

### THE CURRICULUM VITAE OF ZUKISWA MQOLOMBA

Name: Zukiswa Mgolomba

RSA I.D.: Date of b

Demographics: African female

Criminai recorus: None

Disability: None

Languages: English, Xhosa, Zulu, Afrikaans

I am a Public Sector Executive, with over 12 years worth of experience in the public service, 8 of which have been at senior management levels. Functionally, I am a senior Economics Researcher, Policy Analyst and Programme Manager with roots deeply embedded in Economics, Poverty and Public Policy Research. I am a Political Economist by training and currently undertaking a PhD in Sociology Studies at the University of Cape Town in South Africa. I hold 2 Masters degrees: an MSOCSCI in Public Policy with the University of Cape Town, as well as an MA Poverty and Development with the University of Sussex in the United Kingdom. I also hold an executive leadership training programme certificate in 21st Century Leadership with Harvard University, Boston, United States. I am a Mandela/Rhodes scholar, as well Chevening scholar with a keen interest in finding solutions to public sector challenges, as well a public service innovations and transformations. I've done research and policy work on public sector innovation and transformation. My research work includes conducting research on the developmental state and the institutional architecture pertaining to building it as in the case of the East Asian Tigers. I have done work on building meritocratic states, including recruitment in the public service, as well as strategies on how to deal with corruption and to professionalise the public service. I've done work on the National Development Plan and how to build a professionalised and transformed public service. I've participated in civic programmes of the United Nations, NATO, The Elders and African Union. I've also published a number of thought provoking articles in The Thinker and Mail& Guardian's Thoughtleader on a number of development questions facing South Africa and the region. I have a contagious affinity for research, policy analysis, knowledge management and thought leadership, and have made best attempt to articulate African perspectives on development questions facing Africa as a Pan-Africanist, I am proficient in quantitative analysis (majorly with STATISTICA) and qualitative analysis as a senior researcher

### **ACADEMIC BACKGROUND**

- **1. Ph.D (Sociology)**, Sociology Department, Humanities Faculty, University of Cape Town (August 2021 present). Thesis: How can South Africa overcome its obstacles in becoming a Developmental State
- 2. Masters of Arts (Poverty and Development), Institute of Development Studies, University of Sussex (October 2010/June 2011). *Thesis:* Afro/Silo Relations: Soft power and China's Energy Diplomacy in Africa.\*Chevening Scholar
- **3. Masters of Social Sciences (Research only)**, University of Cape Town (2009/2010). Thesis: Interest Group Analysis and the Politics of Public Policy in South Africa. \*Mandela Rhodes Scholar
- **4. Bachelor of Social Sciences (Honours)**, Workplace Change & Labour Law Studies, University of Cape Town (2007). \*Johnson&Johnson scholar

- **5. Bachelor of Social Sciences** in Labour, Organisational Psychology and Human Resource Management, University of Cape Town (2004 2006).
- 6. Matriculated with distinction, Kaffrarian High School (2003)

Academic achievement: **Golden Key Society award** – top 15% Faculty of Humanities (2006/7)

### WORK EXPERIENCE

- 1. Executive Manager: Research, Training. and Monitoring and Evaluation, MDDA (State Agency)(01 July present). Head of Research, Training, Monitoring and Evaluation. Reporting to the CEO. Influencing the country's development agenda on inclusion, marginalization and transformation. Ensuring that the voices of the marginalised take centre stage in national policy discourse. Responsibilities include the following: Performance contracting and People management; Annual Performance Planning; Quarter by quarter Performance reporting; Strategy development and Research agenda setting; Governance and Board (Committee) reporting; Bid and service provider management; Risk management; Financial management (Budgeting and Expenditure tracking); Stakeholder Management; Policy development and Policy Communications; Quality assurance and Process (re)engineering and Process improvements
- 2. Senior Sector Expert: Economy ("Senior Economist"), Department of Planning, Monitoring and Evaluation (Presidency of the Republic of South Africa) (20 January 2020 30 June). Providing economic research and technical support to the National Planning Commission, as part of the National Planning Commission Secretariat. Preparing and reviewing economic policy research documents related to the National Planning Commission and National Development Plan and other key policy activities. Assisting in the management of the implementation of the National Development Plan; Providing technical support to the National Planning Commission; Conducting research in certain thematic areas that underpins planning at a sectoral level; Managing and coordinating economic policy research commissioned by the National Planning Commission.

**Achievements:** Successfully developed a review framework for the National Development Plan, which will inform the review work for the next National Planning Commission.

