

UP COMING EVENTS

World Consumer Rights Day 15 March 2012

On 15 March 2012, the global consumer movement will be uniting to demand a real choice for consumers. The theme for World Consumer Rights Day 2012 is *Our Money, Our Rights: Campaigning for Real Choice in Financial Services*.



Budget speech 22 February 2012

The Minister of Finance will deliver the Budget Speech in Parliament at 14:00 on 22 February 2012. Budget documents will be available online as well as at the following locations: Government Printers, 90 Plein Street, Cape Town; South African Revenue Service offices in Brooklyn, Pretoria; 4 Rissik Street in Johannesburg.

Sixth Annual Africa Trade and Export Finance Conference

8 to 9 March 2012, Table Bay Hotel, Cape Town

The sixth Annual Africa Trade and Export Finance Conference is a showcase trade event for the sub-Saharan region.

The conference will bring together senior decision-makers from the corporate and banking sectors to discuss Africa's continuing importance within the global trade market and the key challenges faced as the continent's process of economic and social development provides ever-increasing opportunities for discussion and debate.



Cluster media briefings 13 to 23 February 2012

The President will deliver the State of the Nation Address (SoNA) at the Opening of Parliament on 9 February 2012, where he will outline government's priorities and plans to the nation and set the tone for delivery in the year ahead. The post-SoNA Ministerial cluster briefings serve to unpack the programmes and projects to be implemented by the respective clusters and departments during 2012/13.

Design Indaba 2012 2 to 4 March 2012,

Cape Town International Convention Centre

Design Indaba 2012 includes the Design Indaba Conference and Simulcast from 29 February to 2 March 2012 and the Design Indaba Expo from 2 to 4 March 2012. Since 1995, the Design Indaba has invited the world's top creative minds to address professionals from the creative, corporate and educational sectors alike. The Indaba is considered a one-of-a-kind conference in South Africa and is renowned globally for the value it adds to the design industry, both locally and abroad. It showcases exceptional design across all disciplines, including graphic design, advertising, film, music, fashion, industrial design, architecture, craft, visual art, new media, publishing, broadcasting and the performing arts.

Human Rights Day 21 March

March has been designated as Human Rights Month in commemoration of the heroes and heroines who laid a monumental foundation during the liberation struggle for a rights-based, democratic and just society, many of whom paid the ultimate price in the struggle. The massacres at Sharpeville and Langa continue to serve as a reminder to remain committed to protecting human rights and human dignity.



National Library Week 17 to 24 March 2012

The theme for this year's National Library Week is *Develop @ Your Library*, chosen with government's major focus on job creation in mind. Libraries contribute to job creation by devising programmes that focus on skills development; providing access to information that promotes self-development of the user; and granting access to computers and online tools, enabling users to develop their computer skills and providing tools that allow them to draw up a CV. This theme will also allow libraries in the various sectors to adapt it to be relevant to the services they provide in developing their communities.

Strategic Project Management Course 16 to 20 April 2012, University of Cape Town Graduate School of Business (GSB)

Dennis Comminos, Director of the Strategic Project Management course at the GSB, believes there are huge opportunities in South Africa for "skilled strategic project managers – these are project managers who are critical and creative strategic thinkers who focus on business and strategy, and not only on methodologies and standards". The GSB's unique programme is designed to equip experienced project managers with the skills to help them derive value from the execution of strategy through strategic projects and programmes. Co-presenting the course with Comminos is Chris van der Hoven, lecturer in innovation at the Cranfield School of Management. Together, they bring many years of experience and acute insight into project management, especially in the form it should take in today's business world.

Fast facts at your fingertips

3 725 – Megawatts of renewable energy that government will procure for the national grid by 2016. This is more than the annual energy use of Cape Town, South Africa's second-largest city. Eskom and business will also continue to work on technologies to further reduce emissions from its coal-fired plants.



Chalking up new standards for education

Government is aiming for 1,5 million university enrolments by 2030 (a projected participation rate of 23%) as opposed to the 2011 enrolments of 899 120 (a 16% participation rate).

The pass rate for Physical Science in 2011 was 53,4%, compared to 47,8% in 2010. The number of passes in Mathematical Literacy was 236 548 for 2011, compared to 241 576 in 2010. The Department of Basic Education will implement a strategy to improve the pass rate and the quality of Mathematics and Physical Science, called the National Strategy for Mathematics, Science and Technology Education.

82,9% – The matric pass rate for the Western Cape, making it the top achiever for 2011. This is up from 76,8% in 2009, an improvement of 6,1%. The overall pass rate for the Class of 2011 was **70,2%** – a marked improvement from last year's 67,8%.

Major rail investment for southern Africa

Transnet and Swaziland Railways have agreed to jointly develop a 146-km railway line from Lothair in Mpumalanga to Sidvokodvo Junction in Swaziland, and upgrade the adjacent railway networks in both countries. The R17-billion project will be the biggest railway investment in southern Africa since 1976. The new rail line is expected to create additional capacity of 15 million tons, which will predominantly be general freight volumes from the existing coal export rail line.

Our own Wonder of the World

Some 116 000 visitors took a ride on the Table Mountain Aerial Cableway during December 2011, with almost 80% of those being domestic visitors. There's been growing interest in Table Mountain since it was provisionally named one of the Seven Wonders of the World in 2011. South Africa will gain an estimated 108 000 international tourists a year due to Table Mountain's increased exposure.



2015 – The year in which a carbon tax should be in place in South Africa as proposed in the Draft National Development Plan: Vision for 2030.

A Blade that cuts clean

Writer: Mbulelo Baloyi

Photographer: Elmond Jiyane

A passionate patriot and visionary, Dr Blade Nzimande's has developed an inspiring and challenging view of the future of post-school education, which has elicited guarded and careful response from both the business-employer axis and academia. The Minister of Higher Education (HE) and Training shares his observations on how the post-school sector could contribute to the developmental agenda of the country.

Two years after being appointed to head Higher Education and Training, Minister Nzimande remains resolute about bringing about change that will have a lasting impact on unemployment and the low skills base in the country.

He was barely a few months in his new position when he ruffled the feathers of the sector education and training authorities (Setas) by calling on them to provide real skills development to out-of-school young people and adults instead of being "cash cows or automated teller machines" for fly-by-night skills development facilitators.

This harsh assessment followed the transfer of the Setas from the Department of Labour to the Department of Higher Education and Training.

He didn't stop there.

Minister Nzimande's suggestion to explore mother-tongue instruction at universities triggered a debate with detractors citing what they saw as the impracticalities of this approach, but Nzimande remained unfazed.

Some of the achievements notched up by Minister Nzimande over the past two and a half years include the provision of bursaries to third-year students funded by the National Students Financial Aid Scheme (NSFAS) as well as extending NSFAS financial aid to students enrolled at Further Education and Training (FET) colleges.

Minister Nzimande has been championing FET colleges as another preferred centre of study for post-school youth over and above the universities of technology (formerly called technikons) and the universities.

Asked what has been his impression since he took helm of the newly created department in May 2009, Minister Nzimande says he and his team now know the core problems besetting the post-school education and training sector.

Blade Nzimande

"One of the challenges we face is that there are not enough post-school opportunities for the diverse needs of young people and adults. We need diversification and massification of opportunities so that we do not have the situation where people think they have to go to universities to further their studies at post-school level."

Nzimande says there is a 46% drop-out between Grade 9 and Grade 12, hence the department's emphasis that there has to be earlier career pathing for learners in this band where some of the courses offered by the FET colleges can come in handy.

"If you look at the needs out there for skills, they will not be responded to by the universities alone. We have to explore other post-school alternatives both for out-of-school youth and adults. We must not make FET and other post-school opportunities a second choice after university".

The Minister says with the recently released Green Paper for Post-School Higher Education and Training, the department hopes to

diversify and massify post-school opportunities.

“When we talk of diversifying and massifying, we mean the post-school skills development opportunities should not only cater for learners who have come out of the school system but also for working adults who want to improve their skills levels as well as those who have successfully completed Adult Basic Education and Training (Abet).”

Nzimande says for the post-school education and training sector to be relevant to the changing needs of a developmental state such as South Africa, there must be a relation between what is being done at FET colleges and universities.

“Articulation is broader than FET and university. Sometimes, the requirements of the universities are way out of what we are offering at schools. We are envisaging a situation where someone who, for example, has done a three-year diploma course in electrical engineering at an FET college will not have to be required to start afresh when he/she enrolls at a university in the similar stream as if he/she has not done any course prior. What is being offered at an FET college has to have a relation to what is being offered at a university,” says Nzimande.

Another challenge facing the post-school education and training sector is that of bringing FET colleges closer to employers.

“For instance, if you want to be an artisan you have to do 18 months of study at college,

another 18 months in the workplace and then you write a trade test before qualifying as an artisan. Placing students to acquire workplace experience remains one of the critical elements of our post-school skills development strategy,” he says.

Minister Nzimande says for a successful placement programme to work, employers must also adopt FET colleges as part of their programmes so that they can expose lecturers to the latest technology in the industry.

“FET colleges do require a workplace component and we are of the view that employers have the capacity to assist us by exposing our lecturing staff to the latest technology so that the kind of students they produce are abreast with the latest technological innovations instead of imparting technical know-how to students using equipment or machinery that is almost obsolete.”

He adds that the R10 billion that has been allocated to the various Setas will have to be optimally used in the revolutionary skills development programme that the Department of Higher Education and Training has tailored as expressed in the Green Paper for Post-School Higher Education and Training.

