Message from the Deputy Vice-Chancellor and Head

At this time last year, the College re-organisation planning process was at its tail-end and it was all systems go for the new structures, new leadership and a new way of doing things. We are now in a position to look back, score-card in hand, and take stock on the level of success with which the principles underlying the reorganisation exercise have been achieved. While there have been teething problems and inevitable challenges, the achievements and benefits of the restructuring process are there for all to see.

This College Newsletter comes at a time when the academic year is drawing to a close. There are several events that have occurred and achievements that have been made during the year worth reflecting upon. At the institutional level what stands out is the placing of UKZN in the Top 400 Universities, for the first time, by the Times Higher Education Rankings. The recent launch of UKZN Transformation Charter by the Minister of Higher Education and Training, Dr Blade Nzimande, also deserves mention. Talking about transformation, the recent release of UKZN’s “transformation averages” through a well-received advertorial has shown that transformation and excellence are not mutually exclusive.

The stories contained in this Newsletter highlight some of the events and achievements in the College of Law and Management Studies in the last few months. These include achievements by staff and students, organisation and hosting of conferences and formation of external partnerships and collaborations, to mention but a few. Of particular significance is the recent opening of the refurbished Centre for Postgraduate Legal Studies at Howard College campus. So too is the recent launch of the Unit for Maritime Law and Maritime Studies. These initiatives demonstrate the College’s intention to improve postgraduate enrolments and to increase research productivity particularly in key signature areas such as Marine Law and Marine Studies.

Also featured in the Newsletter is an in-depth analysis of the National Development Plan released by the National Planning Commission in August 2012. We all have a role to play in ensuring that the National Development Plan works. It is therefore a privilege for our Newsletter to contextualise it and draw your attention to its most salient aspects.

As we prepare for the close of the academic year, I wish to take this opportunity to thank all the members of staff and students in the College for their contribution to what has been a rather difficult but successful year. I also wish our students the very best in their year-end examinations.

John C Mubangizi
Maritime Law and Maritime Studies
Unit is ‘on the water’

A dramatic change in the weather on the evening of 17 October provided a backdrop for the official opening of the Maritime Law and Maritime Studies Unit at UKZN – it was similar to a stormy night at sea with heavy rain and strong north-westerly winds suddenly becoming part of the well-planned programme.

The highly specialised and interdisciplinary Unit was launched by the ‘Captain’ of the University of KwaZulu-Natal, Professor Malegapuru Makgoba, in front of an audience of academics and members of the maritime community which included representatives of the Maritime Law Association, the eThekwini Maritime Cluster, the National Ports Authority and other role players.

Located among the largest port-related maritime community in any city in the southern hemisphere, the Unit offers a consolidated postgraduate teaching site and research portal for this professional and commercial maritime community.

The Unit is a strategic research initiative housed in the College of Law and Management Studies which makes UKZN the only university in South Africa to offer this amalgam of maritime offerings.

Makgoba saw the Unit as the University’s unique signature initiative and a signal approach towards the maritime sector. ‘We are making the maritime sector a business for the University and this Unit is very important as we are preparing for the academic catwalk which will be the maritime sector five years down the line,’ said Makgoba.

The Unit’s focus will be on – but also well beyond – the boundaries of eThekwini and the Durban port community. Principal areas of teaching excellence at a postgraduate level range will range from maritime law, maritime transport and port economics to customs and excise.

Deputy Vice-Chancellor and Head of the College, Professor John Mubangizi, said the Unit would serve not only as a consolidated postgraduate teaching site but also as a hub for research in Maritime law and Maritime Studies.

A Judge of the Supreme Court of Appeal, Honourable Mr Justice Wallis, who has played a significant role in reactivating the Maritime Law programme, said he was privileged to be part of the revolutionary initiative. ‘It is only right that UKZN is part of the maritime community responsible for making an input in law as it will play a significant role in
training people who will work and practice in the maritime sector. We have tried to make the programme one that will work in the real world and with the contribution of the maritime community we can make this Unit something to be proud of,’ said Wallis.

The maritime community also pledged its support towards ensuring that the Unit would be sustainable and successful.

In her address, UKZN Alumnus and Non-executive Director of the National Ports Regulator of South Africa, Ms Thato Tsautse, said the maritime community was committed to the sustainability of the Unit. ‘It is inspiring to see that UKZN is playing a leading role in training people to address the shortage of skills within the maritime sector. This Unit will be able to produce well researched papers which give an accurate concept of where the maritime industry really is.

‘However, its most important function will be to inform the city of Durban about careers in the maritime sector. I would like to make an appeal to the maritime community to ensure that this Unit is a success,’ said Tsautse.

Professor Trevor Jones, Academic Co-ordinator of the Unit, said: ‘The University has committed substantial financial resources to the establishment of the Unit which includes an extensive maritime library as well as a large collection of maritime related materials. All of these will benefit postgraduate students, researchers and the maritime community.’

This interdisciplinary Unit boasts teaching and research expertise from various schools and disciplines within the College of Law and Management Studies such as maritime law, environmental law, international trade law and international economics, maritime economics, transport economics, taxation and maritime management. All these are complemented by practical industry expertise.

Hazel Langa & Thandiwe Jumo
Spokesperson for the Minister in the Presidency responsible for Performance Monitoring and Evaluation as well as Administration, Mr Harold Maloka, delivered the keynote address on behalf of Minister Collins Chabane at the Annual Conference of the Association of Southern African Schools and Departments of Public Administration and Management (ASSADPAM). The 2012 ASSADPAM Conference was hosted by the University of KwaZulu-Natal’s (UKZN) School of Management, Information Technology and Governance at the end of October.

According to the Conference Convenor, Professor Yogi Penceliah the objective of the Conference was to promote the theory and practice of Public Administration, Management and Governance nationally, regionally, continentally and globally.

The keynote address embodied the theme of the 2012 ASSADPAM Conference: “Effective Planning, Monitoring & Evaluation for Good Governance” through highlighting the role that higher education institutions such as UKZN can play in generating public administration and management academics, practitioners and postgraduate students with the knowledge and skills required to address the challenges of poverty, underdevelopment and inequality.

One of the five sub-themes of the Conference related to Monitoring and Evaluation which is central to Chabane’s department as public service delivery is a major challenge in South Africa given the large number of service delivery protests recorded since the beginning of the new millennium.

‘The theme of the conference addresses the key question that is currently top of our agenda, that is: How do we ensure effective planning and monitoring and evaluation to improve governance and the performance of the state?’

‘My department has been engaging the schools of Public Administration and Management about the need to develop capacity via mainstreaming monitoring and evaluation in the university curriculum so that we can produce more skilled people who will capably interrogate and improve on these initiatives. I hope that your deliberations in
this conference will be able to help generate new knowledge and ideas that would assist us in constantly reflecting on our various experiences on how to ensure good governance and improve public sector performance," said Maloka.

Research papers explored the establishment of the Department of Performance, Monitoring and Evaluation within the Presidency as a visionary initiative to address the on-going service delivery challenges. Also, monitoring and evaluation was scrutinised as a tool that tracks and assesses performance of the public service, contributing to delivery outcomes.

Other sub-themes of the Conference included: Public Sector Reform; Curriculum Review and Development; Public Administration, Management and Governance; and Global Public Governance in Theory and Practice.

UKZN’s Deputy Vice-Chancellor of Research Professor Nelson Ijumba said the conference was a strategic initiative that responded to the university’s strategic goals of pre-eminence in research, excellence in teaching and learning and responsible community outreach.

UKZN academics from the discipline of Public Governance participated in the conference by chairing various sessions and delivering research papers.

The Conference was preceded by a Research Workshop on 29 and 30 October 2012 for emerging researchers in the Discipline of Public Administration, Management and Governance who are members of ASSADPAM.

Hazel Langa & Thandiwe Jumo

Academics from the University of Free State attended the Conference. Back row from left: Dr Lyndon du Plessis, Professor Hendri Kroukamp and Professor Moses Sindane. Front row from left: Ms Alette Fouche, Professor Liezel Lues and Professor Koos Bekker.

The University of Fort Hare was represented by Mr Sambumbu Matemba and Dr Ogo Nzewi.

Academics from Unisa attended the Conference Gala Dinner, from left: Professor Werner Webb, Ms Liza van Jaarsveldt and Professor Dirk Brynard.
The School of Law’s academic and socio-legal programme, In Conversation With, was launched on the Howard College Campus on 3 October with South Africa’s Chief Justice Mogoeng Mogoeng taking part in high profile debate.

The inaugural session of the programme opens a forum in which leading legal luminaries will be invited to discuss topical legal and judicial issues.

A one-on-one between the Chief Justice and the Dean and Head of the School of Law, Professor Managay Reddi provided the first part of the conversation.

The conversation saw Reddi ask Mogoeng, a School of Law alumnus, about his main priorities in respect of the judiciary; his concerns about the delays and consequent costs in finalising cases; the on-going debate in the legal profession about the undergraduate four-year LLB degree; and the most urgent challenges he faces as head of the Constitutional Court.

The Chief Justice responded by outlining plans about the implementation of the performance monitoring system to address the backlog of cases, the issue of transformation within the judiciary and skills development within the judiciary. He also advised law academics to foster links with the justice department which would expose students to the practical side of law.

‘We need to reach out more to institutions such as this one and our communities as this is one of the ways we can ensure everyone is educated about their rights and justice is accessible to everyone.

‘I am honoured to have been taught by lecturers, such as Ellie Newman, who empower students so when they leave this University they are better prepared for the world of law,’ said Mogoeng.

