



South African Institute of Race Relations

*The power of ideas*

# **POLITICAL MUSICAL CHAIRS**

**TURNOVER IN THE NATIONAL EXECUTIVE  
AND ADMINISTRATION SINCE 2009**

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# POLITICAL MUSICAL CHAIRS: TURNOVER IN THE NATIONAL EXECUTIVE AND ADMINISTRATION SINCE 2009:

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**An analysis of the turnover rates for directors-general  
and ministers in Jacob Zuma's national administration,  
May 2009 – July 2017**

Gareth van Onselen

## Introduction

The purpose of this analysis is to demonstrate the extent to which turnover among national ministers and directors-general has negatively impacted on continuity and stability in the national administration under President Jacob Zuma for the period May 2009 through July 2017.

In any national government department leadership resides in two parallel authorities: the national minister (the political head of any given ministry, responsible for policy direction, oversight and communication); and the director-general (the administrative head of a department, responsible for the implementation of a policy programme, procurement, the performance of staff and the financial management of that department, as prescribed by the Public Finance Management Act). Each of these roles must work closely with the other in order to deliver on a mandate.

Together, in any given department, these two people sit at the apex of the administration and delivery rests primarily upon their shoulders. Although supplemented by a range of other key positions, ultimate responsibility for that department's performance lies with them, individually and collectively.



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Ideally, then, the greater the competence of each individual, the closer the two are aligned in terms of policy. And the longer they are together, the more effective they will be at delivering; for continuity tends to bring with it clarity, certainty and efficiency.

If, however, an administration is subject to constant change and upheaval, either politically or administratively, it will inevitably have a detrimental effect on delivery; for disproportional disruption tends to bring with it confusion, uncertainty and conflict. They are the enemies of delivery.

President Zuma is directly and personally responsible for the selection of ministers. Directors-general are appointed by the cabinet but, as head of cabinet, the President's prerogative is defining. Thus, the composition of both the political and administrative leadership of the national administration is ultimately his to design and manage. It is he who must weigh up the merits or demerits of any particular individual, and the nature of the potential relationship between those who might occupy these two positions and exercise his judgment in determining what works best, for the sake of service delivery. Continuity is at his discretion to maintain or disrupt.

As of the end of July 2017, President Jacob Zuma has been in charge of the national government administration for exactly 100 months.

Much has been made publicly of the many and various changes he has made to his national executive and the cabinet in particular. The fact that these sorts of adjustments are, by their nature, more politically intriguing, means they enjoy far more attention than those changes wrought to the parallel administrative structure that complements them.

In part, this is no doubt due to the fact that changes to the position of director-general are done piecemeal, as opposed to the vast and very high profile all-in-one decision-making process to define any cabinet reshuffle. Nevertheless, there exists far less analysis of the extent to which directors-general have been changed under President Zuma and none of the impact these changes have had on the relationships between ministers and directors-general; and in turn, on continuity in the national government.



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## Structure & Methodology

This analysis comprises four core sections. The first sets out the extent of those changes made to ministers in the national cabinet. The second, the extent of those changes made to directors-general of national government departments; and the third, the combined effect of these changes on the relationship between the two.

Essentially, this analysis seeks to determine how long, on average a national minister and director-general work together.

These first three sections are primarily quantitative in nature. The final section, the conclusion, aims to draw from them some brief insight into the cause and implications of the findings.

There are a few methodological considerations to take into account.

Identifying changes to the national cabinet is a straightforward exercise. They are publicly announced and well documented. The first section stands alone in this regard.

Identifying changes to the position of director-general is a more complex affair. There are two primary obstacles.

First, while permanent directors-general are announced in cabinet statements, thus well documented, should a director-general resign, be suspended or fired, the position does not stand vacant. An acting director-general, usually a senior bureaucrat in the relevant department, is immediately appointed in their stead, such is the importance of the position, and the law on the matter. These are far harder to track. They are rarely publicly announced and, if an acting director-general gives way to a second acting director-general for whatever reason, this is exceedingly difficult to identify, even more so going back in time. Thus, on the odd occasion, the designation “unknown” in the appendices stands for whoever held the position in an acting capacity at that time. There are, however, only a handful of such instances.

Second, not every ministry corresponds directly to a national department. There are more departments than ministries. The minister of defence and military veterans, for example, is the political head of two departments – Defence and Military veterans – each with their respective administrative head. As far as possible, this analysis attempts only to track those departments that mirror their ministerial counterparts. A few more obscure national departments – the Civilian Secretariat of Police, for example – are not included.

One final methodological point with regards directors-general is worth mentioning. The basic unit of analysis used is a month. Thus, if a director-general or minister was appointed at any point in a month, that whole month is coded as part of their term in office. The final numbers therefore, although never out by any significant amount, will never be absolutely correct to the day.

Following on from all of this, with regard to the third section and an attempt to quantify the extent of the relationship between directors-general and ministers, there were likewise a few limitations. Among these, the fact that some departments have been disbanded, others created, some moved to new ministries and a few reconstituted. Only those departments that have existed for the full one hundred months and for which a direct relationship between director-general and minister can be drawn were used for this section.

By way of conclusion, accompanying this analysis are a number of base documents, relevant to each section. The main findings and conclusions drawn from them are presented here. They are attached primarily to serve as reference points for the reader, should they wish to investigate any particular aspect of the analysis in more detail.

## 1. The Cabinet [See Appendix A]

### Composition

- There are currently 35 ministries.
- The cabinet (president, deputy president and ministers) has 37 people.
- The current national executive (the cabinet and deputy ministers), last restructured on March 30 2017, stands at 74 people. It includes the president, the deputy president, 35 ministers and 37 deputy ministers.
- By comparison, Zuma’s first national executive, in 2009, consisted of 64 people – the president, deputy president, 33 ministers and 29 deputy ministers.

## Key findings

- In total, since 10 May 2009, Zuma has made 126 changes to the national executive: 62 changes to ministerial positions, 63 changes to deputy ministerial positions and one change to the deputy presidency. Although not directly relevant to the final analysis, deputies are included here as they speak to the nature and extent of the changes made.
- President Jacob Zuma is currently overseeing his 11th different cabinet and national executive. The number of changes for each reshuffle is as follows:
  - Second Executive: 26 changes
  - Third Executive: 9 changes
  - Fourth Executive: 8 changes
  - Fifth Executive: 2 changes
  - Sixth Executive: 9 changes
  - Seventh Executive: 47 changes
  - Eighth Executive: 2 changes
  - Ninth Executive: 1 change
  - Tenth Executive: 2 changes
  - Eleventh Executive: 20 changes

*In total, since 10 May 2009, Zuma has made 126 changes to the national executive: 62 changes to ministerial positions, 63 changes to deputy ministerial positions and one change to the deputy presidency.*

- The period each of the 10 cabinets lasted before being reshuffled is as follows:
  - 13 months
  - 12 months
  - 8 months
  - 5 months
  - 10 months
  - 11 months
  - 18 months
  - 2 months
  - 5 days
  - 16 months
- Thus, the average length of a cabinet under Zuma, before it is reshuffled, is just under 8.6 months, not including the current cabinet, which has now been in place for four months.
- The longest a cabinet has remained unchanged was the seventh, just after the 2014 elections, which lasted 18 months. The shortest was just five days, when the decision to remove Finance Minister Nhlanhla Nene caused massive volatility and damage to local markets.
- Of Zuma's first national executive, only 11 people have retained the position they occupied in 2009, including the president, without any change over that period.

*Of Zuma's first national executive, only 11 people have retained the position they occupied in 2009, including the president, without any change over that period.*

- Seven of those 11 are ministers. They are Basic Education Minister Angie Motshekga, Economic Development Minister Ebrahim Patel, Health Minister Aaron Motsoaledi, Higher Education and Training Minister Blade Nzimande, International Relations Minister Maite Nkoana-Mashabane, Rural Development and Land Reform Minister Gugile Nkwinti, and Trade and industry Minister Rob Davies.
- Using the original total of 33 ministers in the national executive, that is a retention rate of 21% for ministers. If one uses the current number of ministers (35), the retention rate drops to 20%.
- By comparison, 11 of the 28 ministers former president Thabo Mbeki appointed at the beginning of his first administration were in the same position at the end of his second administration. That is a retention rate for ministers of just under 40%.
- Those 11 do not include Science and Technology Minister Naledi Pandor, who is in the same position today she occupied in 2009, but who was reshuffled in the interim.
- Of the 64 people in Zuma's original national executive, 53 (or 83%) have been reshuffled.
- Of those 53 people reshuffled, 39 (or 74%) are no longer part of the current national executive. Thirteen people who were part of the original national executive currently still serve on it, only in different positions.
- Only one department, Basic Education, has retained the same minister and deputy minister since 2009.
- Two departments, Public Service and Administration, and Communications, have each had six different ministers since 2009.
- The Department of Cooperative Governance and Traditional Affairs has been home to five different ministers.
- During Zuma's first five-year term, up to but not including his new national executive after the 2014 elections, he oversaw six different executives and made 54 changes. Since 2014, he has made an additional 72 changes but the vast majority of those (47) were in establishing an executive for his second term, after the 2014 elections.

*Of the 64 people in Zuma's original national executive, 53 (or 83%) have been reshuffled.*

## 2. Directors-General [See Appendix B]

### Composition

- 38 national departments were analysed, generally over a 100-month period (although two were only constituted in 2014).
- Those 38 are: The Presidency; Agriculture; Arts and Culture; Basic Education; Communications (reconstituted in May 2014); Cooperative Government; Traditional Affairs; Correctional Services; Justice; Defence; Military Veterans; Economic Development; Energy; Environment; Finance; Health; Higher Education Training; Home Affairs; Human Settlements; International Relations; Labour; Mineral Resources; Police; Public Enterprises; Public Service and Administration; Public Works; Rural Development and Land Reform; Science and Technology; Small Business Development; Social Development; Sport and Recreation; State Security; Telecommunications and Postal Service; Tourism; Trade and Industry; Transport; Water and Sanitation; Women.

## Key findings

- 172 people have held the position of director-general in these 38 departments, either in a permanent or acting capacity, since 10 May 2009. (There is some small overlap in a handful of instances, where an acting director-general was subsequently appointed permanently. Nevertheless, it is fair to argue that this is not certain at the time of their appointment, and thus they are recorded as separate entries).
- That represents an average of 4.5 directors-general per department or an average of 22 months per director-general, before a change occurs.
- In turn, it means a total of 134 changes have been made between the 38 departments.
- 81 of those 172 positions were held in an acting capacity. Therefore, 91 were permanent appointments.
- Of the approximately 3,680 months of governance (two departments were only established 60 months into Zuma's tenure) across all 38 departments, roughly 741 months (20%) have been occupied by directors-general serving in an acting capacity.
- That is an average of 20 months per department occupied by directors-general serving in an acting capacity.
- Those departments with the more directors-general in any capacity than the average (4.6) are:
  - Communications (10)
  - Agriculture; Basic Education; Cooperative Governance; Water and Sanitation (8)
  - Public Service and Administration; Social Development (7)
  - Correctional Services; Labour; Police; Public Works; Women (6)
  - Arts and Culture; Defence; Economic Development; Human Settlements; International Relations and Cooperation; Public Enterprises; Rural Development and Land Reform; Transport (5)
- Four departments – Home Affairs, Environmental Affairs, Traditional Affairs, and Science and Technology – have only had one director-general since 10 May 2009.
- Those departments with significantly more time occupied by directors-general in an acting capacity than the average (20 months) are:
  - 56 months: Water and Sanitation
  - 55 months: Communications
  - 44 months: International Relations
  - 40 months: Arts and Culture
  - 36 months: Public Works
  - 33 months: Social Development; Cooperative Governance
- Six departments have not had an acting director-general since May 2009 – Home Affairs, Environmental Affairs, Traditional Affairs, Science and Technology, Justice and Constitutional Development, and the Presidency.

*172 people have held the position of director-general in these 38 departments, either in a permanent or acting capacity, since 10 May 2009.*

*That is an average of 20 months per department occupied by directors-general serving in an acting capacity.*

### 3. The Relationship between Ministers and Directors-General [See Appendix C]

#### Composition

- 32 corresponding national departments and ministries were analysed, over a 100-month period.
- Those 32 are: The Presidency; Agriculture, Forestry and Fisheries; Arts and Culture; Basic Education; Communications; Cooperative Governance; Correctional Services/Justice; Defence; Economic Development; Energy; Finance; Health; Higher Education and Training; Home Affairs; Human Settlements; International Relations and Cooperation; Labour; Mineral Resources; Police; Public Enterprises; Public Service and Administration; Public Works; Rural Development and Land Reform; Science and Technology; Social Development; Sport and Recreation; State Security; Tourism; Trade and Industry; Transport; Water and Sanitation; Women.