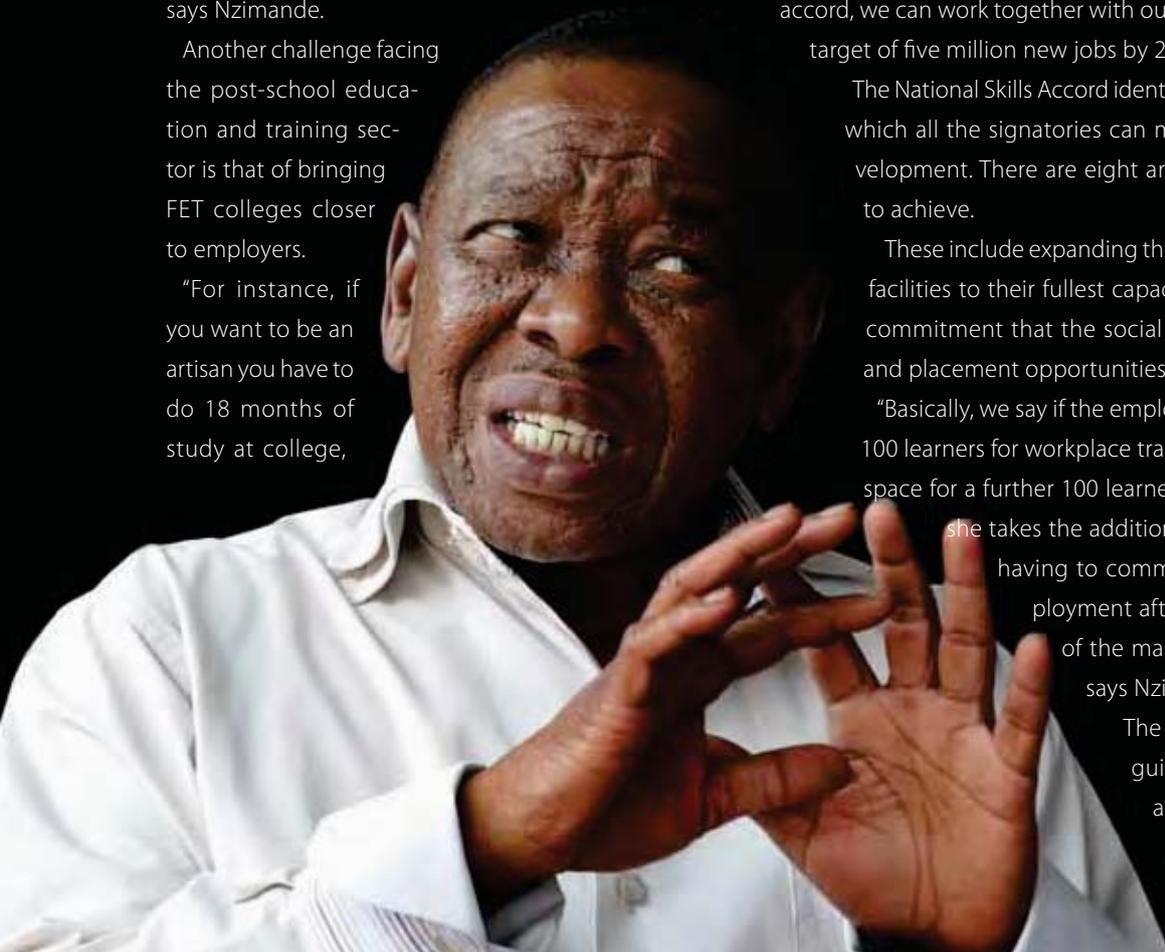
“In July last year, together with business, labour, community organisations and the Department of Economic Development, we entered into an agreement in the form of the National Skills Accord as part of the New Growth Path (NGP) and I am happy that at least through the accord, we can work together with our social partners to achieve the target of five million new jobs by 2020 as envisioned in the NGP.”

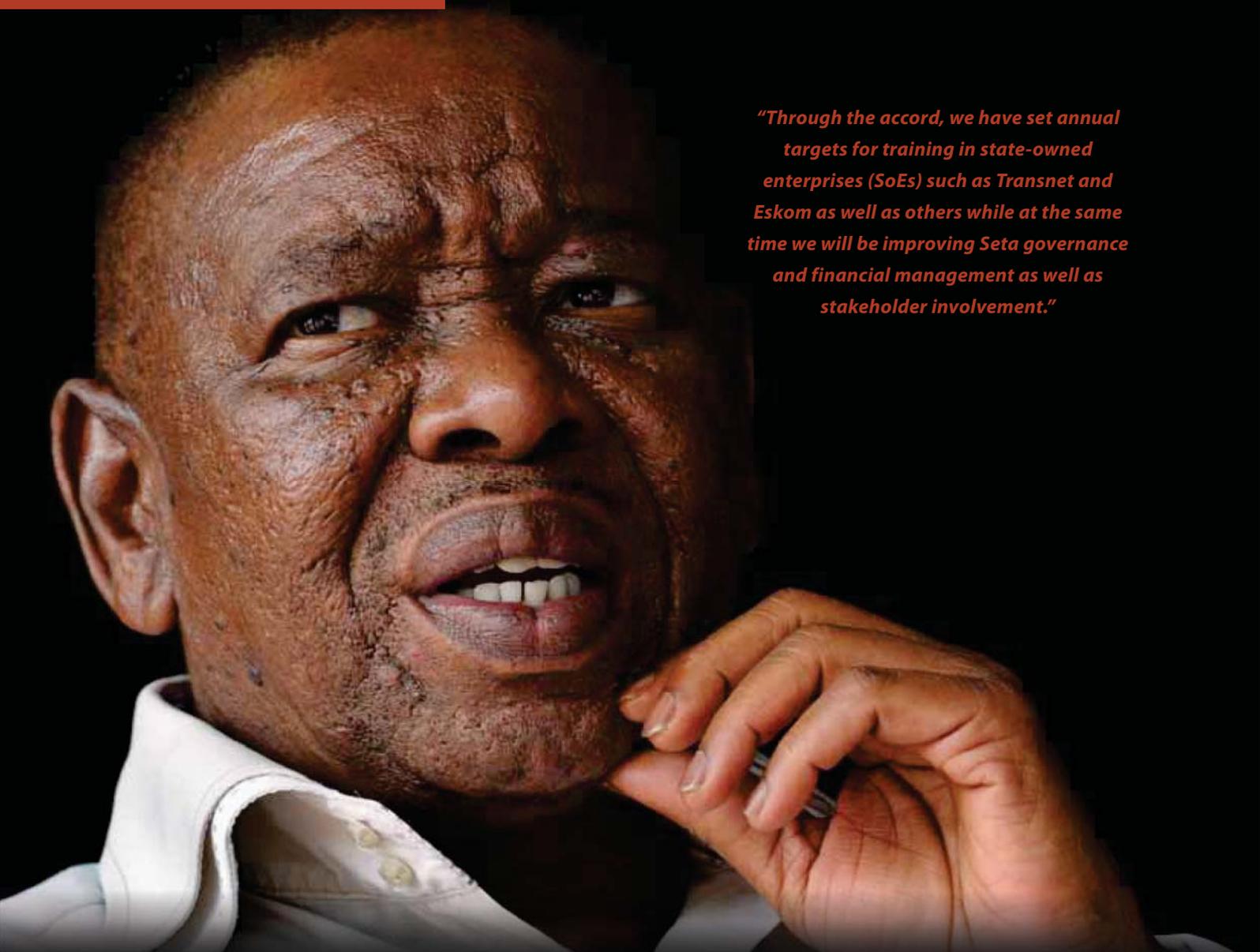
The National Skills Accord identifies a number of commitments which all the signatories can make on training and skills development. There are eight areas which the accord sets out to achieve.

These include expanding the level of training using existing facilities to their fullest capacities. The accord also makes a commitment that the social partners will make internship and placement opportunities available within workplaces.

“Basically, we say if the employer has capacity to take about 100 learners for workplace training, yet there is an additional space for a further 100 learners, we will encourage that he/she takes the additional 100 without the employers having to commit themselves to provide employment after training. We see this as part of the massifying of skills opportunities,” says Nzimande.

The National Skills Accord also sets guidelines of ratios of trainees to artisans as well as across the technical vocations to improve the level of training.





“Through the accord, we have set annual targets for training in state-owned enterprises (SoEs) such as Transnet and Eskom as well as others while at the same time we will be improving Seta governance and financial management as well as stakeholder involvement.”

In addition, the accord commits the social partners to increase and use funds for training and will introduce incentives for companies to train.

“Through the accord, we have set annual targets for training in state-owned enterprises (SoEs) such as Transnet and Eskom as well as others while at the same time we will be improving Seta governance and financial management as well as stakeholder involvement.”

Minister Nzimande says a critical component of the accord is that it aligns training to the NGP and will also improve sector skills plans.

The accord will also improve the role and performance of FET colleges and places them at the apex of government’s skills development strategy.

This will be done through the increased intake of students by FET colleges to ensure that they are at the centre of his department’s efforts to improve skills development.

“In the accord, we agreed that the FET colleges will be the preferred training-providers for skills training programmes,” he says.

The Minister says government has increased the provision of bursa-

ries for FET students as a way of incentivising so that more students enrol for programmes offered by the FET colleges. This has already seen bursaries being increased from R308 million to R1 billion in one year.

Minister Nzimande will be signing a Service Level Agreement with all Setas in February.

“In that Service Level Agreement with the Setas we must say, let us at least ensure that we work towards every FET college student getting a learnership while studying or after completion of their studies. In that way it will help us to change perceptions of studying at FET colleges.”

The Minister acknowledges that the problem of skills development and training is not the responsibility of government alone but of everyone.

“This is a societal problem. We are very much aware that not all learners who acquire workplace training have to be employed. Others might have to start their

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own businesses and enter the small, medium and micro-enterprise sector and employ other learners who seek workplace training.”

Minister Nzimande says the department’s slogan is that “every workplace is a training centre” and this include municipalities, SOEs as well as government departments.

He says SOEs should not be judged by their balance sheets but by how many people they have trained.

“As a matter of fact, Eskom has committed to take in excess of 10 000 learnerships, apprenticeships and internships during the present financial year.”

One of the proposals that the department has been advancing is that of “retooling” some of the available human resource base in the country.

“Take for instance people who trained as social workers. Most of these people have been retrained to become human resource specialists because of their knowledge of human behaviour. When we call on employers to retool, we are not saying this because we are doing nothing as government.”