Mogoeng told students they needed to embrace education for the sake of the nation. ‘My appeal to you is that once you have completed benefiting from practitioners in this institution, you avail yourself as a fountain of wisdom for those who are yet to practice law.’

The second part of the event involved Reddi calling for questions from law students and academics followed by the unveiling of the Honours Board of the Ellie Newman Memorial Moot Final Competition which Mogoeng participated in as a finalist in 1985.

Referring to the Chief Justice’s address, Reddi said: ‘The School of Law at UKZN is one of the most transformed law schools in South Africa. Our students range from the very sophisticated to those who have had very little, if any, contact with luminaries in the legal profession.

‘The Chief Justice’s visit to the School and the advice he dispensed to our students will no doubt serve to inspire every one of them to strive for levels of greatness they may have not thought possible.’

The event was preceded by the Moot Final Competition.

Hazel Langa & Thandiwe Jumo
Partnerships formed at College business breakfast meeting

In an effort to build and maintain relationships with the members of the legal fraternity and those involved in commerce, the Deputy Vice-Chancellor and Head of the College of Law and Management Studies, Professor John Mubangizi, hosted a networking business breakfast meeting in August.

Ms Ina Cronjé, MEC for Finance in the Province of KwaZulu-Natal, and Ms Thato Tsautse, then CEO of the South African Association of Ship Operators & Agents, delivered inspiring keynote addresses.

Both speakers called for the formation of strategic partnerships between UKZN, the business sector and government in order to make South Africa a capable state equipped to truly drive the economy.

Tsautse said there was a shortage of skills in the maritime industry which made it difficult for the country to respond to global industry developments. She encouraged members in commerce and those in legal professions to embark on a community outreach project with the University focusing on high schools in order to lay a solid foundation at an early stage.

Cronjé challenged the business sector to invest in education saying there was no successful country in the world that had succeeded without investing in education and training.

The University was also challenged to provide programmes relevant in addressing the current complex business challenges such as information technology fraud and corruption as well as programmes to up skill public administrators and provide financial literacy for the bursary recipients.

Cronjé said her Ministry was responding to the challenges through internships, learnerships and bursaries.

The College has been proactive in terms of partnerships through the launch of the interdisciplinary Unit of Maritime Law and Maritime Studies which will benefit the maritime community while the Graduate School of Business and Leadership provides postgraduate programmes to local economic development practitioners in partnership with the KZN Department of Economic Development and Tourism.

There have also been strategic recruitment drives aimed at Grade 9 learners focusing on choosing the right subjects for a career in law or management studies.

The College Business Breakfast meeting was generously sponsored by the Professional Provident Society (PPS).

Hazel Langa
Invest in personal education and training – advice from MBA speakers

In the midst of the current economic turmoil the best investment an individual can make is in their own education and training.

This was the dominant message from speakers at the Master of Business Administration (MBA) Programme information evening hosted by the UKZN Graduate School of Business and Leadership.

MBA student and Senior Programmes Manager at Training and Resources in Early Education (Tree), Mr Thorin Roberts, gave a student perspective of the Programme. He demystified the ‘horror stories’ often associated with the Programme saying it was all about hard work and the resultant rewards.

Roberts said he preferred the part-time Programme and attributed his personal growth and new confidence in the workplace to the knowledge and skills he had gained from engaging with academics and class mates from all walks of life.

However, Ms Genee Griffiths, who is part of the first cohort of the Programme, said the newly launched MBA Block Release Programme worked for her.

The compact lecture time-table suited her busy work schedule as General Manager of Damelin, Westridge. She cautioned prospective students to be disciplined and to manage their time well when deciding to take the Block Release route.

The UKZN MBA has done the business for many including Mr Maemo Kobe who has taken up a new executive position as Chief Operations Officer in the SA Optometric Association in November. ‘With the knowledge that I have gained through the MBA I’m now able to converse meaningfully with colleagues from other sphere of the business,’ said Kobe.

Mr Steven Msomi of the GSB & L gave an academic perspective of the Programme assuring prospective students of the support provided from registration to graduation and beyond.

The hosting of the MBA Open Evening is one of the strategies adopted by the School’s marketing committee to meet enrolment targets.

Hazel Langa
Law academic makes history on appointment as acting High Court judge

Professor Karthy Govender of the School of Law is the first academic in the life of the School to be appointed as an acting judge of the High Court.

Govender was recently requested by Judge President of the High Court of KwaZulu-Natal, the Honourable Justice Chiman Patel, to serve in that position at the Durban High Court.

Govender heard a number of cases, including a high profile criminal case which was covered by eTV.

Govender said judges had a serious responsibility as they were required to make decisions which impacted heavily and directly on people’s lives. ‘It is absolutely imperative to be fair, patient, and impartial and to have your emotions in check at all times,’ he said.

‘Often you have to resolve disputes of facts, interpret legal principles and reach final conclusions. Judgments have to be carefully crafted to explain why a judge reached a particular conclusion and rejected alternatives. The judicial process is open to the public and the judge is obliged to explain all his or her findings in the judgment which is open to public scrutiny and criticism,’ he added.

Govender is grateful that the University permitted him to take up the stint as acting judge and is looking forward to sharing his experiences on the Bench with his students.

‘I have been very fortunate in that I had practised a bit, served two terms on the Human Rights Commission and worked as an acting judge. I hope to bring all this experience into the classroom. The learning experience is enhanced if theoretical propositions are illustrated with reference to practical examples.’

Commenting on Govender’s recent achievement, Dean and Head of the School of Law, Professor Managay Reddi, said Govender was a trail blazer in the School and a leading light in the legal profession nationally. His appointment as an acting judge was acknowledgment of this fact.

Reddi also said a number of colleagues in the School were playing important roles in national bodies and contributing directly to the production of knowledge in a various fields.

The School is privileged to have vastly experienced academics such as Govender and others, whose wealth of expertise and knowledge was vital in the training of the next generation of lawyers who would be entrusted with the task of protecting and advancing the Rule of Law.

In most parts of the world, discerning law student applicants consider the experience and abilities of the academics, the physical infrastructure and facilities and intangibles such as reputation before making a choice.

Reddi is emphatic that when assessed against these criteria, the UKZN School of Law is an excellent choice for law students seeking to make an impact on society.

Thandiwe Jumo
Introduction

The National Planning Commission released the National Development Plan in August 2012; and the KwaZulu-Natal Provincial Planning Commission has just had its Provincial Growth and Development Plan (PGDP) adopted by the KwaZulu-Natal Provincial Cabinet Lekgotla.

What the sceptics say

Some sceptics say that South African politicians, civil service bureaucrats, and consultants are experts at formulating plans after plans; and rarely implement those plans. Every time a new cabinet minister or MEC gets appointed to a new department, they ignore everything that was done by their predecessor, and come up with their own new strategy and plan.

The sceptics continue to cite the following as ‘planning after planning’. They say Minister Trevor Manuel championed the Growth Employment and Redistribution Strategy (GEAR) when he was still a new Minister of Finance; trade unions did not like it, and it was abandoned.

Mrs Phumzile Mlambo-Ngcuka championed Accelerated and Shared Growth Initiative for South Africa (AsgiSA) and the Joint Initiative for Priority Skills Acquisition (JIPSA) when she became the Deputy President of the country; and both AsgiSA and JIPSA were abandoned when Mlambo-Ngcuka left office at the abrupt end of former President Thabo Mbeki’s era.

Then came Minister Ebrahim Patel, a former trade union firebrand, who is now the Minister of Economic Development. He had to introduce his New Growth Path strategy in order to show that he is not pursuing the GEAR strategy.

Then came back Manuel with the National Development Plan (NDP), as he is now the Minister responsible for national planning in the Office of the President.

So, is the NDP yet another big buzzword that will soon fizzle out and be replaced by another plan ‘after Mangaung’ or three years down the line after the 2014 national elections?

I disagree that the NDP is just yet another planning fad. The NDP is a true blue-print and a roadmap between now in 2012 and 2030; and all future political heads in charge of planning and other portfolios will have to implement it.

The basis for the National Development Plan

The NDP is not meant to be the panacea for all the problems of South Africa; it, however, tries to identify most economic growth challenges and other challenges being faced by the country, and recommends various appropriate interventions to address each one of those challenges in synergistic ways that will go to the root causes of the challenges, instead of just focusing on the symptoms of such challenges.

Even though it is not expressly mentioned anywhere in the NDP; it does build on all of the areas that were already identified through:

- RDP: The Reconstruction and Development Programme;
- GEAR: Growth Employment and Redistribution Strategy;
- AsgiSA: Accelerated and Shared Growth Initiative for South Africa; and
- JIPSA: Joint Initiative for Priority Skills Acquisition.

The National Development Plan vis-à-vis GEAR

The GEAR concept was focused on addressing the immediate challenges of a post-apartheid South Africa through the creation of sufficient jobs; redistribution of income and opportunities in favour of the poor; and the redress of all past imbalances of the apartheid era.

The NDP does address all these GEAR challenges, albeit in a more multi-pronged manner. Whereas GEAR wanted to create more jobs through public policy tools like the Expanded Public Works Programmes; the NDP takes a wider view of the issues by saying, inter alia: For the state to eliminate poverty and reduce inequality by 2030 it has to optimize the energies of all its people, grow an inclusive economy that will broaden opportunities for all, build capabilities and enhance
capacity of the state, and promote leadership and partnerships throughout society.

One of the primary goals of the NDP is to ensure that millions of South Africans who were previously excluded are given adequate access to education, water, electricity, health care, housing, and social services.

