



46



14

Contents

July 2011

- 26 Public sector appointments**
Brief profiles of recent appointments in the public sector
- 29 Upcoming events**
A look at local and international events on the radar for the month
- 31 Women in the public sector**
Dr Margaret Mkhosi of the Technology Innovation Agency is fusing science with leadership
- 35 The workplace**
Special leave for special circumstances
- 38 Management and professional development**
Professor Solly Mollo of Palama talks about an innovative new programme that will allow more access to public service jobs
- 40 Book reviews**
Profiles of the latest must-reads

Regulars

- 10 On camera**
See who attended GCIS' Budget Vote this year and pictures taken during the swearing in of the new South African Defence Force chief in Pretoria
- 12 Vital statistics**
Fast facts and figures about the departmental budget votes
- 14 Lessons for the future**
Minister in The Presidency responsible for the National Planning Commission, Trevor Manuel, unpacks the recent *Diagnostic Overview* and what it means for the Public Service
- 20 Profiles in leadership**
Public Sector Manager caught up with Jack van der Merwe, Chief Executive Officer of the Gautrain Management Agency
- 24 Young public sector managers**
Luyanda Tsipa from the Eastern Cape Development Corporation and Dr Zolani Dyosi of the National Research Foundation are on the rise

- 42 Financial fitness**
How are you getting through the month – straight or budget?

Features

- 43 Perspective**
Public Sector Manager delves into the book – *Leading like Madiba*
- 46 "Whose Mandela is it anyway?"**
Busani Ngcaweni interrogates the question
- 54 This month in history**
Public Sector Manager pays tribute to Nelson Mandela in his birth month
- 58 Make a difference this Mandela Day**
What are you doing this Mandela Day?
- 63 Moral regeneration: the value of values**
Zandile Mdhlahla, CEO of the Moral Regeneration Movement, gives her opinion on the importance of moral regeneration

Public Sector Manager
THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

Publishers:
Government Communication and Information System
Information Enquiry Service: +27 (0)12 314 2211
Switchboard: +27 (0)12 314 2911
356 Vermeulen Street, Midtown Building, Pretoria
Private Bag X745, Pretoria, South Africa, 0001
www.gcis.gov.za

Head of Editorial and Production Vusi Mona
vusi@gcis.gov.za

Content Manager Tyrone Seale
tyrone@gcis.gov.za

Managing Editor Dorris Simpson


Copy editors Delien Burger
Nina Bhaktawar
Louise van Niekerk
Roze Moodley

Contributors Ongezwa Manyathi
Samona Murugan
Mbulelo Baloyi
Kingsley Mboweni
Xoliswa Zulu

Photography Elmond Jiyane
Ntswe Mokoena
Yolande Snyman

Designer Ntsiki Mputamputa

Production Assistant Mduduzi Tshabangu

Advertising Sales, Distribution and Subscriptions

U-C
UHURU COMMUNICATIONS
Success through partnership
Uhuru Communications (Pty) Ltd
Tel: +27 (0)21 657 4800
Fax: +27 (0)21 657 4860
E-mail: admin@uhurucom.co.za
Website: www.uhurucom.co.za

Managing Director:
Thomas Sampson
Business Development Manager:
Vusi Mashabane
Sales:
Key Accounts Manager
Nardine Nelson
Tel +27 (0)82 739 3932
nardine@uhurucom.co.za
Advertising:
Head Office, Cape Town
Tel +27 (0)21 657 4800
Fax +27 (0)21 657 4860
Subscriptions:
Subscriptions Manager
Jeremy September

Chief Executive Officer Jimmy Manyi
Deputy CEO: Corporate Services Phumla Williams
Deputy CEO: Government & Stakeholder Engagement Nebo Legoabe
Deputy CEO: Communication & Content Management Vusi Mona
Chief Financial Officer Lediana Amaro

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65 Does the Government need the media?
Sandile Memela gives his opinion

71 The National Library: a new chapter in heritage
A profile of the National Library of South Africa and the role it plays in preserving our heritage

76 International Relations
AU Summit

Lifestyle

78 Car review
A look at the sleek styling and superior presence of the VW CC

82 Grooming and style
Day-to-night glamour for executives

86 Food and wine
Enoryt Appollis, head chef at the Caledon Manor Hotel in Ballito, shares some of his favourite recipes

88 Surviving Comrades
Public sector managers who participated in the Comrades Marathon tell us their stories

90 Health and well-being
Fitness expert Lisa Raleigh shares some tips for keeping off winter weight

94 Travel
The perfect getaway; escape the busy city life for the hills of beautiful KwaZulu-Natal

96 Nice-to-haves
Get smart and enter a new dimension with the latest LG television offering



96



This month, South Africa and the world will celebrate the birthday of one of the founding fathers of our democracy: Nelson Rolihlahla Mandela.

At this time, it is befitting to reflect on what Madiba, through his words and actions, has taught us. This living legend means many things to many people. To the formerly oppressed, he is our liberator and to his beloved movement, the African National Congress, he is one of a collective and a great leader in his own right.

To South Africans in general, he is the great reconciler, unifier and nation-builder who, through his leadership and vision, pulled our country back from the brink of a precipice in the early 1990s to create an inclusive nationalism founded on universalist values. To the world at large, he remains an icon and a symbol of great statesmanship. And of course, let us not forget that to his family he is a father, a grandfather and a great grandfather. These are the many sides of the man.

But as managers in the Public Service, we ought to ask ourselves the questions: What does Nelson Mandela mean for us? How do we live his values as we serve the public?

Madiba, during his active years in public life, displayed a caring and burden-bearing attitude towards others. Many a story abound about how he showed personal interest in the well-being of those who either worked with or for him – the Cabinet Minister whose wife had just given birth, the cajoling of his former deputy Thabo Mbeki to go on leave because he was overworking himself, the unannounced personal visit to boxer Baby Jake Matlala after he had won a match in the United States, the children's Christmas parties he hosted at his home in Qunu. There are many such acts attributed to him.

From these we learn that Madiba could relate to others. As senior public managers, we would be carrying his legacy forward if we could relate to and show an interest in those citizens that we serve. It is a blight on the legacy of the founding President of a democratic administration when as public service managers and civil servants in general we treat those who need service from government as a nuisance who must be dismissed as quickly as possible. That attitude is certainly not part of the bequest we inherited from Madiba.

Another aspect of his legacy that we can learn from as senior managers is his ability to think. One major flaw connected with much of the Public Service is that too many senior managers have too little time to think. It seems typical of senior managers to make knee-jerk decisions based on gut-level feelings or tradition about how certain things should be done.

Madiba came from a generation who had cultivated the skill of observation, fact-gathering, reflection, reasoning and judgement to arrive at a solution that advanced the cause of the struggle. When the time came for Madiba and his generation to change the course of the struggle, they did not hesitate. However, that was preceded by intense reflection and reasoning. The same approach can be adopted by senior managers to advance the cause of this Administration.

In conclusion, as we honour and celebrate the legacy of Madiba this month by volunteering 67 minutes of our time in acts of service and kindness, may we be inspired to do more to live his values within the Public Service.



Ortm Gillins Chabane

Minister for Performance, Monitoring, Evaluation and Administration

Let's do it the **Mandela way**

The celebration of Mandela Day on 18 July, gives us as public sector managers an opportunity to not only volunteer our 67 minutes in community service but to reflect deeply on what the man symbolises.

For us, Mandela should symbolise change. In his youthfulness, he and the likes of Walter Sisulu, Oliver Tambo, Anton Lembede and Ashley Mda were part of a group of young intellectuals who articulated the need for change within their organisation – the African National Congress (ANC) – and critiqued its policies in a desire to speed up the liberation of the oppressed. They became the driving force of that process and transformed the ANC from the declining organisation it had become into a vibrant one.

Again, when it had become necessary to review the armed struggle and consider negotiations with the apartheid government as an option, it was Mandela and his generation who first mooted the idea. The results are there for all to see.

But what are the lessons for us? As public sector managers, we should not be afraid to initiate and be the driving force for change. It took those within the ANC – Mandela and his colleagues – to change the ANC. One submits that the Public Service – about which there are a number of complaints – will not change unless that change is initiated and led by public servants themselves.

Today, we face a different struggle – the struggle to defeat poverty and deliver quality services to all South Africans. The passion that drove Madiba and his colleagues in the 1940s to critique their organisation's policies should be emulated by today's public sector managers as they critically assess what is wrong with the way we do things as government and how we can improve service delivery.