He adds that legislation will soon be signed into law by President Jacob Zuma, transferring Abet centres and FET colleges into the Department of HE and Training. Presently, Abet centres and FET colleges are a concurrent function of the provincial education departments and the department.

He says the department is concerned about private colleges offering courses which are often not accredited by the department.

“We are going to be tough on these institutions and we are working with the Minister of Police, Nathi Mthethwa, to clamp down on them. It is the same thing with the fly-by-night trainers who are fleecing Setas. People get taken as learners and promised stipends but in the middle of the programme, things fall apart.”

With a leader as realistic, outspoken and driven, it is clear that higher education is bound for greater shake-ups.

He means business 



Anchoring maritime safety

Tsietsi Mokhele

At the helm of South Africa's maritime industry is a man popularly, and perhaps aptly, known in his sector only as "The Commander". Chief Executive Officer of the South African Maritime Safety Authority (Samsa) Commander Tsietsi Mokhele is, after all, a

*Writer: Samona Murugan
Photographer: Siyabulela Duda*

man with great experience in the industry.

Mokhele's impressive acumen and experience has benefited Samsa and its stakeholders to the fullest as he has brought his leadership skills, inspiration and operational and technical aptitude to the organisation.

This widely experienced mariner holds a Bachelor of Science Degree in Ship Navigation and Command from the Caspian Higher Naval College, Soviet Union (Russia), a Board Leadership Qualification from GIBS Business School, a Port and Terminal Management Certificate from the Netherlands, and is currently completing a Master of Management Degree at the University of the Witwatersrand.

Mokhele served in the South African Navy after obtaining his Ship Command qualifications in the then Soviet Union. He led the naval integration process as co-chairperson within South Africa's Transitional Executive Council, the body charged with managing the country's transition to democracy in 1994.

He has participated in international forums such as the International Association of Ports and Harbours, the International Maritime Organisation and the Tug and Salvage Conference. Under his leadership, South Africa won the bid and hosted the International Harbour Masters Association Conference for the first time on African soil.

Prior to his appointment as CEO, he served as Executive Manager at the National Ports Authority (NPA) and Head of Marine Businesses at all South African ports. He led a successful turnaround strategy to transform and modernise the NPA's marine business into an effective competitive service.

Samsa was established in 1998 in terms of the Samsa Act to ensure the safety of lives, property, ships and environment, protect the environment from foreign ships and promote the country's maritime interest. Armed with many years of maritime industry experience, Mokhele joined Samsa in 2008 and has since poised himself effectively to charter the Samsa into a progressive future.

Mokhele's vast knowledge of business transformation and repositioning, customer and stakeholder management, capacity-building and international maritime

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affairs, has transformed the organisation enabling it to fulfil its mandate and further propelled it to become a leading maritime authority globally.

“Samsa’s duties mainly lie in three areas of work. Firstly, we are the safety regulators as we ensure that port state control is conducted on all ships that enter our ports. This is where we carry out inspections of each ship and ensure that they don’t pollute our waters. We have to ensure that every ship complies with the international safety standards of compliance. If a ship is substandard, we have the power to detain it, make them pay a fine, and repair whatever is broken before we allow them to sail, or we can deny them access to our ports. We also have to check the working conditions on board the ship to ensure that the employees and the resources on the ship are compliant. If there are complaints from the crew, we step in and intervene.”

Samsa also has a strict responsibility to ensure that none of the ships moving along our coast has a negative effect on the environment.

“At any given time, we have about 1 500 to 1 800 ships along our shores, most of them passing traffic, with approximately 12 000 ships coming into our harbours every year. The environmental challenge is that even a passing ship can pollute, however, we only have the power to inspect a passing ship if we have very good reason.”

“We are also the skills authority for all people studying on board ships. On behalf of the national maritime organisation, we are the custodians of the curriculum and training. We train the lecturers, assess the courses and schools and moderate the papers used at universities and tertiary institutions.”

However, according to Mokhele, one of the major challenges facing the maritime industry is that of skills shortages.



To address this, the Samsa, along with various private and public stakeholders, has developed the Maritime Skills Study. "The skills study came about as a result of everyone talking about skills shortages. Initially, it was a challenge with people saying there is a shortage but unable to identify where the shortages lie.

"There was no hard data, so it was difficult to project future development. It was also difficult for the industry to clearly state what the solution was. So, we decided to go back, and investigate the supply to say what skills do we need, where and how? One of the main elements was to align the skills with the industry, so you avoid a situation where you train people who are unable to find employment. "

Furthermore, Samsa introduced maritime study subjects into mainstream high schools and established schools specifically for the purpose of maritime study.

"Our aim is that by 2013 we should be opening the doors to the high schools offering maritime studies. It will be a combination of courses offered at secondary and tertiary institutions as well as specific schools established for the sole purpose of maritime studies.

"Phase One will see the course rolled out at normal schools, providing a subject option in maritime studies such as Nautical or Maritime Economy. In Phase Two, we will start adding dedicated schools providing maritime education. But nationally, it will be a blend of high schools providing a maritime subject and eventually one or two schools will be converted to full-time maritime schools."

The post as CEO is quite intricate, and Mokhele says it is a difficult balancing act to bring government's service-delivery plans to life. "When I started in 2008, Samsa was spending more money than it was making, so I needed to fix that first. You can't really do much when you don't have financial endorsements. I am proud to say that the organisation now brings in about R250 million a year. So, there is a bit of funding now to support our programmes. We are using this money to assist in upgrading our training."

Samsa has since helped the Durban University of Technology to fund a much-needed simulator and it

also funds the cadet on-the-job training programme.

"We have signed a two-year contract to fund on-the-job training against international standards. As a result, since April 2011, 65 kids are undergoing this training and by the end of the year we are hoping to have about 180 trained cadets."

Under Mokhele's leadership the maritime industry has turned into a well-oiled servicing model, and Mokhele attributes it all to his management style. "As a manager, you need courage and you must have integrity. I needed to make the change to ensure that we start providing world-class services. As a manager, people must associate you with quality service and you must ensure that you continue to provide world-class service for however long and not once-off."

"You have to be able to take risks, you can't grow your company if you are too risk averse. You must make some risky decisions but make sure

they are calculated risks. Lastly, you need to develop a team or surround yourself with very good and morally sound people.

"You need to ensure that you keep the best that you have close and you attract the best in your organisation. I find that you have a lot of competent people left out because leaders are tolerating and entertaining too much politically by the slackers in the organisation.

"You find this across all government departments. With regard to Samsa, where there were non-performers and dead roots, I literally cut those off. A lot of managers are fearful about doing what needs to be done to ensure the best end result; those are the risks that need to be taken. People tend to get upset if you let non-performing employees go.

"They tend to ask 'did you hear about the new CEO who fired five people?', but what they fail to realise is that five other qualified and competent citizens were also hired. Government is too obsessed with keeping, when we should be engaging, finding new talent and energy."

By effectively managing such an intense sector, Mokhele jokes that he rarely has much free time but, when he does, he enjoys reading and developing strategic board games.

"That's something I do in my very rare free time and I also try to spend as much time as I can with my family. I am a father of four children, three girls and a boy, that I am raising by myself. The youngest is 14 and the oldest is 24. So, I have teenagers and young adults but we know how to work around the teen troubles."

When asked to describe who he is as a person and a leader, Mokhele adamantly replies: "I am a simple servant of my people. I want what is best for them and I try to realise that in the shortest and most efficient way."®

TRAILBLAZERS

Name: Khaya Buthelezi

Designation: Head of Communication and Stakeholder Relations at the Government Employees Pension Fund (GEFP).

Qualifications: National Diploma: Journalism (Durban University of Technology), Bachelor of Technology Degree: Public Relations Management (Cape Peninsula University of Technology) and currently reading for an Executive Development Programme at the Unisa Business School.

My job entails ...Driving the GEFP's communication, brand and stakeholder relations strategies. This entails ensuring timely, relevant and regular communication with more than 1,2 million public servants and 340 000 pensioners of the GEFP by creatively using various media platforms such as newsletters, roadshows, radio and so on. Added to this is ensuring that the fund is appropriately positioned as a leader in the pension funds space, locally and globally. I also manage relationships with strategic stakeholders such as the Johannesburg Securities Exchange, other local and global pension funds, asset managers, developmental finance institutions, and multilateral institutions such as the World Bank.

In addition, I'm charged with building the GEFP to be an authoritative brand on issues around responsible investing in the financial media space as we drive the environmental, social and governance agenda towards a greener and more sustainable economy.

My greatest strength is ... My passion for the media. I'm also passionate about investments and financial markets as vehicles through which people can build wealth for current and future generations.

The best advice I ever received was ... The Japanese proverb: "Vision without action is daydreaming and action without vision is a nightmare". I have lived by this principle through my whole life and it helps me to stay focused.

My motivation comes from ...From my Grade 10 teacher who called me to his office to say, "Buthelezi, you are 'top - three material' in school and therefore you should aim for the sky in your academic achievements". Since then, mediocrity and I have been great enemies.

My motivation comes from ... My political consciousness at the tender age of 12 when I realised that the plight of black people in South Africa and Africa in general was not of their own doing. I'm

driven to improving my lot and that of fellow Africans through continuous education, formal and otherwise. I'm an eternal student.

The highlights of my career to date are ...Joining the GEFP as I'm now able to combine my communication expertise and experience in the financial sector to drive the fund's communication strategy.

The number one thing that I would like to accomplish while I'm in the Public Service is ... To increase the levels of financial literacy among public servants so that they are able build wealth for themselves and their families. Put simply, as South Africans we do not save enough and this has adverse effects on the economy. I would like to play my small part by getting more than the million public servants who are members of the GEFP to save more.

The most important lessons I've learnt during my career are ... Never to burn bridges, because you don't know who will be your next boss. Building and sustaining value-adding relationships for long periods of time is what I have learned in my career. Some of these relationships are now yielding desired results in both my professional and personal life.