The NDP starts from the stand point that the economy cannot create sufficient jobs if we do not improve our education system. The emphasis now is that we need to ensure that school children are well-trained from Grade R level until Grade 12; in such a way that the education that students get is in line with the skills needs of both our private sector and the public sector.

One of the challenges that faced the drafters of the NDP was to accept that most parts of South Africa currently have a dysfunctional schooling system that fails to deliver matriculants who are globally competitive. The Limpopo text book fiasco is just but one example of our dysfunctional schooling system.

Whereas the emphasis of GEAR was that there had to be a redistribution of incomes and opportunities in favour of the poor; the NDP says ‘let us concentrate on increasing the size of the cake that must be shared; instead of just sharing smaller slices of the current small cake’.

Hence, the NDP emphasizes infrastructural development that will link most highly developed areas with less developed areas. It is a given that many big companies, that are currently owned and run by people from previously advantaged backgrounds, will benefit significantly from such major strategic infrastructural programmes (SIPs). There are, however, built-in mechanisms that will ensure that the awarding of such large-scale contracts by the state will have a clear incomes redistributive effect.

The NDP aims to create at least 11 million new / extra jobs between now and 2030. The use of spatial maps and other social interventions will ensure that communities that live in the proximity of strategic infrastructural programmes (SIPs) corridors benefit directly and indirectly.

For example, those who plan for the building of new houses are now forced to consider the IDPs (integrated development plans) of the areas where they build, in order to ensure that there will be adequate electricity, water, water-borne sewerage systems, roads networks, schools, coterminous community facilities, recreational facilities, and other considerations that will reduce the number of “dormitory townships” that are just meant to be areas to sleep for the people who are to provide their labour in other more economically developed areas.

The National Development Plan vis-à-vis AsgiSA

AsgiSA was aimed at addressing some of the constraints to economic growth in South Africa. There were six ‘binding constraints on growth’ that were identified through the AsgiSA project, these were:

- Deficiencies in government’s capacity;
- The volatility of the Rand (the South African currency);
- Low levels of investment infrastructure and infrastructure services;
- Shortages of suitably skilled graduates, technicians, and artisans;
- Insufficiently competitive industrial and services sectors and weak sector strategies; and
- Inequality and marginalisation, resulting in many economically marginalised people being unable to contribute to and/or share in the benefits of growth and development.

The NDP aims to avoid such problems, in that each intervention is assessed from various angles, in order to ensure that proposed solutions to current challenges do not give rise to future problems. This is achieved by ensuring that all the major stakeholders were included in the development of the national development plan; these included business, labour, the NGOs and CBOs, government departments, state-owned enterprises, and anyone else who could add value to the development of this document.

The National Development Plan is all-inclusive

The NDP aims to promote strong leadership, effective government, and active citizenry as a way of creating sustainable economic governance in both the public sector and the private sector, economic and fiscal policies, strategic infrastructure programmes (SIPs), industrial policies, improvements to the FET Colleges and other skills training programmes, and other measures that are geared to increase the national economic growth rates to levels that will make it possible for the country to create at least 11 million new jobs between now and 2030.

Infrastructural investment was at the core of AsgiSA, the primary objective being to maintain economic growth rates of over 4 percent over a sustainable period of time. There were measurable infrastructural delivery targets set for all provinces, all government departments, and most state-owned enterprises. Each one of these government-linked structures had to give measurable undertakings on the role they were going to play in promoting accelerated growth of South Africa.

The World Cup 2010 infrastructural needs created a convenient rallying point for the achievement of AsgiSA goals, especially in those provinces where new stadiums had to be built, and where other major infrastructural upgrades had to take place. There are now complaints about some of the new stadiums becoming ‘white elephants’.

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growth and improved living standards for all South Africans. It hopes to achieve this by creating 11 million more / new jobs by 2030; and these ambitious targets will be achieved by:

● Investing in public transport, which will benefit low-income households by facilitating mobility;
● Promoting mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities;
● Addressing the high levels of crime and violence;
● Improving the school system and increase learner retention rates to 90 percent, and bolstering teacher training;
● Increasing exports;
● A more efficient and competitive infrastructure;
● Reducing the cost of living for low-income and working-class households;
● Reduced cost of regulatory compliance;
● A larger, more effective innovation system;
● Support for small businesses;
● An expanded skills base;
● Strengthened financial services;
● A commitment to public and private sector procurement systems that are free of corruption;
● A higher rate of investment;
● A labour market that is more responsive to economic opportunity;
● Enhanced commercial diplomatic services.

I encourage everyone to read the national development plan, and determine how the NDP will impact on them directly and indirectly. I assert nobody in South Africa can boldly and honestly say there is absolutely nothing in the NDP that will impact on them directly or indirectly in a positive way.

It is up to all of us to make sure that we make the national development plan work.

Professor Bonke Dumisa, who is attached to the School of Management, Information Technology and Governance, is the Commissioner at the KwaZulu-Natal Provincial Planning Commission.

Public Governance in the spotlight

By Professor Henry Wissink

The growing occurrence of service delivery protests during the past few years has escalated this issue to the top of the public agenda in South Africa. In fact, according to press reports1, if people continue to protest at the current rate, the country is set to record the highest number of delivery-linked protests by citizens since 1994.

Recent service delivery and labour protests have been characterised by mass marches or petitions, and in many instances public violence, and in some cases by the death of both police and protesters.

In particular, the very recent incident at the Lonmin platinum mine in Marikana, has brought not only South Africa to a painful halt, but placed the international spotlight fully on us as a nation, which has been singled out as one of the most violent, and unequal countries in the world, and dubbed us as the protest capital of the world.

These are indeed huge indictments against us as a nation, even though we are desperately trying to bring about the vision of a successful constitutional and developmental state, and are committed to fight against the injustices of our past, and the consequential poverty and human rights abuses that still remain, hurt and haunt us.

The spotlight of course in this debate focuses on the areas and jurisdictions that make a difference to the everyday life of the man in the street – local or municipal government.

In a recent study of Azwifaneli Managa2, it is clear that the post 1994 government has truly failed in one area, and that is the unfulfilled promises to its citizens at the level

1 Sizwe Yende. Study finds protests are spiralling. 17 June 2102. http://www.citypress.co.za/SouthAfrica/News/Study-finds-protests-are-spiralling-20120615
of basic delivery of services. In this study commissioned by the Africa Institute of South Africa, he cites the following four factors as the underlying causes of the systematic breakdown of local service delivery in South Africa.

1. Lack of institutional capacity

The scarcity of skills, and the inability to plan, project-manage, and deliver on the promises that placed councillors and senior municipal officials in power is being cited as a major problem in local government. This is in particular evident in managerial and technical positions that remain vacant in rural municipalities. The appointment and placement of staff who do not have the necessary qualifications and skills according to Managa (2012) ‘...continues to happen despite government’s acknowledgment that most municipalities are hampered by nepotism and maladministration, run by incompetent staff who are often disorganised’.

On the other hand, efforts to train and provide capacity support for councillors and officials have been on-going for many years, without much effect, and impact on service delivery and other key performance areas in local government. The question is often posed. Does the lack of accountability lead to the serious breakdown in service delivery, or is it a case of training and development simply not leading to capacity improvement? I would like to argue that it may be a combination, but that the failure to keep political office bearers and public officials accountable, is the major cause of our woes in municipal, and indeed all forms of government, globally.

2. Financial mismanagement

Because of mismanagement, communities often refuse to continue paying for services that they are not receiving, and hence the creation of a dangerous spiral of continued and declining financial capacity to bring about any possible capacity for sustainable local governance. The Auditor-General’s 2010/2011 financial report, disclosed that only 7 out of the 283 municipalities had received clean audits for the year. Regardless of these continued disturbing reports, unauthorised expenditure of R5 billion was still incurred by 112 municipalities and their business entities compared with R2,7 billion by 101 municipalities in the previous year. These statistics reveal the lack of adequate internal controls, and financial management skills that lead to unauthorised and wasteful spending; but also supports the notion that poor management and project delivery skills contribute to the fact that resources are not linked to critical projects in local government.

3. High levels of corruption

The report states that we have to accept that corruption is endemic to South African society, and in particular local government has become a ‘haven for those who are milking the state’s resources’. Due to the lack of financial controls as stated above, as well as even high profile government elites and politicians who have been accused of corruption and illegal tendering, and accepting bribes, we have to take a hard look at ourselves.

The state’s inability, and often tardiness in bringing the perpetrators of these deeds to justice, has perhaps created a society where most people regard these acts as acceptable. We may have to urgently re-introduce the debate on moral re-generation, and what that really means in a society where leaders often simply disregard basic tenets of honesty, justice and equality.

4. Lack of Public Participation

Even though the introduction of the Local Government: Municipal Systems, Act 32 of 2000, and the Batho Pele principles were valiant efforts to ensure that local participation, service delivery ethic, and inclusion in the planning and decision-making processes of local authorities are secured through the creation of for example, ward committees, budget consultations, ward meetings and Integrated Development Planning (IDP) forums, many violent protests are certainly about the very failure of local governments to engage ordinary people in political processes.

Analysing these protests Atkinson* (2007:63) maintains that ‘at the municipal level, protesters have regularly complained about the unresponsiveness of officials and councillors. Channels of communication with municipal mayors and councillors are blocked’.

The lack of involvement and participation of communities in political and administrative processes, does not only lead to community anger and frustration, but confirms that there is still a dire need for fundamental transformation and structuring of local government in accordance with the acts and service delivery pacts created for this purpose.

What are the challenges to the university and in particular as a School of Management, IT and Governance, and our responsibility as a delivery agent in the field of education, research and training?