Another lesson we as managers can learn from Mandela is his ability to provide a clear mental image of the future – what in one word is a vision. That vision was well captured in his words during the Rivonia Trial when he said:

During my lifetime I have dedicated myself to the struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and achieve. But, if needs be, it is an ideal for which I am prepared to die.

We have devoted quite a number of pages in this edition to reflect on Madiba and his legacy. We hope that these will inspire us to graduate into doing things the Mandela way.

In "Conversations with Leaders", we feature an interview with Minister Trevor Manuel on the diagnostic report recently released by the National Planning Commission. It is our view that public sector managers are going to play a critical role in resolving the many challenges outlined in the report. Their understanding of the report is therefore very important.

We also have an interview with Gautrain Chief Executive Officer, Jack van der Merwe. The Gautrain is a partnership between the Gauteng Provincial Government and local and international partners. It is the biggest public-private partnership (PPPs) in Africa and has delivered a modern transport network that our country should be proud of. The sad thing is that when such projects are delivered, very little is acknowledged about the role of government in making these happen. *Public Sector Manager* will not underplay the role of government in PPPs. Watch this space.

Enjoy the read!



Jimmy Manyi

**GCIS: CEO
Cabinet Spokesperson**



As public sector managers, we should not be afraid to initiate and be the driving force for change.



Good work overall

As a civil servant, it fills me with pride to see such a magazine produced for us by a department like the Government Communication and Information System. The magazine keeps us up to date about what is happening in our sector.

I would like, though, to see more of a balance between national and provincial news/features. Currently, I see a lot of bias towards national stories, though in the edition which had President Jacob Zuma there was a fair amount of stories reflecting the provinces.

Whilst I enjoyed the latest edition, with Minister Gigaba on the cover, there was a bit of an overkill of youth stories though I am prepared to give an allowance seeing that June is Youth Month.

Otherwise keep up the good work.

Johnny Buthelezi
Pietermaritzburg

do make an effort to reflect our part of the world in the magazine. Otherwise it could create the impression that it is meant only for public servants who work in provinces that are run by the ANC, which I am sure it is not the case.

Candice Pieterse
Cape Town

Editor's reply: *The magazine is meant for all senior managers in the public sector, irrespective of the province in which they reside or work. Your point about doing provincial launches is well taken and we will consider it.*

More climate change articles please

South Africa will later this year be hosting the conference on climate change. Can I suggest that you consider a series of articles on this subject leading up to the conference.

Not many public servants, including senior managers, know about this important subject. One wonders what they tell their friends and families when they ask them what "this COP17" is that is coming to South Africa.

But more than that, isn't it about time we promote the concept of a "green government"? The amount of paper we churn out as government and the emissions from government's car fleet that is environmentally unfriendly could make a difference if we were to be more sensitive about the environment.

I have seen water pipes and taps leaking and lights left on in many government buildings. Surely, we cannot "speak green" as government while our actions point to the contrary. We have to lead by example.

– **Haley Claasen**
Cape Town

We hear your views!

Remember to include all provinces

I bumped into your magazine by chance. It does not seem to be distributed among public servants here in the Western Cape. Would you consider doing a launch of the magazine for public servants here in the Western Cape?

Also, I could not but notice the absence of Western Cape-based stories in the magazine. Is this deliberate? Please

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

On

Camera



1. Minister Chabane with Deputy Minister Dina Pule. The Deputy Minister spoke about the work done by the International Marketing Council of South Africa and the Media Development and Diversity Agency.

Minister of Performance Monitoring and Evaluation, Collins Chabane, presented the 2011 Government Communications (GCIS) Budget Vote in Parliament. The speech took place on the first day of Youth Month, which this year marks the 35th anniversary of the Soweto and related youth uprising.



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2. Minister Chabane shares a light moment with former South African National Editors' Forum Chairperson Mathata Tsedu.

3. & 4. GCIS CEO and Cabinet Spokesperson, Jimmy Manyi, with some of the attendees during the GCIS Budget Vote presentation.

5. Minister Collins Chabane.

6. Some of the members of the GCIS management team at the Budget Vote.

7. Attendees view some of the material on display at the exhibition centre.



5



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SANDF

under new command

On Tuesday, 31 May 2011, the former Chief of the South African National Defence Force (SANDF), General Godfrey Nhlanhla Ngwenya, handed over command of the SANDF to General Solly Zacharia Shoke after five years at the helm. The Commander-in-Chief, President Jacob Zuma, appointed Gen Shoke as the Chief of the SANDF.



1. General Godfrey Ngwenya hands over command to General Solly Shoke.
2. President Jacob Zuma with Minister of Defence Lindiwe Sisulu at the Change of Command Parade (swearing-in ceremony and military parade) for the new SANDF Chief in Pretoria.
3. Swearing-in ceremony and military parade of new SANDF Chief in Pretoria.
4. SANDF Change of Command Parade in Pretoria.



fingertips: highlights from

- R7 million for the Hospitality Youth Initiative, which is a training and experiential placement project for 800 unemployed youth. The project has additional funding of R15 million.
- A total of 975 young people will be trained and placed in the tourism and hospitality sector through the R39-million Tourism Buddies Youth Project.

- The stipend payable to entry-level police trainees was increased from R1 600 per month to R3 175 per month with effect from 1 October 2010.
- During the 2011/12 financial year, the South African Police Service (SAPS) will appoint 6 168 entry-level police trainees and 1 452 administrative support personnel to address capacity shortages.
- The SAPS endeavours to move towards 50% female leadership.
- The SAPS' overall establishment grew from 182 754 on 31 March 2009 to 190 283, reflecting an actual gain of 7 529 employees. The estimated increase in the establishment during the 2010/11 period is 5 027, which will bring the total employee strength to 195 310.
- For the period 1 April 2010 until 31 March 2011, in tackling commercial crime, the Hawks made 8 294 arrests and secured 5 267 convictions. With regard to organised crime, 2 439 arrests were made and 532 convictions secured from 1 April 2010 to 31 March 2011. The Hawks profiled and pursued the 50 most wanted suspects for armed robberies, ATM bombings, cash-in-transit and bank robberies and apprehended 49.

Police: Winning the fight

- The department has been allocated R15,9 billion over the Medium Term Expenditure Framework period with an allocation of R6,09 billion for 2011/12.
- South Africa's energy penetration stands at over 75%. In 2011, with R2,9 billion allocated to the electrification programme, the department will connect more than 150 000 households and build 10 sub-stations. The department will further roll out 10 000 home solar systems in areas with no electricity.
- In 2010/11, the department created 5 811 jobs and connected 194 453 homes to the electricity grid.

Energy: The power of development

- About 95% of the 2011/12 budget (R5,78 billion) will be transferred to:
- the Integrated National Electrification Programme (R3,2 billion)
 - the Nuclear Energy Corporation of South Africa (R586 million)
 - Energy Efficiency and Demand Side Management (R398 million)
 - Transnet (R375 million) for the Multi-Product Pipeline between Durban and Johannesburg, which is expected to be operational by January 2012.

Rural Development and Land Reform: The corps of change

The National Rural Youth Service Corps (NARYSEC) was launched by President Jacob Zuma in Dusseldorp in the Western Cape two months ago. The objective of NARYSEC is to recruit and develop youth in rural areas, aged between 18 and 35 years, to be para-professional and to provide services in their communities. The programme is expected to create about 10 000 opportunities for at least four youths from the 3 000 rural wards in the country, including youth with disabilities. Some R133 million has been budgeted for the NARYSEC in this financial year.

Lessons for the future

Writer: Tyrone Seale

Photographer: Yolande Snyman

“We understand it still that there is no easy road to freedom. We know it well that none of us acting alone can achieve success. We must therefore act together as a united people, for national reconciliation, for nation-building, for the birth of a new world. Let there be justice for all. Let there be peace for all. Let there be work, bread, water and salt for all.

“Let each know that for each the body, the mind and the soul have been freed to fulfil themselves. Never, never and never again shall it be that this beautiful land will again experience the oppression of one by another and suffer the indignity of being the skunk of the world. Let freedom reign.” – Inaugural Address by President Nelson Mandela; 10 May 1994.

As South Africa inches towards the 20th anniversary of the democratic transition, the founding President’s clarion call remains hauntingly timeless and relevant.

A new century has dawned since the ascendancy in the nineties of the national democratic movement over the forces – moral and material – of racism, exclusion, disadvantage, indignity and avarice.