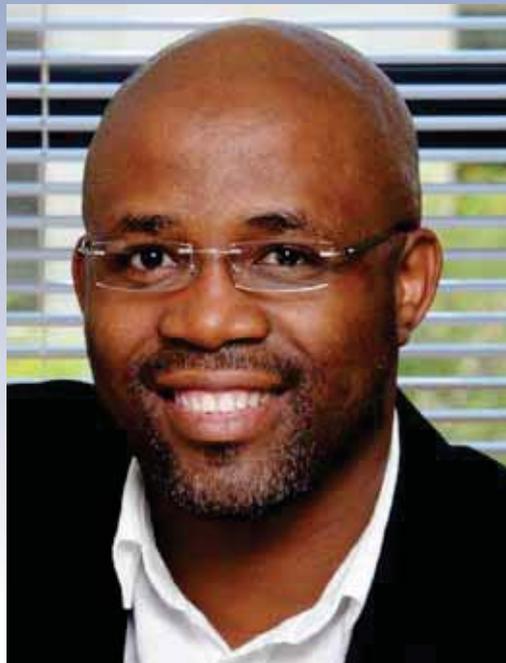
Right now I'm reading ... "Back to work" by Bill Clinton, in which he unpacks the reasons behind the 2008 financial crisis

and offers solutions about how the United States economy, the largest in the world, can extricate itself from the current economic challenges.

To unwind, I ... Spend quality time with my wife and three children by going to church, watching movies and swimming.

What most people don't know about me is ... That I love boxing. I was a KwaZulu-Natal champion in the early 1990s.

I'm proudly South African because ... There is never a dull moment in our politics and the fact that we are a nation in constant conversation with itself. Due to our robust and dynamic democracy, we stand a very good chance of not repeating the post-independence mistakes of other African countries.



Name: Matshepo More

Designation: Chief Financial Officer (CFO): Public Investment Corporation (PIC).

Qualifications: Bachelor of Business Science, Honours (Finance), Chartered Accountant (SA)

My job entails ...Overseeing the budget of the PIC, guiding and directing the corporation to make prudent financial decisions, whether it be on procuring large items or small ones. These decisions must also avert risking the funds we look after on behalf of our clients.

My greatest strength is ... Being able to work with people and being able to integrate theory into practice in a way that doesn't discriminate, or undermine people who are key to the success of the organisation. I also welcome constructive criticism because through it you learn and become a better person.

The best advice I ever received was ... Being able to work with people and being able to integrate theory into practice in a way that doesn't discriminate or undermine people who are key to the success of the organisation. I also welcome constructive criticism, because through it you learn and become a better person.

My motivation comes from ...Knowing God and honouring Him.

The highlights of my career to date is ... Being appointed as CFO at the PIC.

The number one thing that I would like to accomplish while I'm in the Public Service is ... To change the perception that the public sector is for the uneducated, and to showcase that we are professionals who are on top of our game and take service delivery seriously. I also hope to demystify the myth, to young people in particular, that Chartered Accounting is impossible to achieve, while I also impart the message that hard work is key to achieving anything one aspires for.

The most important lesson I've learnt during my career is ... That teamwork is more important than an individual effort. However, it takes dedicated individuals to create a strong team and I see myself as a strong individual who is making enormous contributions to my team.

Right now I'm reading ... *An Inconvenient Youth* by Fiona Forde.

To unwind I ... Go to the gym and read books about leadership and politics. Occasionally I go shopping.

What most people don't know about me is ... That I'm an introvert who hides it well.

I'm proudly South African because ... I believe in this country and its people. I see myself as an active participant of a movement of people who are making strides to transform our nation.



Baby Tyawa: Gambling Board's trump card

*Writer: Samona Murugan
Photographer: Ntswé Mokoena*



all aspects of gambling including casinos, horse racing, sports betting, Bingo and Limited Payout Gaming Machines, Tyawa describes her job as both fascinating and exciting.

Born in 1959 in Soweto, Tyawa's most vivid memory of growing up in a politically-charged era was being involved in the revolutionary 1976 student uprisings. She was arrested under Section 6 of the Internal Security Act and detained without trial for almost 18 months. She was also a founder member of the Congress of South African Students in 1981.

With a defined passion for people, Tyawa realised her calling in psychology. She did her postgraduate studies at the University of Western Cape, but remained active in what was the then Federation of Transvaal Women throughout her studies. She went on to obtain her Master's Degree in Educational Psychology from Manchester University in the United Kingdom.

Thereafter she taught part-time in Braamfontein, Johannesburg, for a while, and in 1994 worked at the Matla Trust. Later, she was employed as a full-time psychologist for learners with cerebral palsy and specific learning disabilities.

Tyawa joined the Government Communication and Information System (GCIS) in 2002, as Chief Director: Policy and Research and in August 2007 was appointed Deputy CEO: Strategy and Content Management. During this time, former President Thabo Mbeki also appointed her as a board member of the Media Development and Diversity Agency (MDDA) for

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Independent and inspirational woman, mother, friend, manager, student, leader and Chief Executive Officer (CEO): these are all the hats worn by Baby Penelope Tyawa.

A year into her role as CEO of the National Gambling Board (NGB), the watchdog body for the gambling industry, which comprises

a three-year term.

"I grew within the ranks of the GCIS. The system was quite fascinating and I was quite lucky to have my first public service work experience there. I learnt a lot and owe so much to the great mentors who expected nothing but the best from me.

"I allowed myself to willingly learn and attribute my work ethic to my upbringing. If you grew up in the 1970s as a teenager, you got thrown into leadership early in life. I think I have gone through it all, from activist, psychologist, junior, middle and senior management roles and then CEO. It's been cumulative, but it's also my attitude towards work as a person."

Her impeccable work ethic and sheer dedication resulted in Tyawa being appointed to her current position. "But I also made the move from the GCIS to the NGB because I felt it was time to move on."

She concedes that the change was not seamless. "I came from an organisation with working systems to an organisation with no systems in place. I had to start afresh. Many government agencies lose their sense of being an institution of government. So, coming in as head of an institution, it has been easier to put new systems in place to assist and teach others to do their work in the manner in which you want it done."

She adds: "One element I struggled with was learning not to take over when someone does not do their work. Within the public sector, many people do not understand the importance of deadlines. I have a tendency of taking over and doing it myself. It's quite a

challenge, but sometimes you have to learn to step back and ensure that people pull their own weight."

As CEO, Tyawa's key deliverable is to implement the National Gambling (Act 7 of 2004), which makes provision for the oversight of matters relating to casinos, gambling, betting and wagering and promotes uniform norms and standards in relation to gambling throughout South Africa.

One of the major challenges brought about by the Act, explains Tyawa, is that the Constitution allows provinces to have certain competencies, so each province has legislation that is not necessarily aligned with the national Act.

"It's not that they don't want to be aligned, but that elements in each province's legislation were crafted before the national Act. So I spend time with my colleagues trying to claw back the power that we don't have as regulators and to assert our authority, define our role, and to imple-

ment the accordance of a regulated industry so that significant elements align to the national priorities of the country.

"I sit in a position where I regulate as government and I have to make sure that we as the NGB keep that amicable balance between ensuring that the industry works and generates income and profits, and functions like a business, while we also need to ensure that it doesn't impact negatively on the lives of people."

Gambling in South Africa is a multi-billion rand industry but only contributes 0,85% to the country's Gross Domestic Product. However, there are new technological developments that challenge the industry daily.



"When I joined the Ministry of Trade and Industry, Parliament requested a review of the gambling industry in South Africa and a commission was appointed. What was found was that our National Gambling Act does not accommodate emerging technologies. A lot of gambling has evolved with the times.

"The Act itself is primitive and does not acknowledge that interactive gambling is illegal. The problem is largely with online gambling, where anyone can gamble in the privacy of their own homes. It is a great challenge to the NGB to regulate virtual activity. Emphasis is put on ensuring protection of personal information and protection of minors or under-aged gamblers.

"Our current Act does not express itself in that area, so that is one of the minor challenges we are faced with. The other challenge is the recession, which has impacted tremendously on the industry. As a result, many businesses have merged."

With gambling comes responsibility and the NGB faces quite a challenging job of promoting responsible gambling and awareness.

"Currently the Southern Sun group is involved in a project to enhance responsible gambling, where a percentage of their revenue is donated towards a responsible gambling project, which raises awareness on the issue. A foundation was also established to regulate responsible gambling within the industry.

"There is also a national programme that is run independently from government. It is important for the programme to be independent from government so that the NGB does not have a direct influence on it. These programmes are there to ensure that the public is aware of the challenges of gambling. There is also a unit that addresses the behaviour of gamblers.

"To further promote responsible gambling, the NGB has also introduced exclusion rights. This allows relatives, friends or a third party to contact us to exclude (from casinos) a person who is an excessive or irresponsible gambler.

"However, the gambler must agree that he or she has a problem with gambling, would like to undergo counselling and give consent to be excluded. Once

a person has been excluded, the Act regulates that he or she must be excluded from casinos throughout the country. An identity photo is sent to all casinos that then add it to their in-house system to ensure exclusion of entry to their casinos."

Despite its challenges, Tyawa has managed to successfully accomplish her first year as CEO with ease. This can be attributed to her leadership and management style, which she describes as kind and accommodative. She describes herself as a manager who is empathetic without being compromised. "I believe in allowing and encouraging people to grow."

After playing such a significant role in the liberation of women's rights, Tyawa continues to inspire women wherever she goes and has conducted a few motivational talks and works closely with the Women in Dialogue initiative.

"I encourage women not to think that they know enough and to always increase their knowledge.

Looking ahead, Tyawa says her goal for the NGB in the next five years is to strengthen the institution. "I see it as a challenge, but also an opportunity to fully utilise my leadership abilities."

Spend time reading about things and thinking ahead. Women within the public sector must always strive to enrich their minds. One of the major setbacks is that we feel incapable about making decisions in case we are wrong. But how will

you ever know you are right if you don't try? And never be afraid to ask if you don't know anything."