Clearly, we have to focus on where it matters, and where our efforts in education and training will have a lasting impact to assist government to train and educate future leaders in the discipline of governance.

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and its service delivery challenges. In particular, we have to work in partnership with government, and its organs of state that are directly responsible for improving the nature of service delivery to local communities.

The UKZN School of Management, Information Technology and Governance has been engaging with several government agencies to assist, and in particular with strengthening the state’s capacity to support the development of its staff and functionaries in designated areas. It is clear that the state and its organs, in particular in the provincial and local spheres, need to consider introducing an approach to staffing and development within the public sector, commonly referred to as a meritocracy. Generally, states who subscribe to a professional public service or a meritocracy have been successful in their developmental efforts.

What may contribute to our role as a University and School charged with these responsibilities, is that we become more focused in our research and vocal in our commentary and reporting on the issues that affect our everyday lives, and in particular on the critical aspects of good governance.

The actions that contribute to a culture of good governance to my mind, even though we produce mammoth efforts in capacity building and training, would be to become the moral voice in our society, and be active in commenting on a lack of public accountability, the actions that endanger the safeguarding of irrefutable moral precepts and the continued development of a society based on an agreed on set of values and ethics that will eventually engender a culture of productivity, accountability, honesty and justice within our processes of governance.

The commitment to be a University that nurtures and develops moral, productive and brave leadership will ultimately become the institution that develops and delivers the future presidents, ministers, and public protectors of our beautiful country that we can truly be proud of.

Professor Henry Wissink is Dean and Head of the School of Management, Information Technology and Governance.

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**Foster care grants for grandparents: Not yet time to give up hope**

*By Professor Noel Zaal and Ms Meda Couzens*

The recent High Court case of SS v The Presiding Officer of the Children’s Court: District of Krugersdorp, heard in Johannesburg, has been widely discussed in the media. Generally, it has been pessimistically interpreted as sounding a death knell for urgently needed foster care grants for grandparents who care for orphaned and abandoned grandchildren.

The facts of the case tell the story of many South African children whose biological parents are unable to care for them. Such children are frequently placed into the care of impoverished extended family members, who, with the little they have, welcome them into their homes. These family members perform a very important child care function by providing children with a home and a family environment to grow up in.

It is by now conclusively proven, nationally and internationally, that family solutions are best for children, as opposed to placing them in institutions or with
strangers. Institutions, in particular, are expensive for the state to run and not adequate for the development of most children. It is for these reasons that, whenever possible, family solutions are to be preferred.

Those who take care of children who have no parents or whose parents cannot assume their care perform an extremely important role. Not only do they provide homes for children in need, but also, they save the state money. Furthermore, they take responsibility for a child as soon as the need arises, without inevitable delays resulting from formal intervention from the state, thus ensuring continuity in care.

The state does acknowledge the important role played by these caring individuals or families, and attempts to respond to some of their difficulties. The Children’s Act 38 of 2005, for example, allows for the possibility that family members may apply to become foster parents and receive a monthly foster care grant.

SS, who was 12 years of age at the time of the court hearing, was originally brought by his single mother to live with his maternal uncle and aunt in 2002, at the age of one. His mother died in 2007 without having appointed a guardian for him or disclosing who his father was. In the same year, his uncle and aunt applied to become his foster parents. However, their application only received attention from social workers in 2010. In 2011, the children’s court in the District of Krugersdorp rejected his foster care application, finding that he was not in need of care as required in order for him to be placed in foster care. This was because he was already taken care of by his aunt and uncle. The consequence of the order was that while they could continue to care for him, they could not receive a foster care grant.

The judgment of the children’s court was appealed by SS who was now legally represented by the Centre for Child Law of the University of Pretoria. The South Gauteng High Court in hearing the appeal had to look closely at the wording in the Children’s Act. It had to consider whether SS, despite the fact that he was currently being cared for, could be defined as ‘in need of care and protection’.

In particular, it had to decide whether SS had ‘been abandoned or orphaned and is without any visible means of support’ as required per s 150(1)(a) of the Children’s Act. In the course of doing so, the court set out some guidelines on how children’s courts should in future deal with foster care applications involving abandoned and orphaned children. If such a child is already being cared for by a caregiver who does not have a common law duty of support, the child may subsequently be confirmed as placed in foster care with that person.

In relation to the possibility of the benefit of a foster care grant, the court had to consider an archaic phrase in the Children’s Act that the child must not have ‘visible means of support’. In establishing whether a child has ‘visible means of support’ or not, it ruled that courts must look at whether the child has at present any financial means or else an enforceable claim for maintenance from any person. If the child does, it must further be established whether he or she is readily able to access any such means or maintenance.

The courts must therefore look in a practical fashion into who has a duty to support the child. In terms of common law, a duty of support is owed (in order of priority) by parents, grandparents and siblings. Uncles and aunts do not bear a common law obligation to support. Thus, the court saw foster grants by the state as only becoming available when insufficient financial support can be derived from persons who have a common law legal duty to support children in need of care.

The court also pointed out that a child can be placed in foster care even when a person owing a duty of support and able to pay can be identified. The court should then issue what is termed a ‘contribution order’. This will require the relevant person with the common law obligation to make monthly payments to the state of a sum of money for the maintenance of the child placed in alternative care.

In applying its reasoning to SS, the court found that he was an orphan and had ‘no visible means of support’. This was because his mother and his maternal grandmother were deceased, the identity of his father was not known, and his aunt and uncle did not owe him a common law duty of support. The court therefore formally confirmed that he was placed in the foster care of his aunt and uncle, with receipt of a foster care grant, until the age of 18.

In our view, the generally pessimistic response to the SS case is somewhat premature. It is by no means clear authority against grandparents being able to receive foster care grants. It is important to note that the foster parents in SS were ultimately successful in being awarded a foster care grant.

The High Court overruled the children’s court magistrate who had refused them such a grant. Also, the foster parents were a maternal aunt and uncle. Thus, the extent to which the reasoning in the case is applicable to grandparents still remains to be decided in future cases. It should also be noted that Salduker J in SS strongly supported flexible, individualised court enquiries into foster care needs. This potentially leaves room for continuing to award foster care grants at least to grandparents who lack the means to care for their grandchildren. The concept of the best interests of the child would also support such an approach.

Ms Meda Couzens and Professor Noel Zaal are academics in the School of Law.
Performance budgeting for Human Rights:
Can we make that change?

By Dr Fayth Ruffin

Our South African Bill of Rights is clear: ‘everyone has the human right to a basic education’.

Who is responsible for the infringement of this entitlement held by Grade 1 to 3 and Grade 10 learners in Limpopo province through denial of textbooks in 2012? The ANC National Executive Committee calls it a ‘failure of government’. Yet who must be held to account for this admitted failure of government to protect human rights?

Is it Limpopo Premier Cassel Mathale who is the provincial ANC chairperson? Could it be Limpopo MEC for education Dickson Masemola who is the provincial ANC deputy chairperson? Must we blame the national Basic Education Minister Angie Motshekga who also heads up the ANC Women’s League? Is the citizenry who voted in the elected officials who in turn facilitated selection of these high-ranking public administrators responsible? Is EduSolutions – the company that won the tender to provide the textbooks – but fell under unfavourable light due to questions regarding the tender process, at fault? How is it that we find ourselves in this politico-administrative quagmire?

To the contrary, accounts from her accusers suggest that Motshekga knew as early as July 2011 that the Limpopo education system was financially strapped and unable to buy books. To this Motshekga and her backers retort that only the provincial legislature could have allocated funding and that Motshekga must remain in her position, be recognized for her achievements (e.g. the department’s unqualified audit reports for three years and an improved matric pass rate to the tune of 70%) and be given a chance to stabilize the situation.

EduSolutions purports that it is not blameworthy and that the tender was offered and processed in a fair manner. However, the North Gauteng high court disagreed – ruling against EduSolutions’ case to reinstate the tender with Limpopo’s education department. Where does the politico-administrative quagmire end?

Certainly it does not end in Limpopo and definitely goes beyond politics and administration into law. Learners in Eastern Cape and Gauteng have likewise experienced impingement of their constitutional right to basic education. Not unlike Limpopo, the culprit in Gauteng is the lack of textbooks and in Eastern Cape a shortage of teachers. The high court has not been silent on this politico-administrative quagmire, ruling in North Gauteng that failure to provide textbooks is a violation of the learners’ right to education. An ensuing court battle about teacher shortages in Eastern Cape led to an out of court settlement to remedy the politico-administrative quagmire.

Let us not forget that less than two decades ago, human rights observance, service delivery and other rights of citizenship were enjoyed only by a privileged
minority. Now, affording such entitlements to every South African necessarily suggests that politico-administrative quagmires will arise. Along with the quagmires comes the question of what accountability safeguards can protect constitutional entitlements?

Firing high-ranking officials and administrators uselessly treats the symptoms. To get instead at the cause, our governmental departments and intergovernmental relations have nothing that a good dose of performance-based budgeting (PBB) won’t cure. PBB promotes the complementarity of politics, policy, management, and administration in a way that the pendulum becomes less reckless and more aligned with the vision, mission, goals and objectives of organisations and citizen expectations. With PBB, the left hand (e.g. legislature) knows what the right hand (e.g. governmental department) is doing because the right hand is not allocated funds unless and until the right hand accounts for its performance. In so doing, PBB helps protect human rights such as the right to basic education.

PBB creates accountability safeguards that allow us to segue from front-line freedom fighters to protectors of human rights through our ‘list of things to do’ everyday as public servants. PBB stimulates zeal for accountability – like the zeal that brought the relentless ruling party into power. PBB yields fervour for transparency – like the fervour embedded in the long journey to liberation. Just as annihilating apartheid met responsiveness to the needs of all, so does PBB lead us in that direction.

