

President Zuma on the Public Service

With 1,3 million staff reporting to him and a budget of just under R1 trillion to spread over 50 million citizens, the man at the helm of the Public Service has clear and exacting expectations of his Persal troops. President Jacob Zuma shares his views with *Public Sector Manager*.

Writer: Tyrone Seale

It's the day after Finance Minister Pravin Gordhan presented the Budget in Parliament.

At the President's official residence in Cape Town, Genadendal (meaning "valley of mercy"), very little mercy is to be divined from his hectic schedule.

Since the Budget speech 24 hours earlier, he's been back to Gauteng for engagements, including the opening of the Tripartite Alliance Summit and has returned to the legislative capital to meet his Finnish counterpart at Genadendal this evening.

It's a punishing schedule, but not enough to impair the President's focus on the only tool he has to ensure that the country succeeds: the Public Service of 1,3 million people.

In the gloom of an overcast afternoon, the President settles into a wingback chair in a reception lounge delicately lit by energy-saving lamps – a token that illuminates The Presidency's leadership by example – and featuring an antique dinner service.

In the 17th year of democracy, the trappings of the colonial era sit unperturbed alongside the gadgetry of the 21st century: a plasma screen tuned into Al Jazeera's accounts of the uprisings of the day along Africa's Mediterranean coast.

For a precious half-hour, though, the President is able to shut out the troubles of the troubled world to reflect – a few days after delivering the State of the Nation Address – on the state of the Public Service.

His own life and career have been that of public service: to the people of KwaZulu-Natal, originally; the liberation movement; and the country at large, as Deputy President and, since 2009, President. Given South Africa's role on the continent as well as on the international stage, President Zuma has, in one way or capacity or the other, served numerous peoples around the world in various circumstances.

So, what does public service mean to him personally?

"It offers an opportunity for us as individuals to serve the people. I really am very passionate about it. It has been my passion to serve the people all the time. To be given the opportunity to be in government, to serve the people at the level at which I do, is an honour – a humbling experience."

The President wishes more public servants would look at



work – and life – this way: “One is given an opportunity to contribute to changing the quality of life of our people. If you weren’t in the Public Service, you could have the capacity and the means, but you’d be doing it more in the quiet. Here, you are given the opportunity to serve the people.”

His assessment of the state of the Public Service is that while the culture is shifting, it remains “something rather heavy; a cumbersome machinery.”

“There’s bureaucracy in the Public Service. It’s been my concern that we need to change that culture, do things differently, do things quicker than the civil service does things.

“That’s what I hope we can achieve. We must be user-friendly. We need to change the culture and therefore perception about the Public Service.”

President Zuma is anxious that failure to speed up, modernise and innovate will leave government and the country stuck in the parable of the two loaves of bread.

It is an analogy that the President shared at a meeting he had with directors-general and deputy directors-general

in Kempton Park last year. The meeting was convened to discuss the challenges that beset the Public Service and how to address these in a manner that will lead to better service for citizens.

“If you come to a corner shop and there are two identical loaves of bread from the same bakery, but the owner of the shop says ‘this (one) loaf is a government loaf, and the other is from the private sector’, which one would you buy?”

The President foresees that, in the context of his parable, many South Africans would, on the basis of experience or perception associated with aspects of the Public Service, opt for the private-sector loaf.

The President places his finger on the problem and prescribes the way ahead: “We need to change the culture, (our) appearance and the manner in which we work.” This new manner, he suggests, is one that takes all of us back to basics.

“We need a public service that’s user-friendly, that puts people first. We need to put into practice our slogan, Batho Pele. People must feel more encouraged to come to the



Public Service for help. I have been communicating that message. The response to problems needs to be quicker.”

In 2011 – a year of job creation – the President believes that transformation of the Public Service ethos is an urgent priority.

“I want to bring in a sense of urgency. I established a performance monitoring and evaluation (and administration) department. People need to appreciate what this means. It means that the department is a driver, that all of us in government need to look at our performance.

“In no time, we are ready to know who or what is working and who or what is not. To me, that department is very crucial to enforce the culture of doing things differently.”

Some do things so differently, that they bring government into disrepute and disappoint citizens and the President alike.

President Zuma feels personally let down when a public servant steps out of or crosses the line of ethical and professional rectitude. “I feel disappointed. I feel bad about it. It doesn’t give a good name to government and the civil service. Why do these things?”