The position as CEO is demanding but Tyawa has found the perfect balance between work and home life. With a daughter in high school, she says it is important to separate the two, so that one is never compromised.

"I think I have improved my balancing skills and the great thing about this job is that my weekends are free. So I no longer have to juggle and balance my family life and work life, it balances itself out. I now have time to read and go hiking."

Looking ahead, Tyawa says her goal for the NGB in the next five years is to strengthen the institution. "I see it as a challenge, but also an opportunity to fully utilise my leadership abilities."

As for herself she says adamantly: "When I retire, I think I would make a great life-coach. Having been through the ropes, I can inspire others to take charge of their lives and be the best that they can be." 🌟

Minister Motshekga's master class on education today



With an improved Grade 12 pass rate of 70,2%, the Department of Basic Education has made massive strides and progress within the department.

There is still a long way to go, but Minister Angie Motshekga's clear and passionate core message – and one all of us ought to advance wherever we find ourselves – is that we are “not worse than we were before 1994”.

Minister Motshekga shouted this from (under) the rooftop of the Bondev House conference venue at Royal Elephant, Centurion, recently when she addressed the latest *Public Sector Manager* (PSM) Forum.

Minister Motshekga discussed, among other things, the identified priorities and interventions for the year ahead, and the progress and the challenges facing the department.

The Minister's prepared remarks as well as her responses to questions from officials from a broad range of departments demonstrated her passion for her portfolio, the frustrations she shares with many

South Africans about aspects of the education system and her detailed, numbers-laden knowledge of the task at hand.

A natural, engaging educator, the Minister talked *PSM* readers through the dehumanising legacy and burden of poverty, unemployment and gross inequalities that continue to haunt post-apartheid South Africa.

However, she clearly asserted: “Since the dawn of democracy, we have given education undivided attention. This can be seen from, among other things, our budget allocations and consistent efforts to make education a societal issue calling for active participation of all citizens.

“This we have done precisely because we perceive it as a liberating tool for building a new world of critical thinkers who value progress, freedom, justice and peace.”

She said the department was making good progress in the schooling sector through the *Action Plan to 2014: Towards the Realisation of Schooling 2025*, and was on course to deliver on the United Nations millennium development goals.

Evidence of this included the doubling in Grade R enrolment between 2003 and 2011, with no less than 83% of five-year-olds in educational institutions. This indicated the importance of prioritising early childhood development to ensure a solid educational foundation.

“More young people have completed Grade 9, from 80% in 2003 to 88% in 2010; and studies show that many learners are accessing basic education and completing Grade 12. The number of 20-year-olds with Grade 12 increased from 28% to 35% between 2003 and 2010. More candidates have also qualified for access to degree programmes, with numbers going from 109 697 in 2008 and 107 274 in 2009 to 126 371 in 2010 and 120 767 in 2011.”

Programmes such as the National Workbook Programme; the new Curriculum and Assessment Policy Statements (CAPS); the Accord on Basic Education; the Quality Learning and Teaching Campaign; the Integrated Strategic Planning Framework for Teacher

Education and Development; the National School Nutrition Programme and Health Screening, and the Accelerated School Infrastructure Delivery Initiative are well underway.

“Our major challenge is improving efficiency and fast-tracking delivery of quality education as a national priority. Language is another challenge facing learners who are not taught in their home languages,” Minister Motshekga explains.

“In response to current challenges, we have agreed on a set of priorities and interventions. From the school analysis of the 2011 exams, we concluded it is essential to make the school environment more conducive for learning.

“Eradication of inequalities is an important priority across government, even in education. Our focus is now on an integrated planning process to better align strategies and plans. This will assist in achieving targets set out in the Action Plan to 2014 and in the delivery agreement for Outcome 1 regarding the improved quality of basic education.

“Guided by the Action Plan, initiatives for improving quality will continue as we implement the new CAPS; ensure proper use of workbooks; improve quality and availability; intensify teacher development; and introduce targeted interventions, mainly in underperforming schools. For 2012, we have set the bar higher for provinces. All districts and schools are expected to perform, at the very least, at the national average of 70%.”

The Minister added that government’s target for the Class of 2012 is a national pass rate of 75% or more. To ensure that this happens, the department has mobilised teams to assist underperforming districts – the 15 districts that performed under 60% – and come up with credible plans to improve learner outcomes.

Minister Motshekga concluded by welcoming initiatives such as the PSM Forum as vital for engaging on issues in the public sector environment.

“The PSM Forum will help broaden understanding on progress made by the basic education sector and help contextualise our policies, plans, priorities and problems. This forum, as well as PSM, is quite crucial for accelerating service delivery. With an effective and efficient public service alive to the needs of the people, the goal of delivering an improved quality of basic education is indeed within reach.”



1. Nonkqabela Silulwane and Grace Sekhu of the Department of Home Affairs.
2. Dudu Nkambule, Department of Finance, Julia Mathibela and Angie Netshiheni of PANSALB, Saneliswe Mbhele and Thami Shezi of PALAMA.
3. Phumlani Ximiya, Department of Correctional Services, Semphete Thobejane and Trevor Oosterwyk of Statistics South Africa, Monwabisi Maclean, Department of Human Settlements.

South Africa stands firm at the UNSC

Writer: Mbulelo Baloyi

Photos: GCIS

South Africa's recent one-month presidency of the United Nations Security Council (UNSC) resulted in formalised, stronger relations between the world body and the African Union (AU).

With the overwhelming majority of UNSC members backing the South African-sponsored Resolution 2033, which called for the strengthening of cooperation between the UN and the AU, President Jacob Zuma strengthened the AU's stature as being central to the resolution of conflicts on the African continent.

During January, South Africa – an elected non-permanent member of the UNSC for 2011/ 12 – assumed the rotating presidency of the UNSC.

Unanimously adopting Resolution 2033, the UNSC agreed with President Zuma that both the AU and the UN have to work closely in preventing and resolving conflicts in Africa.

The adoption of the resolution came in the wake of President Zuma's chairing of the UNSC Summit Debate on strengthening the relationship between the UN and regional organisations, in particular the AU, in the maintenance of international peace and security.

President Jacob Zuma chairing the UNSC on AU-UN Cooperation at the UNSC Chamber



During the debate, President Zuma reminded the UNSC members that Chapter VIII of the UN Charter explicitly mandated the organisation to deal with matters of international security through regional bodies such as the AU.

Kenya, Togo and Colombia and representatives from the AU's Peace and Security Council also endorsed South Africa's proposal. UN Secretary - General Ban Ki-moon acknowledged the significance of the debate, saying Africa was one of his top priorities and that he wanted to strengthen the relationship between the UN and the AU.

He added that two-thirds of all UNSC resolutions and 80% of all peacekeeping troops in the world dealt with the African continent.

In calling for transformation of the UNSC, President Zuma said the UN was set up at a time when much of Africa was under colonial rule, and this was reflected by the fact that there was no permanent African UNSC member.

South Africa's proposals on closer cooperation were widely supported with China, a permanent member of the UNSC, arguing that African issues be addressed with greater urgency.

China and South Africa, members of the BRICS bloc (which also includes Brazil, Russia and India), argued that the UN and the UNSC should respect the counsel of the AU when it preferred diplomatic solutions instead of military intervention in conflict situations on the continent.

"We are mindful of the fact that the UN Charter gives the UNSC the primary mandate and the responsibility for the maintenance of international peace and security, including in the African continent. At the same time, we are of the view that cognisance should be given to the fact that the Chapter encourages cooperation with regional bodies such as the AU in carrying out the UN mandate, in line with the spirit of subsidiarity," President Zuma argued during the debate.

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UN Secretary-General, Mr Ban Ki-Moon with President Jacob Zuma. President Zuma is accompanied by Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane.

He added that about 70% of the agenda items of the UNSC concerned Africa, a huge continent with 54 member states representing more than one billion people.

"The failure of representation, on a permanent basis, of such a big part of the globe in an important body such as the UNSC, points to the necessity and urgency for the fundamental reform of the UNSC so that it can become more representative and legitimate."

He said if the UN really believed in and advocated a culture of democracy and the will of the majority, it could not at the same time, in some of its key and decisive structures, practise something that contradicted the purposes and the principles of its Charter.

President Zuma also strongly urged the UNSC to avoid a situation such as that which transpired during the conflict in Libya in 2011, where Resolution 1973 was largely abused.

With reference to UN Resolution 1973, which called for "no-fly zones" during the Libyan conflict, President Zuma said resolutions had to be interpreted properly, as misunderstanding could undermine the credibility of the council.

The resolution authorised the UNSC to take "all necessary measures" to protect civilians in Libya, but stopped short of calling for a regime change – a move which the South African Government and AU felt members of the North Atlantic Treaty Organisation (NATO) seemingly embarked upon in the course of enforcing "no-fly zones".

"It is our view that close cooperation with regional bodies has advantages. Regional bodies are closer to the situation, are familiar with the issues and often understand the dynamics of the conflict. Neighbouring countries also often bear the burden and consequences of conflict in their neighbourhood," said President Zuma.

"As everybody is aware, the AU has developed a political roadmap that would have assisted in resolving the political conflict in Libya. The AU's plan was completely ignored in favour of bombing Libya by NATO forces. The consequences of actions that were carried out in Libya in the name of the UNSC have spilled over into other countries in the region. A problem that was confined to one country, Libya, has now grown to be a regional problem."

The President said there was now a need for the UN, AU and the League of Arab States to work together to assist the Libyan people to resolve the situation they found themselves in.

He further warned that Africa should never be a playground for furthering the interests of other regions, as it was during the Cold War.

"Conflicts in Africa will be manageable if they are not promoted or aided from outside the continent."

In the same breath, President Zuma also reserved sharp criticism for those African countries that entertained external interference.

