modules, the networking opportunities and the practical applicability of the modules to their work context as "good" or "excellent".
- Ninety-four per cent of the participants reflected a high degree of confidence in the course content. They considered the content relevant and appropriate in terms of the developmental sector. Participants also indicated the value of the course content in providing exposure to the academic side of management practice.
- Most participants reported they had become more confident managers and considered themselves to possess the knowledge and skills required to operate more competently in each of the management areas.
- Many participants reported that their involvement in the EDP enabled them to clarify their roles and played a part in enabling them to function better in that role. Some reported that the primary change was a heightened awareness of certain management issues.
- Participants recommended that all senior managers in the various government departments also attend this programme. During 2011/12, a research study will be completed, which focuses on the impact assessment beyond individual learning. More work will also be done to enhance the design and application strategies. PALAMA invites all senior managers to take advantage of this dynamic programme for the advancement of leadership capacity in the Public Service. 

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# IBSA promotes



*Writer: Clayson Monyela\**

**R**ealising the significant roles they each play in their respective regions, in 2003 India, Brazil and South Africa created the dialogue-forum IBSA (India, Brazil, South Africa), an innovative South-South alliance aimed at promoting trilateral cooperation and gaining bargaining power in multilateral institutions. These three countries have since enjoyed increasing international influence.

IBSA originated from a visionary concept in 2000, when former President Thabo Mbeki promoted the idea of a G-8 of the South. Countries identified by former President Mbeki were China, India, Brazil, Mexico, Nigeria, Egypt and Saudi Arabia. It was felt that the North's continuous economic and political dominance on a global level impels the South to create a counter point that could be used to address the developmental needs unique to the South and developing countries.

India, Brazil and South Africa agreed on the initial IBSA concept at the G-8 meeting in Evian, France, in 2003. Further trilateral consultations at ministerial level between then Minister of Foreign Affairs, Nkosazana Dlamini Zuma, Celso Amorim from Brazil and Yashwant Sinha from India constituted the foundation of IBSA. The IBSA Dialogue Forum was formalised and launched through the adoption of the Brasilia Declaration in Brasilia on 6 June 2003.

The realisation of a trilateral alliance between India, Brazil and South Africa stems from three commonalities between the countries, namely:

- all three are vibrant democracies
- they share common views on various global issues
- they are substantial emerging economies within their subregions.

Since the first discussion of the IBSA Dialogue Forum in Evian and the trilateral ministerial meeting in Brasilia in 2003, a continuation of formal dialogue followed. Seven ministerial level meetings have taken place on

the three respective continents since 2003 and four heads of state and government summit meetings been held annually since 2006. As chairperson of the IBSA Dialogue Forum, President Jacob Zuma is scheduled to host the fifth IBSA Summit of Heads of State and Government this month.

IBSA endeavours to combine the collective strengths and qualities of the three IBSA countries from three different continents into a unique model of multilateralism. Cooperation takes place in a broad range of areas that will lead to technology and skills transfer, socio-economic upliftment, job opportunities and infrastructural development.

The engagement processes of IBSA countries take place on three levels:

- Heads of State and Government level, where joint positions on global political and multilateral issues are coordinated and articulated
- trilateral government-to-government level, where it takes shape through sectoral cooperation within working groups, focusing on specific needs
- people-to-people cooperation, on a non-government level.

The joint positions of the IBSA Heads of State and Government are pertinent issues affecting developing countries, such as the reform of global governance institutions; the Doha Round and World Trade Organisation issues; hunger and poverty eradication; and

# sustainable development

the millennium development goals (MDGs).

As a result of IBSA's focus on promoting sustainable development, the IBSA Fund for Poverty and Hunger Alleviation (IBSA Fund) was established specifically for the alleviation of poverty and hunger in non-IBSA developing countries. The effectiveness of the IBSA Fund landed it the United Nations South Alliance award. In addition, in 2010 the IBSA Fund was awarded the prestigious MDG Award, which recognised the work of IBSA in using innovative approaches to share, replicate and scale-up successful development experiences for combating poverty and hunger in other parts of the world (new development assistance paradigm).