#### 3.1. Case Study: The Department and Ministry of Communications

NO.	MINISTER	DIRECTOR-GENERAL	ACTING/PERMANENT	MONTHS TOGETHER
1.	Mr S Nyanda	Gerda Gräbe	A	4
2.	Mr S Nyanda	Mamodupi Mohlala	P	11
3.	Mr S Nyanda	Harold Wesso	A	4
4.	Mr R Padayachie	Harold Wesso	A	6
5.	Mr R Padayachie	Maboko Rosey Sekese	P	6
6.	Ms D Pule	Maboko Rosey Sekese	P	14
7.	Ms D Pule	Gift Buthelezi	A	3
8.	Ms D Pule	Maboko Rosey Sekese	P	3
9.	Mr Y Carrim	Maboko Rosey Sekese	P	11
10.	Ms F Muthambi	Phumla Williams	A	5
11.	Ms F Muthambi	Donald Liphoko	A	7
12.	Ms F Muthambi	Ndivhuho Munzhelele	A	21
13.	Ms F Muthambi	Basani Baloyi	A	1
14.	Ms A Dlodlo	Basani Baloyi	A	4

- The Ministry of Communications (six different ministers since May 2009) and the Department of Communications (ten directors-general since May 2009) have been particularly affected by changes to their political and administrative leadership. They thus serve as a good illustration of how those changes play out when amalgamated.
- By way of context, the department was reconstituted in 2014, and so some of its functions moved elsewhere while others were expanded. Nevertheless, in terms of leadership, it is fair to treat it as a consolidated entity.

- Over a period of 100-months, it has to date been host to 14 different relationships between the respective minister and director-general (acting or permanent).
- Of these 14, two have lasted longer than one year (14 months and 21 months), 12 have lasted less than 12 months and nine only six months or less.
- The average amount of time a minister and director-general stay together in the department/ministry is seven months.

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### 3.2. The Big Picture

- Between all 32 national departments and ministries, there were 215 different relationships between ministers and directors-general.
- That is an average of 6.7 relationships per department/ministry over a 100-month period.
- The average period of any given relationship is 14 months.
- Of the 215 different relationships:
  - 19 lasted 37 months or more (8.8%)
  - 17 lasted between 36 and 25 months (7.9%)
  - 51 lasted between 24 and 13 months (23.7%)
  - 127 lasted 12 months or less (59.1%)
  - 79 lasted six months or less (36.7%)
  - 35 lasted three months or less (16.3%)
- 89 of the 215 relationships (41.4%) involved a minister and acting director-general.
- All told, these relationships lasted a total of 696 months or 22% of the total time governing.
- The departments/ministries with significantly more relationships than the average (6.7) were:
  - Communications (14)
  - Public Service and Administration; Cooperative Governance (12)
  - Water and Sanitation; Public Works; Agriculture, Forestry and Fisheries (9)
  - Transport; Social Development; Police; Correctional Services/Justice; Basic Education (8)
- The Presidency has had two relationships. The departments/ministries of Science and Technology and Health have each had three.

*Between all 32 national departments and ministries, there were 215 different relationships between ministers and directors-general.*

- The ten departments/ministries with the longest relationships (all with permanent director-generals) are:

NO.	DEPARTMENT/MINISTRY	MINISTER	DIRECTOR-GENERAL	MONTHS TOGETHER
1.	Health	Dr PA Motsoaledi	Malebona Precious Matsoso	86
2.	Presidency	Mr JG Zuma	Dr Cassius Reginald Lubisi	82
3.	Trade and Industry	Dr R Davies	Lionel October	76
4.	Rural Development and Land Reform	Mr G Nkwinti	Mduduzi Shabane	73
5.	Higher Education and Training	Dr BE Nzimande	Gwebinkundla Qonde	71
6.	Sport and Recreation	Mr F Mbalula	Alec Moemi	65
7.	Defence	Ms NN Mapisa-Nqakula	Dr. Sam Gulube	61
8.	Public Works	Mr LW Nxesi	Mziwonke Dlabantu	51
9.	Tourism	Mr M van Schalkwyk	Kingsley Makhubela	50
10.	Energy	Ms ED Peters	Nelisiwe Magubane	43

## 4. Conclusion

### Organised Chaos

Here is the take away from all this: Under President Zuma the average national department will be subject to a cabinet reshuffle every nine months, a new director-general every 22 months and, as a result, the time any given minister and director-general will work together will be no more than 14 months. It will experience seven such relationships over an eight year period and 47% of them will involve an acting director-general.

It is not supposed to work like that. Any national government wins a five year term. Likewise, any director-general can be awarded a contract of no more than five years. Ideally, the two are supposed to mirror each other. And for good reason. Together they constitute the political hand and administrative glove designed to guide and deliver services to the public. In reality, however, they rarely seem to fit before one or the other is wrenched away.

On a grand scale the numbers are astounding. The majority of relationships between ministers and directors-general, around 60%, will last 12 months or less and more than 40% of all of them will involve an acting director-general.

This is not how you manage a national government, it is how to sew chaos, uncertainty and disorder and, it would seem, Jacob Zuma has perfected that particular art.

There are caveats to all of this. Many changes are born of necessity, both politically and administratively. In turn, a small number of acting directors-general go on to be permanently appointed. But, for the most part, the picture painted by the numbers is one of mass instability, poor planning, constant conflict and perpetual turmoil.



*Together they constitute the political hand and administrative glove designed to guide and deliver services to the public. In reality, however, they rarely seem to fit before one or the other is wrenched away.*

The total failure of national governance is now a permanent feature of almost all public commentary. From the inability of the Department of Social Development to efficiently and timeously ensure its most basic deliverable, welfare grants, to the state of public enterprises which, like their national department counterparts, are defined by a slew of acting CEOs.

There are many contributing factors to all of this: a dearth of skills, the lack of a clear policy programme of action, poor leadership and internal politics, supplemented by rampant corruption and maladministration all play their part. But underpinning it all, if you are able to look past the symptoms of mismanagement, there lies a problem as simple as it is profound: The president is incapable of allowing anyone to actually govern for any meaningful period of time.

Fourteen months is just enough time to agree, if you are lucky, to an annual budget. 37% of relationships between a minister and their director-general don't even allow for that and last a mere six months or less. Each principle depends fundamentally on their counterpart, change one or the other and either your political focus shifts or your ability to implement a programme is compromised. National government is based on five year cycles. The long term consequence of this permanent short term instability can be profound.

With regard to directors-general the inclination, on looking at the numbers, is to apply to them the same analysis generally used to explain Zuma's relationship with his executive – that changes are wrought for politically expedient reasons. There is much evidence, however, to suggest that much of it is brought about by nothing more than poor selection.



*The president is incapable of allowing anyone to actually govern for any meaningful period of time.*

Consider the following. Below is a small sample of some of those directors-general whose term came to an end for reasons other than the expiration of a contract. The explanation next to each might not be the final outcome in each case but they were the reasons cited in the press at the time:

- Njabulo Nduli (Agriculture): Placed on special leave. Paid out. Golden Handshake. R1.1-million.
- Langa Zita (Agriculture): Suspended. Later, paid out. Golden handshake. R1.6-million.
- Mzamo Michael Mlengana (Agriculture): Suspended over "governance related issues".
- Sibusiso Samuel Xaba (Arts and Culture): Suspended. Paid out. Golden handshake.
- Parmosivea Bobby Soobrayan (Basic Education): Placed on Special Leave. Later redeployed after being cleared.
- Mamodupi Mohlala (Communications): "Released" for contract after trust broke down with minister "irrevocably".
- Maboko Rosey Sekese (Communications): Placed on Special Leave after providing misleading evidence to committee.
- Lindiwe Msengana-Ndlela (Cooperative Governance): A bitter falling out with Minister Sicelo Shiceka.
- Xoliswa Sibeko (Correctional Services): Precautionary suspension in relation to allegations of misconduct. Cleared but later fired.

- Tom Moyane (Correctional Services): Artificially "retired" despite contract running to 2015.
- Mpumi Mpofu (Defence): Resigned abruptly without reason.
- Jerry Matthews Matjila (International Relations): Placed on special leave following allegations of irregular expenditure of over R500-million in taxes.
- Bheki Cele (Police): Fired.
- Riah Phiyega (Police): Suspended.
- Siviwe Dongwana (Public Works): Suspended for insubordination.
- Thozzi Gwanya (Rural Development): Resigned after report by auditor general.
- Mduduzi Shabane (Rural Development): Suspended after an audit report into departmental finances.
- Gladys Sonto Kudjoe (State Security): Terminated by mutual agreement.
- Pam Yako (Water and Sanitation): Suspended, guilty of irregularly extending contract.
- Maxwell Sirenya (Water and Sanitation): Suspended, labour dispute.

There are many other extraneous explanations besides. Often, although typically denied by the relevant minister, it is reported that there was a breakdown in the relationship between the two. The culpability of each person in each case above may or may not be proven later. In a great many cases it is. But either way, the person does not return.

It would be a mistake to rule out politics. No doubt it plays a role in many of these cases, as the national administration plays out whatever factional agenda underpins its every move. But regardless, they speak to gross incompetence first and foremost. And they are remarkable too, for the mere fact that this sort of maladministration is identified in the first place.

Ministers have no such qualms. When Dina Pule went about further destroying the credibility of the Department of Communications, forcing even Zuma to dismiss her from her position as minister, he offered no explanation, as is his wont. Just a list, read out and then enacted. Directors-general, by comparison, almost always have an explanation attached to their departure.

Zuma's personal politics are very real. Within his executive he has systematically ensured those ministries hard wired to control procurement – public enterprises, public works, the treasury – have been brought in line with his agenda. Likewise the security forces have long since been carefully manned by the president with those loyal to him above all else.

The Treasury comes with a special power in this regard. The Public Finance Management Act prescribes to it the power to appoint a director-general (accounting officer) under certain, particular conditions. It cites only "exceptional circumstances" as the reason. But that applies to so many departments these days and, in an age of administrative chaos, all the more reason to control the treasury.



*Zuma's personal politics are very real. Within his executive he has systematically ensured those ministries hard wired to control procurement – public enterprises, public works, the treasury – have been brought in line with his agenda.*

Politically, within his executive, constant change and the uncertainty it engenders works to his advantage. If no one is secure in their position then not only are they likely to be deferential, but the broader pool – the ANC parliamentary caucus – will be all the more loyal in turn; for their potential turn at the top is always just one reshuffle away.



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But outside of these key political levers of power, you can be just as sure rank incompetence plays a large part in many of the decisions Zuma makes. Certainly if directors-general are anything to go by, and these people are supposed to be the best and brightest the public service has to offer. This analysis lifts the veil, so to speak, on an administration that is as compromised ethically as it is with regard to expertise.



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The consequence of the two, working together to undermine direction, purpose and accountability, is devastating: an administration ostensibly set to a five year cycle but, in reality, no more than a game of perpetual musical chairs. And the music stops every 14 months.

South African political analysis is generally focused on the politics of personality. It makes sense, then, that so much attention is afforded to members of the executive – who they are, which faction they are aligned to, their history and convictions. We scrutinize these choices with a singular intensity. But directors-general, equally important, escape with almost no rigorous interrogation.

Who these people are, what they do and the nature of the decisions they make is rarely reported on proactively. Instead, only when there is smoke is any meaningful attention paid. But they are at the helm of the bureaucratic machine that drives any national department, and the degree to which they are able to function in unison with their respective minister is critical to delivery.

The Department of Communications, used as a case study in this analysis, makes the case. It is a helpful example because it is not one of the key centres of political power, like the Treasury or Public Enterprises. It is important however. It has a budget of around R1.5bn a year. Some R4.6bn over the Medium Term Expenditure Framework. It is one of those middling departments that constitute the bulk of the national administration.



*An administration ostensibly set to a five year cycle but, in reality, no more than a game of perpetual musical chairs. And the music stops every 14 months.*

It is also one of the most compromised. Fourteen relationships (nine of which have lasted six months or less) between six different ministers and ten different directors-general have rendered that department effectively frozen. It is simply unable to deliver anything. In particular, its inability to deliver a solution to digital migration has been a problem plaguing the institution for years now, as deadline after deadline is missed.

But how can it possibly deliver anything when its core leadership is so profoundly compromised in this way? It cannot plan six months ahead with any certainty, never mind five or ten years. And it shows. The same problem is mirrored in numerous other departments. The Department of Water, caught out so profoundly by the recent drought, has been defined by the same kind of turmoil. And it, more than most departments, turns on long term planning.

It would seem then that there are three key characteristics to Jacob Zuma's inability to maintain a unified, stable administration.

The first of these is politics, most evident in the changes he has made to his executive, and often driven, it would seem, by some agenda personal to him.

The second of these is necessity, the result of circumstances – death, resignation, the expiration of a contract – which demand a response.