In many respects, at home and abroad, the world is fundamentally different to what it was in 1994 when fighter jets, once used for cross-border “sorties” directed against the liberation movement housed in neighbouring countries, screamed over the Union Buildings on 10 May with the newly adopted, six-coloured flag emblazoned on their tails.

Among the elite at the ‘94 inauguration, just a few hundred were toying with cellphones that were so novel in design and primitive in price that they couldn’t fit in jacket pockets and cost slightly more than a Citi Golf at the time.

The romance of the revolution swirled not on McMillan’s “winds of change” but Mandela’s hurricane of uhuru as the continent marked the end of colonial and apartheid domination.

“Never, never and never again,” rang the refrain ...

And it rings to this day in the East Wing of the self same Union Buildings where Trevor Manuel, Minister in The Presidency for National Planning and Chairperson of the National Planning Commission (NPC), has taken up quarters – without giving a quarter in securing a vision and plan for the South Africa of the future.

A veteran of the democratic National Executive – appointed Minister of Finance by President Mandela in 1994 – Trevor Manuel is piloting a commission mandated by President Jacob Zuma to take a broad, cross-cutting, independent and critical view

of South Africa, to help define the South Africa we seek to achieve in 20 years’ time.

Four months from now, Minister Manuel and his 25-strong brains trust, drawn from civil society, will publish a Vision 2030, elements of which have been crafted to include the following:

- a democratic state, rooted in the values of the Constitution, working with all sectors of society to improve the quality of life.
- people are united in diversity, recognising the



common interest that binds us as a nation, and we have achieved greater equality for women in all aspects of life

- high-quality education and healthcare, and adequate provision of housing, water, sanitation, energy and transport give impetus to human development
- comprehensive social security covers all citizens in need
- natural wealth is harnessed sustainably, in a way that protects our environment, using science and modern technology to ensure a growing economy that benefits all
- people who are able to work have access to jobs, workers' rights are protected and the workforce is skilled
- business is afforded an environment to invest and profit while promoting the common interests of the nation, including decent work
- an efficient state protects citizens, provides quality services and infrastructure, and gives leadership to national development.

Vision 2030 will set out a path to reaching the stated – and hopefully by then agreed – objectives.

The course to be followed to 2030 will be shaped in large measure by the commission's recently released *Diagnostic Overview* (visit www.npconline.co.za), which played back a sobering reality check to the nation that is meant to cause everyone to reflect where exactly the country is today, in relation to Nelson Mandela's point of departure.

The commission played back some tough insights, most of which should be rated PG: Political Guidance.

The diagnosis identifies nine key challenges that the country faces in eliminating poverty and reducing inequality:

- the first is that too few South Africans work
- the quality of school education for most black people is sub-standard
- poorly located and inadequate infrastructure limits social inclusion and faster economic growth
- spatial challenges continue to marginalise the poor
- South Africa's growth path is highly resource-intensive and hence unsustainable
- the ailing public health system confronts a massive disease burden
- the performance of the Public Service is uneven
- corruption undermines state legitimacy and service delivery
- South Africa remains a divided society.

The core of the challenge is education and employment – two of government's top five priorities (alongside security, health and rural development).

"If you take these two issues, you will see a causal link between them," Minister Manuel says in an interview with *Public Sector Manager* at the start of a day on which he is due to attend a memorial service for friend, comrade and Cabinet colleague Kader Asmal.

Kader Asmal's second Cabinet portfolio – education – is top of the commission's agenda long after Asmal has left office and relinquished the mortal coil.

"The shadow of history is very much with us; no longer in legislation, but now in practice," warns Minister Manuel.

The numbers speak for themselves: of the 68,75% of matriculants who passed their final year last year, only 15% had a mark of 40% or more.

How well are you likely to do at university with a 40% Matric pass, he asks? And if you didn't get into university, how far would 40% get you in the job market?





Minister Manuel cuts to a recent awakening at a function where he was a speaker. "A professor at one of our business schools said 'Let me tell you what shocks me. I deal with people who are doing postgraduate studies in addition to their work, and they can't explain the mathematical concept of percentage. How did they secure their bachelor's degrees?'"

The Minister happened to jet off to South Korea days after his encounter with the business professor, and asked his counterparts in that country what had taken South Korea from a poor, farming nation to one that now commands global leadership in automotive, chemical, electronics and shipping industries.

"It came through Maths," says Minister Manuel. "They are producing more (university-standard) candidates than the universities can accommodate."

Getting to that point on the 2030 horizon requires a lot of heart (and probably a bit of Seoul) on the part of learners, parents, teachers, trade unions and those who manage education in the country, says the NPC Chair, whose straight talk on these issues is unpalatable to many.

Unpalatable indeed is the impact of teacher absenteeism or excessive hours spent on union business in certain poor black communities where, in the course of a 12-year education, learners are missing out on as much as three years of teaching time.

"The link is that if you aren't employed because you have poor education, then you will replicate the poverty of your parents. If you can't find a job and you don't get an income, then society remains unequal. And if society is unequal, there are other problems."

One such problem is what could be considered as the downside, however inadvertent, of Ubuntu.

Communal responsibility and care is a noble and sustainable way to support those who are disadvantaged. But, the higher-than-usual wage demands made by those who are employed and are sharing their income with family members who are

The shadow of history is very much with us; no longer in legislation, but now in practice, warns Minister Manuel.

unemployed – or unemployable – contribute to the cost of doing business in South Africa.

This renders the economy as a whole less competitive and constrains the ease of investment, employment and training, setting off new cycles of underperformance in the economy and society as a whole.

A lack of sound education results in poor life choices and behaviours, triggering what the *Diagnostic Overview* characterises as "the burden of disease".

Poor education and poor socialisation are incubators for the kinds of behaviours that result in the traumas of car accidents, stabbings, shootings, HIV infection and other essentially avoidable conditions which then gobble up hospital beds, medical personnel and other areas of delivery that could have been more positively directed.

"Our (NPC) diagnosis is about how these things tie up," says the Minister who summarises the diagnosis this way: "Your heart is ok, but keep a check on the diabetes, because if you don't, you will eventually have multiple organ failure, which will include the heart."

At the end of the check-up, "Dr Manuel" does offer the patient a lollipop on the way out of the consulting room.

"I am pretty optimistic. You look at what the press does through the LeadSA initiative (Primedia and Independent Newspapers). They report on a school where late-coming is a problem. Later that day, the MEC goes to the school and does something about it. That for me is where hope comes from – not big campaigns, but putting these little things together."

On 16 June, Minister Manuel was at a school in his Cape Flats constituency, Mitchell's Plain, where 500 community members redecorated a school, including repainting ceilings onto which learners had burned their names with cigarette lighters.

Those community builders are the people he wants to see on school governing boards and other structures that will increase young South Africans' return on the investment the country is making in education.

He is optimistic that at the convergence in 2014 of 20 years of democracy, the fifth general election and the build-up to the millennium development goals, the country will have a great deal to celebrate, based on the progress we are making.

But, the celebration will be more like that of a cricketer reaching a half-century than a full ton – just a quick raising of the bat and removal of the helmet before batting on, instead of putting down the bat and calling for a drink or fresh gloves.

You can't afford downtime when you need to provide work, bread, water and salt for all.

World-class vision made real

Writer: Nina Bhaktawar

Amid the cheer and pride that came with the hosting of the FIFA World Cup™ last year, the successful launch of South Africa (and Africa's) first rapid rail link, the Gautrain, stood out as a highlight of the massive infrastructure delivery trajectory ignited in the country. As the final test runs were carried out on the new link between Johannesburg and Pretoria in July 2011, Public Sector Manager caught up with Jack van der Merwe, Chief Executive Officer (CEO) of the Gautrain Management Agency (GMA).



There can be no doubt that the Gautrain, streaking across Gauteng in all its steel and glory, is the realisation of one of government's most aspirational initiatives.

From being a brave and novel thought a few years ago, fast-track to June 2010 when, impressively, years of hard work, commitment and innovation came alive.

From a governance perspective, the Gautrain project is a good example of how, simply put, government identifies a need, backs it up with the necessary resources and injects innovation to make it real. This is service delivery at 160 km/h!

As CEO of the GMA, Jack van der Merwe is at the helm of the body created through special legislation – the GMA Act, 2006 (Act 5 of 2006) – to specifically ensure that government's interests are protected and that all contracts undertaken in the course of the Gautrain project are implemented.