Who is responsible for infringement of human rights of our learners? All of us – to deny one is to deny all – making each of us responsible. On the one hand, for sure, governmental departments can implement PBB to protect human rights. On the other hand, we too must play a pivotal role as everyday makers. It is not about blame, but change.

I am reminded of pop star Michael Jackson’s song: The Man in the Mirror. Can’t you hear him singing? ‘I’m starting with the man in the mirror. I’m asking him to change his ways (Better change!). No message could have been any clearer. If you want to make the world a better place: take a look at yourself and then make the change.’

Dr Fayth Ruffin is attached to the School of Management, Information Technology and Governance.

The issue of our economy is an educational one

By Ms Lindiwe Kunene

Ms Lindiwe Kunene.

The current status

Our policy formulation with regards to economic development has tended to rest upon the colossal assumption of the powers-that-be that we have a perfectly working education structure. When one reviews economic renewal policies like GEAR, the RDP, ASGISA etc. it is clear that they assume a certain level of understanding which does not exist in the whole country due to a crippled education system. As such the implementation of most of the policies formulated will always be a problem.

It scares me that our beloved leaders have not acknowledged this fact. It seems they cannot comprehend the damage caused by the failing, basic education system. Yet they hold the power to make decisions for our future and our children’s leaving behind a ‘poor man’s’ legacy.

Our beloved NYDA, erected to assist the youth, seems to have a mandate on ‘how to be useless’. Like its elders it continuously produces strategies that go beyond the comprehension of Themba whose business is making grass mats in the KZN Midlands.

The issue of impaired and stagnant economic growth lies in filling in the cracks within the education system. For example:

(1) The increased Gini Coefficient, reflecting high inequality levels (which due to historical reasons are very racially charged), can only point back to the issue of education;

(2) The unfortunate incidences at Marikana are embedded within the non-existence of quality education. Someone with a better education who earns a similar amount has the ability to make relatively better decisions for their households, affording them a better life;

(3) A policeman who receives quality training and education has the ability to think holistically and objectively and can better assess and articulate problems. Have you ever had a policeman write a statement on your behalf at the police station? Before you know it, you are the one who stole your own cell phone.

Given the power of education, why are we treating it as if it were just another portfolio? In fact it is ‘the’ portfolio. That said I am not going to be one to merely complain. Hereewith are my suggestions
for both the basic and higher education structures:

Proposed Solutions (in no particular order):

1. Revisit the syllabus itself
How relevant are the teachings in the syllabus?

2. Life orientation
Introduce a subject called Civics, as from the 50's (reviewed and updated obviously) – or rather weave in the ethos of this subject into the current Life Orientation offering. It taught basic manners, much needed for human interaction, decision making processes and existence as a whole.

3. First language
Our children (non-English speakers) cannot read or write in their own languages. How can they be expected to master that which is their second language? Some may argue and say: what is the point when business engagement worldwide is in English? Well, the basic truth is, the ‘unlocking’ of true intelligence and heightened cognitive thought resides in excelling in your own language. Research tells us that there is a high correlation between mastering your own language, mathematics and overall intelligence.

4. Mathematics
A country runs on decisions reached using some form of mathematical and statistical thinking, most of the time. It is beyond me that we should allow our children to pass matric with a subject they call Maths Lit, what is it? What is it supposed to do? No-one should pass matric without at least a 40% pass in what used to be called standard grade maths.

5. English
English is essential. Business is conducted in English, tertiary institutions run in this language. Thus it is vital to have it taught adequately at school level, as incorrect articulation and grammar use could run the risk of deviation from that which was meant, creating a ‘could have been avoided cost’.

6. History
Many do not realise the power of this subject. History teaches us about decision making processes, the civil state, economics, the rise and fall of empires, knowledge and understanding. All of these factors help underpin informed decision making. It is my belief that this subject teaches students the skill of informed debate. This is relevant for all fields, from sciences to humanities to the legal fraternity.

7. A winning combo
All the subjects mentioned above should in fact be compulsory subjects. Entry into tertiary education and the workforce should require a pass in all of the above subjects.

8. Teachers
It is quite embarrassing to have a conversation with an English high school teacher who can’t converse in the language they are meant to be teaching. I am not an English teacher. I can get away with the odd mistake here and there. However if I were such a teacher and I then imparted my flawed knowledge to young impressionable minds, we have a huge problem. (The same applies to all subjects. If you claim to be a master in a subject then you should be a master!)

I have heard teachers in conversation, involved in the matric marking process joking about how some of their peers lack the ability to answer the exam papers. One word comes to mind: APPALLING. Introduce a licence to teach, whereby every five years your ability and skill to teach is reviewed. If you are not up to standard you should be removed from the system and your skill refined over a six-month period or longer, whatever it takes. Part-time teachers as well, should be holders of such a quality guarantee.

9. Administrative hurdles
There is truth in the forwarded email making the rounds that compares the failures of the Basic Education Department to the efficiency of the beer company SAB whose delivery expectations are much higher and are completed adequately. It is not a matter of whether or not South Africans are capable or not capable of handling administrative tasks.

Just look at the private sector, they are doing it. So ask for help and advice. Be innovative. Yes, yours is a bureaucratic environment, but get strategists involved (proper strategists, not fly by night cons). They will identify the gaps for innovation within the environment you operate in.

I teach at a Higher Education Institution. In the commerce fields the quality of students in a three year degree is very worrying. Students reach you having been blinded by the big charade from the Basic Education Ministry over a much improved matric class, only to find there is a huge gap between where they are, and where they are supposed to be. This causes stress and adds to the dropout rate.

Until we can close the gap between Basic Education, Higher Education and the work sector, there is a need for some kind of bridging certificate. This should be completed by matriculants over six months to a year and would assist their entry into the degree, diploma or employment of their choice. This is a solution that the higher education department should really consider if they want to see the quality of graduates and the number of graduates increase.

As someone who is constantly going through strategy documents produced by government, I have learnt that there are names synonymous with policy formulations and strategy formulations. It would be an idea to cast the net wider, and get individuals from opposing schools of thought involved in all decision making and strategy formulation structures. This will minimise the number of failed strategies by SA government, e.g. ABET, GEAR, RDP etc. Ours is a unique country and as such cut and paste techniques just won’t work.

Ms Lindiwe Kunene is attached to the School of Management, Information Technology and Governance. The above article was originally published on “Politicsweb”.
FINANCE Minister Pravin Gordhan’s medium term budget policy statement (MTBPS) is a realignment of the minister’s perspective on the SA economy with the declining world economy. The strategy he has used to cope is to tighten the belt by reducing wasteful expenditures and revising growth forecast from 2.7 percent in early 2012 to 2.5 percent for the year.

However, the minister’s plans to raise the projected budget deficit from 4.6 percent to 4.8 percent for 21012/13 (proudly keeping government debt to GDP at 39 percent). Gordhan made this clear when he said: ‘There will be no additions to overall spending level. Let me repeat that: there will be no additions to the overall spending level.’ Gordhan’s commitment to reduce deficit and cut wasteful expenditure is a sign of good governance principle. The economy is expected to perk up in the next three years due to infrastructural investment, activation of new electricity generating capacity and improved private sector confidence, among other factors.

The predicted real GDP growth rates are 3, 3.8, and 4.1 percent respectively in 2013, 2014, and 2015. Hoping this growth materialises, the fiscal deficit is then expected to decline from 4.8 percent in 2012/13 to 4.5, 3.7 and 3.1 percent respectively in the financial years of 2013/14, 2014/15, 2015/16. This is likely to be realised if the world’s economy does not worsen further and the minister’s plan for extra growth in the country does bear fruits.

Gordhan himself acknowledged this to Reuters. The other danger that lurks is the rising electricity costs that can slaughter the minister’s growth plans. Recently, Eskom has come up with a plan to further revise tariffs upward. If it ever happens, this is bound to impact on the economy. Another factor that can mar growth prospects is the mining unrest as some 55 percent of total foreign direct investment (FDI) ends here and about 22 percent of GDP originates in mining. The minister needs to dwell on these obstacles as well and should plan to overcome them. Perhaps a diversification plan to produce GDP should be thought out. His statement that “we are not about to fall over any cliff” is a good assurance to the public but we just cannot ignore the hard realities of the world economy and the need to remain vigilant on the policy front is the first thing government can do.

More reliance on FDI than short-term portfolio investment flows is needed to engender growth. Policies which attract FDI vigorously will be needed in the coming time. The sooner these policy reforms are made, the better prospects we have to achieve a fast-growing economy. One thing is becoming clear from these short term plans: South Africa needs to do her soul searching and act on finding a long run solution to problems. The short-run plans must cater to meet the objectives of the long-run plan or vision of the country. The National Development Plan 2030 is a good guideline and our actions should be streamlined to achieve that vision for ourselves and our children.

Curbing wasteful spending is a good start

By Professor Dev Tewari

Professor Dev Tewari is an academic in the School of Accounting, Economics and Finance. The above article was originally published in The Star newspaper.
Professor Manoj Maharaj of the Discipline of Information Systems in the School of Management, Information Technology and Governance, delivered the opening keynote address at the inaugural Rwanda International Conference on Technology in Education held in Kigali, Rwanda, in September.

Maharaj spoke on digital and online technologies for collaborative learning in developing economies.

Under the theme: Enhance Learning Through Technology, the conference provided a platform for academics, educational policy makers and industry leaders from all over the world to exchange information on research and development related to policy implementation, access and accessibility, curriculum and content, professional development of educators and monitoring & evaluation in developing countries.