The third, however, and possibly the most telling, is poor judgment, evident in his chosen executive and administrative leadership alike. He seems simply incapable of appointing people able to work together to deliver on a clearly understood, well-articulated and shared agenda.

These three forces have come together to create a perfect storm of organized chaos and an administration profoundly compromised on all fronts. It has seen fallouts and corruption, maladministration and incompetence all work in unison to create a grand machine that stops just as often as it starts.

The consequence is a collapse of service delivery. And more importantly, a collapse that is beginning to peak, as years of internal uncertainty and upheaval, which have worked to decimate the national government's ability to plan into the future are beginning to catch up with it. At the heart of that failure is the one relationship that drives all others: the interaction between a minister and their director-general, reduced under Zuma to no more than a fleeting exchange of ideas in the dark.



*It has seen fallouts and corruption, maladministration and incompetence all work in unison to create a grand machine that stops just as often as it starts.*

# APPENDIX A

## CABINET RESHUFFLES

				1st Cabinet 10 May 2009 – 31 October 2010 13 Months	2nd Cabinet 31 October 2010 – 24 October 2011 12 Months	3rd Cabinet 24 October 2011 – 12 June 2012 8 Months	4th Cabinet 12 June 2012 – 3 October 2012 5 Months	5th Cabinet 3 October 2012 – 9 July 2013 10 Months
					26 CHANGES	9 CHANGES	8 CHANGES	2 CHANGES
1.	Presidency	President	1	Mr JG Zuma	Mr JG Zuma	Mr JG Zuma	Mr JG Zuma	Mr JG Zuma
		Deputy President	2	Mr K Motlanthe	Mr K Motlanthe	Mr K Motlanthe	Mr K Motlanthe	Mr K Motlanthe
2.	Agriculture, Forestry and Fisheries	Minister	2	Ms T Joemat-Pettersson	Ms T Joemat-Pettersson	Ms T Joemat-Pettersson	Ms T Joemat-Pettersson	Ms T Joemat-Pettersson
		Deputy Minister	2	Dr PW Mulder	Dr PW Mulder	Dr PW Mulder	Dr PW Mulder	Dr PW Mulder
3.	Arts & Culture	Minister	3	Ms L Xingwana	Mr P Mashatile	Mr P Mashatile	Mr P Mashatile	Mr P Mashatile
		Deputy Minister	4	Mr P Mashatile	Dr MJ Phaahla	Dr MJ Phaahla	Dr MJ Phaahla	Dr MJ Phaahla
4.	Basic Education	Minister	1	Ms MA Motshekga	Ms MA Motshekga	Ms MA Motshekga	Ms MA Motshekga	Ms MA Motshekga
		Deputy Minister	1	Mr E Surty	Mr E Surty	Mr E Surty	Mr E Surty	Mr E Surty
5.	Communications	Minister	6	Mr S Nyanda	Mr R Padayachie	Ms D Pule	Ms D Pule	Ms D Pule
		Deputy Minister	4	Ms D Pule	Mr O Bapela	Ms TS Ndabeni	Ms TS Ndabeni	Ms TS Ndabeni
6.	Cooperative Governance & Traditional Affairs	Minister	5	Mr S Shiceka	Mr S Shiceka	Mr R Baloyi	Mr R Baloyi	Mr R Baloyi
		Deputy Ministers	2	Mr Y Carrim	Mr Y Carrim	Mr Y Carrim	Mr Y Carrim	Mr Y Carrim
			1					
7.	Correctional Services/And Justice (2014)	Minister	3	Ms NN Mapisa-Nqakula	Ms NN Mapisa-Nqakula	Ms NN Mapisa-Nqakula	Mr JS Ndebele	Mr JS Ndebele
		Deputy Ministers	3	Ms HB Mkhize	Adv N Ramathodi	Adv N Ramathodi	Adv N Ramathodi	Adv N Ramathodi
			1					
8.	Defence and Military Veterans	Minister	2	Ms L Sisulu	Ms L Sisulu	Ms L Sisulu	Ms NN Mapisa-Nqakula	Ms NN Mapisa-Nqakula
		Deputy Minister	2	Mr T Makwetla	Mr T Makwetla	Mr T Makwetla	Mr T Makwetla	Mr T Makwetla
9.	Economic Development	Minister	1	Mr E Patel	Mr E Patel	Mr E Patel	Mr E Patel	Mr E Patel
		Deputy Minister	4	Ms G Mahlangu-Nkabinde	Mr E Godongwana	Mr E Godongwana	Ms HB Mkhize	Ms HB Mkhize
10.	Energy	Minister	4	Ms ED Peters	Ms ED Peters	Ms ED Peters	Ms ED Peters	Ms ED Peters
		Deputy Minister	2		Ms B Thompson	Ms B Thompson	Ms B Thompson	Ms B Thompson
11.	Environmental Affairs	Minister	1					
		Deputy Minister	1					

6th Cabinet 9 July 2013 – 25 May 2014 11 Months	7th Cabinet 25 May 2014 – 22 September 2015 18 Months	8th Cabinet 22 September 2015 – 9 December 2015 2 Months	9th Cabinet 9 December 2015 – 13 December 2015 5 Days	10th Cabinet 13 December 2015 – 30 March 2017 16 Months	11th Cabinet 30 March 2017 – Present
9 CHANGES	47 CHANGES	2 CHANGES	1 CHANGE	2 CHANGES	20 CHANGES
<b>Mr JG Zuma</b>	<b>Mr JG Zuma</b>	<b>Mr JG Zuma</b>	<b>Mr JG Zuma</b>	<b>Mr JG Zuma</b>	<b>Mr JG Zuma</b>
Mr K Motlanthe	Mr C Ramaphosa	Mr C Ramaphosa	Mr C Ramaphosa	Mr C Ramaphosa	Mr C Ramaphosa
<b>Ms T Joemat-Petersson</b>	<b>Mr S Zokwana</b>	<b>Mr S Zokwana</b>	<b>Mr S Zokwana</b>	<b>Mr S Zokwana</b>	<b>Mr S Zokwana</b>
Dr PW Mulder	Mr B Cele	Mr B Cele	Mr B Cele	Mr B Cele	Mr B Cele
Mr P Mashatile	Mr N Mthethwa	Mr N Mthethwa	Mr N Mthethwa	Mr N Mthethwa	Mr N Mthethwa
Dr MJ Phaahla	Ms R Mabudafhasi	Ms R Mabudafhasi	Ms R Mabudafhasi	Ms R Mabudafhasi	Ms M Soty
<b>Ms MA Motshekga</b>	<b>Ms MA Motshekga</b>	<b>Ms MA Motshekga</b>	<b>Ms MA Motshekga</b>	<b>Ms MA Motshekga</b>	<b>Ms MA Motshekga</b>
Mr E Surty	Mr E Surty	Mr E Surty	Mr E Surty	Mr E Surty	Mr E Surty
<b>Mr Y Carrim</b>	<b>Ms F Muthambi</b>	<b>Ms F Muthambi</b>	<b>Ms F Muthambi</b>	<b>Ms F Muthambi</b>	<b>Ms A Dlodlo</b>
Ms TS Ndabeni	Ms TS Ndabeni Abrahams	Ms TS Ndabeni Abrahams	Ms TS Ndabeni Abrahams	Ms TS Ndabeni Abrahams	Ms T Mahambehkala
<b>Mr SL Tsenoli</b>	<b>Mr PJ Gordhan</b>	<b>Mr PJ Gordhan</b>	<b>Mr PJ Gordhan</b>	<b>Mr DDD Van Rooyen</b>	<b>Mr DDD Van Rooyen</b>
Mr AC Nel	Mr AC Nel	Mr AC Nel	Mr AC Nel	Mr AC Nel	Mr AC Nel
	Mr O Bapela	Mr O Bapela	Mr O Bapela	Mr O Bapela	Mr O Bapela
<b>Mr JS Ndebele</b>	<b>Mr M Masutha</b>	<b>Mr M Masutha</b>	<b>Mr M Masutha</b>	<b>Mr M Masutha</b>	<b>Mr M Masutha</b>
Adv N Ramathodi	Mr J Jeffery	Mr J Jeffery	Mr J Jeffery	Mr J Jeffery	Mr J Jeffery
	Mr T Makwetla	Mr T Makwetla	Mr T Makwetla	Mr T Makwetla	Mr T Makwetla
<b>Ms NN Mapisa-Nqakula</b>	<b>Ms NN Mapisa-Nqakula</b>	<b>Ms NN Mapisa-Nqakula</b>	<b>Ms NN Mapisa-Nqakula</b>	<b>Ms NN Mapisa-Nqakula</b>	<b>Ms NN Mapisa-Nqakula</b>
Mr T Makwetla	Mr K Maphatsoe	Mr K Maphatsoe	Mr K Maphatsoe	Mr K Maphatsoe	Mr K Maphatsoe
<b>Mr E Patel</b>	<b>Mr E Patel</b>	<b>Mr E Patel</b>	<b>Mr E Patel</b>	<b>Mr E Patel</b>	<b>Mr E Patel</b>
Ms HB Mkhize	Mr M Masuku	Mr M Masuku	Mr M Masuku	Mr M Masuku	Mr M Masuku
<b>Mr B Martins</b>	<b>Ms T Joemat-Petersson</b>	<b>Ms T Joemat-Petersson</b>	<b>Ms T Joemat-Petersson</b>	<b>Ms T Joemat-Petersson</b>	<b>Ms M Kubayi</b>
Ms B Thompson	Ms T Majola	Ms T Majola	Ms T Majola	Ms T Majola	Ms T Majola
	<b>Ms E Molewa</b>	<b>Ms E Molewa</b>	<b>Ms E Molewa</b>	<b>Ms E Molewa</b>	<b>Ms E Molewa</b>
	Ms B Thomson	Ms B Thomson	Ms B Thomson	Ms B Thomson	Ms B Thomson

				1st Cabinet 10 May 2009 – 31 October 2010 13 Months	2nd Cabinet 31 October 2010 – 24 October 2011 12 Months	3rd Cabinet 24 October 2011 – 12 June 2012 8 Months	4th Cabinet 12 June 2012 – 3 October 2012 5 Months	5th Cabinet 3 October 2012 – 9 July 2013 10 Months
					26 CHANGES	9 CHANGES	8 CHANGES	2 CHANGES
12.	Finance	Minister	4	Mr PJ Gordhan	Mr PJ Gordhan	Mr PJ Gordhan	Mr PJ Gordhan	Mr PJ Gordhan
		Deputy Minister	3	Mr NM Nene	Mr NM Nene	Mr NM Nene	Mr NM Nene	Mr NM Nene
13.	Health	Minister	1	Dr PA Motsoaledi	Dr PA Motsoaledi	Dr PA Motsoaledi	Dr PA Motsoaledi	Dr PA Motsoaledi
		Deputy Minister	3	Dr M Sefularo	Dr G Ramokgopa	Dr G Ramokgopa	Dr G Ramokgopa	Dr G Ramokgopa
14.	Higher Education and Training	Minister	1	Dr BE Nzimande	Dr BE Nzimande	Dr BE Nzimande	Dr BE Nzimande	Dr BE Nzimande
		Deputy Minister	2		Ms HB Mkhize	Ms HB Mkhize	Mr M Manana	Mr M Manana
15.	Home Affairs	Minister	3	Dr N Dlamini-Zuma	Dr N Dlamini-Zuma	Dr N Dlamini-Zuma	Dr N Dlamini-Zuma	Ms N Pandor
		Deputy Minister	2	Mr MKN Gigaba	Ms F Chohan	Ms F Chohan	Ms F Chohan	Ms F Chohan
16.	Human Settlements	Minister	3	Mr TME Sexwale	Mr TME Sexwale	Mr TME Sexwale	Mr TME Sexwale	Mr TME Sexwale
		Deputy Minister	1	Ms ZA Kota-Fredericks	Ms ZA Kota-Fredericks	Ms ZA Kota-Fredericks	Ms ZA Kota-Fredericks	Ms ZA Kota-Fredericks
17.	International Relations and Cooperation	Minister	1	Ms ME Nkoana-Mashabane	Ms ME Nkoana-Mashabane	Ms ME Nkoana-Mashabane	Ms ME Nkoana-Mashabane	Ms ME Nkoana-Mashabane
		Deputy Ministers	2	Mr EI Ebrahim	Mr EI Ebrahim	Mr EI Ebrahim	Mr EI Ebrahim	Mr EI Ebrahim
			3	Ms S van der Merwe	Mr M Fransman	Mr M Fransman	Mr M Fransman	Mr M Fransman
18.	Justice & Constitutional Development	Minister	1	Mr JT Radebe	Mr JT Radebe	Mr JT Radebe	Mr JT Radebe	Mr JT Radebe
		Deputy Minister	2	Mr AC Nel	Mr AC Nel	Mr AC Nel	Mr AC Nel	Mr AC Nel
19.	Labour	Minister	2	Mr M Mdladlana	Ms MN Oliphant	Ms MN Oliphant	Ms MN Oliphant	Ms MN Oliphant
		Deputy Minister	3					
20.	Mining/Mineral Resources	Minister	3	Ms S Shabangu	Ms S Shabangu	Ms S Shabangu	Ms S Shabangu	Ms S Shabangu
		Deputy Minister	1		Mr G Oliphant	Mr G Oliphant	Mr G Oliphant	Mr G Oliphant
21.	Police	Minister	3	Mr N Mthethwa	Mr N Mthethwa	Mr N Mthethwa	Mr N Mthethwa	Mr N Mthethwa
		Deputy Minister	3	Mr F Mbalula	Ms MM Soty	Ms MM Soty	Ms MM Soty	Ms MM Soty
22.	Public Enterprises	Minister	3	Ms B Hogan	Mr MKN Gigaba	Mr MKN Gigaba	Mr MKN Gigaba	Mr MKN Gigaba
		Deputy Minister	4	Mr E Godongwana	Mr B Martins	Mr B Martins	Mr G Magwanishe	Mr G Magwanishe
23.	Public Service and Administration	Minister	6	Mr R Baloyi	Mr R Baloyi	Mr R Padayachie	Ms L Sisulu	Ms L Sisulu
		Deputy Minister	3	Mr R Padayachie	Ms A Dlodlo	Ms A Dlodlo	Ms A Dlodlo	Ms A Dlodlo
24.	Public Works	Minister	4	Mr G Doidge	Ms G Mahlangu-Nkabinde	Mr L W Nxesi	Mr L W Nxesi	Mr L W Nxesi
		Deputy Minister	2	Ms H Bogopane-Zulu	Ms H Bogopane-Zulu	Mr J Cronin	Mr J Cronin	Mr J Cronin

