

ADDRESS BY THE EXECUTIVE AUTHORITY OF THE INDEPENDENT DEVELOPMENT TRUST, THE MINISTER OF PUBLIC WORKS, HONOURABLE MS. THOKO DIDIZA, AT THE INAUGURATION OF THE BOARD OF TRUSTEES ON 14 SEPTEMBER 2007

Programme Director

Chairperson and Trustees of the Independent Development Trust (IDT)

The Chief Executive Officer and Management of the IDT

Ladies and gentlemen

This is a very special occasion for the Independent Development Trust (IDT) and we are delighted you were able to grace us with your presence.

This evening has two key purposes. Firstly that of thanking and celebrating the outgoing Board of Trustees as well as releasing them as the Accounting Authority of the IDT; and secondly to formally Inaugurate and welcome the incoming Board of Trustees, and to provide the new Accounting Authority of the IDT with a mandate in terms of our expectations as the Shareholder.

THANK AND TAKE LEAVE OF THE OUTGOING BOARD

I wish to sincerely thank the outgoing Board of Trustees for serving as the Accounting Authority of the IDT from May 2002 until August 2007.

I was appointed as the Executive Authority in May 2006 and due to unavoidable delays in the appointment of a new Board, such as illness and passing of my predecessor Honourable Minister Stella Sigcau and fact that I needed time to apply my mind to the Public Works portfolio, the Trustees needed to serve for an extended term. Hence we requested the outgoing Board to extend their term. We are appreciative of the fact that as individuals, the Trustees of a Board are professionals with other responsibilities, leading very busy lives. Hence we really value the fact that you agreed to an extended term and in particular we want to celebrate the ten (10) Trustees who served the IDT for 5 years and 3 months; 15-months longer than their four (4) year term. Thank you.

I was struck by their unwavering commitment during this extended term. These Trustees continued to serve with dedication. For example towards the end of 2006 we met with the Board having requested a discussion on a long-term strategic vision for the IDT. The Board presented us with a well thought through

position which enabled us to agree to a reinterpretation of the mandate and focus for the IDT. That gave me confidence. It made me feel that in Board we had a team who understood the development sector, the development needs and priorities in the country and policy objectives of the Shareholder. Within that context the Board was able to propose a more focused role and niche for the IDT. That is the type of leadership which we expect because it effectively reduces the space between the Executive Authority and the Accounting Authority. It meant that we were reading from the same book and the same page and did not have to expend energy on finding each other or calling each other to order. Instead we were able to focus on advancing our shared objectives.

Another example of the vision and leadership of the Board, was when we made the organisation aware of the hardship wrecked by tornadoes in the Eastern Cape and Kwa-Zulu Natal earlier this year, and the need to rehabilitate the environment and social infrastructure in poor rural communities. Four months later the Board decided to allocate R150 million to what has become known as the Mud Schools Programme. This Programme has since been adopted as a Presidential Lead Programme and National Treasury is considering awarding R2 billion to the programme of eradicating all of the Mud Schools in the country building on the fact that the IDT conceptualised and kick-started the programme.

The IDT achieved an unqualified audit report from the Auditor-General throughout the term of the Board, with the 2006/07 financial year being the 5th successive unqualified audit. That is a very commendable achievement and by all accounts it is worth celebrating. It suggests that the IDT has established a benchmark in terms of accountability and the management of financial and non-financial performance information. It is an achievement in which we can all take pride

Programme Director, there are many other achievements for which we should thank and salute the outgoing Board. However I want to conclude by concurring with Sis Pumla, Acting Chairperson of the outgoing Board, that the IDT is a functional, effective and capable public entity and development agency. Thank you Ms Radebe; Messrs Funde, Fuller, Marumo, Mokgoro, Silinga, Robertson, Mthintso; Ms. Bici and Dr. Ratefane.

You have served the IDT and the people who the IDT serves well. We wish you all the best and trust that you have also learnt from and grown through your term as Trustees and that you will use that experience, knowledge and your indisputable commitment to our development agenda, in other forums in the provinces and communities where you live and work.

Thank you and I herewith formally release you from your fiduciary responsibilities as the Board of Trustees of the Independent Development Trust.

INTRODUCE THE NEW BOARD

Programme Director, Ladies and Gentlemen.

Please join me in welcoming the new Board of Trustees of the Independent Development Trust, the twelve (12) new appointees to the IDT Board, who will steer the 'IDT ship' over the next 4 years:

(The Minister could invite Trustees stand as she introduces them or, if the space allows, invite them to join her on the stage.)