Maharaj’s presentation was titled: Digital and Online Technologies for Collaborative Learning in Developing Economies. It explored how technology advances were driving the evolution of the higher education sector, and suggested that the monolithic structure of traditional higher educational institutions made it difficult for them to react to these pressures.

His paper suggested that higher education was approaching a ‘perfect storm’ in which various pressures were converging and opening the market to alternative forms of content delivery which are more efficient.

He further suggested that higher educational institutions should appropriate these advances in content delivery so that they could concentrate on knowledge production, through research and post graduate studies, rather than being primarily a source of knowledge dissemination.

The advent of Massively Open Online Courses (MOOCs), through technology start-ups such as Coursera (www.coursera.org), provide an opportunity for students to access high quality courses, delivered by leading universities, in the comfort of their homes and at no cost.

Maharaj said that as there was no restriction on lecturers using this content for their classes (they carry a creative commons licence), they could effectively incorporate the ‘Flipped Classroom’ into their methodology, thus building upon knowledge rather than just repeating content in class.

Universities could also consider a strategy of accreditation and certification of these online courses to build up on their degree structures. Clearly this strategy was not suitable for all courses, but it was imperative that universities explore all opportunities to massify higher education, thus bringing it into the reach of all potential students.

The well received talk was attended by Ministers of Education from Kenya, Rwanda and Uganda as well as other higher educational officials.

Manoj Maharaj
High profile for UKZN academics at law teacher conference

Fourteen academics from the School of Law were among top research experts who attended the 2012 Society of Law Teachers of Southern Africa Conference in Port Elizabeth.

The conference, hosted by UKZN in 2009, gives South African legal education specialists access to both emerging and established law academics providing an opportunity to exchange ideas and research findings.

School of Law Academic Leader in Research, Professor Marita Carnelley, delivered a presentation on Misattributed Paternity.

A paper by Ms Juanita Easthorpe’s titled: Africa’s Toy Soldiers, Non-State Armed Groups, and ‘Voluntary’ Recruitment: Anything but Child’s Play, looked at the issue of the recruitment of child soldiers and the increase of the practice across Africa despite a prohibition under international humanitarian law against recruiting children under 18.

Professor Warren Freedman’s presentation was titled: The Conservation of Natural Resources and the Public Trust Doctrine.

Meanwhile, law lecturers Ms Franaaz Khan and Ms Clydenia Stevens presented a paper titled: The Stomach Issue: Developing a Human Rights Education Approach to the Problem of Learner Pregnancies in South African Schools: a Response to Welkom High School Case. Their paper proposed that the reformation of the public education sector with a human rights based education module would raise awareness among teenagers and communities about their fundamental human rights.

Khan said attending the conference had been an informative and enlightening experience. ‘The conference presented an opportunity for academics from different institutions around the country to get together and present papers on various current and contentious issues. It was an inspiring experience,’ she said.

Senior Lecturer Ms Judy Parker’s research paper was titled: The Land Tenure Security Bill, 2010 compared and contrasted with its predecessors, The Land Reform (Labour Tenants) Act 3 of 1996 and the Extension of Security of Tenure Act 62 of 1997.

Professor Shannon Hoctor explored the ambit of the crime of robbery in his presentation.

UKZN’s Centre for Socio-Legal Studies Chairperson Professor David McQuoid-Mason presented a paper on: Hospital Exclusion Clauses Limiting Liability for Medical Malpractice: What is the effect of the Consumer Protection Act? McQuoid-Mason also chaired the Clinical Legal Education sessions and the Commonwealth Lecture by Professor Pierre de Vos (UCT) on: When Judges are Compelled to ‘Interfere’ in Government Policy: Re-conceptualising the Separation of Powers Doctrine.

‘I conducted an interactive exercise on “Using Franz Kafka’s The Trial to teach law students due process rights” for which I had reduced Kafka’s book to a seven-page three act play, some of which I got the participants to role play, which was truly an enriching experience.’


Environmental Law specialist Professor Michael Kidd’s paper was titled: The Compulsory Licensing under the National Water Act: The Tosca-Molapo Case Study.

Mr Shaun Krugers presentation was titled: Guaranteeing the Political Independence of Investigative Bodies: An analysis of Hugh Glenister v President of the Republic of South Africa and others – CCT48/10. While Ms Ann Strode delivered a paper titled: I Feel Like Half a Woman All the Time: A Qualitative Study of HIV-positive Women’s Experiences of Coerced and Forced Sterilisations in South Africa.

Improving research is one of the key priorities in the College and this achievement by staff was applauded by the College management.

Thandiwe Jumo
Countries in the SADC region are being targeted by the Graduate School of Business and Leadership (GSB&L) to help meet the challenge of increasing enrolments at the School.

This strategy was devised by the marketing committee in order to widen the base from which postgraduate students are attracted.

The School recently promoted its flagship programme the Master of Business Administration (MBA) as well as the various Masters Programmes in Leadership Studies in Botswana, Lesotho and Swaziland.

The School embarked on an aggressive print media campaign in the abovementioned countries alerting the public about the MBA Open Day events. One-on-one discussions took place at these events with staff explaining the content of the programmes, the benefits and the applications process.

The SADC campaign was complemented by the promotion of a suite of executive development programmes offered through the University Extended Learning Office, including Competent Project Management; Finance for Non-Financial Managers; Management for Impact Programme; and the Management Development Programme. These short courses proved to be attractive to busy executives in various countries.

The GSB&L was well received in all countries. Ms Lineo Makhale an alumnus of the GSB&L now based in Lesotho met the team and said: ‘We are very happy to see you around; it was a great idea to bring UKZN to our country. The open day was excellent; we loved it and hope it will be beneficial to both Lesotho and GSB&L.’

The School’s marketing team is currently responding to all queries and hopes the campaign will bear fruit in the near future.

Dean and Head of the School Professor Stephen Migiro thanked his team for participating on the MBA roadshow exercise and made a commitment that the events would become a permanent feature on the GSB&L’s marketing calendar.

Hazel Langa

The GSB&L forges further links with industry

The importance of partnerships in the success of a business school was uppermost in the mind of the Dean and Head of the Graduate School of Business and Leadership (GSB&L), Professor Stephen Migiro when he invited industry champions from the Richards Bay area to a business meeting in October.

The Purpose of the meeting was to ascertain the staff training and development needs of the industry in the area; to discuss a possible formation of a mutually beneficial partnership between the UKZN GSB&L and various organisations; and to inform industry about the development of customised training programmes to suit various organisations.

This was the first of many business meetings to be held in strategic areas including Pietermaritzburg, Durban, Gauteng and the SADC region. It is imperative for the School to have strong links with the industry as it supplies it with a competent work force.

Hazel Langa
The School of Law invests in postgraduate studies

In a bid to maintain its status as one of the leading law schools in South Africa, the UKZN School of Law has invested R350 000 in the refurbishment and upgrading of its facilities.

The investment is aimed at creating a welcoming and supportive environment for postgraduate students to conduct their legal research and writing.

At a celebratory lunch function hosted by the Dean and Head of the School of Law, Professor Managay Reddi, the refurbished centre was opened by a Judge of the High Court of KwaZulu-Natal, the Honourable Madam Justice Pillay, who applauded the School’s dedication to producing quality postgraduate students.

‘This Centre is an example of the University’s ability to do what it does best, which is to produce quality research and outstanding students. We look forward to seeing postgraduate students excelling as published authors and in various spheres of law. Through enhancing this Centre, UKZN is once again leading in innovation in this field,’ said Pillay.

The School’s Academic Leader of Research and Gambling Law expert, Professor Marita Carnelley, reminded students of the many exciting and wonderful opportunities available to postgraduate students. These included a fee remission available to candidates who embark on a full research masters; having access to various scholarship packages; a possibility of earning an income by becoming a Graduate Assistant; being a tutor for first year students; access to world renowned law academics and legal experts, and exciting new programmes such as an LLM in Criminology which the School will offer next year.

Reddi together with other law academics took students on a tour of the newly refurbished postgraduate centre. It is envisaged that it will create a great learning experience for law students and enable UKZN to become an institution of choice for students.

Hazel Langa & Thandiwe Jumo

College of Law and Management Studies staff at the opening of the refurbished Centre for Postgraduate Legal Studies.

From left are: The Dean and Head of the School of Law, Professor Managay Reddi, the Honourable Madam Justice Pillay and Deputy Vice-Chancellor and Head of the College of Law and Management Studies, Professor John Mubangizi at the opening of the refurbished Centre for Postgraduate Legal Studies.

The Honourable Madam Justice Pillay and the Deputy Vice-Chancellor and Head of the College of Law and Management Studies, Professor John Mubangizi, cutting the ribbon to officially declare the Centre for Postgraduate Legal Studies open.
A priority of the College of Law and Management Studies is to increase the number of academics with doctoral qualifications.

Academics at the College have been encouraged to follow this course through postgraduate assistance offered by the University’s Research Office.

Law academics, Ms Franaaz Khan, Ms Munirah Osman-Hyder and Ms Juanita Easthorpe, have taken advantage of the offer and are now beneficiaries of the SANTRUST Programme.

The programme is an initiative offered by UKZN in partnership with SANTRUST to build enhanced doctoral throughput capacity with funds being invested in successful candidates who have registered for their PhD and coaching provided for a year to prepare them for their doctoral studies.

Training offered includes individually-crafted pre-doctoral, post-doctoral and doctoral supervisor writing for scientific publications and executive leadership programmes.