Given the President’s strength of feeling on those who get it wrong, it is fairly simple to earn his approval: “There are people who are working very hard, who are innovative, and who don’t sleep. They make me feel very proud about the civil service; people who are very concerned about their work, who want to deliver. They have ideas and if you give them work, they do the work.”

For public sector managers, “doing the work” is a fine balance between the administrative rigours and routines of compliance and accountability, on the one hand, and making a difference in citizens’ lives, on the other.

The President is keenly aware of this balancing act

“The challenge facing managers in the Public Service is that of function and compliance. Government is about serving the people. It is good to be intact and proper, but you must be able, at outcome level, to show you are doing something for the people, for the country.”

On the eve of the local government elections, all candidates are volunteering themselves to do something “for the people, for the country”, while many more South Africans are rehearsing where to make their mark on the ballot paper.

The President has advice for both candidate and voter.

“Those who are considering the people who must take up positions as mayors or councillors must first ask themselves: ‘why do we need this person in a political position?’”

“You need a political office bearer who must help government function and deliver. [Your choice] must be informed by your understanding of why you need this person.

“Equally, the person who’s keen to stand for a position must appreciate why that position is there and what is expected. The person must be honest and ask, ‘am I qualified, capable to do this job?’”

Having catalogued his apprehensions, the President turns to his call to action for the Public Service, summed up in four letters: JOBS.

“All of us must work towards using every opportunity to create jobs. We have to be innovative and open. From the part of government, I have said there should be no funded vacancies in the civil service. We are going to monitor that.”

The President is all too aware that job creation is not just the responsibility of government. That is why he called for a business summit on job creation, which was held in March.

The President begins to wrap up the discussion with the job-creation example of developing dairy farming in rural areas: “Once you are able to provide jobs to those who aren’t highly qualified, you give them an opportunity to put something on the table, send children to school; (you are) empowering the citizens of this country.

“If you empower yourself with education, you are better placed to make a contribution to society.

“Let us be innovative, create jobs as much as possible. Let’s have everyone doing something.”

Raising the standard of living for all South Africans

Photographer: Ntswe Mokoena
Interview: Ongezwa Manyathi

"There's nothing as undignifying as not being able to provide for yourself and that means we should be creating jobs for South Africans so that people are able to provide for themselves."

Key to the responsibility of National Treasury is improving the lives of all South Africans by promoting economic development, good governance and social progress.

Public Sector Manager met one of the key forces behind this entity, the Director-General of National Treasury, Lesetja Kganyago. Kganyago has been in the driving seat since 2004, among other things, managing the department, producing a sound and sustainable national budget and improving financial management throughout government.

How would you define the role of National Treasury?

National Treasury has a responsibility to advise the Executive on the prudent management of fiscals and the optimal allocation of national resources. This is guided by legislation that includes the Public Finance Management Act (PFMA). Having said that, we are aware of the fact that we are operating in an environment where things are changing. In the past three years for instance, the world economy experienced a recession. Treasuries around the world questioned themselves about their roles in the changing economic environment and found themselves in a situation where they were struggling to find resources to meet the commitments of their respective governments. Fortunately, in South Africa we have had a political leadership that had foresight and developed measures that would provide some protection, should the global economy enter a recession. The challenge for National Treasury now is that we are operating in an environment where it is no longer about allocating resources but also establishing how the resources are being utilised. The allocation of resources is politically influenced, in other words, it speaks to the political mandate of the Government of the day. So when our fourth government administration took over in 2009, we had to translate the political mandate into a programme and into the Medium Term Strategic Framework – and National Treasury translates that mandate into numbers.

In your view, has government spending been successful in turning the tide and changing the lives of our people?

