

CURRICULUM VITAE: DR MARY L LEDWABA

DR MARY LEDUMISA LEDWABA

PERSONAL DETAILS

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DATE OF BIRTH: 10 April 1956

MARITAL STATUS: Single

NATIONALITY: South African

HOME LANGUAGE: Northern Sotho and English

HEALTH: Good

EDUCATION

Degree obtained: PhD in Sociology: May 1994; Howard University, Washington, D.C. (NQF Level 10 by SAQA Verification)

Degree Obtained: MA in Sociology: 22 December 1987: Howard University, Washington D.C. (SAQA Verified)

Degree Obtained: M.Ed. in Master in Educational Administration: May 1985, Cheyney University, Pennsylvania. (SAQA Verified)

Degree Obtained: BA in Psychology May 1984: Cheyney University, Pennsylvania. (SAQA Verified)

Degree Obtained: BA in Sociology: (Summa Cum lauda) May 1983: Cheyney University, Pennsylvania. (SAQA Verified)

PROFESSIONAL EXPERIENCE

During my professional experience of working in the public service as an executive senior manager for twenty-seven years, I have accumulated a number of skills that can add value wherever my services can be required.

Besides having excellent professional and interpersonal skills, I have become an excellent strategist, critical thinker, planner, policy writer and analyst, mentor and advisor, negotiator, researcher, project manager, Human Resource strategist and manager, development leader, communicator, active listener, and problem solver.

I have worked in large and small government departments with varying span of control and responsibilities. The following are departments where I accumulated my knowledge, skills and experience:

1. **NATIONAL SCHOOL OF GOVERNMENT (NSG)**

POSITION: EXECUTIVE HEAD: INTERNATIONAL RELATIONS HR CAPACITY DEVELOPMENT

SERVICE YEARS: 1 JANUARY 2012 TO 30 APRIL 2021

- During my tenure at the NSG, I was the Head of the International Relations HR Capacity Development which had twelve employees. My main responsibilities were provision of leadership and management of International Relations Human Resource Capacity Development for the National School of Government. Meaning coordination, negotiation, arranging and managing HR Capacity Development Partnerships for the School of Government with other similar institutions globally.
- Provide the Minister of Public Service and Administration and Deputy Minister with support regarding their international capacity development obligations. My responsibilities included regular briefings, drafting of reports and speeches, forming part of the delegations for international commitments such as Binational and Multilateral Commissions with other countries and organisations. I was also expected to make presentations during those Commissions meetings.
- Write proposals and arrange round table meetings with International Development Partners to request financial support on behalf of the National School of Government for capacity development opportunities that will benefit public servants in South Africa and other training institutions that are members of the African Management Development Institutes Network (AMDIN) on the continent.
- As the head of the branch, I was also responsible to provide leadership and management through planning and reporting, proper management and spending of the allocated budget, ensure clean audit through management and reporting on all enterprise risks of all the functions in the branch; employees' development and empowerment, overall administration and implementation of governance and ethical practices.

- I was a member and active participant of the International Cooperation, Trade and Security Cluster, a member and active participant of the following executive committees of the NSG (Executive Management Committee, the Audit Committee, the Enterprise Risk Management Committee, Job Evaluation Committee, and a member of the Departmental Bargaining Chamber representing the employer).
- During my stay at the NSG, I had the opportunity to lead and manage two main Donor Funded Capacity Development Programs which were very successful. My responsibilities for the two Programs were to provide leadership and day to day management to the planning and implementation of Programs while ensuring that donor funds were spend in compliance with project modalities and rules to avoid any adverse reviews and findings during implementation, making sure that annual plans were successfully achieved, ensuring that required quarterly and annual progress reports regarding the implementation status of the projects were submitted on time.
 1. The first Program: “Regional Capacity Building (RCB) Program funded by the Canadian Development Agency was aimed at building public service capacity in those countries emerging out of conflict” from 2009 to 2013. Countries supported by this program were Burundi, Rwanda and South Sudan. At the end of the Program a detailed success story and experience booklet was written and shared with partner countries and the development aid partner. A copy of the is available upon request at the NSG.
 2. The second Program: “National School of Government – European Union Public Service Training and Capacity Building Program for the Public Service” from 2017 to 2021. The Program was aimed at enhancing and building the NSG infrastructure to be able to deliver on its mandate as well as to capacitate the African Management Development Institutes Network (AMDIN) to continue performing its function on the continent—That of creating a platform for African Management Development Institutes (MDIs) to articulate their collective voice and promote mutual partnership, peer support and collaboration in developing leadership and management capacity in response to the needs of the African people and their governments.
- I was also the Head of the Secretariat for the African Management Development Institutes Network (AMDIN) which is the training Arm for the African Union Commission. The Secretariat for AMDIN was responsible for the day to day administration, implementation of annual plans and activities of the Network, raising funds for the Network and promoting best governance and ethical practises and financial planning.
- Lastly, I served as a Thesis/ Dissertation advisor for UNISA Masters and Doctoral candidates to satisfy requirements towards their degrees. This also gave me the opportunity to support and advise NSG employees who were issued with bursaries to complete their required research towards Honors or Masters degrees in their area of work.