The programme gives the candidates an opportunity to engage with other academics from around the country and be involved in theoretical and conceptual frameworks and presentations by PhD Students and a supervisor workshop.

‘We shared ideas and offered each other peer support which is imperative when one embarks on this journey of acquiring your PhD,’ said Khan. ‘Together with the support we offered each other, we were lucky enough to engage the expertise of facilitators from around the country who have mastered the area of doctoral research, and they offered valuable insight as to how we should approach research.’

Khan is conducting research in human rights and constitutional issues of teen pregnancy in high schools in South Africa with a view to offering policy guidelines which will incorporate human rights education.

All three academics are focusing on their research and their aim is to complete their PhD within a reasonable time frame.

Dr Nisha Singh, Acting Director of Postgraduate and Research Capacity Development in the UKZN Research Office, applauded the academics for their achievement thus far and wished them well in their research.

Thandiwe Jumo
Frene Ginwala Scholarship spurs young BCom students

Making the Top 10 list of black African female undergraduate students awarded the prestigious Frene Ginwala Entrant Scholarship for 2012 has empowered four BCom students to unlock their full academic potential.

The Entrant Scholarship is awarded to the top 10 African women entrants who register at the University of KwaZulu-Natal. They are each are awarded R18,000 as a stepping stone to a successful academic career.

Ms Zimvo Mtolo, Ms Nolwazi Mdunge, Ms Thembokuhle Nxumalo and Ms Zamantungwa Khumalo from the Pietermaritzburg campus say that growing up in challenging circumstances motivated them to excel in their studies. They all felt that securing the Frene Ginwala Entrant Scholarship will ensure success in their chosen vocation of accounting.

‘The scholarship is a gesture that I will be proud of for the rest of my life because it has given me a chance to dream and not only that but a chance to spread my wings and conquer my dreams. I hope that my experience at UKZN will enlighten me more about the interesting opportunities available to me in my field,’ said Mtolo.

For Mdunge growing up in a family of six presented a huge financial obstacle for her and her parents when it came to the transition from high school to university. The scholarship has now solved those problems.

‘I was introduced to the Chartered Accountant (CA) career at a careers expo and I knew that despite my financial situation it is what I wanted to do. My goal is to attain the CA qualification and work in an auditing/forensic department.

‘One of my main goals after qualifying as a CA is to start a fund which will enable disadvantaged aspiring young CAs to achieve their dreams,’ she said.

For Nxumalo becoming an orphan at the age of 10 and growing up in the small town of Eshowe where people are unemployed due to lack of skills inspired her to rise above her circumstances.

‘I was inspired by my background because no one at home has ever made it to university so I wanted to be the first. I would like to become a fully qualified accountant, serve the community I come from by sponsoring projects that create employment and maybe even open my accounting firm,’ said Nxumalo.

Khumalo said the shortage of young African women in the accounting field motivated her to aim high. ‘I aspire to be part of the driving force that will change the face of South African business – the CA profession will allow me to do this. Right now, the people that lead the business sector do not display the true demographics of this country so I’d love to see more African people involved, especially women.’

Thandlwie Jumo
The School of Accounting, Economics and Finance in partnership with the South African Institute of Chartered Accountants (SAICA) hosted an awards ceremony to honour top performing accounting students for the 2011 academic year.

The annual event, held on the Westville campus, recognises and rewards outstanding students within the accounting discipline and also provides an opportunity for accounting firms to engage with students as prospective employers.

Deputy Vice-Chancellor and Head of the College, Professor John Mubangizi, addressed students and parents on how UKZN continued to achieve excellence through the quality of its graduates and the quality of the programmes it offers.

Mubangizi highlighted the University’s position in the top 400 in the 2012-13 Times Higher Education (THE) World University Rankings as a prime example of the institution’s national and global recognition.

He also highlighted how the University continued to maintain its accreditation with external bodies such as SAICA based on the outstanding quality of their professional degrees.

‘SAICA was here this week reviewing our programmes and what we are doing about the quality of our programmes and programme development. I have no doubt they were happy with what they saw. In keeping with the trend of quality, this occasion should be seen as opportunity to show off our excellence and achievement as a University. We are very proud of our students,’ said Mubangizi.

Acting Dean and Head of the School of Accounting, Economics and Finance, Professor James Fairburn, said: ‘It is a tremendous opportunity to meet the smartest students in the discipline and to see the support they enjoy from their families.’

SAICA’s Regional President, Mr Sugan Palanee, encouraged students to make a positive contribution to the accountancy field. ‘It is important to learn the values of integrity and respect in this profession and to remember that you have chosen the right path,’ he said.

Mr Chris Zaayman was named as the top overall first year student. Other top achievers for the first year were Ms Kamantha Vengasamy, Ms Joann Naicker and Ms Kimberly Faye Gouden.

In second year, the overall top student award went to Mr Luyanda Ndlovu and another top achiever prize was awarded to Ms Farzinda Essa.

Top achievers for third year were Mr Ummi Rawat, Mr Aveel Lalchund, Ms Janandhri Govender, Ms Zadia Alli, Mr Robert Pool and Mr Yashpal Singh. The overall achiever for third year was Ms Fatima Kadodia.

In fourth year, the overall achiever award went to Ms Fathima Khan while other top achievers were Ms Robyn Bruce, Mr Trevor Dunbar, and Mr Siyabonga Mtshali.

Prizes were sponsored by SAICA and accounting firms, Grant Thornton, PWC, Deloitte and KPMG.

Students and their parents and friends, staff members and representatives from the accounting profession enjoyed the celebration and the opportunity to network.

Thandiwe Jumo
Moot Court finalists deliver outstanding performances

The thought provoking and outstanding advocacy skills exhibited by UKZN Moot Court finalists proved that the University’s law students are not only well versed in academic theory but also well prepared for the practical aspects of the legal profession.

The Norton Rose Annual Prize Moot Final in Pietermaritzburg and the Ellie Newman Memorial Moot Final Competition on the Durban campus were held in August and October respectively.

The Moot Court requires final year LLB students to showcase the wealth of knowledge obtained through their learning experience at UKZN in a mock trial setting.

This method of portraying the procedural aspects of law requires students to analyse and argue both sides of a hypothetical legal issue in accordance with the regulations of the law observed in the courtroom.

Through this process the School of Law aims to adequately prepare and familiarise its students with various aspects of litigation and courtroom procedures as students go through several preliminary moots presided by academics to prepare them for the finals.

Dean and Head of the School of Law, Professor Managay Reddi, said mooting was compulsory for all final year students as it was regarded as an essential component of rounded legal education and an important stepping stone for entry into the legal profession.

The finalists in the Norton Rose competition were Mr Patrick Nene, Ms Chantelle Moyo, Ms Suheida Jooma and Mr Khulekani Khumalo. The four finalists argued cases before the Honourable Mr Justice Koen and the Honourable Mr Justice Seegobin.

The two judges regarded all four finalists as winners because they were highly impressed by the standard of presentation and preparation.

‘The standard of advocacy was very high and you demonstrated a clear grasp of the topics. You were able to handle questions from the Bench, especially questions in succession, and return to the argument,’ said Koen.

Mr Karl Blom was overall winner of the Ellie Newman competition in Durban. The other finalists were Ms Nomfundo Mkhize, Ms Mandira Subramony and Ms Shivani Singh.

Ellie Newman Memorial Moot Final Competition finalists, from left: Ms Shiva Singh, Mr Karl Bloom, Ms Nomfundo Mkhize and Ms Mandira Sobramony.

The Honourable Mr Justice Patel congratulating the overall winner of the Ellie Newman Memorial Moot Final Competition Mr Karl Blom.

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Accounting students get their first taste of business planning

An innovative Accounting 103 course offered by the School of Accounting, Economics and Finance teaches students the essential entrepreneurship skills of preparing a business plan – a vital ingredient for success in today’s highly competitive world.

The rationale behind the course is for students to build on the basic accounting skills acquired in their first semester accounting course through introducing them to the finer detail involved in setting up and running a business and sustaining an entrepreneurial venture.

This initiative enhances UKZN’s ability to produce well educated, competent and sought after accounting graduates who are able to put the theory learned in the classroom into practice in the work place.

The project is divided into four phases: Market Research, Marketing Action Plan, Financial Forecasts and Executive Summary.

Accounting 103 course co-ordinators Mr Viresh Bhogal and Mr Yergen Naicker used strategic partnerships with Students in Free Enterprise (SIFE) and Dionysus Cellular to provide the students with additional resources.

Bhogal said they were pleased with the successful outcomes of the project. ‘The course has evolved significantly over the last two years, and by partnering with SIFE and Dionysus Cellular, students have been provided with a holistic approach to learning about setting up a business,’ he said.

Students have completed the first two phases and are currently compiling financial forecasts and drafting an executive summary. Feedback from students has been very positive as they are enjoying working on the project and understand the value of the different phases.

An annual series of exciting regional and national competitions provides a forum for SIFE teams to present the results of their projects as well as to be evaluated by business leaders serving as judges. National champion teams advance to the prestigious SIFE World Cup.

The School is currently collaborating with SIFE to host a student seminar before the end of the year.

Thandiwe Jumo & Viresh Bhogal

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The Durban finalists argued before the Bench consisting of the Judge President of the High Court of KwaZulu-Natal, the Honourable Mr Justice Patel; the Honourable Mr Justice Mnguni and the Honourable Madam Justice Steyn.

The judges said they were impressed by the sterling performance of the finalists who all exhibited qualities of what good advocacy was all about. ‘We are privileged to be invited to preside over the Moot and we are proud of what we have seen today. The head of arguments you prepared would match any of the advocates of the junior bar. We were very impressed by your performance,’ said Patel during his closing remarks.