**3. Chief of Staff**, Competition Commission (22 July 2019 – 17 January 2020). Providing executive support to the Office of the Commissioner. Leading, Directing and Managing the Office in terms of Communications, Stakeholder Relations and International Relations in achieving the main objectives of the Competition Commission. Implementing and maintaining appropriate systems and processes to ensure the effective functioning of the Office of the Commission in order to render a support service to the entire Commission. Duties include conducting research to support strategic decisions, performance management of the unit, drafting speaker notes for national and international speaking engagements, parliamentary liaison work, stakeholder relations (participating in highlevel meetings with CEO's, Ministers and Director-Generals), strategy development and report-writing, and following up on major decisions taken at EXCO, MANCO and Commission meetings, just to mention but a few.

**Achievements:** Successfully developed an Institutional response (Annual Programme) to Gender-based Violence and Attacks on Foreign Nationals in South Africa. Also developed a discussion document on the "Economics of Migration in South Africa" to help guide the institutional response to how the Commission deals with foreign nationals outside and within its ranks.

**4. Mo Ibrahim Fellow (Office of the President)**, African Development Bank (AfDB) (1 August 2018 – 15 July 2019). Providing research, policy analysis, documentation-management, speech-writing, and programmatic support to the office of the President. I have planned and conceptualised, conducted, and supported innovative research projects

in the President's Office. I have produced 2 research reports; developing a social capital collateral index in order to improve access for rural women to lines of credit in the financial services sector, as well as developing a continental strategy for African states to benefit from the China/Africa relationship. I conducted and managed these research projects independently.

**Achievements:** Contributed 2 research reports that adds value to how the Bank thinks of critical issues facing women and the poor in the African continent.

**5. Director: Social Insurance Schemes**, Department of Social Development (1 December 2015 – 31 July 2018). Research and policy analysis on social insurance schemes. Developing and reviewing policies and legislation in respect of social insurance and social assistance aimed at protecting households against life cycle contingencies such as unemployment, ill-health, retirement, disability or the death of a breadwinner. I have reviewed and analysed the business case on the institutional arrangements for the proposed social security alignments. I have conducted best-practice and evaluated the Agency approach in the delivery of social insurance schemes in South Africa. I analysed the legislation of all insurance schemes (e.g. COID, RAF, UIF) in collaboration with leading institutions and departments. I have also provided technical support for the ratification of different conventions authorised by the International Labour Organisation (ILO), as well as assessed the implications of ratification on the Department. My research work informed the strategy development, policy development, as well as impact study analysis and monitoring and evaluation arms of the Department.

**Achievements:** Whilst there was a moratorium on recruitment, I led a very small team of researchers successfully in delivering our research objectives

**6. Senior Researcher,** ANC Caucus, Northern Cape Provincial Legislature (5 October 2015 – 29 November 2015). Doing political analysis of Annual reports from various provincial Government Departments in accordance to the Freedom Charter, National Development Plan and other strategic frameworks; Providing research support to Members of the Legislature (ANC) related Portfolio and/or Standing Committees; Supervising researchers and ensuring quality control of the research done by subordinates; Determining the research Methodology in terms of specifications, desired outcomes and nature of research projects; Consultations with the Members of the Legislature (ANC) on research needs. My work shaped the policy review and policy development of the legislature, as well as the monitoring and evaluation of programmes within the ANC Caucus.

**Achievements:** I developed the strategy that was aimed at rebranding and profiling the Office of the Chief Whip.

**7. Director: Economic Research and Writing**, Department of Public Enterprises (Aug, 4 2013 – August, 4 2015). Policy Analysis, Research-agenda setting, Macro-economic research, Research on South Africa's Industry sectors and the role of SOC in industry, Information Management, Knowledge Management, as well as Speech-writing. I led the Department's Research and Policy agenda, leading topics on the Next Generation of Supplier Development, Public Public Partnerships, Trade routes and Regional Integration, SIPs and Management of Mega-projects, Contracting and SIPS etc. I've done research work on the National Development Plan, New Growth Path and the Industrial Policy Action Plan. My work also informed the strategy development process of the Department, policy development, quality management or assurance, as well as the monitoring and evaluation functions of the Department.

**Achievements:** I conceptualised and led the Department's Research Agenda, which received approval at the highest echelons of the Ministry.

**8. ETC Consultant**, World Bank (Washington DC)(April 30-May 30, 2013). Providing Project Management Office (PMO) support to the Vice-President responsible for Human Capital. Prepared political and economic briefings to the Vice-President. Provided strategic, operational and political advise to the Vice-President. Helped in finalising the World Bank's Human Resource Strategy. Prepared board meeting reports on behalf of the Vice-President, as well as prepared his speeches.