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9 CHANGES	47 CHANGES	2 CHANGES	1 CHANGE	2 CHANGES	20 CHANGES
Mr PJ Gordhan	Mr N Nene	Mr N Nene	Mr DDD Van Rooyen	Mr PJ Gordhan	Mr M Gigaba
Mr NM Nene	Mr M Jonas	Mr M Jonas	Mr M Jonas	Mr M Jonas	Mr S Buthelezi
Dr PA Motsoaledi	Dr PA Motsoaledi	Dr PA Motsoaledi	Dr PA Motsoaledi	Dr PA Motsoaledi	Dr PA Motsoaledi
Dr G Ramokgopa	Dr J Phaahla	Dr J Phaahla	Dr J Phaahla	Dr J Phaahla	Dr J Phaahla
Dr BE Nzimande	Dr BE Nzimande	Dr BE Nzimande	Dr BE Nzimande	Dr BE Nzimande	Dr BE Nzimande
Mr M Manana	Mr M Manana	Mr M Manana	Mr M Manana	Mr M Manana	Mr M Manana
Ms N Pandor	Mr M Gigaba	Mr M Gigaba	Mr M Gigaba	Mr M Gigaba	Prof H Mkhize
Ms F Chohan	Ms F Chohan	Ms F Chohan	Ms F Chohan	Ms F Chohan	Ms F Chohan
Ms C September	Ms L Sisulu	Ms L Sisulu	Ms L Sisulu	Ms L Sisulu	Ms L Sisulu
Ms ZA Kota-Fredericks	Ms ZA Kota-Fredericks	Ms ZA Kota-Fredericks	Ms ZA Kota-Fredericks	Ms ZA Kota-Fredericks	Ms ZA Kota-Fredericks
Ms ME Nkoana-Mashabane	Ms ME Nkoana-Mashabane	Ms ME Nkoana-Mashabane	Ms ME Nkoana-Mashabane	Ms ME Nkoana-Mashabane	Ms ME Nkoana-Mashabane
Mr EI Ebrahim	Ms N Mfeketho	Ms N Mfeketho	Ms N Mfeketho	Ms N Mfeketho	Ms N Mfeketho
Mr M Fransman	Mr L Landers	Mr L Landers	Mr L Landers	Mr L Landers	Mr L Landers
Mr JT Radebe					
Mr J Jeffery					
Ms MN Oliphant	Ms MN Oliphant	Ms MN Oliphant	Ms MN Oliphant	Ms MN Oliphant	Ms MN Oliphant
	Mr P Holomisa	Mr P Holomisa	Mr P Holomisa	Mr P Holomisa	Mr P Holomisa
Ms S Shabangu	Adv N Ramathlodi	Mr MJ Zwane	Mr MJ Zwane	Mr MJ Zwane	Mr MJ Zwane
Mr G Oliphant	Mr G Oliphant	Mr G Oliphant	Mr G Oliphant	Mr G Oliphant	Mr G Oliphant
Mr N Mthethwa	Mr N Nhleko	Mr N Nhleko	Mr N Nhleko	Mr N Nhleko	Mr F Mbalula
Ms MM Soty	Ms MM Soty	Ms MM Soty	Ms MM Soty	Ms MM Soty	Mr B Mkongi
Mr MKN Gigaba	Ms L Brown	Ms L Brown	Ms L Brown	Ms L Brown	Ms L Brown
Mr G Magwanishe	Mr G Magwanishe	Mr G Magwanishe	Mr G Magwanishe	Mr G Magwanishe	Mr B Martins
Ms L Sisulu	Mr OC Chabane	Adv N Ramathlodi	Adv N Ramathlodi	Adv N Ramathlodi	Ms F Muthambi
Ms A Dlodlo	Ms A Dlodlo	Ms A Dlodlo	Ms A Dlodlo	Ms A Dlodlo	Ms D Letsatsi-Duba
Mr L W Nxesi	Mr LW Nxesi	Mr LW Nxesi	Mr LW Nxesi	Mr LW Nxesi	Mr N Nhleko
Mr J Cronin	Mr J Cronin	Mr J Cronin	Mr J Cronin	Mr J Cronin	Mr J Cronin

				1st Cabinet 10 May 2009 – 31 October 2010 13 Months	2nd Cabinet 31 October 2010 – 24 October 2011 12 Months	3rd Cabinet 24 October 2011 – 12 June 2012 8 Months	4th Cabinet 12 June 2012 – 3 October 2012 5 Months	5th Cabinet 3 October 2012 – 9 July 2013 10 Months
					26 CHANGES	9 CHANGES	8 CHANGES	2 CHANGES
25.	Rural Development and Land Reform	Minister	1	Mr G Nkwinti	Mr G Nkwinti	Mr G Nkwinti	Mr G Nkwinti	Mr G Nkwinti
		Deputy Minister	1					
			5	Dr MJ Phaahla	Mr L W Nxesi	Mr SL Tsenoli	Mr SL Tsenoli	Mr SL Tsenoli
26.	Science & Technology	Minister	3	Ms N Pandor	Ms N Pandor	Ms N Pandor	Ms N Pandor	Mr DA Hanekom
		Deputy Minister	2	Mr DA Hanekom	Mr DA Hanekom	Mr DA Hanekom	Mr DA Hanekom	
27.	Small Business Development	Minister	1					
		Deputy Minister	2					
28.	Social Development	Minister	2	Ms E Molewa	Ms BO Dlamini	Ms BO Dlamini	Ms BO Dlamini	Ms BO Dlamini
		Deputy Minister	3	Ms BO Dlamini	Ms BM Ntuli	Ms BM Ntuli	Ms BM Ntuli	Ms BM Ntuli
29.	Sport and Recreation	Minister	3	Mr M Stofile	Mr F Mbalula	Mr F Mbalula	Mr F Mbalula	Mr F Mbalula
		Deputy Minister	1	Mr GC Oosthuizen	Mr GC Oosthuizen	Mr GC Oosthuizen	Mr GC Oosthuizen	Mr GC Oosthuizen
30.	State Security	Minister	2	Mr SC Cwele	Mr SC Cwele	Mr SC Cwele	Mr SC Cwele	Mr SC Cwele
		Deputy Minister	1					
31.	The Presidency: National Planning	Minister	1	Mr TA Manuel	Mr TA Manuel	Mr TA Manuel	Mr TA Manuel	Mr TA Manuel
32.	The Presidency: Performance Monitoring and Evaluation	Minister	1	Mr OC Chabane	Mr OC Chabane	Mr OC Chabane	Mr OC Chabane	Mr OC Chabane
		Deputy Minister	1		Ms D Pule	Mr O Bapela	Mr O Bapela	Mr O Bapela
33.	The Presidency	Minister	1					
		Deputy Minister	1					
34.	Telecommunications and Postal Service	Minister	1					
		Deputy Minister	2					
35.	Tourism	Minister	3	Mr M van Schalkwyk	Mr M van Schalkwyk	Mr M van Schalkwyk	Mr M van Schalkwyk	Mr M van Schalkwyk
		Deputy Minister	2	Ms T Xasa	Ms T Xasa	Ms T Xasa	Ms T Xasa	Ms T Xasa
36.	Trade and Industry	Minister	1	Dr R Davies	Dr R Davies	Dr R Davies	Dr R Davies	Dr R Davies
		Deputy Ministers	2	Ms TV Tobias-Pokolo	Ms TV Tobias-Pokolo	Ms TV Tobias-Pokolo	Ms TV Tobias-Pokolo	Ms TV Tobias-Pokolo
			2	Ms BM Ntuli	Ms E Thabethe	Ms E Thabethe	Ms E Thabethe	Ms E Thabethe

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9 CHANGES	47 CHANGES	2 CHANGES	1 CHANGE	2 CHANGES	20 CHANGES
Mr G Nkwinti	Mr G Nkwinti	Mr G Nkwinti	Mr G Nkwinti	Mr G Nkwinti	Mr G Nkwinti
	Mr M Skwatsha	Mr M Skwatsha	Mr M Skwatsha	Mr M Skwatsha	Mr M Skwatsha
Ms P Tshwete	Ms C Mashego-Dlamini	Ms C Mashego-Dlamini	Ms C Mashego-Dlamini	Ms C Mashego-Dlamini	Ms C Mashego-Dlamini
Mr DA Hanekom	Ms N Pandor	Ms N Pandor	Ms N Pandor	Ms N Pandor	Ms N Pandor
Mr M Masutha					
	Ms L Zulu	Ms L Zulu	Ms L Zulu	Ms L Zulu	Ms L Zulu
	Ms E Thabethe	Ms E Thabethe	Ms E Thabethe	Ms E Thabethe	Ms N November
Ms BO Dlamini	Ms BO Dlamini	Ms BO Dlamini	Ms BO Dlamini	Ms BO Dlamini	Ms BO Dlamini
Ms BM Ntuli	Ms H Bogopane-Zulu	Ms H Bogopane-Zulu	Ms H Bogopane-Zulu	Ms H Bogopane-Zulu	Ms H Bogopane-Zulu
Mr F Mbalula	Mr F Mbalula	Mr F Mbalula	Mr F Mbalula	Mr F Mbalula	Mr T Nxesi
Mr GC Oosthuizen	Mr GC Oosthuizen	Mr GC Oosthuizen	Mr GC Oosthuizen	Mr GC Oosthuizen	Mr GC Oosthuizen
Mr SC Cwele	Mr D Mahlobo	Mr D Mahlobo	Mr D Mahlobo	Mr D Mahlobo	Mr D Mahlobo
	Ms E Molekane	Ms E Molekane	Ms E Molekane	Ms E Molekane	Ms E Molekane
Mr TA Manuel					
Mr OC Chabane					
Mr O Bapela					
	Mr J Radebe	Mr J Radebe	Mr J Radebe	Mr J Radebe	Mr J Radebe
	Mr B Manamela	Mr B Manamela	Mr B Manamela	Mr B Manamela	Mr B Manamela
	Dr S Cwele	Dr S Cwele	Dr S Cwele	Dr S Cwele	Dr S Cwele
	Ms H Mkhize	Ms H Mkhize	Ms H Mkhize	Ms H Mkhize	Ms S Ndabeni-Abrahams
Mr M van Schalkwyk	Mr D Hanekom	Mr D Hanekom	Mr D Hanekom	Mr D Hanekom	Ms T Xasa
Ms T Xasa	Ms T Xasa	Ms T Xasa	Ms T Xasa	Ms T Xasa	Ms E Thabethe
Dr R Davies	Dr R Davies	Dr R Davies	Dr R Davies	Dr R Davies	Dr R Davies
Ms TV Tobias-Pokolo	Mr M Masina	Mr M Masina	Mr M Masina	Mr M Masina	Mr G Magwanishe
Ms E Thabethe					