This is a massive task, given that public-private partnerships (PPPs) comprise legal, technical and financial elements. In the case of the Gautrain project, a fourth element – socio-economic development – also falls under the ambit of the agency. With a budget of just under R30 billion, the Gautrain is also recognised as the biggest PPP in Africa.

Tell us what your job entails – what is a typical day in your life?

Simply put, the GMA manages the Gautrain contract on behalf of government. This means that, at the height of construction, we spent around R30 million every day. So, I always like to think of my job as managing taxpayers' money in the best possible way. I tend to think of it as though it is my own father's money and that helps me to make the right decisions about managing the Gautrain project.

Share with us some of your academic and career highlights

My father worked in Water Affairs for 51 years, so I grew up knowing the Public Service – although his record will probably be hard to beat! In my second year of study towards an engineering degree, I received a magazine from government, showcasing the jobs on offer in my field. I applied to Water Affairs and Public Works. Three months later, on 27 June 1971, I was appointed at the then Transvaal Administration Roads and Works Department.

I did my Honours Degree in between as well as a leadership course at Harvard University.



pre-feasibility study of the Gautrain. In 1999, we started getting money because the first post-apartheid Census was done and it showed the population in Gauteng and their needs. We decided to focus on long-term economic development programmes, of which the Gautrain was one. National Treasury allowed us to apply for additional funding based on a sound model, which we did. Eventually, National Treasury came to the party with half of the funding, and their only proviso was that we establish a single point of accountability, hence the establishment of the GMA.

One can mention many challenges, given that the PPP runs on financial, technical and legal legs. But I want to refer to how we dealt with this. It was purely long-term vision and consistency. Through all the premiers and MECs in my tenure as CEO and Project Leader, I've had nothing but support and a commitment to the same vision.

The second thing is that we got the best in-

ternational financiers and construction companies to come into the country. So, we used the "best of the best" in terms of resources because of the scale of the project.

After the 1994 elections, I remained on the strategic management committee responsible for setting up the new Department of Transport in the province. When the department was formed, I was appointed Head of Department. When the Public Works portfolio was added to this position, I was promoted to Director-General. My contract was extended for several terms. Eventually, (then) Premier Shilowa decided that the Gautrain required dedicated attention, so in 2004, I was transferred to the Gauteng Department of Finance and Economic Development to set up a PPP unit. Of course, during this time, work on the Gautrain was continuing. Once the GMA Act was passed, I was appointed CEO.

There were many people who thought that the Gautrain was an ambitious project. Take us down the path of some of the challenges and how you dealt with them

Funding was a big problem in the beginning. In June 1997, I travelled to Germany with (then) Premier Tokyo Sexwale and he told the Germans we were there to buy a train. But we didn't have funding available, so the Germans actually paid for the

So, what would you say was the "recipe for success"?

Most big infrastructure projects take an average of 14 years to complete. In this time, you need a few basic things in place.

Firstly, there must be political will. I've had five premiers and nine MECs during the course of this project but everyone remained consistent. What we also need more in government is a short decision-making system. I enjoyed the provincial Cabinet subcommittee's support to the extent that I could call meetings in 72 hours and take vital decisions with them.

More insights

Your family ... I am married and have two sons and one daughter.

The one thing most people don't know about me ... is that I'm a level three rugby coach. I also enjoy scuba diving.

More South Africans should emulate the example of ... Madiba. It's about an attitude. The really great thing about Nelson Mandela is his attitude. He knew he had a history, but he also knew how important it was to look towards the future.

Secondly, your project must be viable, not just from an engineering perspective but also technically, financially and commercially.

Thirdly, you must have the funds available to implement and lastly, you must be able to sell your project to the people. You must be able to say what you are doing and what the benefits are going to be in the long term.

words, if socio-economic targets were not met, there was a penalty of R70 million per quarter.

What were some of the “big” moments for you on this project?

For me, there were a lot of “gates” that we had to get through. For example, if you do a PPP, your biggest fear is that the international market will not respond. But the day we opened the tender boxes, we had 10 rooms full of applications and I felt a kick – it meant that we were doing something right. The second kick was when we signed the legal documents which put everything in place. But I’ll never forget the day we went to Darby where the trains were being built. I remember seeing what is now our Gautrain running across the test tracks. That was a big moment for me.



What are the spin-offs of the Gautrain project for South Africa?

Above the economic growth of the province, I also see the country perspective – the pride that people have in this massive project that we completed in record time (we were asked to complete it in time for the World Cup, which started on 11 June 2010, and on 8 June we launched). The achievement – that’s a different spin-off. In the beginning, we would travel to these commuter rail projects all over the world, learning from them. Now, we have people from all over the world interested in our model of implementation. So, we’ve come full circle – now we are being asked for advice. I think we’ve also developed a great deal of skills in the country. So, it’s much wider than a transport solution.

Talking about people – the Gautrain project boasts a major socio-economic development element. How did you achieve such success with this component of the project?

I think the most important approach we took to socio-economic development was taking a carrot-and-stick approach to the concessionaire (Bombela). So, in other

What do you think public sector managers can learn from the Gautrain project?

There is no replacement for hard work. You need to focus on what you are doing and do it well. I believe we can do whatever we apply ourselves to. Teamwork is another key factor. If you put the challenge out there, you’d be surprised how people rise to them. We are a nation of pioneers, we can find solutions.

Finally, I also think it’s vital to get basic governance right. I’ll give you an example – with our massive budget of R30 million spend per day, we emerged with a two-page audit. You simply can’t succeed if you don’t get the basics correct.

What’s next for you?

The plan with the Gautrain has always taken a long-term approach – design, build, operate and transfer. We have now reached operation phase. In the meantime, I am serving on the committee working on developing the freight line between Gauteng and Durban. I’ve also been tasked by the Gauteng MEC for Transport to work on the development of an integrated transport plan for the province.

I think I have a magic team and it would be a travesty if we don’t keep doing more. I definitely want to build at least a few more roads!

Fast, reliable and safe



The Gautrain is another first for Africa. The high-speed rail system will bring convenience to those who will opt to use it. To illustrate its ability to cut traffic congestion and save commuter time, together with the convenience of safety and reliability, a trip from Sandton to Hatfield in Pretoria takes approximately 28 minutes, while a ride from Johannesburg's Park Station to Pretoria takes 42 minutes.

Fast facts

- Projections estimate that the Gautrain project has already created or sustained more than 29 400 jobs.
- During the morning and afternoon peak hours, there will be a train every 12 minutes. There will be about six trains per hour, per direction.
- Train services will start as early as 5:30. The last trains for the day will leave the stations at 20:30. The Gautrain is able to carry more than 60 000 passengers per hour.
- Over 700 closed-circuit television cameras and more than 400 security guards will keep a watchful eye over the entire system. The Police will be present at each station.
- Airport carriages seat less people than the commuter carriages to allow space for additional luggage.
- Using the Gautrain instead of your car means halving your carbon footprint.
- There is wheelchair access at all stations and every second bus is accessible to people in wheelchairs.
- No eating, drinking or even chewing of gum is allowed on either the busses or trains. Conductors will ensure that the rules are followed.

How to use the Gautrain

The beauty about the Gautrain is not only knowing that your car is parked safely at one of the stations, but that you will not be stranded when you arrive at your next stop. Gautrain's

train, bus and parking services are all fully integrated and may be used separately or jointly by transferring from one to another.

Gautrain Gold Card

To access all these services, you will need a contactless smart card. You can access the station parking facilities without a Gautrain Gold Card (you'll be issued with a paper ticket), but you will need a valid Gautrain Gold Card to use either the trains or the buses. Cash is not accepted on either the trains or the buses or at parking exit gates.

The Gautrain Gold Card can be purchased from all ticket offices and ticket vending machines at any Gautrain station as well as selected retail outlets. You can load journey products onto your Gold Card using cash, debit cards or credit cards.

Ticket vending machines display user instructions in four languages and are equipped with earphone jacks for the audio-impaired.

How it works

With your Gautrain Gold Card you can load a number of different journey products, ranging from single trips to monthly tickets, on the same card and re-use the card more than once. You can register your card and have it blacklisted in the event that it is lost or stolen.

The story of Gautrain is not about a train. It's about how far we have come. The faces we meet, the places we see and our everyday life's journey ...

Did you know?

Since construction started in September 2006, many job opportunities have been created. Many new businesses, shopping malls and high-rise residential blocks are now being built along the route, as people want to live and work close to a Gautrain station.