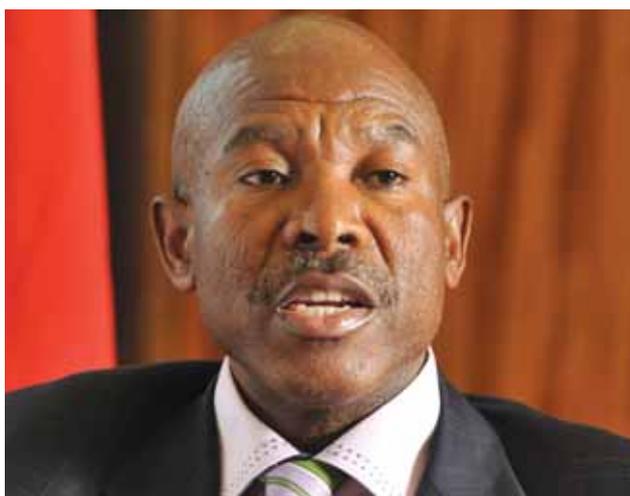
The data, in spite of what commenta-

tors are saying, demonstrates that South Africa has made significant strides in improving the lives of the people over the past 17 years. If one measures government against what we committed ourselves – which is to improve the general lives of our people; one can see that in areas such as the provision of housing, electricity, water and sanitation, even education – we have made significant progress. Also, recently the South African Institute of Race Relations released a report that shows that the majority of the people have benefited significantly from the new democratic dispensation. That said, we as government are the first to acknowledge that there is still more that has to be done. It will take generations to totally transform the education system and make sure that it serves the needs of our economy and to build an economy that can meet the needs of the South African population. We still have a difficult task ahead of us but as a nation we have always overcome adversity and managed to take on and succeed at challenges. All of these things take time to implement. The question for us now is how to cushion the population in that transition period as the economy and society are transformed. We've partly addressed that question by providing social assistance to our people in the form of social grants, but we still need to give people their dignity. There's nothing as undignifying as not being able to provide for yourself and that means we should be creating jobs for South Africans so that people are able to provide for themselves.

What are the main drivers of government spending?

The main drivers are government's key priorities. Over the past 17 years, the bulk of spending has been on social development, education and health. There is a different way of looking at what the economic drivers are – an economic classification of what actually drives

government spending and by far you will find that the largest driver of government spending will tend to be remuneration of employees. That is something that we need to constantly watch. So, constantly you will find that budget dominance over the past three years has called for a balance between social and economic expenditure. We have also called for a balance between capital and recurrent expenditure and we



have called for a balance between spending on the remuneration of employees and spending on goods and services that are essential for the delivery of services.

What will be the future drivers of government spending?

The future drivers should not differ from the current ones because the priorities of this government are education, health, rural development, creating decent work, and fighting crime. These priorities will continue to drive spending in the future. As we go forward, the important question to ask is: to what extent does every rand that government spends go towards the key priorities?

Which areas of the economy do you think need government intervention?

To grow any economy you need to invest in two things – people and physical capital. Successful countries across the world all have one thing in common and that is their investment in people. If you want to invest in people, it means that you must channel resources into education. But then people need to be healthy so that means that you need to channel resources into health. That is why government spending is focused on health and education. We need to invest in people so that we are able to produce the skills that the economy needs to be able to compete globally. The second thing is investing in physical capital, which entails investing in infrastructure that facilitates economic activity – in other words roads, telecommunications, ports, rails and public transport. The kind of questions we now need to ask are: how efficient is the investment? In other words, you have invested in education, what do you get from it? If you are going to invest a certain amount in education, are you getting the right number and sets of skills, and also does your physical capital investment make you competitive? Are you able to bring goods to industries speedily and at the least cost possible? Now, that is generic. In South Africa, we had to ask ourselves the questions: why is it that the South African economy is not growing at a pace that would enable us to create jobs, and what are the constraints on growth? Whichever way we look at it, there are skills constraints or bottlenecks.

Government knows that we are facing bottlenecks and that we need to invest to relieve the constraints the economy faces.