				<b>1st Cabinet 10 May 2009 – 31 October 2010 13 Months</b>	<b>2nd Cabinet 31 October 2010 – 24 October 2011 12 Months</b>	<b>3rd Cabinet 24 October 2011 – 12 June 2012 8 Months</b>	<b>4th Cabinet 12 June 2012 – 3 October 2012 5 Months</b>	<b>5th Cabinet 3 October 2012 – 9 July 2013 10 Months</b>
					<b>26 CHANGES</b>	<b>9 CHANGES</b>	<b>8 CHANGES</b>	<b>2 CHANGES</b>
<b>37.</b>	<b>Transport</b>	<b>Minister</b>	<b>4</b>	<b>Mr SJ Ndebele</b>	<b>Mr SJ Ndebele</b>	<b>Mr SJ Ndebele</b>	<b>Mr B Martins</b>	<b>Mr B Martins</b>
		Deputy Minister	2	Mr J Cronin	Mr J Cronin	Mr J Cronin	Ms S Chikunga	Ms S Chikunga
<b>38.</b>	<b>Water and Environmental Affairs</b>	<b>Minister</b>	<b>3</b>	<b>Ms B Sonjica</b>	<b>Ms BE Molewa</b>	<b>Ms BE Molewa</b>	<b>Ms BE Molewa</b>	<b>Ms BE Molewa</b>
		Deputy Minister	2	Ms RT Mabhudafhasi	Ms RT Mabhudafhasi	Ms RT Mabhudafhasi	Ms RT Mabhudafhasi	Ms RT Mabhudafhasi
<b>39.</b>	<b>Women, Children and People with Disabilities</b>	<b>Minister</b>	<b>2</b>	<b>Ms N Mayende-Sibiya</b>	<b>Ms L Xingwana</b>	<b>Ms L Xingwana</b>	<b>Ms L Xingwana</b>	<b>Ms L Xingwana</b>
		Deputy Minister	1			Ms HI Bogopane-Zulu	Ms HI Bogopane-Zulu	Ms HI Bogopane-Zulu
<b>40.</b>	<b>Women in the Presidency</b>	<b>Minister</b>	<b>1</b>					

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9 CHANGES	47 CHANGES	2 CHANGES	1 CHANGE	2 CHANGES	20 CHANGES
Ms ED Peters	Ms ED Peters	Ms ED Peters	Ms ED Peters	Ms ED Peters	Mr J Maswanganyi
Ms S Chikunga	Ms S Chikunga	Ms S Chikunga	Ms S Chikunga	Ms S Chikunga	Ms S Chikunga
Ms BE Molewa	Ms N Mokonyane	Ms N Mokonyane	Ms N Mokonyane	Ms N Mokonyane	Ms N Mokonyane
Ms RT Mabhudafhasi	Ms P Tshwete	Ms P Tshwete	Ms P Tshwete	Ms P Tshwete	Ms P Tshwete
Ms L Xingwana					
Ms HI Bogopane-Zulu					
	Ms Shabangu	Ms Shabangu	Ms Shabangu	Ms Shabangu	Ms Shabangu

## APPENDIX B

### DIRECTORS-GENERAL MONTHS SERVED IN POSITION, REASON FOR DEPARTURE

MONTH	PRESIDENCY		AGRICULTURE		ARTS & CULTURE		BASIC EDUCATION	
Apr-09	Vusi Mavimbela	Redeployed	Njabulo Nduli	Special leave. Paid out. Golden Handshake. R1.1-million.	Thembinkosi Philemon Wakashe		Duncan Hindle	
May-09								
Jun-09								
Jul-09								
Aug-09			Dr Moshibudi Rampedi	Acting				
Sep-09								
Oct-09								
Nov-09								
Dec-09			Peter Thabethe	Acting				
Jan-10								
Feb-10								
Mar-10								
Apr-10								
May-10								
Jun-10								
Jul-10								
Aug-10								
Sep-10								
Oct-10	Dr Cassius Reginald Lubisi		Langa Zita	Suspended. Paid out. Golden handshake. R1.6-million	Veliswa Baduza	Acting	Parmosivea Bobby Soobrayan	Acting
Nov-10								
Dec-10								
Jan-11								
Feb-11								
Mar-11								
Apr-11								
May-11								
Jun-11								
Jul-11								
Aug-11								
Sep-11					Sibusiso Samuel Xaba	Suspended. Paid out. Golden handshake.	Parmosivea Bobby Soobrayan	Placed on Special Leave.
Oct-11								
Nov-11								
Dec-11								
Jan-12								
Feb-12								
Mar-12								
Apr-12								
May-12								
Jun-12								
Jul-12								
Aug-12								
Sep-12								
Oct-12								
Nov-12								
Dec-12								
Jan-13								
			Sipho Ntombela	Acting				

MONTH	PRESIDENCY	AGRICULTURE	ARTS & CULTURE	BASIC EDUCATION
Feb-13				
Mar-13				
Apr-13				
May-13				
Jun-13				
Jul-13				
Aug-13		Professor Edith Vries		Paddy Padayachee Acting
Sep-13				
Oct-13				
Nov-13				
Dec-13				
Jan-14				
Feb-14				Parmosivea Bobby Soobrayan Redeployed after cleared by reports into maladministration
Mar-14				Panyaza Lesufi Acting
Apr-14				Paddy Padayachee Acting
May-14				
Jun-14				
Jul-14				
Aug-14				
Sep-14				
Oct-14			Vuyo Jack Acting	
Nov-14				
Dec-14				
Jan-15				
Feb-15				
Mar-15				
Apr-15				
May-15				
Jun-15				
Jul-15				
Aug-15			Gerald Vusithemba Ndima Acting	Mathanzima Mweli
Sep-15				
Oct-15				
Nov-15				
Dec-15				
Jan-16				
Feb-16				
Mar-16				
Apr-16				
May-16				
Jun-16				
Jul-16		Mzamo Michael Mlengana		
Aug-16				
Sep-16				
Oct-16				
Nov-16				
Dec-16				

MONTH	PRESIDENCY		AGRICULTURE		ARTS & CULTURE		BASIC EDUCATION	
Jan-17								
Feb-17								
Mar-17								
Apr-17								
May-17								
Jun-17								
Jul-17			Mooketsa Ramasodi	Acting				
	2		8		5		8	

MONTH	COMMUNICATIONS		COOPERATIVE GOVERNMENT		TRADITIONAL AFFAIRS		CORRECTIONAL SERVICES					
Apr-09	Gerda Gräbe	Acting	Lindiwe Msengana-Ndlela	Paid out? A bitter falling out with Minister Sicelo Shiceka			Xoliswa Sibeko	Precautionary suspension in relation to allegations of misconduct. Cleared but later fired				
May-09												
Jun-09			Mamodupi Mohlala	"Released" for contract after trust broke down with minister "irrevocably"			Elroy Africa	Acting			Jenny Schreiner	Acting
Jul-09												
Aug-09												
Sep-09												
Oct-09												
Nov-09												
Dec-09												
Jan-10												
Feb-10												
Mar-10	Elroy Africa	Left to pursue other interests. New minister. Two qualified audits after seven clean			Tom Moyane	Artificially "retired" despite contract running to 2015						
Apr-10												
May-10												
Jun-10	Harold Wesso	Acting					Charles Nwaila					
Jul-10												
Aug-10												
Sep-10												
Oct-10												
Nov-10												
Dec-10												
Jan-11												
Feb-11												
Mar-11												
Apr-11												
May-11	Maboko Rosey Sekese	Placed on Special Leave after providing misleading evidence to committee										
Jun-11												
Jul-11												
Aug-11												
Sep-11												
Oct-11												

MONTH	COMMUNICATIONS		COOPERATIVE GOVERNMENT		TRADITIONAL AFFAIRS	CORRECTIONAL SERVICES	
Nov-11	Maboko Rosey Sekese		Unknown	Acting			
Dec-11							
Jan-12							
Feb-12							
Mar-12							
Apr-12			Khorommbi Thomas Muthotho Sigidi	Acting			
May-12							
Jun-12							
Jul-12							
Aug-12							
Sep-12							
Oct-12			Vusimuzi Madonsela	Transfer to the DJCD following DG resignation			
Nov-12							
Dec-12							
Jan-13	Gift Buthelezi	Acting					
Feb-13							
Mar-13							
Apr-13	Maboko Rosey Sekese	Placed on "precautionary suspension" while the PSC conducts an investigation into "dysfunction" in the department					
May-13							
Jun-13							
Jul-13							
Aug-13							
Sep-13			Nontsikelelo Jolingana	Acting			
Oct-13							
Nov-13							
Dec-13							
Jan-14							
Feb-14							
Mar-14							
Apr-14							
May-14							
Jun-14	Phumla Williams	Acting					
Jul-14			Zach Modise	Acting			
Aug-14							
Sep-14							
Oct-14							

MONTH	COMMUNICATIONS		COOPERATIVE GOVERNMENT		TRADITIONAL AFFAIRS		CORRECTIONAL SERVICES									
Nov-14	Donald Liphoko	Acting														
Dec-14																
Jan-15																
Feb-15																
Mar-15																
Apr-15																
May-15																
Jun-15	Ndivhuho Munzhelele	Acting					Zach Modise	Reappointed for 12 months								
Jul-15																
Aug-15																
Sep-15																
Oct-15																
Nov-15																
Dec-15																
Jan-16																
Feb-16																
Mar-16																
Apr-16																
May-16									Khorommbi Thomas Muthotho Sigidi	Acting						
Jun-16																
Jul-16																
Aug-16																
Sep-16																
Oct-16																
Nov-16																
Dec-16																
Jan-17																
Feb-17																
Mar-17	Basani Baloyi	Acting														
Apr-17																
May-17																
Jun-17																
Jul-17																
	6		8		1		6									

MONTH	JUSTICE		DEFENCE		MILITARY VETERANS		ECONOMIC DEVELOPMENT	
Apr-09	Nonkululeko Sindane	Resigned	Tshepe Motumi	Acting	Unknown	Acting		
May-09								
Jun-09								
Jul-09								
Aug-09								
Sep-09								
Oct-09								
Nov-09								
Dec-09								

MONTH	JUSTICE	DEFENCE	MILITARY VETERANS	ECONOMIC DEVELOPMENT
Jan-10		Themba Matanzima	Acting	
Feb-10			Tsepe Motumi	Placed on special leave following high risk assessment report conducted by Internal Audit
Mar-10				Richard Levin
Apr-10		Mpumi Mpofo	Resigned abruptly without reason	Resigned for personal reasons
May-10				
Jun-10				
Jul-10				
Aug-10				
Sep-10				
Oct-10				
Nov-10				
Dec-10				
Jan-11				
Feb-11				
Mar-11				
Apr-11				
May-11				
Jun-11				
Jul-11				
Aug-11				
Sep-11				
Oct-11		Mziwonke Dlabantu	Acting	
Nov-11				
Dec-11		Dr. Sam Gulube		
Jan-12				
Feb-12				Saleem Mowzer
Mar-12				Jennifer Ann Schreiner
Apr-12				
May-12				
Jun-12				
Jul-12				
Aug-12				
Sep-12				
Oct-12				
Nov-12				
Dec-12				
Jan-13				
Feb-13				

MONTH	JUSTICE	DEFENCE	MILITARY VETERANS	ECONOMIC DEVELOPMENT
Mar-13				
Apr-13				
May-13				
Jun-13				
Jul-13				
Aug-13				
Sep-13				
Oct-13				
Nov-13				
Dec-13				
Jan-14				
Feb-14				
Mar-14				
Apr-14				
May-14				
Jun-14				
Jul-14				
Aug-14				
Sep-14				
Oct-14				
Nov-14				
Dec-14				
Jan-15				
Feb-15				
Mar-15				Kumaran Naidoo Acting
Apr-15				
May-15				
Jun-15				
Jul-15				
Aug-15				
Sep-15				
Oct-15				
Nov-15	Reappointed for 12 months			
Dec-15				
Jan-16				
Feb-16				
Mar-16				
Apr-16				Malcom Simpson Acting
May-16	Vusi Madonsela			
Jun-16				
Jul-16				
Aug-16				
Sep-16				
Oct-16				
Nov-16			Mr Max Ozinsky Acting	
Dec-16				

MONTH	JUSTICE		DEFENCE		MILITARY VETERANS		ECONOMIC DEVELOPMENT	
Jan-17								
Feb-17								
Mar-17								
Apr-17								
May-17								
Jun-17								
Jul-17								
	2		5		3		5	

MONTH	ENERGY		ENVIRONMENT		FINANCE		HEALTH	
Apr-09			Nosipho Ngcaba		Lesetja Kganyago	Appointed Reserve Bank Governor	Thami Mseleku	Fired
May-09								
Jun-09								
Jul-09								
Aug-09								
Sep-09								
Oct-09								
Nov-09								
Dec-09								
Jan-10								
Feb-10								
Mar-10	Nelisiwe Magubane	Contract expired, "re-determined" after ill-health		Renewed contract for five years	Lungisa Fuzile	Resigned	Dr KS Chetty	Acting
Apr-10								
May-10								
Jun-10								
Jul-10								
Aug-10								
Sep-10								
Oct-10								
Nov-10								
Dec-10								
Jan-11								
Feb-11								
Mar-11								
Apr-11								
May-11								
Jun-11								
Jul-11								
Aug-11								
Sep-11								
Oct-11								
Nov-11								
Dec-11								
Jan-12								
Feb-12								
Mar-12								
Apr-12								
May-12								
Jun-12								
Jul-12								
							Malebona Precious Matsoso	