Name: Luyanda Tsipa

Designation: Executive

Manager: Properties, Eastern
Cape Development Corporation
(ECDC)

Qualifications: B.Juris; Manage-
ment Development Programme
(University of Pretoria);
Executive Development
Programme (Stellenbosch
University); Master of Business
Administration (Nelson Mandela
Metropolitan University,
current)

Trail

My job entails ... Overseeing the management and administration of the ECDC property portfolio, which comprises residential, commercial, industrial vacant land and leisure. The ECDC property portfolio caters for space/accommodation requirements for small, medium and micro-enterprises (SMMEs). It partners with developers to construct economically viable projects with high development impact in fulfilling the economic development mandate of the Eastern Cape.

My greatest strength is ... Being able to strike a balance between implementing a developmental mandate and striving for financial viability. I have the ability to communicate and reach out to people of differing levels and backgrounds. In my work, I often deal with irate and dissatisfied clients and some who are volatile and intimidating but I am able to provide lasting solutions for their challenges.

The best advice I ever received is ... Never make permanent decisions based on temporary situations. This emanates from the belief that "this too shall pass". You do not have to configure your whole life based on a temporary setback.

My motivation comes from ... Waking up each day knowing that every decision I have to make has a direct impact on the livelihoods of previously disadvantaged South Africans. Over and above that, my two daughters; when I look into their eyes, I get the drive ... the vava vooom! I would love to give them the best to ensure that they grow up to excel in life, in the way they are meant to.

The highlight of my career to date is ... Having had the opportunity to manage the state-owned Prestige Property (Parliament, presidential and ministerial offices and residences, including the parliamentary

villages in Cape Town) Portfolio between 2004 and 2007. During this period, I assisted in setting up the 2004 Presidential Inauguration and four subsequent State of the Nation addresses. In my current environment, I enable SMMEs to accomplish their dreams by being a resource through providing an infrastructure for trading.

The number one thing I would like to accomplish while I'm in the Public Service is ... To excel in the area of customer service. Our government is doing a lot in ensuring that services are accessible to the people, but as officials we are not customer-centric, hence the perception that the wheels of government take forever to turn.

The most important lesson I've learnt during my career is ... The work that you do, no matter how little, may mean life or death to the beneficiary/recipient. The existence and livelihoods of some of our people depend on us, even those things that we may take for granted.

Right now I'm reading ... *Not my Daughter*, written by Barbara Delinsky.

To unwind I ... take long walks or go for a swim.

What most people don't know about me is ... I am a very sensitive and private person.

I'm proudly South African because ... I was born here and have stayed here my whole life. The weather and the beauty of this country are unparalleled. We are a tough nation with diverse cultures and because of adversity we know how to enjoy ourselves. I love South Africa!

A portrait of Dr. Zolani Dyosi, a Black man with a shaved head and a light beard, wearing a light-colored blazer over a white shirt. He is looking slightly to the left of the camera. The background is a blurred outdoor setting with trees and foliage.

blazers

Name: Zolani Dyosi (Dr)

Designation: Programme Director, National Research Foundation

Qualifications: Doctorate in Chemistry, Tshwane University of Technology; Master's in Chemistry, University of Cape Town; BSc Honours, University of the Western Cape; Postgraduate Diploma in Business Management, Southern Business School; Advanced Diploma in Marketing Management, University of South Africa (Unisa). Currently registered for a Master's Degree in Business Leadership at Unisa.

My job entails ... Managing the Technology and Human Resources for Industry Programme (THRIP) that supports 200 technology projects. The total value of the projects is R350 million, of which 40% is government funding and 60% is funding from industry. I also manage a programme that develops skills for the nuclear industry known as the South Africa Nuclear Human Assets and Research Programme (Sanharp).

My role is to host the evaluation of project proposals and I am part of a panel that takes decisions on funding projects. I also provide strategic support to the THRIP Management Committee, which comprises representatives from the Department of Trade and Industry, and the Sanharp Steering Committee, which consists of representatives from the Department of Science and Technology. Among other things, I also drive the production of the *THRIP Annual Report* that is presented to Parliament.

My greatest strength ... Is that I'm blessed with wisdom and knowledge that has helped me to engage with people at all levels of competency, and to solve complex problems in a fast-changing business environment.

The best advice I ever received is ... To believe in myself.

My motivation comes from ... The success I experience with everything in which I am involved.

The highlight of my career to date is ... The visit to South Korea to understand the role played by innovation bodies in technology development through innovative research.

The number one thing that I would like to accomplish while I'm in the Public Service is ... To contribute to fast-tracking the development of technology emanating from applied research generated in South Africa.

The most important lesson I've learnt during my career is ... To remain focused and grab every opportunity to develop my skills.

Right now I'm reading ... Publications on the development of science parks.

To unwind, I ... Engage in discussions with friends.

I'm proudly South African because ... I believe that South Africans have the know-how to develop quality products that can compete with those that are developed internationally.

Moving up

Pumla Ncapayi

Deputy Director-General (DDG): Trade and Investment,
Department of Trade and Industry

Pumla Ncapayi holds a Diploma in Trade Law and Policy from the Geneva, Switzerland-based, World Trade Organisation (WTO).

Her other qualifications include a postgraduate Diploma in Business Management from the University of Natal and a Bachelor of Commerce (BCom) Degree in Economics and Business Management from the University of Transkei (Unitra). She is currently registered for a Master's of Business Administration Degree with the University of KwaZulu-Natal.

The cornerstone of her career and experience is anchored within the field of trade and investment. Unitra was the first institution to employ her in 1996 as a research assistant. In 2003, she was appointed project leader for Asia at the Department of Trade and Industry where her duties included managing relations with South Asian countries, the Association for South East Asian Nation countries as well as Australasia. She was appointed Director: Europe Bilateral Programmes from 2006 until 2008. In 2008, she was appointed Director: Export Promotion and then Acting Chief Director: Export Development and Promotion.

In her new position as DDG: Trade and Investment, she will be required to provide strategic leadership and direction in investment and export promotion, aligned to the National Industrial Policy Framework and the Industrial Policy Action Plan.



Ronnie Mamoepa

Deputy Director-General: Information Services, Department of Home Affairs

Ronnie Mamoepa has extensive experience and has occupied various senior positions in the Public Service. He previously worked at the then Department of Foreign Affairs as Chief Director: Communication and as spokesperson. He moved to the Department of Home Affairs in 2009, in the same portfolio. He has been appointed DDG: Information Services as from April 2011.

In his current position, Mamoepa is responsible for, among other things, providing strategic direction to and ensuring the strategic positioning of the Information Services Branch.

Mamoepa is currently registered for an LLB Degree at the University of the Free State.



Advocate Lothian George Basson

Chief Master (Deputy Director-General: Chief Master's Branch),
Department of Justice and Constitutional Development

Advocate Basson holds a B Juris Degree from the University of Potchefstroom, a Bachelor of Laws (LLB) Degree from the University of Natal and a BCom Honours (Strategic Cost Management) Degree from the University of Cape Town. In 2005, he obtained a Diploma in Executive Management from the Graduate Institute of Management and Technology. Basson was admitted as an advocate of the High Court in 1988.

He has over 30 years' experience in the Master's Office. Some of the management positions he has occupied include acting as Deputy Master and Head of Office in Pietermaritzburg from 1995 until 1997. He then headed the Master's Office in Bloemfontein from 1997 until 2003. He went on to become a chief director in the Master's Branch at the Department of Justice and Constitutional Development.

In 2008, he became Master of the High Court in Johannesburg.

As Chief Master in the Chief Master's Branch in the department, Advocate Basson's duties will entail, among other things, providing professional direction in the management of financial and other risks in the Master's environment.



the ladder

Felicity Nxumalo

Chief Director: Research and Policy Development, Department of Women, Children and People with Disabilities

Felicity Nxumalo has a wealth of experience in the policy domain. She previously oversaw policy coordination, monitoring and evaluation (M&E) of service delivery in the Premier's Office, Gauteng. There, she was also responsible for research support for the Social Service Cluster.

Prior to that, she was Director: Information and Knowledge Management in the Department of Social Development from 2002 until 2006 and later Director: Information and Knowledge Management in the Department of Correctional Services.

She is actively participating in the Knowledge and Information Management National Committee of the Department of Public Service and Administration.

Nxumalo holds a Bachelor of Science (Honours) in Applied Social Science (Information and Communications) from the University of North London, United Kingdom, and a National Library Assistant Diploma from the Tanzania Library Service Board.