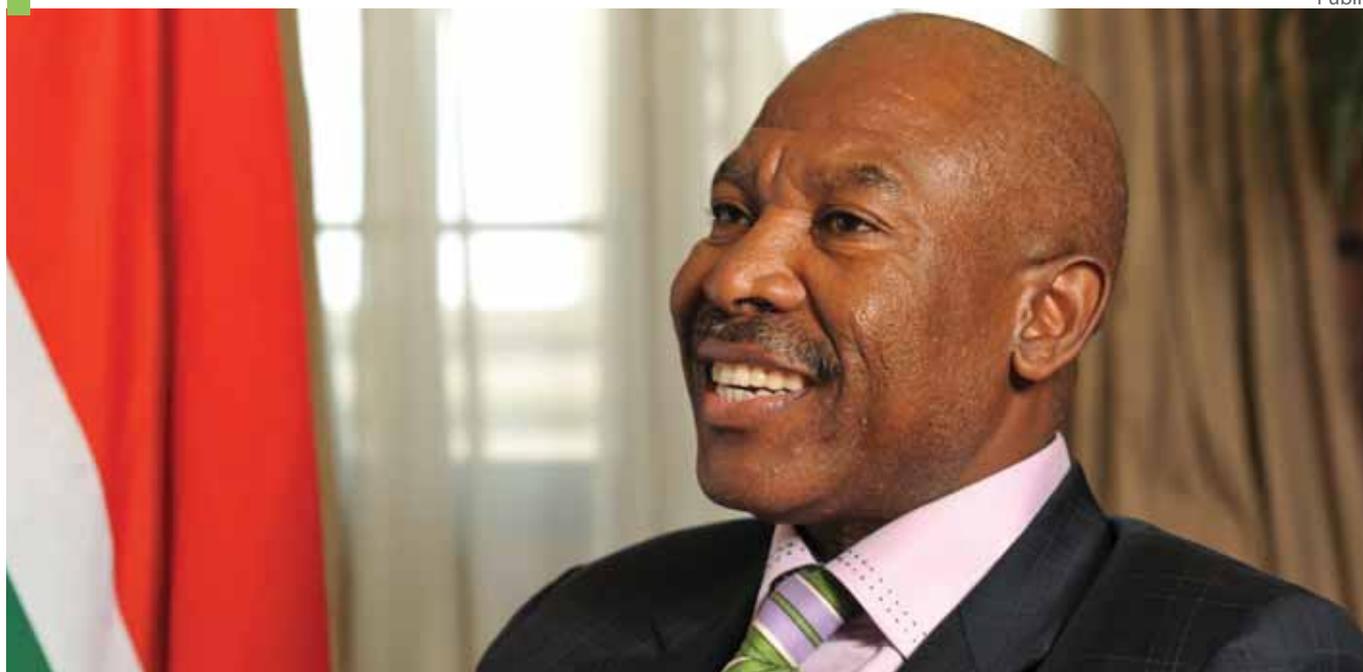
Where are the weaknesses in the economy? How do you plan to overcome or deal with these?

In identifying our weaknesses we need to locate South Africa in a global context. South Africa is now firmly integrated into the global economic system. The events that take place in the world are likely to affect us and when there are weaknesses in the global economy, the South African economy will be affected. For example, South Africa produces goods that are consumed in South Africa while others are sold in the world. There is no country anywhere in the world that grows successfully by producing goods that itself needs. We need to not only produce the goods that we need but those that the rest of the world needs. We also need to invest in the kind of goods that are needed in the country. South Africa has low savings and because of this, for us to be able to fund our investment programmes, we need to access foreign savings. We need to get the savings of other countries and in so doing, we are mobilising finance from the international capital market to fund our own investment programmes. What we need as a country is to generate savings to enable us to reduce our dependence on foreign savings. The only way we can deal with these weaknesses is through partnerships. We need partnerships between government and the private sector and labour. We need partnerships to make effective use of our development finance institutions (DFIs). The DFIs need to partner with the private sector to deliver on their mandates. We need partnerships with respect to some of the key factors that have been identified.

What is your view on the issues raised by unions on inflation targeting?

We welcome debates and discussions not only on inflation but also around issues that affect the economy because it will only enrich the political discourse. What I tend to find problematic is the notion that inflation targeting is a problem. Let me explain what inflation targeting is. It is simply a monetary policy framework. There are three monetary policy frameworks that are available in the world. The first is what was pursued by the South African Reserve Bank called the eclectic monetary policy framework. Government then decided to abandon that policy because it was unclear and there was no transparency. The second framework is something that a number of Asian





countries have done, which is to choose a level which you want and which you defend. The third monetary policy framework is inflation targeting, which South Africa decided to adopt. The reasons are not hard to find. When South Africa was using the eclectic framework, we had extremely high interest rates – in 1998, for instance, interest rates rose to 25,5%. With the interest rates at 25,5%, there was no inflation targeting and the inflation rate went up to as high as 15% or 16%. So, the Reserve Bank put resources into defending the currency. In the process, South Africans were hurt. We lost billions defending the currency, instead of channeling these billions to other areas. You can take away inflation targeting but no central bank worth its salt can ignore inflation targeting or let inflation run amok. Lastly, high inflation hurts poor people the most – the people who are dependent on social assistance. Any government that cares about the poor will decide to keep inflation in check.