1. **Mr Shuaib Chalklen** has been seconded from the Office of the Presidency as the Chief Executive Officer of the Secretariat for the African Decade of Disabled Persons. He was previously employed as Chief Director: Governance and Administration and Director: Office on the Status of Disabled Persons in the Presidency. He holds a Bachelor's degree in Social Science (Social Work) from the University of Cape Town. He is experienced in policy analysis, planning and strategy development.
2. **Ms Gail Downing** is presently the Managing Director of Acorn Products (Pty) Ltd and a Director at Acorn Pharmaceuticals (Pty) Ltd, Acorn Sales and Merchandising CC and Acorn Realty Holdings CC. Acorn has been actively involved with the Department of Health in the "Roll Back Malaria" campaign. Ms Downing holds an MBA from Henley, UK. She is an experienced business and financial manager.
3. **Ms Zanele Mdhlahla** is currently the Chief Executive Officer of the Moral Regeneration Movement. Positions she has held previously include Director: Financial Aid at the Durban Institute of Technology, Provincial Co-ordinator: Education Opportunities Council and Assistant Training Officer: Unilever. She obtained a BA Degree from the University of Zululand and Higher Education Diploma from the University of South Africa.
4. **Ms Kelopile Constance Moletsane** is an educator. Ms Moletsane has taught in various schools in the Free State. She attained her BA Hons from Vista University.
5. **Ms Thoko Mpumlwana** is presently employed as a Commissioner at the Independent Electoral Commission of South Africa. She has worked as a project coordinator for the Human Sciences

Research Council, as a researcher and as an educator in various schools. She obtained a Master's Degree from the University of Michigan, B Ed from the University of Natal and BA from the University of South Africa. She has experience in project management and organisational development.

6. **Mr Vukani Lumumba Mthintso** is currently the Chief of Staff in the Office of the Minister of Social Development. He has worked as a volunteer for the United Nations, Commission on Gender Equality and served on the National Steering Committee of Volunteer South Africa. He has presented various papers which include, *inter alia*, The War on Poverty in South Africa and The Budget and The Apartheid Debt. He holds a Management Advancement Programme, a Post Graduate Certificate in Politics and International Relations, and recently concluded a graduate programme at SOAS, London.
7. **Ms Thembeke Nkamba-Van Wyk** is the founder and managing director of "Talking Beads" which economically empowers women from rural areas through arts and crafts. She writes books, scripts for radio drama and poetry and produces radio programmes. She is also the founder of Blue Sky Hope, a centre for HIV/AIDS. She has won various awards which include, amongst others, Best Achiever, Top Woman Achiever for the Femina Women's Directory and the first Gauteng Arts, Culture and Heritage and Business Woman of the Year. She holds a BA and MA Honours degree from the University of Fort Hare, MA from the University of California, MBA from Henley (Britain) and a MA in poetry.
8. **Mr Zingisile Ntsaluba** is the Chief Financial Officer in the National Department of Public Works. Before joining the Department, he was employed as Financial Head in the Corporate Accounting and Budgeting Unit of the Development Bank of Southern Africa; Manager: Project Accounts and Financial Systems at SASOL and Internal Audit Manager at Transkei Development Corporation. He attained his MBA Degree from Milpark Business School, B Comm Degree from the University of Transkei, Honours BCompt Degree from Unisa.
9. **Mr Firoz Yusuf Patel** is the Deputy Director-General at the National Department of Education. Prior to this appointment he has held several posts as an educator and within the Gauteng and National Departments of Education including that of Chief Director, Executive Director and Chief Education Specialist. He was elected as a Commissioner on the National Commission for UNESCO and has also served in various task teams for the Department of Education, *inter alia*,

Education Management Information Team, Gauteng Departmental Information Technology, Strategic Planning and Policy Unit Restructuring Task Team. He holds an MA in Education, B Ed and B Comm degrees.

10. **Ms. Pumla Fundiswa Radebe**, is a managing partner of Bungane Development Consultants. She has presented papers and formed part of panels during debates on local government provision of social facilities. She holds certificates in Policy Development and Management, Project Management, Sociology for developing countries, a Diploma in Municipal Management and a Bachelor of Arts in Soc Science.
11. **Mr Khwezi Tiya** is a civil engineer. Mr Tiya obtained his MBA, MSc in Financial Management BSc in Civil Engineering with Universiteit Nyenrode (Netherlands), University of London and University of Natal respectively. He is currently employed as Executive Manager: Zone Operations at Coega Development Corporation. He has worked as a civil engineer and construction manager on various projects.
12. **Dr Mvuyo Ernest Tom** is a medical doctor by profession. Dr Tom obtained his MB Ch.B, Masters of Family Medicine and Masters of Science in Public Policy and Management from the Universities of Natal, Witwatersrand and London respectively. He is currently the Director of the School of Public Management and Development at the University of Fort Hare. He has held several posts within the Eastern Cape Government including that of Strategic Manager and Permanent Secretary in the Department of Health and Welfare and Director-General of the Eastern Cape.