In her position as Chief Director: Research and Policy Development in the Department of Women, Children and People with Disabilities, her major responsibility is to conduct, commission and analyse new and existing research towards evidence-based planning, policy development and review.



Karabo Matlou

Director: Strategic Planning and Performance Monitoring, Government Communication and Information System (GCIS)

Karabo Matlou holds a Bachelors of Arts (BA) Degree, with majors in Communication and Psychology from the University of South Africa (Unisa). Additional qualifications include a certificate in Project Management from the University of Pretoria and another in Public Relations, also from Unisa. She is currently studying towards a Master's of Management in the field of Public and Development Management at the University of the Witwatersrand's Graduate School of Public and Development Management.

Her experience in communication strategy development and implementation commenced at GCIS in 2003. In 2006, she was employed by the Department of Rural Development and Land Reform as a communication manager. She was later transferred to the Gauteng Department of Agriculture and Rural Development. In 2007, she joined the Department of Correctional Services as Deputy Director: Performance Reporting, responsible for planning, reporting and M&E of programme performance. In her current position, she will be responsible for the development and implementation of strategic business planning and performance M&E processes in GCIS.



Xolani Vincent Khumalo

Deputy Director: International Liaison, Sport and Recreation South Africa (SRSA)

Xolani Khumalo joined the public sector in 2002 at the age of 20. He worked for the National Archives of South Africa for one year. He moved to the then Department of Foreign Affairs in 2003.

In March 2008, he joined the Department of Arts and Culture (DAC) as Assistant Director: International Relations. In this position, he represented the DAC in countries such as Nigeria, Burkina Faso and Senegal.

Khumalo holds a National Diploma: Archival Science (*Cum laude*) from Unisa. He is currently completing his BA Degree, specialising in International Politics and Diplomacy. He also has certificates in Project Management and Personal Leadership.

In his position as Deputy Director: International Liaison, he is responsible for the management of sport relations between South Africa and countries abroad. He will play a leading role in the formulation of an international relations policy for the SRSA.



Southern African International Trade (SAITEX) Exhibition



In view of South Africa's drive to increase employment and expand entrepreneurship, Southern Africa's foremost trade expo has added importance this year. SAITEX 2011 is dedicated to promote imports and exports and covers all the major sectors of trade in Africa. Owing to the success of the exhibition in 2010, which attracted over 600 exhibiting companies from 32 countries, this year's exhibition is already creating a sense of anticipation among the major traders on the continent. The visitor count has been improving over the years and it is estimated that SAITEX 2011 will play host to over 12 000 visitors from 42 countries.

At the event, local and international manufacturers and exporters will get a chance to assemble under one roof – an environment that is bound to create tremendous trading opportunities. The event will take place at Gallagher Convention Centre in Johannesburg and will run from 17 to 19 July 2011.

South African Local Government Association (Salga) provincial conference



The recent local government elections have ushered new leadership into this sphere of government. As the voice of local government, Salga is convening a provincial conference on 28 and 29 July 2011 in the City of Tshwane to set the agenda for local government leaders for the next five years under the theme: *Reigniting the Quest for Municipal and Social Cohesion towards a Better Standard of Living*. Primary objectives of the conference are to create a platform for political leadership to share and learn and to improve living conditions for communities.

This will also be an elective conference where a new Provincial Executive Committee will be chosen.

For more information and bookings for an exhibition stall, contact: Ms Malebo Tau on 011 276 1169 or e-mail: mtau@salga.org.za

Third African Conference on Sanitation and Hygiene

The Rwandan Government will host delegates from across Africa from 19 to 21 July 2011 to discuss the continent's sanitation and hygiene issues at the third African Conference on Sanitation and Hygiene. The conference is organised by the African Ministers' Council on Water Sanitation Task Force. Objectives are to present and exchange knowledge on strategies to overcome key bottlenecks to implementing large-scale sanitation and hygiene programmes, strengthen the evidence base for scaling up sanitation and hygiene programmes in Africa and kick-start the five-year drive to get Africa back on track to meet the sanitation Millennium Development Goal.

The preliminary programme includes two types of learning opportunities:

- thematic learning exchange, which draws from key experiences and studies to address critical issues
- seminars hosted by agencies or groups of agencies, showcasing their latest thinking and findings.

World Population Day

In 1989, the Governing Council of the United Nations (UN) Development Programme recommended that 11 July be observed as World Population Day.

Flowing from the Day of Five Billion, celebrated on 11 July 1987, the day seeks to focus attention on the urgency and importance of population issues, particularly in the context of overall development plans and programmes, and the need to find solutions for these issues.

In 2001, the world population stood at 6,1 billion, and was growing by 77 million a year. The UN estimates there will be between 7,9 billion and 10,9 billion people in 2050, with 9,3 billion the most likely projection.



Fusing science with leadership



There is more to nuclear energy than the arms race or enriched uranium, as South Africa's first black African woman nuclear engineer Dr Margaret Mkhosi explains to **Mbulelo Baloyi**.

Fetching wood, cooking and doing homework all at the same time on the dusty, windswept Boschpoort Farm near Coligny in the North West may appear as unlikely conditions to produce a nuclear engineer.

But Dr Margaret Mkhosi knows better; that the chores of youth can shape character and achievement.

Today, Dr Mkhosi boasts among her many academic qualifications, a doctorate in Nuclear Engineering from Ohio State University (OSU) in the United States of America.

She is General Manager for Special Projects at the Technology Innovation Agency (TIA). The TIA is an agency of the Department of Science and Technology mandated to enable and support technological innovation across all sectors of the economy to achieve socio-economic benefits for South Africa and enhance the country's global competitiveness.

"Women become leaders from an early age and this happens unwittingly. That which we took as daily chores such as fetching firewood, preparing food and at the same time attending to your school work, teaches you to juggle different roles without having been taught," says Dr Mkhosi.

After matriculating from Barolong High School, she enrolled for a Bachelor of Science (BSc) Education Degree at the then University of Bophuthatswana (Unibo) in Mafikeng, majoring in Physics and Chemistry. Dr Mkhosi's interface with the public sector dates back to her first job as a teacher in Biology, Physical Science and Mathematics.

Later, she took a job as a lecturer at the former Lehurutshe College of Education near Zeerust, teaching General Science and Physical Science to primary and secondary school educators.

She became a junior lecturer at Unibo and in 1995 she completed her BSC Honours Degree in Physics at the same university.

"There were only two females in my class who majored in Physics and Chemistry. People were trying to discourage us, telling us that no woman had ever majored in Physics in the history of the department. We proved them wrong. I became the first female Physics lecturer at the university," says Dr Mkhosi.

In between lecturing, supervising and undergraduate laboratory practical work, Dr Mkhosi conducted research for her Master's Degree, which she obtained in 2000 at the University of North-West (UNW). Her research was a collaboration programme between the UNW and the then Potchefstroom University for Christian Higher Education.

"My research was on the degradation of the cold and hot legs of the steam generator at the Koeberg Nuclear Power Station after it had operated for 15 years. Performing my

experimental research at Potchefstroom University really opened my eyes. By then, I had already developed an interest in nuclear energy as I had visited the Koeberg Nuclear Power Station in Cape Town during my undergraduate studies," says Dr Mkhosi.

Between 2000 and 2003, the United States Agency for International Development awarded Dr Mkhosi a scholarship to further her studies in nuclear engineering at the OSU in Ohio.

There she did a Master's Degree and a PhD in Nuclear Engineering, which she completed in 2007.

"During this time, funding for my studies had dried up and I had to do some work within the university to fund my studies. At that time, the rest of my family had joined me in the States; it was very hectic," says Dr Mkhosi.

She returned to South Africa in 2008 and took up a position at the Pebble Bed Modular Reactor Pty Ltd as a senior analyst in Nuclear Engineering Analysis.

She then moved to the National Nuclear Regulator as a nuclear engineering accident analysis specialist.

"South Africa does not use nuclear energy for weapons. My interest has always been on the safety aspect of it as I am concerned about the impact it could have on the public should something happen. That is why I am involved in awareness about nuclear energy; facts about it, advantages and disadvantages.

"The public has the right to know; we need to share our knowledge with them, so they also know what the regulations and the safety measures are that have been put in place to protect them," says Dr Mkhosi.

In between her nuclear engineering activities, Dr Mkhosi has undergone several leadership development and training programmes.