Briefly tell us about your family.

I am married and I have three children.

What are your thoughts on leadership? What drives you?

Leadership is very complex. There are many who see themselves as leaders because they have been put in positions of authority. For me, leaders take calculated risks and this involves testing the boundaries of the people that you are leading. It's also important to be able to look back and see if you are being followed because you might find that you think you are leading people only to find that you are leading yourself. Leadership in the Public Service is complex because it involves serious grounding in politics and being able to understand the political landscape within which

you are operating. I am surrounded by very good and competent technocrats and many of them will tell you that I do not want to be a leader. I just want to do my job. That's because the people understand the complexity of leadership. For me, the big challenge of leadership in the Public Service is to get people who are technically competent to live in the political environment and execute their mandate. Public servants' jobs are to translate the mandate of the Government of the day into concrete programmes. In terms of what drives me, I would say it is my passion to serve South Africans. I prefer to drive things to ensure that the desires of South Africans are met.

What do you like to do in your leisure time?

I hardly get the time to relax, so when I get a few weeks off in December I try to squeeze in a lot of hiking and golf. I also read autobiographies, and I listen to music – mainly jazz and some classics.

How would you like to be remembered?

I'd like National Treasury to be the first port of call for bright young minds in economics, finance and accounting so that it can deliver on its core mandate and make sure that the needs of South Africans are met. I'd like to be remembered as someone who has been able to reposition Treasury in that respect. I also believe that I helped to get people to see Treasury as a partner with respect to their mandates. Simply put, I'd like to be remembered as an honest and hard-working public servant.

****Lesetja Kganyago has been appointed the Deputy Governor of the South African Reserve Bank***

Trailbl

Name: Itumeleng James Moses
Designation: Chief Economist,
 Free State Provincial Treasury
Qualifications: M.Com (Economics),
 University of the Free State

My job entails ... research and analysis of various socio-economic issues so as to provide sound and research-based policy advice in so far as the allocation of scarce public resources is concerned. Within the realms of a developmental state, and the economic reality of the Free State, the provincial budget remains a vital instrument to bring about change to the illiterate, the hungry, the homeless, the jobless and the discouraged.

My greatest strength is ... my belief in three things, namely knowledge, passion and teamwork. Knowledge is at the heart of problem-solving, which is why I always encourage my team to study further, to read and to explore anything that will expand their knowledge. I also believe that passion is a prerequisite for motivation. I also believe in teamwork, which is why I spend a lot of time sustaining and motivating the team because I know that as individuals, we can achieve little, but together we can do more!

The best advice I ever received is ... people don't care how much you know until they know how much you care. Change to your life comes as a result of the change that you make in other people's lives. True fulfilment comes from being of service to others.

My motivation comes from ... believing that no challenge is insurmountable! People fail when they reach a point of unwillingness in their lives, but a never-say-die attitude will carry you through difficult times. We fail because we have given up, we don't give up because we have failed! When we have hope, then the march to change the world will be won.

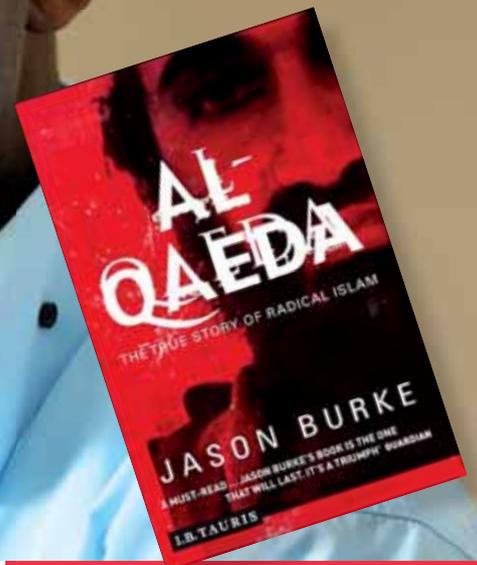
The highlights of my career to date are ... many, but being appointed to serve in the Premier's Economic Advisory Council by former Free State Premier "Mme" Winkie Direko at the age of 29 will always rank as one of the greatest opportunities. I had the privilege of learning from the best minds and leaders. I was also nominated to be among the lead authors of the Organisation for Economic Co-operation and Development's report on the role of higher education institutions in economic de-

velopment: *A Self-Assessment Report for South Africa with Free State Province as a Case Study*. This was also an opportunity for me to learn from highly distinguished academics.