2. **DEPARTMENT OF DEFENCE (DOD)**

POSITION: CHIEF DIRECTOR HUMAN RESOURCE POLICY AND STRATEGY

SERVICE YEARS: 1 OCTOBER 2003 TO 31 DECEMBER 2011

Before working in the National School of Government, I worked in the Department of Defence as a senior manager, Chief Director level from 1 October 2003 to 31 December 2011. I was the Head of the Human Resource Policy and Strategy Unit which formed part of the Defence Secretariat responsible for oversight and monitoring of the Defence Force. The Unit itself was responsible for providing Human Resource Strategic Direction and oversight to both the civilians and members of the defence force in the Department of Defence.

- As the Head, I was responsible to ascertain that the HR function policies were in place in all Defence Force Services and Units including the Defence Secretariat, members and employees were aware of these policies and that they complied with same policies including those issued by the Department of Public Service and Administration, National Treasury and all statutory institutions.
- As head of the HR Policy and Strategy Unit, I was responsible to provide leadership and management to the Planning and Management of the DOD HR budget, DOD Labour Relations, Negotiation and Bargaining process, DoD HR Monitoring and Negotiation process and issuing of all DoD HR policies pertaining to members and employees Career Pathing and Benefits. I was also responsible for planning and reporting of the unit, Administration, proper management of the allocated budget, management and reporting of enterprise risks of the HR function of the DoD, employees' development and empowerment, and implementation of governance and ethics practices in the unit as well throughout the HR function of the DoD.
- I was an active member of the Defence Staff Council, active member of the Defence Secretariat Council, active member of the HR Staff Council, active member of the Defence Planning Council, active member of the Defence Audit Committee. I worked very closely with the Auditor-General to correct more than 200 HR adverse findings that I found when I joined the department. By the time I left the department, HR had consecutive years of clean audit reports. I also appeared before Committees of Parliament such as SCOPA and Defence Portfolio Committee.
- During my leadership and management of the HR Policy and Strategy Unit at the Department of Defence, I led and managed two projects that were critical to the department of Defence:
 1. First Project: "Development and Implementation of the Non-Statutory Force (NSF) Pension aimed at improving pension benefits of former combatants who served in the Liberation Movement". This was especially aimed to benefit those who integrated in the South African National Defence Force (SANDF) at an advanced age including also public servants who joined the broader public service in 1994 after serving in the liberation struggle.

2. The second Project: “Establishment of the Defence Service Commission”. The purpose of the Commission was to determine service benefits for members in uniform which were different from those of normal public servants. The aim of this project was to make sure that our soldiers were receiving benefits that were comparable to other defence forces on the continent and around the globe.

3. DEPARTMENT OF DEFENCE

POSITION: DIRECTOR LABOUR RELATIONS AND COLLECTIVE MECHANISMS

YEARS SERVED: 15 NOVEMBER 1999 TO 30 SEPTEMBER 2003

I must mention that I joined the Department of Defence at Director level responsible for Labour Relations and Collective Bargaining from 15 November 1999 to September 2003 before I was promoted to Chief Director level above.

As a Director of Labour Relations and Collective Mechanisms, I was responsible to provide leadership and the management of all labour related matters for the civilians and military personnel in the department of Defence. I was also the Chief Negotiator representing the employer in the Military Bargaining Council and the Civilian Bargaining Chamber.