"I am very happy that other countries heard our message and unanimously supported our calls to strengthen the relations between the UN and regional bodies, particularly the AU. While we are pleased with the current relations between the two bodies, we also feel that we can deepen them further for better coordination when it comes to dealing with issues affecting our continent. We want the views of the AU to be respected by the UN."

On the sidelines of the UNSC meeting in New York, President Zuma also co-chaired the sixth Session of the Global Sustainability Panel (GSP) with President Tarja Halonen of Finland.

The GSP dealt with issues of sustainable development, a sustainable economy and strengthening institutional governance, as well as strengthening the GSP as a means of accelerating the achievement of the Millennium Development Goals.

Outcomes adopted by the panel will be released to the UN Secretary General and also feed into preparations for the UN Conference on Sustainable Development to be held in Rio in June 2012.™

President Jacob Zuma with Secretary-General of the United Nations, Mr Ban Ki-Moon.





Minister Roy Padayachie*

New rules close anti-corruption gaps

Minister Roy Padayachie*
Photos: GClS

Good governance is considered a basic requirement for development. Corruption, which often undermines development, is generally both an outcome and symptom of poor governance.

A myriad challenges has become apparent in the public sector as far as the implementation of ethical and anti-corruption measures is concerned, chief among them the non-compliance with legislation and the lack of enforcement.

The Constitution requires accountability in public administration. Section 195(1) of the Constitution outlines the values and principles governing public administration as maintaining a high standard of professional ethics; an efficient, economic and effective use of resources; a development-oriented public administration; the provision of services impartially, fairly, equitably and without bias;

public participation in policy-making and responding to people's needs; and an accountable public administration.

The Public Service requires a conducive policy environment, adequate resources and an enabling institutional framework to bring about change. These elements subsume the critical dimensions of good governance, which may be categorised as a pro-poor policy framework, public administration and civil services, and decentralisation and delivery of services.

The Public Service Act, 1994 (Act 103 of 1994), imposes a duty on every employee in the Public Service, in the course of their official duties, to report to the appropriate authority fraud, corruption, nepotism, maladministration and any other act which constitutes an offence, or which is prejudicial to the public interest.

The Public Finance Management Act, 1999 (Act 1 of 1998), and the Municipal Finance Management Act, 2003 (Act 56 of 2003), also impose duties on employees to report corruption.

In addition, Section 34 of the Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004), places a duty on certain persons to report corrupt transactions to the South African Police Service.

Despite the development of anti-corruption policies and legislation, implementation is not satisfactory. A number of gaps have been identified in some of the preventative measures, including limited coverage of the financial disclosure framework, non-existence of a financial disclosure framework in local government, performance of remunerative work without approval and no recovery of funds as a result, and inconsistent application of disciplinary measures.

In striving towards creating an ethical public service that adheres to the rule of law and upholds constitutional values and principles, the Department of Public Service and Administration has developed the Public Sector Integrity Management Framework to address all the gaps. The framework is currently undergoing consultations and the necessary regulatory framework will be amended following approval by Cabinet.

The Public Sector Integrity Management Framework will provide a comprehensive integrity framework to

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align all measures regulating ethics and integrity in the public sector.

The framework aligns all measures regulating good governance and integrity in the public sector with the objective of strengthening existing ones: building capacity to prevent corruption; putting in place monitoring and evaluation to ensure compliance; and using enforcement as a deterrent.

The framework seeks to strengthen measures and standards for managing integrity and promoting ethical conduct in the public sector. It entails measures for managing unethical conduct that may arise as a result of financial interests, gifts, hospitality and other benefits, post-public employment and remunerative work outside the public sector.

To close the policy gaps and strengthen implementation of ethical and good governance measures, the framework proposes public servants be prohibited from directly or indirectly soliciting or accepting gifts, hospitality or private benefits of any value from any person (natural or juristic) that is contracted to the department of which the public servant is an employee.

In situations where public servants cannot decline a token of appreciation because it might be considered culturally disrespectful, such tokens must be declared and registered in the departmental gift register.

The disclosure of financial interests and assets of employees is a critical pillar of the framework. It proposes the requirement to disclose financial interests and assets be extended to all employees.

Also, an employee whose spouse, partner, business associate or close family member stands to acquire any direct benefit from a contract concluded with their department, upon knowing must disclose in writing full particulars of the benefit to the Ethics Officer and withdraw from participating in any manner whatsoever in the process relating to that contract.

The restriction of business interest of employees in entities conducting business with government is a key measure in eliminating impropriety in the awarding of state bids.

The framework proposes that all public servants with business interests be restricted from doing business with government and for entities which conduct business with government to disclose information of public sector employees with business interests in those entities. The National Treasury has already issued a practice note enforcing this requirement.

The public sector does not have measures in place to regulate post-employment activities of former public servants. It is recognised that public servants may abuse their position to benefit certain individuals, themselves, or companies in exchange for favours, such as employment opportunities, after they have left the public sector.

The public sector is proposing a control regime that is aimed at ensuring that senior public officials do not act, after they leave public office, in such a manner as to take improper advantage of their previous public office and to minimise the possibilities of allowing

prospects of outside employment to create a real, potential or apparent conflict of interest for public office; obtaining preferential treatment or privileged access to the Government after leaving public office; taking personal advantage of information obtained in the course of official duties before it becomes generally available to the public; and using public office to unfair

advantage in obtaining opportunities for outside employment.

According to the minimum anti-corruption standards, departments are required to create and promote an ethical organisational culture and provide guidelines for how every member of the department should behave. The minimum anti-corruption capacity requirements call for the appointment of an “ethics champion” in departments who is responsible to drive ethics and anti-corruption initiatives.

The Special Anti-Corruption Unit will liaise with ethics officers and investigate all potential conflict of interest, and ensure disciplinary measures are taken against officials who have violated provisions contained in this framework.

To improve enforcement of the framework, all performance agreements of employees, including heads of departments, will include a specific key performance area that binds and commits an employee to comply with these measures.

Any employee who fails to comply with the requirements of this framework’s provisions as contained in legislation is guilty of misconduct and must be subjected to appropriate disciplinary action. ²⁰

*** Roy Padayachie is the Minister for Public Service and Administration**

Lawmakers in a class of their own

Writer: Professor Solly Mollo*
Photos: Courtesy PALAMA

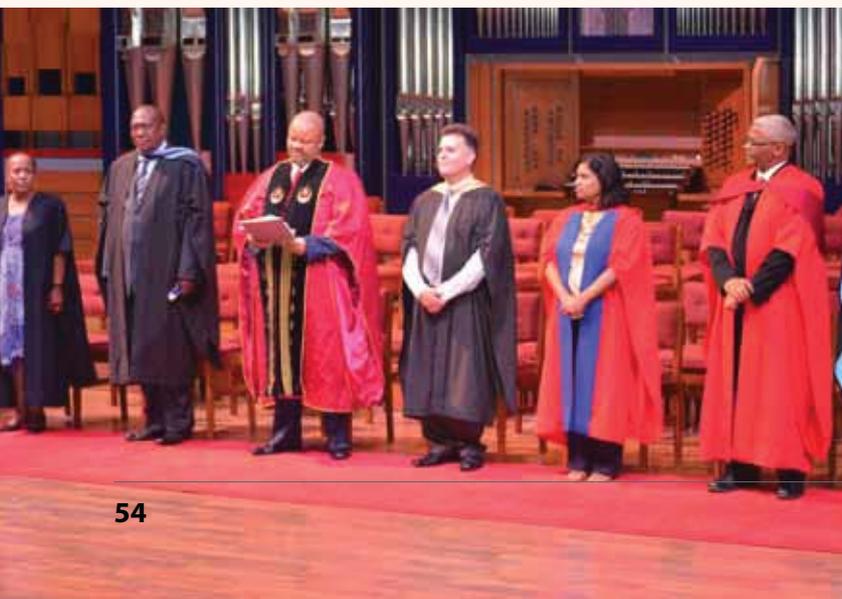
On 18 November 2011, a Certificate Award Ceremony was hosted for participants who completed the first class of the Legislatures Capacity-Building Programme (LCBP). This was a celebration in recognition of the 173 members of parliament (MPs) and provincial legislatures who successfully completed the first round of the programme – the Course in Governance and Leadership.

Identifying the need

In July 2009, the South African legislative sector, under the leadership of the Speaker's Forum, and the Public Administration Leadership and Management Academy (PALAMA), agreed to explore possible opportunities for the professional development of MPs and provincial legislatures.

In response, PALAMA immediately conducted a research-and – training needs analysis to guide the curriculum design. The research also provided the necessary input regarding the profile of members in terms of their previous political and professional experience, employment history, educational qualifications and training needs and aspirations. All legislatures across the country participated.

The convocation of the University of South Africa



Programme design and methodology

The LCBP was conceptualised with the purpose of:

- enhancing the performance of members to execute their constitutional responsibilities as legislators more effectively
- providing access to professional development and qualifications for lifelong learning and career advancement.

The first component of the LCBP is the Course in Governance and Leadership. The course has been accredited by Unisa and is pitched at a level equivalent to the NQF Level 5, with 12 credits.

This course seeks to equip participants with competencies to:

- lead more effectively in holding government to account
- analyse policy, legislation, strategy and implementation
- make judgments and interventions
- apply technology for effective communication and decision-making.

Participants attended three full-day contact sessions in each of the following modules:

- i.** Value - based Leadership for Decision Making: This module provides the opportunity for participants to reflect on their leadership approach and commitments and its implications for decision-making.
- ii.** Action Research for the Legislative Process: Provides the essential research tools that will enable greater engagement in policy-making and oversight.
- iii.** Media Communication: This module enables participants to use written and spoken communication to articulate their message and prepares them to engage with the media more effectively.
- iv.** Democratic Governance and Legislative Process: Provides a foundation and context for the professional work of participants by reflecting on the political economy of governance and the challenges of the legislative process.

A fifth module, Using Information Communication Technology (ICT) Tools, is offered by the State Information Technology Agency. This module offers a basic introduction to Microsoft Office, the power of computing technology and virtual office management.