**Achievements:** I helped finalise the World Bank's Human Resources Strategy by providing research support to the strategy development process

9. Consultant as Fellow, McKinsey & Company (Sub Sahara Africa) (July, 2011 - April, 2013). Consultant at world's leading management consulting firm. Responsible for leading a key portion of a McKinsey engagement, combining technical and analytical excellence to help solve a piece of the overall client problem. Worked directly with senior client leaders to implement change. As a Fellow in second cohort of distinctive leadership programme to accelerate the development of exceptional black South African leaders. Responsibilities included: Policy Analysis, Research, Knowledge management, Information Management, Problem-solving, Strategy development and Programme planning in the Public Sector and Energy sectors. Presented McKinsey's job creation report 'Africa at Work' to the Inter-Ministerial Committee on Poverty, as well as presented on job creation in infrastructure to the Presidential Infrastructure Coordinating Commission. I also developed an RFI design system (electronic) for a leading utility in Africa that made sure that RFI's were responded to on time. I organised workshops with key client stakeholders. I developed a BBBEE strategy for the firm. I also worked as a Research Analyst at the Africa desk producing research input in Tourism, Business Process Services (Call centres), Real Estate, Mining and Quarrying, Infrastructure, and Banking.

Achievements: I developed the firm's BBBEE strategy and helped improve its BBBEE score

**10. Research Assistant**, Professor Vusi Gumede (August, 2010 – July 2011). Policy Analysis and Research on Fiscal and Monetary Policy, the Economic recession, local economic development and building inclusive economies on the African continent, Land reform, Food Crisis, Good governance and Public policy, as well as the Democratic Developmental State in Africa.

**Achievements:** I provided research support and contributed a chapter to a book, which was eventually launched in 2013.

11. Assistant Director (Research, Policy and Planning), Labour Market Policy, Department of Labour (HQ)(2<sup>nd</sup> February, 2009 – 15 September, 2010). Preparing policy briefs, research working papers and speeches for the Minister of Labour (South Africa) on labour market social protection, with a focus on vulnerable groups i.e. rural women, youth, immigrants and unskilled workers. Led a research project on the social security arrangements available in the Creatives Industry in South Africa. My work shaped strategic agenda setting of labour market interventions, as well as monitoring and evaluation of labour market policies.

**Achievements:** I led and independently project-managed a research study, which received commendations at the highest levels of the Ministry

**12. Research Consultant**, NEPAD (March 2008). Revised NEPAD's Strategic framework for NEPAD's Youth Programme (2005 – 2015); research-driven revision of its strategic framework and paradigm for youth development in Africa.

**Achievements:** I successfully produced a review on time, which received commendations at the highest levels of the organisation.

### **SPECIAL INTERESTS**

Writing opinion pieces, Debating, and Reading (News and Current Affairs)

### BOARD MEMBERSHIP AND MEMBERSHIP OF PANEL OF EXPERTS

I currently serve as a member of the panel of experts, which has been tasked to develop a poverty alleviation and job creation strategy/policy for the Department of Public Works.

I used to serve as a Non-Executive Board member of the following organisations:

- South Africa Washington International Programme
- Pan African Youth Dialogue

I am currently a Board member of the Community of Mandela Rhodes Scholars

### **SPECIAL ACHIEVEMENTS**

- 1. **Codesria 2020/2021 Democratic Governance Institute.** Fellowship Participant (9th to 25th August 2021)
- 2. **Codesria 2020/2021 Virtual Gender Institute:** Violence against Women and Girls in Africa's civic spaces participant. One of 3 South Africans amongst 40 participants from across Africa and her regions (19 30 July 2021)
- 3. **Africa 3535 Laureate.** Was awarded an award as the top 35 under 35's for my leadership and policy contributions in the public service (October 2020)
- 4. Yenching Global Symposium, Yenching Academy of Peking University. Selected amongst 60 international delegates out of 1500 applications to represent the continent. Beijing, China (24 26 March 2016).
- 5. **Governance for Development Residential School program.** Selected as the only South African to represent the continent. School of Oriental and Asian Studies. United Kingdom (23 27 March 2015).
- 6. **BIARI**. Selected amongst 5 South Africans to attend a week-long programme on energy and water. Brown International Advance Research Institutes, Brown University, United States (June 2014)
- 7. **2012 Economic Restructuring & Policy Adjustment seminar**. Chosen amongst 2 delegates to attend a seminar in China to learn about China's economic growth pathways. Hosted by China's National Development and Reform Commission. Selected by the Africa Institute of South Africa (April 2012).
- 8. **2010 Transatlantic Youth Summit**. Chosen amongst 100 youth to attend the coseating of Heads of States, Military leaders, high diplomats in Portugal, Lisbon (17 23 November 2010)
- 9. **AU Consultative Workshop**. 20 youth delegates chosen to chart the development of a 10 year Action Plan for Youth Development in Africa, Addis Ababa, Ethiopia (23 25 September 2009)
- 10. **UNESCO Intergenerational Forum** on Human Rights Leadership. Chosen amongst 80 from over 800 applicants, Connecticut and New York (UN HQ). Presented a paper on Dealing with Youth Poverty and Unemployment in Africa (5 August 14 August 2010)
- 11. **The Elders Intergenerational Forum**. Developing a Winning Strategy for a Winning Continent. Chosen amongst 80 African youth leaders to attend a seating of the Elders on Africa's future trajectory. Nominated by the Mandela Rhodes Foundation to participate (29 May 2010)
- 12. **Top 200 Youth Influential Leaders in South Africa**, Mail & Guardian (2012 and 2016). Chosen to form part of the top 10 representing Government and Politics in 2016.