"You need good leadership qualities. These are humility and integrity. When leading, you have to be cognisant of the link between authority and leadership."

Dr Mkhosi says some of the challenges faced by female managers in the public sector include stereotypes who think that women are not cut out to lead.

"Being a woman does not make you less of a leader. At the same time, I do not subscribe to the widely-held view that some people are born leaders. I believe that given the

opportunity, one can be developed into a leader. However, you must also be willing to learn and demonstrate your leadership capabilities."

She adds that the public sector does have opportunities for female managers but a leadership development training programme is needed.

"All that the public sector needs to do is to identify the 'high potentials' and oversee their career advancement. As much as I would like to see more women occupy senior positions, I believe it should be on merit. I do not agree with the fact that women should be given positions just because they are women," says Dr Mkhosi.

Dr Mkhosi was recently elected chairperson of Women in Nuclear South Africa during the organisation's sixth Annual General Meeting.

Although conceding that some attempts have been made to chronicle the contribution of women in the public sector, Dr Mkhosi says it remains inadequate. Coupled with this, she adds, is limited recognition of women's talents.

"There are skilled women out there and they should be recognised. The country encourages youth to go into science and technology, but they lack role models. So, if they are aware that they are encouraged to do something that is doable, they will get motivated."

While in the public sector, Dr Mkhosi would like to contribute to building the culture of technology innovation among young people.

"South Africans have to be stimulated at a younger age, so the country does not just rely on inbound technologies all the time. Also, the younger generation, especially those who are in their early career years, need to develop and grow. I would like to see myself contribute towards their grooming."

She has participated in public awareness initiatives around science and technology and through this, has interacted with many people, including educators and learners. She has also mentored girls and women.

Dr Mkhosi counts economic development for women in science and technology as one of the areas she will focus on in future. She says it is an anomaly that women do not have their own businesses in the fields of science and technology.

The public has the right to know; we need to share our knowledge with them, so they also know what the regulations and the safety measures are that have been put in place to protect them

Special leave for

special circumstances

Part 2 on leave in the Public Service

“I need special leave; I used up all my sick leave, so I’m calling in dead!” “I won’t be coming to work today, I think my hard drive has a slipped disc.” The far-fetched excuses we sometimes hear from employees who want to take special leave are not as outrageous as these. But some unusual circumstances do warrant special leave.

The following types of leave can be taken in addition to annual leave or normal sick leave.

Temporary incapacity leave

Temporary incapacity leave is not an unlimited number of additional sick leave days at an employee’s disposal. It is additional sick leave, which is subject to an investigation and is granted at the employer’s discretion.

If an employee has exhausted his/her normal sick leave and based upon the advice of the treating medical practitioner needs to be absent from work to recuperate, he/she may apply for temporary incapacity leave with full pay. The policy and procedures to deal with applications for incapacity leave are contained in the Policy and Procedure on Incapacity Leave and Ill-Health Retirement (PILIR). The employee must use the correct application form prescribed in terms of PILIR for each occasion that special leave is required. The application must

always be supported by a medical certificate. Additional supporting medical reports and information, as well as a written motivation, must be submitted with the application.

If the employee knows in advance that he/she is due for a clinical procedure, such as an operation, he/she must submit an application in advance. However, should an emergency arise or if the employee is overcome with a sudden illness or injury, he/she must notify the supervisor immediately telephonically or through a relative, friend or colleague.

The application for normal sick leave must be submitted within five working days, after the first day of absence, either personally or through a relative, friend or colleague.

The application for temporary incapacity leave will be assessed in a scientific, objective and fair manner by a health risk manager, who in turn will advise the employer on the findings. With due consideration of all the facts, the employer will decide on the granting of incapacity leave.

Acceptance of medical certificates

Only medical certificates issued and signed by practitioners registered with the Health Professions Council of South Africa and who are legally certified to diagnose and treat patients are acceptable.

Leave for occupational injuries and diseases

An employee is granted occupational and diseases leave for the duration of the period that he/she cannot work as a result of injury caused at work or if he/she has contracted an occupational disease. To be granted occupational injury and diseases leave, the employee must bring a claim for compensation against the third party and undertake to use compensation (in terms of the Compensation for Occupational Injuries and Diseases Act, 1993) received to recompense as far as possible for the cost arising from the accident.

Maternity leave

Employees are entitled to four consecutive months' paid maternity leave to commence at any time from four weeks before the expected date of birth; or on a date from which the attending medical practitioner certifies is necessary for the employee's health or that of the unborn child.

Adoption leave

If an employee adopts a child who is younger than two years, he/she qualifies for adoption leave for a maximum of 45 working days. If both spouses or life partners are employed in the Public

Service, both partners qualify for adoption leave, provided that the combined leave taken does not exceed 45 working days.

Family responsibility

An employee is granted three days' leave per annual leave cycle for use if his/her spouse or life partner gives birth to a child or if the employee's child, spouse or life partner is sick. He/she is granted five days' leave per annual leave cycle for use if the employee's child, spouse or life partner dies, or an employee's immediate family member dies.

The aggregate of family responsibility leave days taken, as indicated above, **cannot exceed five days in an annual leave cycle**, unless special circumstances warrant further leave at the discretion of the Head of the Department.

Special leave

An employee may apply for special leave, for example for studies and exams, in terms of the department's Special Leave Policy.

In the next issue: Information about leave for office bearers or shop stewards of recognised employee organisations, unpaid leave and leave for contract workers.

Parental leave – how it's done in other countries

Most countries in the world provide for paid maternity leave and some also offer paid paternity leave. The term **parental leave** is often used to include maternity, paternity and adoption leave. In South Africa, fathers get three days' paid leave under the provision for family responsibility leave.

The United States of America is the only Western country that does not mandate paid parental leave, although the Family and Medical Leave Act of 1993 mandates unpaid parental leave for the majority of American workers.

Central European countries are the most dedicated countries in the world when it comes to parental leave. In the Czech Republic, for example, it is standard that mothers stay at home for three years with every child. Mothers are supported by the State for the entire period.

Sweden also provides generous parental leave. All working parents are entitled to 16 months' paid leave per child, the cost being shared between the employer and the State. To encourage

greater paternal involvement in child rearing, a minimum of two months out of the 16 are required to be used by the "minority" parent, in practice usually the father.

In the United Kingdom, all female employees are entitled to 52 weeks of maternity (or adoption) leave, with the first six weeks paid at 90% of full pay and the remainder at a fixed rate. A spouse or partner of the woman (including same-sex relationships) may request a two-week paid (at a fixed rate) paternity leave.

In Africa, most countries offer paid maternity leave and some also grant paid paternity leave. Kenya offers two months' fully paid maternity leave and two weeks' paid paternity leave. Tanzania offers 12 weeks' paid maternity leave and five days' fully paid paternity leave. However, paid maternity leave may only be taken once every 36 months. Cameroon offers 14 weeks' fully paid maternity leave, while the father can take up to 10 days' paid leave for "family events concerning the worker's home". Zimbabwe offers 90 days' fully paid maternity leave, but no paternity leave.

Source: <http://en.wikipedia.org/>

New degree of access to public service jobs

In his 2011 State of the Nation Address, President Jacob Zuma expressed concern about unemployment and poverty that “persist despite the economic growth experienced in the past 10 years.”

To address these concerns, he declared 2011 the year of job creation through meaningful economic transformation and inclusive growth and urged “every sector and every business entity, regardless of size, to focus on job creation. Every contribution counts in this national effort.”

The President called on the public sector to fill vacant posts to reduce unemployment among graduates. The Public Service and Administration Ministry has responded to this call by aligning its programmes with the national job-creation imperative.

One of the interventions developed by the Public Administration Leadership and Management Academy (Palama) is the Breaking Barriers to Entry into Public Service Programme (BB2E). This programme seeks to equip unemployed graduates with competencies to access employment opportunities in the Public Service.

Palama sought a partnership with the National Youth Development Agency (NYDA) to implement BB2E. The NYDA manages the database of unemployed graduates from which Palama sources the BB2E beneficiaries.

Remarkable progress has been made since the implementation of BB2E in December 2010. A total number of 1 190 unemployed graduates participated in a week-long Orientation to the Public Service course. Of these, 1 092 graduates received completion certificates. At least 20% of those who enrolled in the 2010/11 financial year have been placed in various departments as interns. A special tracking system will be put in place to accurately trace the success of these learners in exploiting employment opportunities.