I herewith formally declare you members of the Board of Trustees individually and collectively you are duly constituted as the Accounting Authority of the Independent Development Trust, with the concomitant responsibilities. Thank you for your willingness to serve the IDT for the next four years

I am also pleased to announce that I have appointed Ms. Pumla Radebe as the Chairperson of the Board of Trustees. Thank you Ms. Radebe for accepting this appointment.

(At this point Trustees can return to or take their seats)

MANDATE FROM THE MINISTER

While we will meet more formally within the next few months, I believe that it is important to share my expectations of the Board at this gathering. Differently put, to publicly charge you with a mandate

Strategic focus

A recent external review of the IDT concluded with six (6) recommendations key among them being that *“the emphasis should remain on social infrastructure implementation activities, which is IDT’s core competence and where it has a competitive advantage vis a vis other DFIs and development agencies (DAs). .. The development impact of all the local involvement/empowerment related to infrastructure projects is very large.”* This report will be shared with and needs to be interrogated and understood by the Board. Suffice to say that the recommendations of this report have since been accepted by Cabinet.

However this focus on social infrastructure is not intended to be the pursuit of outputs only, such as numbers of buildings and value of money spent. In our view the provision of social infrastructure is seen as central to sustainable livelihoods and the principle of achieving a better life for all. Hence, to borrow from my colleague Minister Manuel, we are interested in *“infrastructure programmes, which seek to change the landscape across both urban and rural urban areas, (from) barren dusty land into places that people feel proud to live in.”*

Earlier I referred to the strategic discussion with the Board and the refined niche to which we agreed. We confirmed that the IDT mandate remains that of supporting government with achieving its development objectives and the eradication of poverty in particular. In this regard we recognised the deepening feminisation of poverty decided that the core role and niche area of the IDT will be to facilitate the **creation of sustainable livelihoods and cohesive communities in poverty pockets and underdeveloped areas by focussing on women** as targeted beneficiaries as well as partnering women as participants in the development process.

The mandate of the IDT is clear as is the interpretation of that formal mandate within the current context, and hence my first expectation is that the Board will remain focused on and committed to that mandate.

Anti Poverty strategy

I will expect the Board to be familiar with the national development agenda or government’s development policy objectives. From the perspective of the IDT, primary among these objectives is the eradication of poverty.

A further point of reference is the Millennium Development Goals, which articulates at the highest political level and in a comprehensive fashion, the priority areas of social, economic and environmental development that need to be pursued in order to reduce poverty and enable sustainable development. Government remains committed eradicate extreme poverty and hunger and has put in place a mechanisms to halve poverty and unemployment by 2014. In addition in the 2007 State of the Nation Address the President declared that we will “. . . *finalise a strategy and programmes to address matters of social cohesion, including the comprehensive integrated anti-poverty strategy . . .*’

The IDT has actively been influencing the conceptualisation of the anti-poverty strategy and we expect the IDT to remain an opinion maker in this process as well as the source of the innovative and inspirational development models which will be required to translate the strategy into programmes that redefines the face of poverty in South Africa in a sustainable and measurable way. The Mud Schools Programme is one such example and we expect the IDT to continue to demonstrate the courage and professional confidence to embrace such greenfields and to lead the way

Clear operational space and boundaries

I do believe that it will be critical for the Board to decide and to clearly articulate the boundaries and the nature of the space between itself and the Executive Authority, and boundaries and the nature of the space between the Board and Management. Optimal efficiency, effectiveness and cohesion will be achieved if each of us do what we are responsible for and trust the other with being capable of executing their responsibilities. Too often one sees, in organisations and structures which has different levels of accountability, far too much energy being devoting to ‘turf issues’ and matters outside of respective domains; they are so busy watching the other parties in the delivery system that they neglecting their own responsibilities and accountability.

I am thus appealing to the Board so show the necessary leadership. I trust that within a very short time I will be able to see what is presently a loose group of individuals, transformed into a cohesive and focused Board with a shared vision. At the same time it is my wish that the Board will establish the boundaries between the responsibilities and accountability of Management, and the oversight and accountability Board. In my view there are clear spaces and boundaries and there should be no confusion between these different levels of the greater IDT system and I expect the Board to apply its mind and decide on the most effective rules of engagement for the Accounting Authority of the IDT.

In conclusion I am confident that we have assembled in this Board the best group of people capable of leading the IDT at this stage of organisation's life cycle and at this juncture in our history as a nation. The IDT is a national asset of which we are proud and with which we are proud to be associated. I look forward to further platforms where we will be able to reflect on the IDT and collectively take the IDT to greater heights.

Welcome Trustees. I wish you well

I thank you