South-South cooperation initiatives' core value is the betterment of the lives of traditionally marginalised people of the South. Both the New Partnership for Africa's Development (Nepad) and IBSA work from this perspective and there is a strong correlation between their key objectives, namely to:

- eradicate poverty
- counter the marginalisation of developing countries in global political and economic processes
- promote sustainable economic growth and development
- empower women.

The three levels of IBSA interaction have potential benefits to Africa and other developing countries in the following ways:

- joint positions regarding sustainability, development and environmental issues are of key importance to the South
- joint positions have been taken on disarmament and non-proliferation, because of the devastating effects it can have if neglected
- peacekeeping plays a decisive part in regional stability
- the joint statements on a global level have a strong influence on the international discourse concerning important issues impacting on the South.

The government-to-government level enhances South-South cooperation and leads to certain benefits, which include:

- lesser dependence on the North in terms of economic progress, technical expertise and skills development
- governmental cooperation enhances the eradication of poverty in developing countries.

An important benefit of the people-to-people level cooperation – which caters specifically for non-government actors – is real engagement and exchange of information at all levels of society, giving people the opportunity to influence government decisions.

Apart from the official and non-governmental IBSA structures that have been put in place since 2003, numerous memorandums of understanding, agreements and action plans were signed, carrying the potential of benefiting ordinary people, once implemented.

One of IBSA's challenges is the fact that South-South business relations need to be supported with compatible technical infrastructure and systems. In this regard, South-South transport connectivity between the three IBSA countries, as a result of traditional North-South colonial trading patterns, needs to be revolutionised. Finding solutions to this challenge will have a direct impact on the IBSA trade target of US\$25 billion by 2015. Intra-IBSA trade has enormous potential and could

have a major impact on the economic needs of the southern regions.

Another challenge lies in the vastness and depth of civil society and how best this level of interaction can be steered towards effective and constructive synergies. With South Africa's accession to the Brazil-Russia-India-China-South Africa (Brics) Forum in January 2011, it is recognised that the agendas of both forums are highly comparable with a

number of synergies, but importantly that the two forums remain on separate, but parallel tracks.

South Africa's trade with its IBSA partners has increased significantly since the forum's inception. South Africa's trade statistics with IBSA for the period 2007 to 2010 show an increase in overall trade from R36,920 billion in 2007 to R58,133 billion in 2010. The combined increase in South Africa's trade with IBSA of R21,213 billion over the period shows the impact that the IBSA Dialogue Forum has on sustainable development on the three continents.

In view of South Africa's geostrategic position in the middle of a potentially flourishing South-South trade axis, it is clear what important role the country can play in realising new trading patterns that will benefit the southern African region (Southern African Development Community) as well as the rest of Africa. IBSA shows the required characteristics of being Nepad's global partner in the industrialisation of Africa and also in laying a foundation in fast-tracking the knowledge era on the continent. It is clear that the IBSA Dialogue Forum is a decisive vehicle for creating economic synergy through the combined strengths of the three emerging powers of the South. 🌐

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# SA-EU

President Jacob Zuma flanked by European Commission President Jose Manuel Barroso and European Council President Herman Rompuy addresses a press conference after the summit, Mpumalanga.

## clears major hurdles

Writer: Bathandwa Mbola

**M**ore handshakes than headbutts. This was the effect of a recent one-day summit between South Africa and the European Union (EU) – a positive step beyond the differing approaches adopted by the two sides previously on issues such as Zimbabwe, Libya and regional trade partnerships.

By the end of the summit, the South Africa-EU partnership emerged more mature and characterised by mutual respect and potential for further cooperation.

President Jacob Zuma headed the South African delegation, while the EU was represented by the President of the European Council, Herman Van Rompuy, and European Commission President Jose Manuel Barroso, among others.

The leaders declared they were ready to put the past behind them and work as partners to ensure equitable results.