My number one thing I would like to accomplish while I'm in the Public Service is ... to assist in developing and implementing policies that will unlock the economic development potential of the Free State and ensure that economic growth in this province is used to reduce unemployment and poverty among the people of the Free State.

The most important lesson I've learnt in my career is ... that you can fool everybody else but you cannot fool yourself! They say life is a journey. So, no matter your achievements, there will be scope to do more. In that sense, for as long as you live, you will never arrive! The day you have arrived, then you must know that you have stopped living!

Right now I'm reading ... *The Shackled Continent: Africa's Past, Present & Future* by Robert Guest, *The End of Poverty: How We Can Make It Happen in Our Lifetime* by Jeffrey Sachs as well as *Al-Qaeda* by Jason Burke.



To unwind I ... play soccer on PS3; watch documentaries; listen to classical, jazz and gospel music; and enjoy quad-biking with my family.

What most people don't know about me is ... that I'm scared of failure. This does not mean that I only do things where success is almost guaranteed. Rather, I prepare sufficiently before embarking on any course of action, even those actions where the margin of success appears very close to zero.

I'm proudly South African because ... South Africa is a special country, a nation of winners! It is not a mere coincidence that we have great leaders who continuously aspire to change the world, nor is it a mere coincidence that we espouse the value of Ubuntu, we are the cradle of human kind! Karl Marx wrote: "The philosophers have only interpreted the world, in various ways; the point is to change it." Embedded in each of us, big or small, educated or uneducated, rich or poor, is the ability to make a difference to humanity!

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GOING PLACES

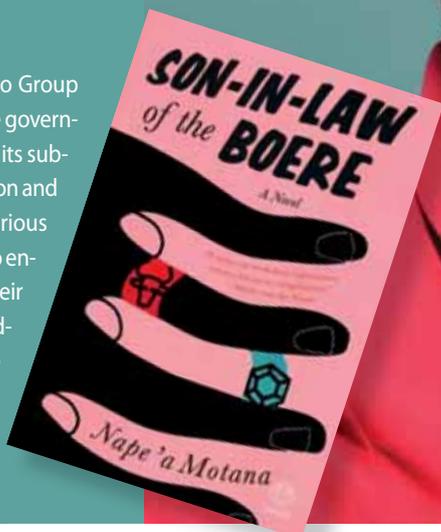
Name: Bessie Bulunga

Designation: Group Company Secretary, South African Post Office (Sapo)

Qualifications: B. Proc, LLB

University of Durban-Westville;
Certificate in Management Development, Wits Business School

My job entails ... Advising key Sapo Group governance structures on good corporate governance and ensuring that the company and its subsidiaries comply with the relevant legislation and governance codes. I also manage the various shareholder compacts within the group to ensure that the various entities discharge their mandates as agreed to with the shareholder. In addition, I manage the office of the Chairperson and the Secretariat division that provides overall governance and secretariat support across the group.



My greatest strength is ... I am very detailed in my overall approach to work and other aspects of my life. However, most people say I am “pedantic” because I tend to be concerned about rules, procedures and protocols, which probably explains my choice of career!

These attributes can be viewed as both strengths and weaknesses. Strengths in that they demand accuracy, perfection and certainty – which are all very important in the type of work I do. These attributes also have their drawbacks as they can slow down my work pace as I tend to check and re-check things before I am satisfied with the final outcome. Being somewhat of a perfectionist, I thus tend to set very high standards both for myself and for the people I work with.

The best advice I ever received is ...

To remain humble in my dealings with others and not to forget all the influences that made me what I am today.

My motivation comes from ...

Waking up each day and noting that I am alive and that each day has opportunities in store for me. My motivation is brought on by the fact that

I have been put on this earth for a purpose and I have no excuse for not making a contribution in whatever small way I can.

The highlights of my career to date are ...

The promulgation by the Department of Labour of the Domestic Worker Sectoral Determination, which sets minimum wages and regulates conditions of employment for this vulnerable group of workers. I was extensively involved in the processes that led to its final promulgation and this remains a highlight of my career.

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

Given the high unemployment rate, we must be grateful for the job opportunities and positions that we have been appointed to. As employees, we all have a contribution to make within our chosen career paths, no matter how menial the tasks may seem!