During 2010/11, PALAMA delivered these modules to over 200 participants ranging from those with a basic education to those

already in possession of tertiary and postgraduate qualifications. What the groups had in common was their oversight and legislative roles, and their dedication to representing and serving their constituencies.

The methodology includes an action-learning case approach to ensure that the learning process supports the work of participants, and that there is time to practise new skills and test new ideas and concepts. Individual and group activities enable participants to engage analytically with key issues and problems, and interact with one another as fellow learners rather than members of opposing parties.

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Resplendent in their attire are the Members of Parliament and Provincial Legislatures who successfully completed the Course in Governance and Leadership

The training sessions were followed by intensive tutorial workshops for learner support and assessment preparation.

Through these sessions, PALAMA facilitators became better acquainted with the participants and their work context. Participants were required to complete a number of assignments that constituted a portfolio of evidence.

A dedicated team at PALAMA worked closely with the legislatures and the Unisa Centre for Public Administration and Management (CePAM) to ensure that all records had been accurately kept. Instructive feedback was given and individual attention provided according to needs.

Celebrating success

The first group of 173 recipients of the Certificate in Governance and Leadership represents 95% of the total cohort who participated in the programme.

The occasion marked the successful collaboration of the South African Legislative Sector with PALAMA and Unisa. Not only did participants celebrate an important milestone in their professional development, but they were also motivated to take advantage of the opportunities open to them and pursue the next level of the programme.

Members who received certificates included the speakers, deputy speakers, chairs of committees and MECs from various provincial legislatures. These members set a sterling example as lifelong learners, leaders and managers of their respective portfolios.

Learning pathways for 2012

In 2012, the next component of the LCBP will be implemented to afford eligible participants access to further professional development and career advancement opportunities.

Members with a relevant three-year tertiary qualification can enrol for the advanced and highly regarded Postgraduate Certificate in Governance and Leadership, which consists of six modules that have been pitched at a level equivalent to NQF Level 8. The overall purpose of this programme is to develop the capacity of participants to:

- understand and apply principles and practices of programme and

- project management to achieve strategic objectives
 - use appropriate oversight strategies and tools to monitor and evaluate the implementation of government's priorities, plans and programmes
 - establish and maintain local and international relations with strategic partners for the advancement of common goals
 - apply appropriate oversight measures to ensure financial prudence and accountability in government institutions
 - critically engage and intervene in debates on legislation, policy and strategy
 - provide legislative leadership and oversight.
- Candidates who meet higher education entry requirements can also pursue a Master's Degree in Public Administration.

Strengthening partnerships to achieve national goals

In our age of complexity, uncertainty and limited resources, collaboration is the critical tool that binds and drives our collective agenda and common efforts.

PALAMA will continue to achieve its mandate through intergovernmental partnerships on training and development. We cherish our partnership with the legislative sector, Speaker's Forum and relevant higher education institutions in advancing capacity development in legislatures.

Our joint achievements manifest our focus on a common vision. Indeed, both the public and the legislative sectors are driven by the same ideals: responsiveness to the needs of the people and realising a better quality of life for all.🌐

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

The basic laws of prosperity

Writer: Helen Ueckermann



Putting money in your purse is like getting fit and healthy – there is no instant solution. It takes no less than a change in lifestyle.

Both Dawie Roodt, economist at the Efficient Group, and Hein Kruger, managing director of Kruger International Private Wealth Management, agree that one needs a lifelong money plan. You must decide who you want to be: Polished Pete or Frayed Fred, says Kruger.

Polished Pete looks like the ideal choice. He wears all the right clothes and you always see him in the latest expensive car. He lives in Debt Valley in an upmarket house and his children go to expensive schools.

“Looking at Pete’s assets, you may find that his house is worth over R7 million, and his car – an expensive German model – another few hundred thousand rand.

“What you do not see immediately is that Pete is paying huge amounts of money on several policies to cover his debt, because he does everything with borrowed money. He never gets to a point of settling those debts, because he never creates enough cash flow to be able to do so. Pete is not improving his situation. He lives on debt and refinancing,” explains Kruger.

Frayed Fred’s picture is quite different.

He looks unexciting in his older car of Japanese origin and has been living in his house opposite the school for years. His house needs a coat of paint, but it does not look as if he is going to do something about that soon.

Fred has his own business in town, and his house is only worth R1,5 million, but it’s paid off. He also owes nothing on his car. His business, which generates between R30 000 and R50 000 per month, might resell for about R2 million. Fred is worth no more than about R3,5 million.

But: Fred has no debt and can put enough money away every month to save for a carefree retirement. He pays no interest on debt and has no policies to help him out of trouble, except perhaps one to protect his children against estate taxes.

“His assets grow continuously and, because he adds to them regularly, they beat inflation.”

Roodt says your lifelong money plan must be specific. Decide when you want to retire and how much money you want to retire with. Or, decide when you want to be rich and what that means to you in terms of money.

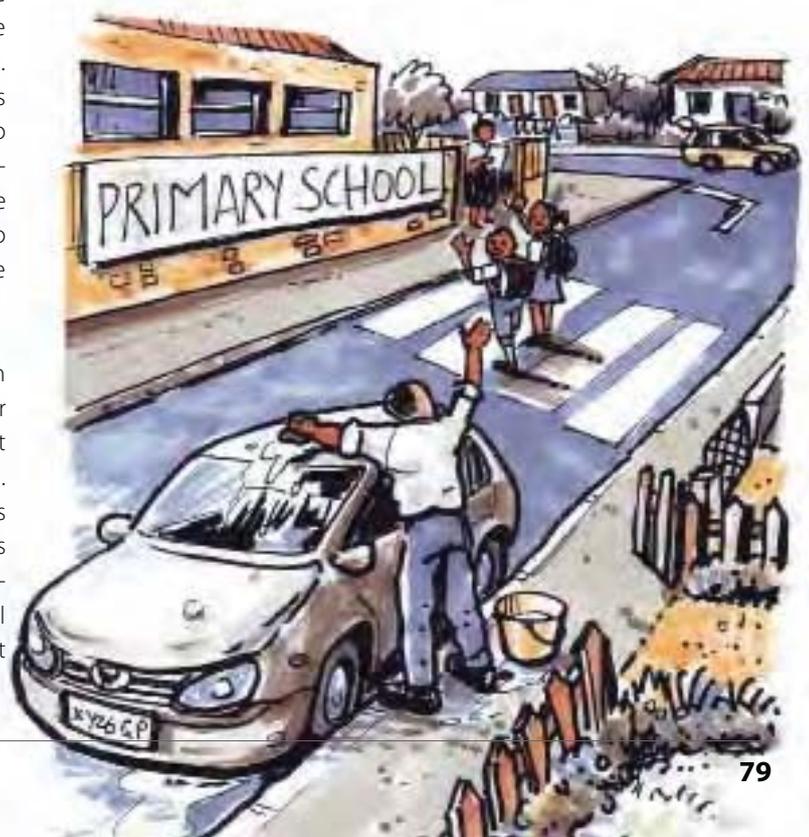
“Should you decide that you want to be worth R20 million at age 50, you need to work out how you are going to accumulate that amount – and any young person can do this if they put their mind to it!”

“Your biggest expenses will be homes and cars,” he explains. “Start planning now how many cars you want to have and how much you will spend on them. Can you still stick to your money plan? If not, you should aim for cheaper vehicles.”

The same goes for the houses you want to own in your lifetime. How large are they to be and how much interest are you prepared to pay? How fast do you want to repay the bond? Are you prepared to drive cheap wheels to reach your goal?

“It is all about keeping your eyes on the ball,” says Roodt. “It is plain dumb to borrow money for a house and then at the same time to try and save for your retirement. Settle that bond; and after that save and invest every cent you have, be it in additional property, shares or unit trusts.”

Kruger and Roodt believe that the most important part is to stick to your money plan. It should become your life philosophy.☺



Moving up



Maxwell Sirenya

Director-General (DG): Department of Water Affairs

Maxwell Sirenya holds a BTech Degree in Applied Science, a Postgraduate Diploma in Business Administration and a Master of Business Administration (MBA) Degree from the University of Wales in the United Kingdom (UK).

Sirenya has been involved in a number of projects since 2009. He conducted a benchmarking exercise for the Water Operators Partnership Africa Programme, a World Bank-funded project that focused on municipalities and water boards. In 2010, he was appointed as a water specialist responsible for water services in the Sub-Strategy of Water Conservation and Demand Management. In 2011, Sirenya assisted in a Water Research Commission project that assessed the impact of the eradication of the bucket system and consideration of low-cost sanitation systems in municipalities.

In his current position, Sirenya is responsible for, among other things, ensuring sustainable and equitable water-resources management and how the department builds, operates and maintains water-resource infrastructure.



Tshediso Matona

Director-General, Department of Public Enterprises

Tshediso Matona was appointed DG of the Department of Public Enterprises in January 2011, a contract that was recently extended for a period of three years until 2015.

Prior to this position, he served as DG of the Department of Trade and Industry from 2006.

As DG for the DPE, Matona is responsible for the shareholder oversight of state-owned enterprises in the sectors of energy, transport, defense, mining and broadband. He is an economist by training and an experienced public administrator who has held several senior positions in government. Matona also served as a trade diplomat at the South African Embassy to the United Nations and the World Trade Organisation in Geneva, Switzerland.

Matona holds Bachelor of Social Sciences Degree in Economics and Politics from the University of Cape Town; a Master's Degree in Development Economics from the University of East Anglia (United Kingdom); various certificates, including an Executive Management certificate as well as a certificate in Infrastructure Development from Harvard University's JF Kennedy School of Government.



Dr Sam Makhudu Gulube

Secretary of Defence (Director-General), Department of Defence (DOD)

Dr Sam Gulube obtained his Doctor of Medicine Degree from the Morehouse School of Medicine in Atlanta, Georgia. He also holds postgraduate training in the General Surgery Residency Programme of the University of South Florida, College of Medicine and a Management Advancement Programme Diploma from the University of the Witwatersrand's (Wits) Business School.