- 13. Vice-Chancellors Award for 'Most Outstanding Student Leader in 2007', University of Cape Town (2007)
- 14. **ABE Bailey Fellowship Award** (2007). A competitive travel scholarship to travel to the United Kingdom and Scotland with other fellows
- 15. SRC Student Residence Award for 'Most outstanding Student Leader in the Residences sector', University of Cape Town (2006)
- 16. SRC President, Member of Council and Member of Senate (2007)
- 17. **SASCO PEC member and ANCYL BEC member,** University of Cape Town (2006/7)
- 18. Student Parliament Deputy President, Humanities Deputy Chairperson, Baxter Head Student, Baxter Sub-warden, University of Cape Town (2005/6)
- 19. Prefect, Debating Committee Member, Interact Society Committee Member

### TRAINING/SHORTCOURSES

- 1. MALKIA, the ITCILO online course to empower women line managers (9 November to 11 December 2020). The online course is hosted on the ITCILO eCampus. The training lasted five weeks (20 hours of online training), during which we: explored 5 self-placed learning modules on gender biases and core skills for line managers; participated in 3 live webinars to go deeper and exchange on key women empowerment initiatives; as well as benefited from 2 operation coaching sessions to develop autonomy in resolving challenges.
- 2. **Leadership in the 21<sup>st</sup> Century** (September 2016), Harvard University, Kennedy School of Government, Boston, United States. Selected as top 2 South Africans by the Distinguished Humphrey Leadership Fellowship.
- 3. **Leading in Public Life Programme** (March 2015), Graduate School of Development Policy and Practice, University of Cape Town. Selected as top 25 people out of 109 applications received.
- 4. **Public Management** (19 June 06 August 2015), Mandela Washington Fellowship Programme, Young African Leaders Network, Virginia Commonwealth University, United States.
- 5. Mini-MBA (MMBA) at Alpine University, Austria, 2012.
- 6. **Policy Development and Management** Pro-Active Public Service College (Pty) Ltd, NQF level 5 (26 30 July 2010). Policy analysis, Technical Evaluation, Financial modelling and planning (Theory, models and techniques)
- 7. **SPSS Training 18+– Statistical Analysis** SPSS South Africa (12 -16 July 2010). Computation and Statistical analysis (i.e. descriptive statistics, regression analysis, chi-square analysis etc)
- 8. Labour Market Information Analysis Management College of Southern Africa (MANCOSA), 5-day Certificate course, NQF level 6 (17 20 Aug 2009). Labour market information analysis, Trend analysis, Basic economics, Policy analysis and development (decent work and labour brokering), Skills needs projections and analysis (modelling and projections) etc.
- 9. Labour Market Policy for Poverty Alleviation, Advanced International Training Programme 288 2009 Africa, Sweden (03 October 30 October 2009) Swedish Institute for Public Administration and Public Employment Service, Sweden. Comparable policy instruments for employment creation and poverty alleviation
- 10. **Speech-Writing** Institute of Advanced Journalism, NQF level 5 (18 19 June 2009)

### **SKILLS ATTAINED**

- 1. Policy Analysis and Policy Development
- 2. Research and Analytical skills
- 3. Monitoring and Evaluation
- 4. Project and team management, and general co-ordination

- 5. Strategic planning & policy formulation
- 6. Stakeholder engagement, negotiation and general networking skills
- 7. Problem solving and thinking skills

### **REFERENCES**

- 1. Prof. Vusi Gumede (Mentor and Professor University of South Africa):
- 2. Thabo Sephiri (Research Manager, Eknuruleni Municipality)
- 3. Vusi Silonda (Coacii, rounder and CEO of Storm Holdings (Pty)Ltd);