Right now I'm reading ... or my last read was ...

Son-in-law of the Boere, by Nape 'a Motana, which is a book about an interracial couple that had to overcome

great adversity in their relationship due to racial intolerance as well as cultural barriers. My last read was *The Book of the Dead* by Kgebetli Moele, which addresses the scary aspect of HIV and AIDS.

To unwind I ... read a lot, especially novels by African writers and I also read magazines on home décor and improvements.

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

I collect antique furniture and ornaments and can be seen in dusty antique shops and second-hand shops looking for the ultimate bargain on an antique piece.

I'm proudly South African because ...

I witnessed the birth of democracy when I cast my first vote in 1994, which gave us this wonderful country that hosted the 2010 World Cup, marking us as a truly great nation that can overcome adversity.

I also work for the Sapo, one of the oldest South African establishments, but which is a wonderful and exciting place to work in as it is young in spirit!

Women are continuously increasing their presence and influence in the Public Service. Though there is still a glass ceiling, an increasing number of them are breaking through and becoming a growing force of the Public Service's senior management talent pool.

One such woman is Phumla Williams, the Deputy Chief Executive Officer (CEO) responsible for Corporate Services at the Government Communication and Information System (GCIS). She embodies the charisma and determination of a woman who knows where she is going in her career and is keen to encourage, motivate and lead other young aspiring women to follow in her footsteps. Williams holds a Masters degree in Public Administration from Unisa.

At just 18 years-old, she became involved in student politics while at high school. She joined the African National Congress (ANC) and worked for eight years during the 1980s in Mozambique.

She was thrown into the world with no skills, qualifications or assistance and had to fend for herself. She started as a researcher

I am happy about my career and the contribution I am making to the Public Service."

She learnt and grew within the ranks through various internal and external training programmes and mentorships from various supervisors and colleagues. Williams says she has always motivated herself to think and dream big, to continually set new goals for herself and to strive to meet them. She describes herself as humble, assertive and goal-driven.

She believes the key to changing the lives of the people public servants serve, is being compassionate, dedicated and most importantly, having a good work ethic. "On many occasions, I have come across citizens being treated disrespectfully by public servants. This is unacceptable. We need to change our attitudes, our mindsets and start serving our people with respect.

"Working within government, one does come across challenges. However, we must overcome them by being able to work smarter to ensure that we never have to find ourselves as a coun-

Breaking through: no holding back for Phumla Williams

in a male-dominated field. "It was tough. My first experience presenting in front of a group, I was stopped in the middle and ridiculed. It broke my spirit but with help of my mentor, Ronnie Kasrils, I soon learnt the ropes and regained my confidence."

Upon the unbanning of the ANC, Williams worked briefly as an administrator at a non-governmental organisation that disbursed bursary funds. She subsequently went to work as a personal assistant at the head office of the ANC in Johannesburg. After the elections in 1994, she joined the Public Service as Assistant Director: Administration for the Gauteng Provincial Government. She was then promoted in 1996 to Deputy Director responsible for the Procurement, Human Resources and Auxiliary Services of the Premier's Office. She joined the GCIS in June 1999 as the Director: Finance. In 2001 she was promoted to Chief Financial Officer (CFO) before attaining her greatest achievement within the Public Service to date – securing the position of Deputy CEO in May 2009.

"Although I was subjected to a rigorous interview process, I was excited with the career achievement when I was appointed.



try having the public going out in the streets revolting due to our failure to serve them. Public servants are the key to service delivery and to ensuring that direct communication between government and its citizens happens."

Williams urges women never to stagnate in their professional development. "I started off as a secretary and built my way up the ladder through hard work and determination. Far too often, we come across employees who lack motivation and who are not managed properly. I have had the pleasure of working under great managers who have guided and taught me skills that have moulded me into the type of manager I am today. I try to inspire and encourage employees to further their studies, gain new skills and never be afraid to take on something new. There are many opportunities for women within the Public Service. It is an exciting career choice, especially if you have a passion to change the lives of the millions of South Africans. It has a wide spectrum of career choices



Phumla Williams

from scientists, educators, administrators, military sciences, financial management, information technology, human capital to tourism and much more.”

Williams is not talking theory here. Her colleagues at Gcis admire her for her great clarity of vision, her ability to articulate that vision, her drive, strategic focus and ability to stay on course without being derailed even under the greatest of pressures, and yes, her nerves of steel when she has to show them.