Writer: Professor Solly Mollo*



The foundation to break entry barriers into the Public Service has been laid. Palama intends trebling the number of beneficiaries of the programme in the next two financial years. An important aspect of the programme is the role of mentors and/or coaches in supporting the development of interns. The intern-mentor relationship is key to enhancing the intern’s capacity to exploit employment opportunities in, among other things, the Public Service.

As public sector managers, we should take it upon ourselves, when presented with the opportunities being created by this programme, to play a mentorship role, impart life skills as well as knowledge, and nurture talent. The BB2E is not only designed to enhance the employment potential of graduates, but to develop what the Minister of Public Service and Administration, Mr Richard Baloyi, describes as a public service cadre of “a special kind”.

Through this programme, the future of the Public Service will be in the hands of those with attributes to develop not only a humane public service but also one with the capacity to speed up the delivery of quality services.

The programme has been very well received with learners expressing their excitement and appreciation for it. Many unemployed graduates attended the programme at their own cost. This shows a firm commitment to the BB2E. The programme is the first in a two-prong approach; 2011/12 will see the piloting of the next phase – the Graduate Internship Development Programme. It is hoped that the latter will be as successful in its piloting as the BB2E.

*** Professor Lekoa Solly Mollo is the Director-General of Palama**

For more information, call the Palama Contact Centre on:

012 441 6777

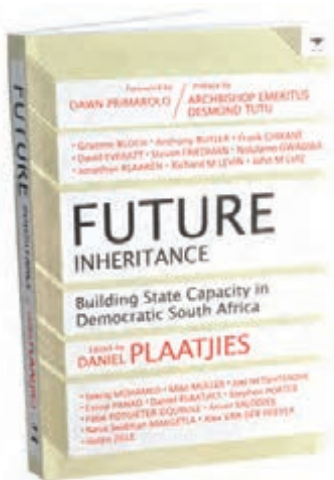
E-mail: contactcentre@palama.gov.za

Website: www.palama.gov.za



New on the shelves

Future Inheritance: Building State Capacity in Democratic South Africa by Daniel Plaatjies



Since 1994, the post-apartheid South African State has been under constant pressure to transform the institutional architecture of the apartheid Government. Various formations of the State had to be re-organised and re-structured to meet the imperatives of the new Constitution and the developmental needs of the South African society. This transformation has taken

place simultaneously with the expansion of the social and economic safety net to include the poor and previously disadvantaged. These reform pressures have resulted in the redefinition of the purpose, role and nature of operation of the new State. This book looks at the present architecture and performance of the South African State and assesses its institutional capacity to deliver on its mandates. It offers perspectives from various contributors on the following questions: What is the State supposed to achieve? How will it get there? And where is it now?

Daniel Plaatjies is a professor at the School of Business Management at the University of the Free State and Head of Performance Monitoring and Evaluation within the Office of the Premier of the Free State.

Killing Kebble: An Underworld Exposed by Mandy Wiener

In September 2005, one of South Africa's most prominent businessmen, Brett Kebble, was killed on a suburban street in Johannesburg. The investigation into the case that followed exposed the relationship between the country's Chief of Police

and Interpol President, Jackie Selebi, and Glenn Agliotti. A lawless Johannesburg underbelly was revealed – dominated by drug lords, bouncers, an international smuggling syndicate, a shady security unit moonlighting for the police and sinister self-serving sleuths abusing state agencies.

Indemnified by an agreement struck with the State, Kebble's killers, Mikey Schultz, Nigel McGurk and Faizel "Kappie" Smith, come clean with Mandy Wiener in exclusive interviews. Agliotti has also provided Wiener exclusive access to his story, as have a cast of other characters whose versions of the events were up to now untold.

Wiener is an award-winning *Eyewitness News* journalist who has covered the murder story for the past five years.

Nelson Mandela By Himself – The Authorised Book of Quotations by Nelson Mandela

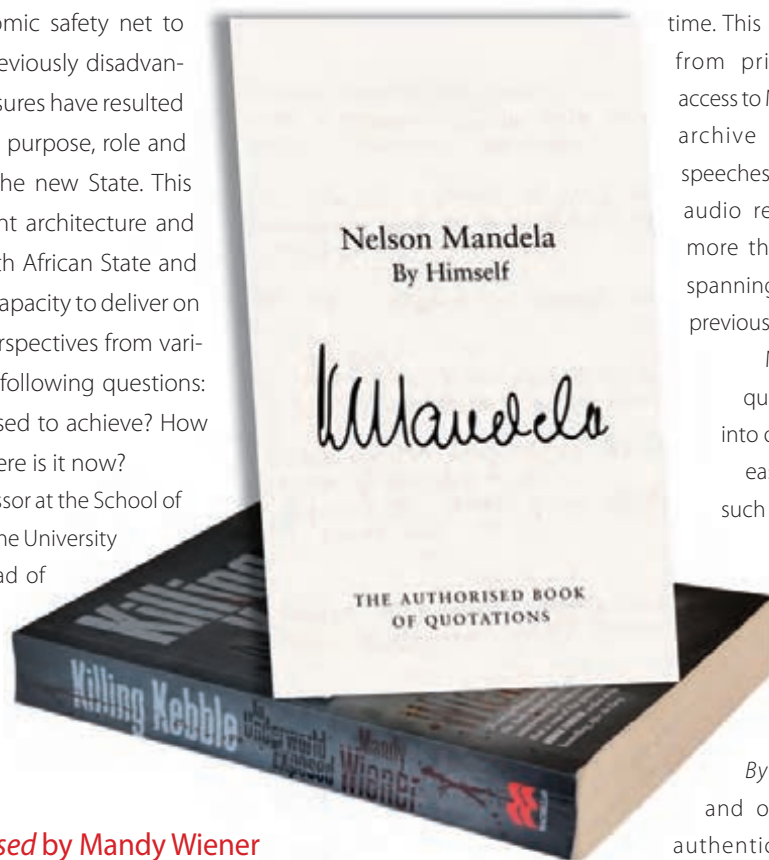
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admired individuals.



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Writer: Joe Cimino*

Have you noticed that we are moving to a cashless way of life?

Between the ease of swiping credit cards, dipping into overdrafts or access bonds and signing new loan agreements we have been driven into maximum credit use – and all at a very high cost.

More and more people are using credit for everyday purchases like fast food and small items. A manager at a famous burger store recently said that between 20% and 30% of clients use credit cards for their burgers and drinks.

hoodwinked into thinking that “credit” is a lifestyle choice.

Unfortunately, it has become an involuntary lifestyle choice, turning borrowing into a necessity for making ends meet – while the long-term personal financial debacles are ignored.

It’s fairly common knowledge that the banks loaded every unwary consumer with as much credit as they could withstand prior to the National Credit Act. Those weary souls are now paying dearly for that “15 minutes” of shopping fame. The average employed South African spends 78% of their pay on debt repayments.

How are you getting through the month: **budget or straight?**

I know the “excuse” that goes along with this: you can’t carry cash because it’s not safe, but this is a smokescreen. Most people would use cash for small items, if they had it to use! The truth is that vast numbers of gainfully employed people are using credit to fund their lifestyle. This has a detrimental effect on their future as they are simply using more and more of tomorrow’s money today.

Yet everything looks so rosy, doesn’t it? Walking through shopping malls, you wouldn’t think there was an economic slowdown, high unemployment or record home repossessions.

However, the statistics say otherwise and most people are feeling the fast increasing cost of essentials like food, fuel and electricity – but are they acknowledging it? No, because they’ve been

Currently, low interest rates are allowing many consumers to, just about, carry their debt burden but once interest rates go up, (and they surely will) everyone will have less money for essentials.

Recently, *Business Day* published a First National Bank statement saying that they expect a 2,5% to 3% interest rate hike to commence from the second half of 2011. Meaning that the little remaining income you may have will be largely eaten up by the additional interest charges.

How can the average person get on top of their finances? First, stop paying for today’s things with tomorrow’s money. In other words, stop using your credit cards and access bond.

Next, realise if you have savings at 5% and you are paying debt interest at 9% to 18% or higher, you are officially going backwards. You are losing money and future opportunities.

The next thing to think about is, if your bond interest is around R 5 000 a month (for example), is it worth your while earning R13,63 per month from an investment? Wouldn’t it be better to pay off your bond first, save a massive amount of interest and cut many years off your “forever” bond?

*** Joe Cimino is Corporate Solutions Director at Financial Fitness™. For corporate financial training contact: joe@finfit.co.za.**