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Commissioner of Oaths: MJ (Lab)

Certificate of Recognition

We hereby certify that

Sections and Colombia

completed the following course

Introduction to SPSS
& Statistics and Custom Tables

Date of course: 13-16 July 2010

Dr Mike Bergh Dr Amos Barkal

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DEPARTMENT OF PUBLIC ENTERPRISES
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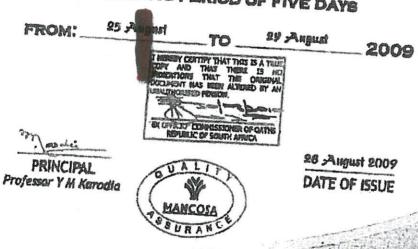
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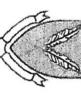
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Commissioner of Oaths: MI Commissioner of Oath

HAS SUCCESSFULLY COMPLETED
THE PROGRAMME IN LABOUR
MARKET ANALYSIS FOR A
TRAINING PERIOD OF FIVE DAYS



40 15/01/19



# THE INSTITUTE FOR THE ADVANCEMENT OF JOURNALISM

9 Jubilee Road, Parktown, Johannesburg 2193, South Africa

Accreditation Number

Zukiswa Mqolomba Certificate of Attendance

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has completed a course on

Writing and Delivering Speeches

18 - 19 June 2009

Course Facilitator Felicity L'evine

IAJ: Acting Executive Director

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CERTIFICATE

Ms Zukiswa Nolubabalo Mgolomba

has attended the first part of the Side Advanced international Training Programme on

## The Role of Labour Market Policy in Poverty Alleviation

organised in Sweden 5th - 30th October 2009 by Arbetsformedlingen the Swedish Public Employment Service.

The training focused the following subjects:

- Labour Market Policy in an International Perspective institutional Development and Strengthening of the Institutional The Role and Importance of the Social Dialogue The Roles and Objectives of Employment Services in Executing L Market Policy **Employment Services**
- Labour Market Information and Analysis
- Labour Market Programmes
- Performance Management and Human Resource Development
- Change Process and Project Development

Stockholm, 30th October 2009 POT THE EATER Lans-Alka Svensson Sture Pettersson Arbetsförmedlinger Arbetsformedlingen

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The role of Labour Market Policy in Poverty Alleviation Advanced International Training Programme 288 2009 Africa



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The scheduled training was held in Stoolsholm, Sweden 5-30 October 2000 and in Pretoria, South Africe 3 - 7 May 2010.

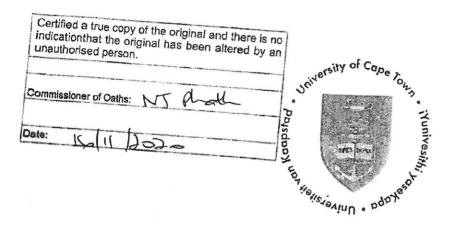
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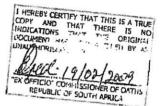
Lene-Also Svensson

Project Director
Arbeitelbranedingen
Swedish Public Employment Service LIC OF COUTH APRICE Din H. Alind

Ingrun Hattenbach Aslund Programme Officer

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we certify that

# Zukiswą Nolubabalo Mgolomba

was admitted to the degree of

# Bachelor of Social Science (Honours) in Workplace change and Labour Law

on 10 December 2007

and that the degree was awarded in the second class division two

Vice-Chancellor

Hugh Amoore

Registrar

Certified a true copy of the original and there is no indication that the original has been altered by an unauthorised person.

Commissioner of Oaths:

on 11 December 2006

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Hugh Amoore

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University of Sussex

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Zukiswa Nolubabalo Mqolomba

was admitted to the degree of

MASTER of ARTS

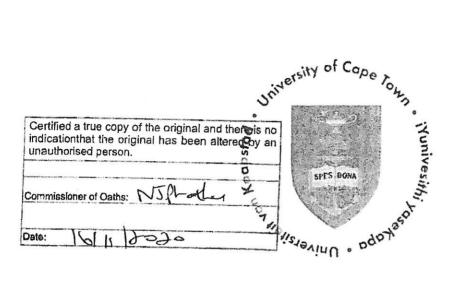
Poverty and Development

26 January 2012

US Priversity of Sussex 333

Registrar





we certify that

# Zukiswą Nolubabalo Mqolomba

was admitted to the degree of

Master of Social Science
in Sociology

on 15 December 2010

Ma Vine

Vice-Chancellor



Hugh Amoore

Registrar