Hazel Langa and Thandiwe Jumo

The finalists of the Norton Rose Annual Prize Moot Final in Pietermaritzburg with the presiding judges: Back row from left: The Honourable Mr Justice Koen and Mr Patrick Nene. Front row from left: Mr Khulekani Khumalo, Ms Chantelle Moyo, Ms Suheida Jooma and the Honourable Mr Justice Seegobin.
Interdisciplinary studies enhance UKZN student’s career

Second year Master of Business Administration (MBA) student Mr Praneel Nundkumar attributes his appointment as Chief Operations and Financial Officer at the Durban Chamber of Commerce & Industry to the vast practical business knowledge gained from his MBA studies as well as an Honours degree in Accounting he obtained from UKZN.

The 28-year-old charted accountant has carved a successful career for himself in the business world by drawing on skills from the interdisciplinary studies which have enabled him to become a well-rounded practitioner with a competitive edge over his peers.

‘This position is a high level one and the MBA has really groomed me to be able to positively contribute in all aspects of business management. I will be in charge of the operational side of the Chamber, including Marketing, HR and IT while the CFO aspect of my role will require me to take a firm grasp of the finances of the Chamber and make decisions to ensure the continued sustainability of the organisation,’ said Nundkumar.

After serving articles at Price Waterhouse Coopers, Nundkumar assumed the position of Financial Services Manager at Imana Foods Group but soon realised that becoming a specialist in the accountancy field was not enough to set him apart from the rest. He then enrolled for an MBA happy in the knowledge that a postgraduate degree would give him theoretical and practical insight into the business world to ensure success in his entrepreneurship endeavours.

‘After researching I realised that an MBA would provide me with a well-rounded and relevant understanding of business and fast track me to an executive level role which is exactly what it has done in just 18 months. This is an achievement for me and I honestly believe the valuable skills I learned through UKZN helped significantly in my selection for the Chamber position,’ said Nundkumar.

He encourages students to consider embarking on postgraduate studies after completing their undergraduate studies and look at pursuing interdisciplinary qualifications to make them specialists in their fields.

‘To me, an MBA complements the CA qualification very well and adds a very solid credential to my CV which makes it difficult for anyone interviewing me to turn me away. Every student should think about ways of making themselves indispensable in their career fields,’ said Nundkumar.

The College of Law and Management Studies wishes Nundkumar an enjoyable and fruitful experience at the Durban Chamber of Commerce and Industry.

Thandiwe Jumo

Law graduate achieves international success

School of Law graduate and Adams & Adams Attorneys partner Mr Michael Gwala has used his professional qualification to carve a successful global career in law.

The commercial attorney who holds an LLB from UKZN, an LLM in Corporate Law and an LLM in Tax Law from the University of Pretoria is an admitted attorney in South Africa and a counsellor-at-law in New York in the United States.

With limited choices available to him after completing his matric, Gwala opted to take the first step towards a successful law career by enrolling at UKZN’s Pietermaritzburg campus.

‘I matriculated under challenging circumstances and did not have convincing matric results. There were added problems of not having sufficient funds or the required number of university entrance points to be accepted into university.

‘However, with the assistance of the SRC and a meeting with the
then Dean of the Faculty of Arts, I was fortunately afforded the chance to enrol and register for a BA (Philosophy) degree. I was eventually registered as a university student at UKZN.’

During the first semester of my BA studies I performed very well and was allowed to pursue an LLB. As an LLB student, I performed reasonably well and managed to secure a bursary and ultimately became President of the Law Student Council in 2001/2, in addition to being involved in many other activities,’ said Gwala.

In 2009, Gwala was awarded a scholarship to participate in a year-long working fellowship programme at a top corporate law firm in New York which set up his international career.

‘As a South African attorney working in New York I was required, in terms of New York law, to add the words “not admitted in the State of New York” to my e-mail signature on all e-mails I sent under my name. I therefore decided to prove that being admitted in New York was no magic and registered to study and sat for the New York Bar exams.

Fortunately I was among the 38% of foreign educated lawyers who passed the exams and was admitted as an attorney and counsellor-at-law in the State of New York in 2010,’ said Gwala.

With post qualification experience of nine years which includes specialising in mergers and acquisitions both locally and internationally, Gwala encourages prospective students to do an LLB degree through an internationally recognised institution such as UKZN as it opens doors to endless opportunities.

The College of Law and Management Studies is proud of its alumni because their success can be attributed to a solid academic foundation laid by the academics in the College.

Thandiwe Jumo

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**MBA gives UKZN alumnus a career boost**

UKZN alumnus Mr Lovemore Mushayanyama’s impressive career growth is evidence that a Master of Business Administration (MBA) degree from the UKZN’s Graduate School of Business and Leadership (GSB&L) is a ticket to advancement in the workplace or entry into a new career.

Mushayanyama, who has over 16 years’ experience in the marketing industry covering the FMCG, digital, eCommerce, social media, tourism, destination and public sectors, was recently appointed as the Chief Executive Officer of the Marketing Association of South Africa.

He secured the prestigious position through a combination of traceable marketing experience and most importantly by having an MBA from a recognised and trusted institution.

‘Although not having been an executive director previously, my MBA made me highly employable as it instantly tells employers that a candidate has been thoroughly prepared for new levels of leadership,’ said Mushayanyama.

To increase the scope of its target market, the GSB&L this year offered for the first time two masters degrees, a part-time MBA and the block-release MBA and masters in leadership plus a select array of customised education programmes.

This strategic move allows the school to increase its product portfolio and student enrolment as it removes the restrictions of geographical locations for practitioners who are keen on pursuing the degree.

For Mushayanyama the critical discussions, group presentations and case study analysis offered by the MBA programme enhanced his business skills giving him an edge over his peers in the marketing industry.

‘Your role as a prospective candidate is to demonstrate to an employer that you will not take them down the learning curve. The wealth of expert knowledge gained from the programme coupled with my relevant business experience ensured I was adequately prepared,’ said Mushayanyama.

Thandiwe Jumo
The Food Security Project spearheaded by Project Management honours students raised funds to help alleviate hunger during the examination period.

Translating the theory they learnt through their project management course into practice, the crew comprising team leader Ms Sayuri Naidoo supported by Mr Mashau Pfano, Mr Skhumbuzo Mkhize, Mr Tarpah Persyeh, Mr Devin Tomlinson, Mr Jeff Rosen and Mr Reggie Mthembu raised more than R3000 in cash and foodstuff.

Professor Kantilal Bhowan of the School of Management, Information Technology and Governance, said through this initiative students would get a better understanding of what they were learning in class and also help their fellow students.

‘I have been really impressed by the students’ drive and the way they used all of the principles they learned in class to successfully run this project. This will contribute towards their academic performance and also help those in need. They will also report back on how they translated the theory work into a practical scenario,’ said Bhowan.

Team leader Naidoo said the concept for the fund-raising initiative was born after Bhowan informed the class about the impact hunger had on students during the exam period. ‘When we heard about this we wanted to do something about it because we understand how important it is to be well nourished during exam time.

‘We then decided to start this project early so we could raise enough funds to provide sufficient food for all students in need,’ she said.

BCom Accounting student Ms Menoca Vasanthala, who donated R400 to the initiative, said she was motivated to make the donation because she understood the plight of the needy students. She encouraged fellow students to get involved and give what they could towards such worthwhile initiatives.

Thandiwe Jumo
The Management of the College of Law and Management Studies is pleased to introduce new staff members who joined the College Team from July to November 2012 and looks forward to their contribution towards the realization of the College Strategic Goals.

Mr Christopher Chikandiwa, Lecturer, Graduate School of Business & Leadership, Westville Campus.
Dr Jennifer Houghton, Lecturer, Graduate School of Business & Leadership, Westville Campus.
Mr Allistair Marais, Lecturer, School of Accounting, Economics & Finance, Pietermaritzburg Campus.
Mr Mark Millan, Lecturer, School of Accounting, Economics & Finance, Pietermaritzburg Campus.
Ms Tina Ngubane, Admin Assistant, Teaching & Learning Unit, Pietermaritzburg Campus.

Dr Phocenah Nyatanga, Lecturer, School of Accounting, Economics & Finance, Pietermaritzburg Campus.
Ms Thanesha Reddy, Lecturer, School of Accounting, Economics & Finance, Westville Campus.
Mrs Kirsty Rossouw, Lecturer, School of Accounting, Economics & Finance, Pietermaritzburg Campus.
Mr Seedwell Sithole, Lecturer, Graduate School of Business & Leadership, Westville Campus.
Mrs Aliya Vaid, Manager: College Student Support, Westville Campus.
The Director of Professional Services in the College of Law and Management Studies, Ms Kathy Holland, hosted a fun filled team building event for the support sector of the College. The event took place at Ushaka Marine World on 2 November.

Comments from the participants:
Ms Ishara Maharaj: ‘A BIG THANK YOU for a really fun get together and team building day. It was a wonderful opportunity to meet people from the College, some of whom we are in contact with telephonically or via email but never get to meet.’

Ms Barbara Lupke: ‘I loved it, this was my first experience. Loved the team effort. We were like a big happy family. Thanks, Kathy, Marion and the Team you all are wonderful. Nice meeting you all.’

Ms Lorraine Khumalo: ‘Thank you for a lovely time on Friday. The venue was perfect, the mood was wonderful not to mention the food, it was delicious but above all, this has made me realize I am in the right place (in the College). We took the time to get to know each other better and grow individually.’

Ms Christel Haddon: ‘Thank you to the Yellow Team – you were such fun to work with.’