Dr Gulube was appointed adviser to the Minister of State Security in March 2011. Prior to that, he was the National Medical Director of the South African National Blood Service, where he was responsible for developing, reviewing and implementing blood-safety policies, and processing and distributing products to South African hospitals. He also served as the Chief Executive Officer of the Universal Service Agency of South Africa from 2003 to 2006.

As the Secretary for Defence, Gulube will manage the Secretariat and will be the accounting officer of the DOD. He is the principal adviser to the Minister regarding defence policy as well as matters which may be investigated by the Joint Standing Committee on Defence.

the ladder

Sipho Nkambule

Director: Project Management Office, Government Communication and Information System (GCIS)

Sipho Nkambule has a wealth of experience in project management. In 2000, he joined Sacord as a project of-fice manager. In 2002, he was employed by Baloyi Quantity Surveyors (Pty) Ltd in the same position. In 2007, he joined Senkosi Consulting as Project Manager: Project Office and was responsible for the sanitation awareness creation campaign of the then Department of Water Affairs and Forestry. He joined the GCIS in April 2011 as Deputy Director: Project Manager and has played an important role in providing strategic support to government on major communication projects and campaigns such as the National Health Insurance, the 17th Conference of the Parties of the United Nations Framework Convention on Climate Change, the War on Poverty as well as providing support to campaigns of the National Planning Commission.

Nkambule holds a Bachelor of Science Degree in Environmental Management from the University of the Western Cape and a Diploma in Project Management from Varsity College. His other qualifications include certificates in Business Communication and an Advanced Programme in Project Management from the University of Pretoria.

In his new position as Director: Project Management Office, he is responsible for providing leadership, guidance and support in the project management community throughout all project planning phases and cycles.



Bathakgile Barileng Dibakoane

Manager: Corporate Communication, Armaments Corporation of South Africa (Armcor)

Barileng Dibakoane holds a Bachelor of Arts Degree in Communication from the University of North West and certificates in Marketing Management, Government Communication and Marketing, Public Relations Writing and Public Relations Management. She is currently studying towards a Master's Degree in Public and Development Management at the Wits Business School.

Dibakoane has worked in various positions in several government departments, including the departments of public works, energy, cooperative governance and traditional affairs, as well as the GCIS.

Her responsibilities at Armcor include, among other things, managing and facilitating stakeholder engagement strategy; media relations; internal communication and brand management.



Sekgoela Joel Sekgoela

Senior Manager: Stakeholder Relations, Public Investment Corporation

Sekgoela Joel, who holds a M-Tech in Journalism and an Honours in Communication, has extensive experience in communication, stakeholder and media relations. He has held a variety of positions, including that of reporter and current affairs producer at the SABC; journalism lecturer at Tshwane University of Technology; manager of media and stakeholder liaison at the Independent Communications Authority of South Africa; group manager for Public Relations and Communication at the JSE-listed Allied Technologies; and media specialist for Absa.

Sekgoela is currently enrolled for a Bachelor of Law with the University of South Africa.

In his current job, he is responsible for, among other things, driving the corporate's Stakeholder Relations Strategy.





ON CAMERA



Brand Leadership Academy hosted the third annual Public Sector Excellence Awards at the Sandton Sun Hotel in Johannesburg on 31 January 2012. Advocate Thuli Madonsela, Public Protector of South Africa, gave the keynote address. The Public Sector Excellence Awards are an independent assessment and celebration of excellence in the public sector as voted by its customers, the citizens of South Africa.



1. Lifetime Achievement Award for Distinguished Public Service winners Drs Brigalia Bam and Sam Motsuenyane posing with Adv Thuli Madonsela.
2. Adv Thuli Madonsela, South Africa's Public Protector.
3. Ivan Pillay, Deputy Commissioner of SARS & Adv Thuli Madonsela.
4. Charmaine Houvet, Group Executive, Telkom SA, Award for Effectiveness and Service Orientation, Community Engagement, Top State Owned Entities).
5. Thebe Ikalafeng and Justice Mavhungu, Snr Manager Stakeholder Relations. Corporate Affairs ESKOM, Award for Sector Excellence – Energy and Minerals Sector).



On 26 January 2012, during the annual World Economic Forum (WEF) held in Davos, Switzerland, Brand SA arranged a special briefing at the Hotel National, where President Jacob Zuma addressed political, government and business leaders.

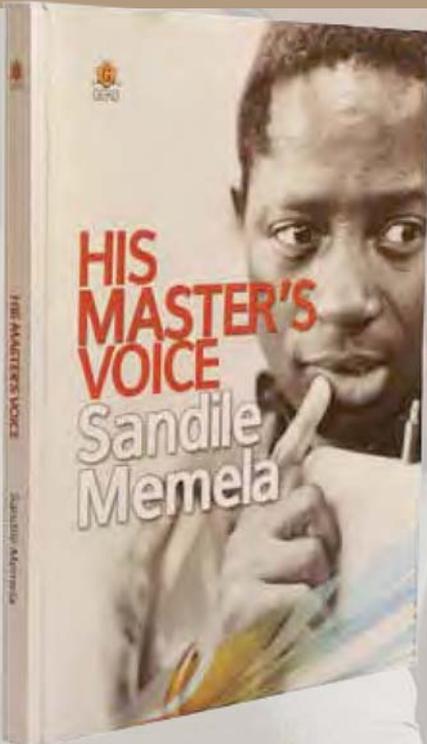


1. Ms Chichi Maponya, Deputy Chairperson of Brand SA, and Mr Miller Matola, CEO of Brand SA, welcome President Jacob Zuma.
2. President Jacob Zuma with Dr Precious Moloi Motsepe, President of SA Fashion Week.
3. President Jacob Zuma addressed the South African business delegation.
4. Brand SA Team with President Jacob Zuma.



Public servants do it by the book

We review the literary offerings of two public sector managers – a sure sign that the insights we carry personally and professionally can translate into broader perspectives from which others can benefit.



His Master's Voice by Sandile Memela

In his book, *His Master's Voice*, Sandile Memela explores the mind of the black executive in the private sector, or any working environment for that matter. In doing so, the book serves as an illuminating key to understanding power dynamics in South African society.

Published towards the end of last year, Memela's volume – set in the media industry in which he has carved out an illustrious career – deconstructs the trying conditions facing black professionals in the workplace and social settings, and the games people invent to survive.

In the few months since its appearance, *His Master's Voice* has received an overwhelmingly positive response as one of the most intellectually provocative and authoritative works on the difficult choices that corporate executives are condemned to make.

Government spokesman and GCIS CEO Jimmy Manyi described it as "a soul-stirring, eloquent and powerful book that gives a rare look into the cauldron of newspapers, especially its power relations. It is a courageous insider's account."

In fact, in its exploration of the story of the protagonist, Mfana Ka Msuthu, the book provides a model of individual self-responsibility and freedom of

choice. It attacks the prevalent attitude of collaborating with an unjust economic system while simultaneously providing a penetrating psychoanalysis of how people are condemned to work within an economic system that promotes greed and selfishness.

It is a provocative read that speaks to the issues that make the character of this nation and whose lasting impact is derived not only from its mesmerising prose but, largely, from its manifestation and polemic of the urgent need to confront the system.

The honesty of its arguments and the need to face some bitter truths urge readers to think about alternative answers, if any exist.

The structure combines political commentary, biography, fiction and history through the prism of Black Consciousness. This has helped ensure that it is not only contemporary but also relevant and talks to issues that readers can identify with and relate to. In fact, many of its chapters can be read as freestanding essays or articles.

Memela offers a unique perspective in an equally unique style.

His Master's Voice can be ordered from the author, Sandile Memela, on 082 800 3750.

The Language of Me by Musa Zulu

The Language of Me is Zulu's autobiography, which explores his life in a wheelchair, and how he came to terms with his disability.

The book serves as a motivational and inspirational tool to help others realise that the best achievements come from both the positive and negative lessons that life offers.

Musa Zulu is well-known on the motivational circuit and for his previous role as Director of the KwaZulu-Natal Asiphephe Road Safety Campaign. Disabled in a car crash at the age of 23 at the height of a promising career, he found himself faced with one of the hardest challenges that life can bring.

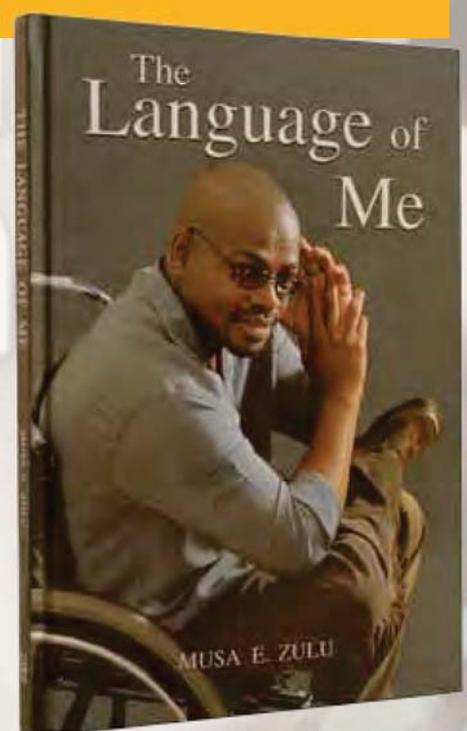
This is the story of his battle, not to overcome, but to fully embrace his disability,

to look for the meaning in the tragedy and use its changes positively in service of a wider cause.

With its inspiring narrative and personal scrapbook selection of sketches, poems and private reflections, it offers a frank and intimate portrait of life from the vantage point of a person living with a disability.

It is, above all, a testament to courage and determination, from a man who recognises no limitations in his quest for life's best and who, through his own remarkable success story, epitomises the creed that disability need not be an impediment to life in the first-class lane.

The Language of Me can be ordered from Adele Branch at the University of KwaZulu-Natal Press on 033 260 5255.



All books are available at **EXCLUSIVE BOOKS**

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