The end-of-summit communiqué indicated that the parties had cleared the main hurdles in the Economic Partnership Agreement (EPA) with the southern African nations. Namibia, South Africa and Angola are the only three countries out of seven in the Southern African Development Community-EPA configuration group that have not yet signed the interim agreement that commits to certain trade agreements with the EU, in an effort to

create free-trade areas.

In the past decade, South Africa has raised delicate questions about market access and why the trade agreements favour Europe, instead of being mutually beneficial.

“We are both very optimistic that the negotiations are going to go forward,” said President Zuma.

Barroso added that the summit had “taken stock of the EPA negotiations and cleared up some important misunderstandings that could have been a hindrance to signing”.

The leaders reaffirmed a mutually beneficial agreement that would enhance growth and generate jobs.

“We reiterate our strong commitment to conclude the negotiations as a matter of priority. We are convinced that the solution to the pending issues can be found.”

On Libya, Van Rompuy said even though they had differences in the past, they shared the same vision. He reiterated President Zuma’s words that “the future of Libya belongs to the Libyan people”.

In an effort to rebuild Libya, the National Transitional Council (NTC) was formed to write Libya’s first chapter of freedom. By 21 September, 20 African countries had recognised the NTC. The African Union (AU) subsequently also recognised Libya’s transitional authority as legitimate. The process will be followed by accreditation and the presentation of credentials by the NTC’s envoys in all of the AU’s 54 member states.

Van Rompuy said the NTC was the legitimate representative of the Libyan people for the time being, but they still had “to broaden the interim government to make it more representative of the Libyan people”.

– a view that has been shared by the AU and President Zuma before.

“It is essential to help the country to succeed in its transition to an inclusive democracy,” said Van Rompuy.

The two sides also agreed that the AU still had an important role to play in supporting the people of Libya in building a democratic, independent and united country.

“The goal is to build a new, democratic and pluralistic Libya in which human rights, fundamental freedoms and justice will be guaranteed and prosperity shared.”

On differences over Zimbabwe, both sides agreed on the need to end the political crisis in that country. President Zuma, who is also the mediator in the power-sharing government between Robert Mugabe and Morgan Tsvangirai, has been calling on Western nations to lift the travel ban, assets freeze and arms embargo imposed on Mugabe and his inner circle.

The President has maintained that the lifting of the

the means of cooperation to support and build South Sudan.

Climate change was also on the South Africa-EU agenda, as the next United Nations conference in Durban in November 2011 draws near. South Africa and the EU share the view that the conference should agree on actions that would make key decisions reached in Cancun in 2010 fully operational.

President Zuma, who described the discussions as “fruitful and deep”, commended the EU’s commitment to trade and aid, despite the debt crisis engulfing some countries in the 27-member bloc, threatening to destabilise the European zone.

The EU is forging ahead and keeping to its commitments as they also look into establishing a South African Development Partnership, the purpose of which would be to look at new opportunities of trade and cooperation in other areas such as infrastructure, education, information and communications technology, crime and justice.

South Africa is one of the EU’s biggest recipients of



*President Jacob Zuma flanked by European Commission President Jose Manuel Barroso and European Council President Herman Rompuy .*

sanctions would shore up the fragile unity government and show that there are no favourites.

Van Rompuy said the EU had already lifted some restrictive measures a few months ago. However, “a credible road map for elections is of utmost importance. It will facilitate for the EU a review of restricted measures”.

Also discussed at the summit was the Sudanese tension, which persists even after the north and south split into two countries in July. Both sides urged the finalisation of the outstanding issues such as citizenship, demarcation and oil revenues. However, they committed to further explore

development assistance; most notable is the recent R1,2 billion grant to the Ministry of Health to bolster the public health system, especially in the fight against HIV, AIDS and tuberculosis.

From 2007 to 2013, South Africa is set to receive €980 million from the EU, or an average of €140 million a year.

“We consider all that has been achieved so far as a demonstration of the level of commitment and importance by both parties to the full realisation of a strong and mutually beneficial relationship,” added Zuma.

The next annual meeting will be held in Brussels next year. ☺