MONTH	ENERGY	ENVIRONMENT	FINANCE	HEALTH
Aug-12				
Sep-12				
Oct-12				
Nov-12				
Dec-12				
Jan-13				
Feb-13				
Mar-13				
Apr-13				
May-13				
Jun-13				
Jul-13				
Aug-13				
Sep-13				
Oct-13				
Nov-13				
Dec-13				
Jan-14				
Feb-14				
Mar-14				
Apr-14	Tseliso	Acting		
May-14	Maqubela			
Jun-14				
Jul-14				
Aug-14				
Sep-14				
Oct-14	Dr Wolsey	Acting		
Nov-14	Barnard			
Dec-14				
Jan-15				
Feb-15				
Mar-15				
Apr-15				
May-15				
Jun-15				
Jul-15				
Aug-15				
Sep-15				
Oct-15	Thabane Zulu			
Nov-15				
Dec-15				
Jan-16				
Feb-16				
Mar-16				

MONTH	ENERGY		ENVIRONMENT		FINANCE		HEALTH	
Apr-16				Extended contract		Contract extended		
May-16								
Jun-16								
Jul-16								
Aug-16								
Sep-16								
Oct-16								
Nov-16								
Dec-16								
Jan-17								
Feb-17								
Mar-17								
Apr-17								
May-17								
Jun-17								
Jul-17								
	4		1		3		3	

MONTH	HIGHER EDUCATION		HOME AFFAIRS		HUMAN SETTLEMENTS		INTERNATIONAL RELATIONS							
Apr-09			Mkuseli Apleni		Itumeleng Kotsoane	Fired	Dr Ayanda Ntsaluba							
May-09														
Jun-09														
Jul-09														
Aug-09														
Sep-09					Mary Metcalfe									
Oct-09														
Nov-09											Mziwonke Dlabantu	Acting		
Dec-09														
Jan-10														
Feb-10														
Mar-10														
Apr-10					Thabane Zulu									
May-10														
Jun-10														
Jul-10														
Aug-10														
Sep-10														
Oct-10														
Nov-10														
Dec-10														
Jan-11														
Feb-11														
Mar-11														
Apr-11							Jerry Matthews Matjila	Acting						

MONTH	HIGHER EDUCATION		HOME AFFAIRS	HUMAN SETTLEMENTS	INTERNATIONAL RELATIONS				
May-11	Lulama Mbobo	Acting			Jerry Matthews Matjila  Placed on special leave following allegations of irregular expenditure of over R500-million in taxes				
Jun-11									
Jul-11									
Aug-11	Gwebinkundla Qonde								
Sep-11									
Oct-11									
Nov-11									
Dec-11									
Jan-12									
Feb-12									
Mar-12									
Apr-12									
May-12									
Jun-12									
Jul-12									
Aug-12									
Sep-12									
Oct-12									
Nov-12									
Dec-12									
Jan-13									
Feb-13									
Mar-13									
Apr-13									
May-13									
Jun-13									
Jul-13									
Aug-13									
Sep-13								Kgabo Mahoai	Acting
Oct-13									
Nov-13									
Dec-13									
Jan-14									
Feb-14									
Mar-14									
Apr-14									
May-14									
Jun-14									
Jul-14									
Aug-14									
Sep-14									
Oct-14									
Nov-14									
Dec-14									
Jan-15									
Feb-15									
Mar-15									
Apr-15			Reappointed						

MONTH	HIGHER EDUCATION	HOME AFFAIRS	HUMAN SETTLEMENTS	INTERNATIONAL RELATIONS
May-15				
Jun-15			Mbulelo Tshangana	Acting
Jul-15				
Aug-15				
Sep-15				
Oct-15				
Nov-15				
Dec-15				
Jan-16				
Feb-16				
Mar-16			Mbulelo Tshangana	
Apr-16				
May-16				
Jun-16				
Jul-16				
Aug-16				
Sep-16				
Oct-16				
Nov-16				
Dec-16				
Jan-17				
Feb-17				
Mar-17				
Apr-17				Kgabo Mahoai
May-17				
Jun-17				
Jul-17				
	3	1	5	5

MONTH	LABOUR	MINERAL RESOURCES	POLICE	PUBLIC ENTERPRISES
Apr-09	Sam Morotoba	Sandile Nogxina	Tim Williams	Portia Molefe
May-09	Acting		Acting	
Jun-09				
Jul-09			Bheki Cele	
Aug-09	Jimmy Manyi			
Sep-09	Suspended			
Oct-09				
Nov-09				Dr Andrew Shaw
Dec-09				Acting
Jan-10				
Feb-10				
Mar-10				
Apr-10				
May-10				
Jun-10				
Jul-10	Sam Morotoba			
Aug-10	Acting			
Sep-10				
Oct-10				



MONTH	LABOUR		MINERAL RESOURCES		POLICE		PUBLIC ENTERPRISES	
Nov-14								
Dec-14	Thobile Lamati							
Jan-15								
Feb-15								
Mar-15								
Apr-15								
May-15								
Jun-15								
Jul-15								
Aug-15								
Sep-15								
Oct-15						Lieutenant General Khomotso Phahlane	Acting	
Nov-15				David Msiza	Acting			
Dec-15								Mr Mogokare Richard Seleke
Jan-16								
Feb-16								
Mar-16								
Apr-16								
May-16								
Jun-16								
Jul-16						Lieutenant General Lesetja Mothiba	Acting	
Aug-16								
Sep-16								
Oct-16								
Nov-16								
Dec-16								
Jan-17								
Feb-17								
Mar-17								
Apr-17			Thabo Mokoena					
May-17								
Jun-17								
Jul-17								
	6		4		6		5	

MONTH	PUBLIC SERVICE AND ADMINISTRATION		PUBLIC WORKS		RURAL DEVELOPMENT AND LAND REFORM		SCIENCE & TECHNOLOGY	
Apr-09	Richard Levin		Solly Malebye	Acting	Thozzi Gwanya	Resigned after report by auditor general	Dr Mphati Mjwara	
May-09								
Jun-09								
Jul-09								
Aug-09								
Sep-09								
Oct-09								
Nov-09				Sam Vukela	Acting			
Dec-09								
Jan-10								
Feb-10								

MONTH	PUBLIC SERVICE AND ADMINISTRATION		PUBLIC WORKS		RURAL DEVELOPMENT AND LAND REFORM		SCIENCE & TECHNOLOGY		
Mar-10	Blake Keith Mosley-Lefatola		Siviwe Dongwana	Suspended for insubordination					
Apr-10									
May-10									
Jun-10									
Jul-10								Dr Nozizwe Makgalemele	Acting
Aug-10									
Sep-10								Mduduzi Shabane	Acting
Oct-10									
Nov-10								Mduduzi Shabane	Suspended after an audit report into departmental finances
Dec-10									
Jan-11	Themba Maseko	Asked to be released from contract	Sam Vukela	Acting					
Feb-11									
Mar-11									
Apr-11									
May-11	Kenny Govender	Acting							
Jun-11									
Jul-11	Mashwahle Diphofa	Seconded to set up subdepartment.	Mandisa Fatyela-Lindie	Acting					
Aug-11									
Sep-11									
Oct-11									
Nov-11									
Dec-11									
Jan-12									
Feb-12									
Mar-12									
Apr-12									
May-12									
Jun-12									
Jul-12									
Aug-12									
Sep-12									
Oct-12									
Nov-12	Reappointed								
Dec-12									
Jan-13	Nhlakanipho Nkontwana	Acting	Mziwonke Dlabantu						
Feb-13									
Mar-13									
Apr-13									
May-13									
Jun-13									
Jul-13									
Aug-13									
Sep-13	Mashwahle Diphofa								
Oct-13									
Nov-13									
Dec-13									
Jan-14									

MONTH	PUBLIC SERVICE AND ADMINISTRATION	PUBLIC WORKS	RURAL DEVELOPMENT AND LAND REFORM	SCIENCE & TECHNOLOGY
Feb-14				
Mar-14				
Apr-14				
May-14				
Jun-14				
Jul-14				
Aug-14				
Sep-14				
Oct-14				
Nov-14				
Dec-14				
Jan-15				
Feb-15				
Mar-15				
Apr-15				
May-15				
Jun-15				
Jul-15				
Aug-15				
Sep-15				
Oct-15				
Nov-15				
Dec-15				
Jan-16				
Feb-16				
Mar-16				
Apr-16				
May-16				
Jun-16				
Jul-16				
Aug-16				
Sep-16				
Oct-16				
Nov-16				
Dec-16			Leona Archery	Acting
Jan-17				
Feb-17				
Mar-17				
Apr-17				
May-17				
Jun-17				
Jul-17				
	7	6	5	1

MONTH	SMALL BUSINESS DEVELOPMENT	SOCIAL DEVELOPMENT	SPORT AND RECREATION	STATE SECURITY	
Apr-09		Vusi Madonsela	Vernie Petersen	Jeff Maqetuka	
May-09					
Jun-09					
Jul-09					
Aug-09					
Sep-09					
Oct-09					
Nov-09					
Dec-09					
Jan-10					
Feb-10					
Mar-10					
Apr-10					
May-10					
Jun-10					
Jul-10					
Aug-10					
Sep-10					
Oct-10					
Nov-10					
Dec-10					
Jan-11					
Feb-11			Sumayya Khan	Acting	
Mar-11					
Apr-11					
May-11					
Jun-11					
Jul-11					
Aug-11					
Sep-11					
Oct-11					
Nov-11			Alec Moerni		
Dec-11				Dennis Dlomo	Acting
Jan-12					
Feb-12					
Mar-12					
Apr-12					
May-12					
Jun-12					
Jul-12					
Aug-12					
Sep-12					
Oct-12		Coceko Pakade	Acting		
Nov-12					
Dec-12					
Jan-13		Wiseman Magasela	Acting		
Feb-13					
Mar-13					
Apr-13					
May-13		Coceko Pakade			
Jun-13					

MONTH	SMALL BUSINESS DEVELOPMENT		SOCIAL DEVELOPMENT		SPORT AND RECREATION		STATE SECURITY	
Jul-13								
Aug-13								
Sep-13								
Oct-13								
Nov-13								
Dec-13								
Jan-14								
Feb-14								
Mar-14								
Apr-14								
May-14	Elizabeth Thabethe	Acting						
Jun-14								
Jul-14								
Aug-14								
Sep-14								
Oct-14								
Nov-14								
Dec-14								
Jan-15								
Feb-15								
Mar-15			Thokozani Magwaza	Acting				
Apr-15								
May-15								
Jun-15								
Jul-15								
Aug-15								
Sep-15	Edith Vries							
Oct-15								
Nov-15								
Dec-15								
Jan-16								
Feb-16								
Mar-16								
Apr-16								
May-16								
Jun-16								
Jul-16								
Aug-16								
Sep-16							Arthur Fraser	
Oct-16								
Nov-16			Zane Dangor	Resigned				
Dec-16								
Jan-17								
Feb-17								
Mar-17			Unkown	Acting				
Apr-17								
May-17								
Jun-17								
Jul-17								
	2		7		3		4	

MONTH	TELECOMMUNICATIONS AND POSTAL SERVICE		TOURISM		TRADE AND INDUSTRY	
Apr-09			Dirk van Schalkwyk	Acting	Tshediso Matona	
May-09						
Jun-09						
Jul-09						
Aug-09						
Sep-09						
Oct-09						
Nov-09						
Dec-09						
Jan-10						
Feb-10						
Mar-10						
Apr-10			Kingsley Makhubela			
May-10						
Jun-10						
Jul-10						
Aug-10						
Sep-10						
Oct-10						
Nov-10						
Dec-10						
Jan-11					Lionel October	Acting
Feb-11						
Mar-11						
Apr-11					Lionel October	
May-11						
Jun-11						
Jul-11						
Aug-11						
Sep-11						
Oct-11						
Nov-11						
Dec-11						
Jan-12						
Feb-12						
Mar-12						
Apr-12						
May-12						
Jun-12						
Jul-12						
Aug-12						
Sep-12						
Oct-12						
Nov-12						
Dec-12						
Jan-13						
Feb-13						
Mar-13						