Her outlook on life stems from her upbringing. “As human beings we learn and grow from various role models that we interact with in our lives. The overall person who imparted a solid foundation and played a major role in who I am today, is my late mother. She taught me and my siblings the basics of life – to be independent, respect ourselves and others around us and most importantly, she drummed this principle into our heads, to appreciate who you are and what you have. This is something I have tried to instil in my own children, so that they in turn can grow up to be strong-minded, self-thinking, independent individuals.”

One thing Williams hopes to accomplish or contribute towards significantly while in the Public Service is making sure that whatever she does within her working environment, it challenges the misconceptions that the Public Service is a slow-moving bureaucracy with bad work ethics. “We must benchmark ourselves against best practice in whatever we do.” She urges those who are interested in going into the Public Service to have a passion to change the lives of people. When asked, what’s next on her list? She replies: “At this stage of my

career, I am just enjoying every area of my work. I have the most wonderful team that is energetic and cooperative in all respects. We are learning from each other every day and we have the same passion – that of serving and being part of an efficient, effective and delivering machinery.”

Williams, whose career in the Public Service now spans about 17 years, believes those with experience must mentor the up-and-coming. There is an idea floating among senior women managers within government to form a Senior Managers Women’s Forum for the purpose of mentorship and sharing best practices with upcoming female managers. She supports the idea: “We do need a structure for the purpose of mentorship and sharing best practice with upcoming senior managers in the Public Service. However, I think senior managers, both men and women in the Public Service, need this kind forum.”

And what about the need to chronicle or document the contributions of public servants to our society? Is enough being done? Williams replies: “South Africans would love to see and hear the success stories of the public servants who are making a difference. We have thousands of dedicated public servants, yet sadly the media tends to focus more on the negative. Such stories even discourage any young person who might even consider the Public Service as a possible career choice. Importantly, we need this so as to encourage those who are within the service to realise that their contribution is appreciated.”

You can contact Phumla Williams at phumla@gcis.gov.za.

Public sector appointments

Nnana Manamela

Deputy Director-General: Shared Services,
Department of Local Government and Housing, Limpopo

Nnana Manamela has extensive experience and has occupied senior positions in both the Public Service and the private sector. She was previously the acting Head of Department: Sports, Arts and Culture in Limpopo. Her qualifications include a BA Cur (I ET A), Postgraduate Diploma in Management Science, Executive Management Certificate and she is in her MBA final year (Dissertation). Manamela's achievements include presenting several papers in various forums, including one on the Performance Management System in the public sector for the Institute of International Research and another on leadership for the Black Management Forum. She is a community developer and is involved with the Progressive Women's Movement of South Africa, Limpopo Chapter.



Brian Molefe

Group Chief Executive of Transnet

Brian Molefe was previously the Chief Executive Officer (CEO) of the Public Investment Corporation (PIC) and has held various executive management positions over the years. He stepped down as CEO of the PIC, which oversees the pension funds of state workers and was Africa's largest money manager in June last year, after seven years in the post. His qualifications include a Master of Business Leadership from the University of South Africa (Unisa), Postgraduate Diploma in Economics from London University School of Oriental and African Studies and a Bachelor of Commerce from Unisa, majoring in Accounting and Economics. Molefe brings a wealth of expertise to Transnet, and his understanding of capital markets and asset management will be invaluable as the company moves forward with its massive infrastructure investment programme. Molefe has been appointed for a renewable term of five years.



Nosipho Ngcaba

Director-General, Department of Environmental Affairs

Nosipho Ngcaba holds a BSC degree with majors in Biochemistry and Physiology and a Higher Diploma in Education (Physical Science and Mathematics) from the University of the Western Cape. She is currently completing a Master's Degree (MBA) in Business Leadership through the University of South Africa. She has risen through the ranks in the Department of Environmental Affairs since 2003, firstly as Chief Director for Social Responsibility and Projects and then as Chief Operating Officer for three years before becoming a director-general (DG) in May 2009. She is responsible for, among other things, providing strategic leadership and direction to the organisation and ensuring that the strategic objectives of the department are achieved. Her wealth of experience and insight in this portfolio, extensive skills and knowledge have placed her in good stead to lead the department. Her contract as DG has been extended for another five years.