Before I joined the Department of Defence, I worked for the Department of Public Service and Administration where I was a member of the drafting team for the new Public Service Act and Regulations, that replaced the old Public Service Staff Code at the dawn of the democracy in South Africa

MEMBERSHIP TO BOARDS AND COMMITTEES

1. I currently serve as an International Board member for the African Journal of Public Sector Development and Governance which is a scholarly Journal of the African Management Development Institutes Network (AMDIN) from 2019 to present.
2. I served as a member of the National School of Government Audit Committee as well as a member of the Enterprise Risk Management Committee from 2012 to 30 April 2021.
3. Served as a member of the Department of Agriculture, Land and Rural Development Audit Committee as well as a member of Enterprise Risk Management Committee from 2018 to March 2020.
4. I served as a member of the Department of Public Service and Administration Audit Committee as well as a member of the Enterprise Risk Management Committee from 2014 to June 2016.
5. I served as a member of the Employer Representative for Government Employees' Pension Fund (GEPF) Board of Trustees from March 2010 to March 2015. While serving at the GEPF Board of Trustees, I actively served in

Committees of the Board such as the Governance and Legal Committee, the Benefits and Administration Committee and the Human Resource Committee.

6. I served on the Defence Force Human Resource Development Council which was responsible for the development and career pathing of defence force uniform members from 2007 to 31 December 2011.

PROJECTS DEVELOPED AND IMPLEMENTED FOR THE BENEFIT OF AFRICAN UNION (AU) MEMBER STATES AND THEIR MANAGEMENT DEVELOPMENT INSTITUTES (MDIs).

Under my leadership as the Head of the AMDIN Secretariat from 1 January 2012 to 30 April 2021, the following successful projects were completed and or implemented. The below projects were selected by AMDIN leadership because they were seen as enablers for the achievement of the African Union Agenda 2063. The three projects were also aligned to the Sustainable Development Goals (SDGs), particularly, SDG 16 pillars. Furthermore, AMDIN wanted to create a platform for African Management Development Institutes (MDIs) to articulate their collective voice and promote mutual partnership, peer support and collaboration in developing leadership and management capacity in response to the needs of the African people and their governments.

I A Pilot Research Study on the State of the Public Service in Africa (SOPSA).

The objective of the AMDIN research was to assess whether AU member states had the capability to deliver effective quality services to their citizens regarding water, health and education. The three service delivery measures were conceptualised in terms of resource planning, leadership, performance management, accountability and ethics.

The pilot research which started with 27 AU member States ended up with only 10 member States completing the study due to financial constraints. There was anticipation that the completed pilot research will be followed by a detailed research that would include more member States as funding increased. Unfortunately, due to unforeseen circumstances, funding never materialised to continue with the research of all AU member States. The completed report of the pilot research was submitted to the AU Commission for discussion at the Summit of Heads of States in 2016.

II Curriculum Development of the African Charter on Values and Principles of Public Administration.

African Charter on Values and Principles in the Public Service was developed as a training program. It was developed in English and French languages. The curriculum went through a pilot with both groups of Anglophone and Francophone cohort of trainers from various AMDIN Management Development Institutes.

The curriculum which went through all Quality Assurance processes was approved and given the green light to be shared with all MDIs in the continent by the AMDIN Executive Leadership for the purpose of empowering public servants

to improve their skills to provide service delivery to their citizens. Lesotho Public Administration and Management Institute is one of the member States that hosted training on the African Charter in September 2021. The course has also converted to online Program to enable all South African Public servants to familiarize themselves with the African Charter. This project was supported by the European Union Donor Funding.

III Governance in Africa Program

The Governance in Africa program was one of the lessons learned from ENA, France. Through strategic partnership, the NSG was able to experience the critical value of this important Program, pitched at Masters level for the European countries. The NSG, together with AMDIN, decided that they should develop a similar Program for the continent.

The Program was developed in English and French and piloted with both groups. It also went through rigorous review and quality assurance processes with all members of the Management Development Institutes Network of different member states belonging to the AU. Finalization of processes to complete the Program was disturbed by the pandemic. AMDIN has taken a decision that the Program will be piloted at a Masters level with different universities. In the meantime, they will also continue with training of trainers for both groups of the Anglophone and the Francophone once travelling is normalized. It will also be developed as an online Program to ensure that it is accessible to many MDIs on the continent. The African Review Mechanism (APRM) has also shown some interest in the Program.

REFERENCES

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