MONTH	TELECOMMUNICATIONS AND POSTAL SERVICE		TOURISM		TRADE AND INDUSTRY	
Apr-13						
May-13						
Jun-13						
Jul-13						
Aug-13						
Sep-13						
Oct-13						
Nov-13						
Dec-13						
Jan-14						
Feb-14						
Mar-14						
Apr-14						
May-14						
Jun-14	Joe Mjwara,	Acting				
Jul-14						
Aug-14						
Sep-14						
Oct-14						
Nov-14						
Dec-14						
Jan-15			Nkhumeleni Victor Tharage	Acting		
Feb-15						
Mar-15						
Apr-15						
May-15						
Jun-15						
Jul-15						
Aug-15						
Sep-15			Nkhumeleni Victor Tharage			
Oct-15						
Nov-15	Robert Nkuna					
Dec-15						
Jan-16						
Feb-16						
Mar-16						
Apr-16						
May-16						
Jun-16						
Jul-16						
Aug-16						
Sep-16						
Oct-16						
Nov-16						
Dec-16						
Jan-17						
Feb-17						
Mar-17						

MONTH	TELECOMMUNICATIONS AND POSTAL SERVICE		TOURISM		TRADE AND INDUSTRY	
Apr-17						
May-17						
Jun-17						
Jul-17						
	2		4		3	

MONTH	TRANSPORT		WATER AND SANITATION		WOMEN	
Apr-09	Unkown		Pam Yako	Suspended, guilty of irregularly extending contra		
May-09						
Jun-09						
Jul-09						
Aug-09	George Mahlalela	Acting	Nobubele Ngele	Acting	Unknown	Acting
Sep-09						
Oct-09						
Nov-09						
Dec-09						
Jan-10						
Feb-10						
Mar-10						
Apr-10						
May-10						
Jun-10						
Jul-10						
Aug-10						
Sep-10						
Oct-10						
Nov-10			Trevor Balzer	Acting	Nonhlanhla Mkhize	
Dec-10						
Jan-11						
Feb-11						
Mar-11						
Apr-11						
May-11						
Jun-11						
Jul-11						
Aug-11						
Sep-11						
Oct-11						
Nov-11						
Dec-11						
Jan-12						
Feb-12	Maxwell Sirenya	Suspended, Labour dispute				
Mar-12						
Apr-12						
May-12						
Jun-12						
Jul-12						
Aug-12						

MONTH	TRANSPORT	WATER AND SANITATION		WOMEN						
Sep-12					Thandeka Mxeng	Acting				
Oct-12										
Nov-12										
Dec-12										
Jan-13										
Feb-13			Trevor Balzer	Acting	Veliswa Baduza					
Mar-13										
Apr-13										
May-13										
Jun-13										
Jul-13										
Aug-13										
Sep-13										
Oct-13										
Nov-13										
Dec-13										
Jan-14										
Feb-14										
Mar-14										
Apr-14										
May-14										
Jun-14										
Jul-14	Margaret-Ann Diedericks									
Aug-14										
Sep-14										
Oct-14										
Nov-14										
Dec-14	Unknown			Acting						
Jan-15										
Feb-15										
Mar-15					Pule Godfrey Selepe					
Apr-15										
May-15										
Jun-15										
Jul-15										
Aug-15										
Sep-15										
Oct-15										
Nov-15										
Dec-15										
Jan-16										
Feb-16										
Mar-16										
Apr-16										
May-16										
Jun-16										
Jul-16	Sifiso Mkhize	Acting								
Aug-16										

MONTH	TRANSPORT		WATER AND SANITATION		WOMEN		
Sep-16							
Oct-16	Mathabatha Mokonyama	Acting					
Nov-16							
Dec-16							
Jan-17							
Feb-17			Dan Metlana Mashitsho				
Mar-17							
Apr-17							
May-17							
Jun-17							
Jul-17							
	5		8		6		

DIRECTORS-GENERAL PER NATIONAL DEPARTMENT: MAY 2009 TO JULY 2017											
	1	2	3	4	5	6	7	8	9	10	
Presidency											
Agriculture, Forestry and Fisheries		ACTING	ACTING		ACTING			ACTING			8
Arts & Culture		ACTING		ACTING	ACTING						5
Basic Education		ACTING	ACTING		ACTING	ACTING					8
Communications	ACTING		ACTING		ACTING		ACTING	ACTING	ACTING	ACTING	10
Cooperative Governance		ACTING		ACTING	ACTING			ACTING			8
Traditional Affairs											1
Correctional Services		ACTING		ACTING	ACTING						6
Justice and Constitutional Development											2
Defence	ACTING	ACTING		ACTING							5
Military Veterans	ACTING		ACTING								3
Economic Development		ACTING		ACTING	ACTING						5
Energy		ACTING	ACTING								4
Environmental Affairs											1
Finance			ACTING								3
Health		ACTING									3
Higher Education and Training		ACTING									3
Home Affairs											1
Human Settlements		ACTING		ACTING							5
International Relations and Cooperation		ACTING		ACTING							5
Labour	ACTING		ACTING		ACTING						6
Mineral Resources			ACTING								4
Police	ACTING		ACTING		ACTING	ACTING					6
Public Enterprises		ACTING		ACTING							5
Public Service and Administration				ACTING		ACTING					7
Public Works	ACTING	ACTING		ACTING	ACTING						6
Rural Development and Land Reform		ACTING	ACTING		ACTING						5
Science & Technology											1
Small Business Development	ACTING										2
Social Development		ACTING	ACTING		ACTING		ACTING				7
Sport and Recreation		ACTING									3

**DIRECTORS-GENERAL PER NATIONAL DEPARTMENT: MAY 2009 TO JULY 2017**

	1	2	3	4	5	6	7	8	9	10	
State Security		ACTING									4
Telecommunications and Postal Services	ACTING										2
Tourism	ACTING		ACTING								4
Trade and Industry		ACTING									3
Transport		ACTING			ACTING						5
Water and Sanitation		ACTING	ACTING		ACTING		ACTING				8
Women	ACTING		ACTING		ACTING						6
Average number of directors-general per national department											4.6

DEPARTMENT	MONTHS SERVED BY AN ACTING DIRECTOR- GENERAL
Presidency	0
Agriculture, Forestry and Fisheries	28
Arts & Culture	40
Basic Education	27
Communications	55
Cooperative Governance	33
Traditional Affairs	0
Correctional Services	31
Justice and Constitutional Development	0
Defence	14
Military Veterans	18
Economic Development	30
Energy	18
Environmental Affairs	0
Finance	3
Health	9
Higher Education and Training	4
Home Affairs	0
Human Settlements	14
International Relations and Cooperation	44
Labour	27
Mineral Resources	17
Police	33
Public Enterprises	29
Public Service and Administration	9
Public Works	36
Rural Development and Land Reform	12
Science & Technology	0
Small Business Development	16
Social Development	33
Sport and Recreation	9
State Security	20
Telecommunications and Postal Services	17
Tourism	20
Trade and Industry	3
Transport	15
Water and Sanitation	56
Women	21
Average months served by an acting director general	19.5

## APPENDIX C

### RELATIONSHIPS BETWEEN DGs AND MINISTERS BY DEPARTMENT: MAY 2009 TO JULY 2017

DEPARTMENT	RELATIONSHIP NO.	MINISTER	DIRECTOR-GENERAL	ACTING/ PERMANENT	DG MONTHS IN OFFICE
Presidency	1	Mr JG Zuma	Vusi Mavimbela		18
Presidency	2	Mr JG Zuma	Dr Cassius Reginald Lubisi		82
Agriculture, Forestry and Fisheries	1	Ms T Joemat-Pettersson	Njabulo Nduli		4
Agriculture, Forestry and Fisheries	2	Ms T Joemat-Pettersson	Dr Moshibudi Rampedi	A	5
Agriculture, Forestry and Fisheries	3	Ms T Joemat-Pettersson	Peter Thabethe	A	8
Agriculture, Forestry and Fisheries	4	Ms T Joemat-Pettersson	Langa Zita		21
Agriculture, Forestry and Fisheries	5	Ms T Joemat-Pettersson	Sipho Ntombela	A	14
Agriculture, Forestry and Fisheries	6	Ms T Joemat-Pettersson	Professor Edith Vries		10
Agriculture, Forestry and Fisheries	7	Mr S Zokwana	Professor Edith Vries		25
Agriculture, Forestry and Fisheries	8	Mr S Zokwana	Mzamo Michael Mlengana		12
Agriculture, Forestry and Fisheries	9	Mr S Zokwana	Mooketsa Ramasodi	A	1
Arts & Culture	1	Ms L Xingwana	Thembinkosi Philemon Wakashe		18
Arts & Culture	2	Ms L Xingwana	Veliswa Baduza	A	1
Arts & Culture	3	Mr P Mashatile	Veliswa Baduza	A	5
Arts & Culture	4	Mr P Mashatile	Sibusiso Samuel Xaba		38
Arts & Culture	5	Mr N Mthethwa	Sibusiso Samuel Xaba		4
Arts & Culture	6	Mr N Mthethwa	Vuyo Jack	A	9
Arts & Culture	7	Mr N Mthethwa	Gerald Vusithemba Ndimba	A	25
Basic Education	1	Ms MA Motshekga	Duncan Hindle		9
Basic Education	2	Ms MA Motshekga	Parmosivea Bobby Soobrayan	A	3
Basic Education	3	Ms MA Motshekga	Parmosivea Bobby Soobrayan		39
Basic Education	4	Ms MA Motshekga	Paddy Padayachee	A	7
Basic Education	5	Ms MA Motshekga	Parmosivea Bobby Soobrayan		1
Basic Education	6	Ms MA Motshekga	Panyaza Lesufi	A	1
Basic Education	7	Ms MA Motshekga	Paddy Padayachee	A	16
Basic Education	8	Ms MA Motshekga	Mathanzima Mweli		24
Communications	1	Mr S Nyanda	Gerda Gräbe	A	4
Communications	2	Mr S Nyanda	Mamodupi Mohlala		11
Communications	3	Mr S Nyanda	Harold Wesso	A	4
Communications	4	Mr R Padayachie	Harold Wesso	A	6
Communications	5	Mr R Padayachie	Maboko Rosey Sekese		6
Communications	6	Ms D Pule	Maboko Rosey Sekese		14
Communications	7	Ms D Pule	Gift Buthelezi	A	3
Communications	8	Ms D Pule	Maboko Rosey Sekese		3
Communications	9	Mr Y Carrim	Maboko Rosey Sekese		11
Communications	10	Ms F Muthambi	Phumla Williams	A	5
Communications	11	Ms F Muthambi	Donald Liphoko	A	7
Communications	12	Ms F Muthambi	Ndivhuho Munzhelele	A	21
Communications	13	Ms F Muthambi	Basani Baloyi	A	1
Communications	14	Ms A Dlodlo	Basani Baloyi	A	4
Cooperative Governance	1	Mr S Shiceka	Lindiwe Msengana-Ndlela		2
Cooperative Governance	2	Mr S Shiceka	Elroy Africa	A	9
Cooperative Governance	3	Mr S Shiceka	Elroy Africa		20
Cooperative Governance	4	Mr R Baloyi	Elroy Africa		2
Cooperative Governance	5	Mr R Baloyi	Unknown	A	3

DEPARTMENT	RELATIONSHIP NO.	MINISTER	DIRECTOR-GENERAL	ACTING/ PERMANENT	DG MONTHS IN OFFICE
Cooperative Governance	6	Mr R Baloyi	Khorommbi Thomas Muthotho Sigidi	A	6
Cooperative Governance	7	Mr R Baloyi	Vusimuzi Madonsela		9
Cooperative Governance	8	Mr SL Tsenoli	Vusimuzi Madonsela		11
Cooperative Governance	9	Mr PJ Gordhan	Vusimuzi Madonsela		19
Cooperative Governance	10	Mr DDD Van Rooyen	Vusimuzi Madonsela		4
Cooperative Governance	11	Mr DDD Van Rooyen	Khorommbi Thomas Muthotho Sigidi	A	6
Cooperative Governance	12	Mr DDD Van Rooyen	Charles Nwaila	A	9
Correctional Services/Justice	1	Ms NN Mapisa-Nqakula	Xoliswa Sibeko		3
Correctional Services/Justice	2	Ms NN Mapisa-Nqakula	Jenny Schreiner	A	10
Correctional Services/Justice	3	Ms NN Mapisa-Nqakula	Tom Moyane		26
Correctional Services/Justice	4	Mr JS Ndebele	Tom Moyane		14
Correctional Services/Justice	5	Mr JS Ndebele	Nontsikelelo Jolingana	A	9
Correctional Services/Justice	6	Mr M Masutha	Nontsikelelo Jolingana	A	1
Correctional Services/Justice	7	Mr M Masutha	Zach Modise	A	11
Correctional Services/Justice	8	Mr M Masutha	Zach Modise		26
Defence	1	Ms L Sisulu	Tshepe Motumi	A	9
Defence	2	Ms L Sisulu	Themba Matanzima	A	3
Defence	3	Ms L Sisulu	Mpumi Mpofo		18
Defence	4	Ms L Sisulu	Mziwonke Dlabantu	A	2
Defence	5	Ms L Sisulu	Dr. Sam Gulube		7
Defence	6	Ms NN Mapisa-Nqakula	Dr. Sam Gulube		61
Economic Development	1	Mr E Patel	Richard Levin		24
Economic Development	2	Mr E Patel	Saleem Mowzer	A	1
Economic Development	3	Mr E Patel	Jennifer Ann Schreiner		36
Economic Development	4	Mr E Patel	Kumaran Naidoo	A	13
Economic Development	5	Mr E Patel	Malcom Simpson	A	16
Energy	1	Ms ED Peters	Nelisiwe Magubane		43
Energy	2	Mr B Martins	Nelisiwe Magubane		9
Energy	3	Mr B Martins	Tseliso Maqubela	A	2
Energy	4	Ms T Joemat-Petersson	Tseliso Maqubela	A	4
Energy	5	Ms T Joemat-Petersson	Dr Wolsey Barnard	A	12
Energy	6	Ms T Joemat-Petersson	Thabane Zulu		18
Energy	7	Ms M Kubayi	Thabane Zulu		4
Finance	1	Mr PJ Gordhan	Lesetja Kganyago		25
Finance	2	Mr PJ Gordhan	Lungisa Fuzile		37
Finance	3	Mr N Nene	Lungisa Fuzile		18
Finance	4	Mr DDD Van Rooyen	Lungisa Fuzile		1
Finance	5	Mr PJ Gordhan	Lungisa Fuzile		15
Finance	6	Mr M Gigaba	Lungisa Fuzile		1
Finance	7	Mr M Gigaba	Dondo Mogajane	A	3
Health	1	Dr PA Motsoaledi	Thami Mseleku		5
Health	2	Dr PA Motsoaledi	Dr KS Chetty	A	9
Health	3	Dr PA Motsoaledi	Malebona Precious Matsoso		86
Higher Education and Training	1	Dr BE Nzimande	Mary Metcalfe		20
Higher Education and Training	2	Dr BE Nzimande	Lulama Mbobo	A	4
Higher Education and Training	3	Dr BE Nzimande	Gwebinkundla Qonde		71

DEPARTMENT	RELATIONSHIP NO.	MINISTER	DIRECTOR-GENERAL	ACTING/ PERMANENT	DG MONTHS IN OFFICE
Home Affairs	1	Dr N Dlamini-Zuma	Mkuseli Apleni		42
Home Affairs	2	Ms N Pandor	Mkuseli Apleni		20
Home Affairs	3	Mr M Gigaba	Mkuseli Apleni		34
Home Affairs	4	Prof H Mkhize	Mkuseli Apleni		4
Human Settlements	1	Mr TME Sexwale	Itumeleng Kotsoane		7
Human Settlements	2	Mr TME Sexwale	Mziwonke Dlabantu	A	5
Human Settlements	3	Mr TME Sexwale	Thabane Zulu		39
Human Settlements	4	Ms C September	Thabane Zulu		11
Human Settlements	5	Ms L Sisulu	Thabane Zulu		12
Human Settlements	6	Ms L Sisulu	Mbulelo Tshangana	A	9
Human Settlements	7	Ms L Sisulu	Mbulelo Tshangana		17
International Relations and Cooperation	1	Ms ME Nkoana-Mashabane	Dr Ayanda Ntsaluba		24
International Relations and Cooperation	2	Ms ME Nkoana-Mashabane	Jerry Matthews Matjila	A	1
International Relations and Cooperation	3	Ms ME Nkoana-Mashabane	Jerry Matthews Matjila		28
International Relations and Cooperation	4	Ms ME Nkoana-Mashabane	Kgabo Mahoai	A	43
International Relations and Cooperation	5	Ms ME Nkoana-Mashabane	Kgabo Mahoai		4
Labour	1	Mr M Mdladlana	Sam Morotoba	A	4
Labour	2	Mr M Mdladlana	Jimmy Manyi		11
Labour	3	Mr M Mdladlana	Sam Morotoba	A	4
Labour	4	Ms MN Oliphant	Sam Morotoba	A	6
Labour	5	Ms MN Oliphant	Nkosinathi Nhleko		30
Labour	6	Ms MN Oliphant	Unknown	A	13
Labour	7	Ms MN Oliphant	Thobile Lamati		32
Mineral Resources	1	Ms S Shabangu	Sandile Nogxina		30
Mineral Resources	2	Ms S Shabangu	Thibedi Ramontja		32
Mineral Resources	3	Adv N Ramathodi	Thibedi Ramontja		16
Mineral Resources	4	Mr MJ Zwane	Thibedi Ramontja		1
Mineral Resources	5	Mr MJ Zwane	David Msiza	A	17
Mineral Resources	6	Mr MJ Zwane	Thabo Mokoena		4
Police	1	Mr N Mthethwa	Tim Williams	A	3
Police	2	Mr N Mthethwa	Bheki Cele		27
Police	3	Mr N Mthethwa	Lt General Nhlanhla Mkhwanazi	A	8
Police	4	Mr N Mthethwa	Riah Phiyega		24
Police	5	Mr N Nhleko	Riah Phiyega		16
Police	6	Mr N Nhleko	Lieutenant General Khomotso Phahlane	A	8
Police	7	Mr N Nhleko	Lieutenant General Lesetja Mothiba	A	10
Police	8	Mr F Mbalula	Lieutenant General Lesetja Mothiba	A	4
Public Enterprises	1	Ms B Hogan	Portia Molefe		7
Public Enterprises	2	Ms B Hogan	Dr Andrew Shaw	A	12
Public Enterprises	3	Mr MKN Gigaba	Dr Andrew Shaw	A	2
Public Enterprises	4	Mr MKN Gigaba	Tshediso Matona		41
Public Enterprises	5	Ms L Brown	Tshediso Matona		3

DEPARTMENT	RELATIONSHIP NO.	MINISTER	DIRECTOR-GENERAL	ACTING/ PERMANENT	DG MONTHS IN OFFICE
Public Enterprises	6	Ms L Brown	Matsietsi Mokholo	A	15
Public Enterprises	7	Ms L Brown	Mogokare Richard Seleke		20
Public Service and Administration	1	Mr R Baloyi	Richard Levin		13
Public Service and Administration	2	Mr R Baloyi	Blake Keith Mosley-Lefatola		9
Public Service and Administration	3	Mr R Baloyi	Themba Maseko		5
Public Service and Administration	4	Mr R Baloyi	Kenny Govender	A	3
Public Service and Administration	5	Mr R Baloyi	Mashwahle Diphofa		1
Public Service and Administration	6	Mr R Padayachie	Mashwahle Diphofa		8
Public Service and Administration	7	Ms L Sisulu	Mashwahle Diphofa		8
Public Service and Administration	8	Ms L Sisulu	Nhlakanipho Nkontwana	A	6
Public Service and Administration	9	Ms L Sisulu	Mashwahle Diphofa		9
Public Service and Administration	10	Mr OC Chabane	Mashwahle Diphofa		16
Public Service and Administration	11	Adv N Ramathodi	Mashwahle Diphofa		18
Public Service and Administration	12	Adv N Ramathodi	Mashwahle Diphofa		4
Public Works	1	Mr G Doidge	Solly Malebye	A	7
Public Works	2	Mr G Doidge	Sam Vukela	A	4
Public Works	3	Mr G Doidge	Siviwe Dongwana		8
Public Works	4	Ms G Mahlangu-Nkabinde	Siviwe Dongwana		1
Public Works	5	Ms G Mahlangu-Nkabinde	Sam Vukela	A	9
Public Works	6	Ms G Mahlangu-Nkabinde	Mandisa Fatyela-Lindie	A	2
Public Works	7	Mr LW Nxesi	Mandisa Fatyela-Lindie	A	14
Public Works	8	Mr LW Nxesi	Mziwonke Dlabantu		51
Public Works	9	Mr N Nhleko	Mziwonke Dlabantu		4
Rural Development and Land Reform	1	Mr G Nkwinti	Thozzi Gwanya		15
Rural Development and Land Reform	2	Mr G Nkwinti	Dr Nozizwe Makgalemele	A	3
Rural Development and Land Reform	3	Mr G Nkwinti	Mduduzi Shabane	A	1
Rural Development and Land Reform	4	Mr G Nkwinti	Mduduzi Shabane		73
Rural Development and Land Reform	5	Mr G Nkwinti	Leona Archery	A	8
Science & Technology	1	Ms N Pandor	Dr Mphati Mjwara		42
Science & Technology	2	Mr DA Hanekom	Dr Mphati Mjwara		20
Science & Technology	3	Ms N Pandor	Dr Mphati Mjwara		38
Social Development	1	Ms E Molewa	Vusi Madonsela		19
Social Development	2	Ms BO Dlamini	Vusi Madonsela		23
Social Development	3	Ms BO Dlamini	Coceko Pakade	A	3
Social Development	4	Ms BO Dlamini	Wiseman Magasela	A	4
Social Development	5	Ms BO Dlamini	Coceko Pakade		22
Social Development	6	Ms BO Dlamini	Thokozani Magwaza	A	20
Social Development	7	Ms BO Dlamini	Zane Dangor		4
Social Development	8	Ms BO Dlamini	Unknown	A	5
Sport and Recreation	1	Mr M Stofile	Vernie Petersen		19
Sport and Recreation	2	Mr F Mbalula	Vernie Petersen		3
Sport and Recreation	3	Mr F Mbalula	Sumayya Khan	A	9

DEPARTMENT	RELATIONSHIP NO.	MINISTER	DIRECTOR-GENERAL	ACTING/ PERMANENT	DG MONTHS IN OFFICE
Sport and Recreation	4	Mr F Mbalula	Alec Moemi		65
Sport and Recreation	5	Mr T Nxesi	Alec Moemi		4
State Security	1	Mr SC Cwele	Jeff Maqetuka		32
State Security	2	Mr SC Cwele	Dennis Dlomo	A	20
State Security	3	Mr SC Cwele	Gladys Sonto Kudjoe		10
State Security	4	Mr D Mahlobo	Gladys Sonto Kudjoe		27
State Security	5	Mr D Mahlobo	Arthur Fraser		11
Tourism	1	Mr M van Schalkwyk	Dirk van Schalkwyk	A	12
Tourism	2	Mr M van Schalkwyk	Kingsley Makhubela		50
Tourism	3	Mr D Hanekom	Kingsley Makhubela		7
Tourism	4	Mr D Hanekom	Nkhumeleni Victor Tharage	A	8
Tourism	5	Mr D Hanekom	Nkhumeleni Victor Tharage		19
Tourism	6	Ms T Xasa	Nkhumeleni Victor Tharage		4
Trade and Industry	1	Dr R Davies	Tshediso Matona		21
Trade and Industry	2	Dr R Davies	Lionel October	A	3
Trade and Industry	3	Dr R Davies	Lionel October		76
Transport	1	Mr SJ Ndebele	Unkown		5
Transport	2	Mr SJ Ndebele	George Mahlalela	A	5
Transport	3	Mr SJ Ndebele	George Mahlalela		29
Transport	4	Mr B Martins	George Mahlalela		12
Transport	5	Ms ED Peters	George Mahlalela		20
Transport	6	Ms ED Peters	Pule Godfrey Selepe		19
Transport	7	Ms ED Peters	Mathabatha Mokonyama	A	6
Transport	8	Mr J Maswanganyi	Mathabatha Mokonyama	A	4
Water and Sanitation	1	Ms B Sonjica	Pam Yako		4
Water and Sanitation	2	Ms B Sonjica	Nobubele Ngele	A	15
Water and Sanitation	3	Ms BE Molewa	Trevor Balzer	A	15
Water and Sanitation	4	Ms BE Molewa	Maxwell Sirenya		12
Water and Sanitation	5	Ms BE Molewa	Trevor Balzer	A	16
Water and Sanitation	6	Ms N Mokonyane	Trevor Balzer	A	4
Water and Sanitation	7	Ms N Mokonyane	Margaret-Ann Diedricks		21
Water and Sanitation	8	Ms N Mokonyane	Sifiso Mkhize	A	6
Water and Sanitation	9	Ms N Mokonyane	Dan Metlana Mashitsho		7
Women	1	Ms L Xingwana	Unknown	A	19
Women	2	Ms L Xingwana	Nonhlanhla Mkhize		22
Women	3	Ms L Xingwana	Thandeka Mxeng	A	6
Women	4	Ms L Xingwana	Veliswa Baduza		4
Women	5	Ms Shabangu	Veliswa Baduza		17
Women	6	Ms Shabangu	Unknown	A	3
Women	7	Ms Shabangu	Jenny Schreiner		28