

**SHIKAYA**

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30 October 2015

To whom it may concern

Nomination for Commissioner of the Independent Electoral Commission

I would like to nominate Dr Nomsa Masuku for the position as Commissioner for the Independent Electoral Commission (IEC). Dr Masuku is currently Deputy CEO: Outreach at the IEC.

Dr Masuku is a champion for human rights and democracy. In my workings with her through the organization Shikaya - The Centre for Human Rights and Democracy Education, she has always demonstrated a deep commitment to strengthening South Africa's democracy. In my dealings with her she has always shown herself to be of the highest integrity, un-swayed by popular opinion and above party allegiance. She has been a source of continual wise counsel in the difficult work of human rights and democracy education and her understanding of the history of this country and the issues we are facing today has helped us shape the work we do in supporting South Africa's democracy. She is a strong leader driven by a very clear vision of making South Africa better and has the ability to bring people along with her. It was her firm commitment to ensuring we do not lose the gains of 1994 that saw her leave an influential and lucrative position in the private sector to return to serve the IEC.

If Dr Masuku were to be appointed as Commissioner I, as a South African equally committed to strengthening our democracy, would feel confident that the integrity of our election process would continue to be guarded. She will not be swayed when she needs to be firm and she has the experience and skills to oversee the complex work of running elections. But I also know that she would use her position as Commissioner to place an even greater emphasis on the years in between elections where the crucial work of nurturing a critical thinking informed citizenry takes place. Dr Masuku sees the work of the IEC, and the Commissioners in particular, as much more than merely election watchdogs. Her belief in the hard work that needs to be done in educating South Africans to live, participate and vote in an electoral democracy is what I believe will strengthen the work of the Commission should she be appointed as Commissioner. This, combined with her long-standing political impartiality, which at this point is so important for the

*Supporting Teachers for Success*

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*Patron*

Professor Denis Goldberg

*Management Board*

André Proctor (Chairperson), Associate Professor Eric Atmore (Treasurer), Dr Gail Weldon (Secretary), Professor Jonathan Jansen, Phumla Satyo, Dylan Wray, Themba Lonzi, Professor Bill Nasson, Dr Karen Murphy (USA)

Commission, will result in a stronger and more determined IEC should her candidacy be successful.

Kind regards,

A handwritten signature in black ink, appearing to be 'Dylan Wray', written over a light grey background.

Dylan Wray  
Executive Director

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957B Tom Burke Street  
Faerie Glen  
Pretoria  
2 November 2015

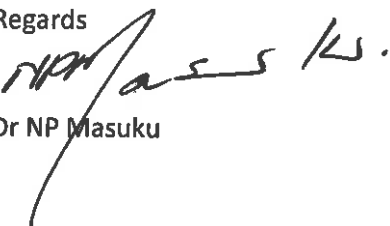
Mr. Nelson Phakola  
Office of the Chief Justice  
41 Fox Street  
14th Floor Edura Building  
Marshalltown  
Johannesburg

**Acceptance of Nomination: Electoral Commission Vacancy**

Dear Mr. Phakola

Please receive this letter which serves as an acceptance of my nomination for the Commissioner vacancy in the Electoral Commission of South Africa.

Regards

A handwritten signature in black ink, appearing to read 'NP Masuku', written over the printed name below.

Dr NP Masuku

## CURRICULUM VITAE

### 1. PERSONAL DATA

SURNAME : **Masuku**  
FIRST NAME : **Nomsa**  
DATE OF BIRTH : **31 August 1962**  
GENDER : **Female**  
CITIZENSHIP : **South African**  
IDENTITY NUMBER : **620831 0712 08 1**  
POSTAL ADDRESS: **P. O. Box 2103  
Faerie Glen,  
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RESIDENTIAL ADDRESS : **957B Tom Burke Street,  
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TELEPHONE NUMBER (work) : **+27 12 622 5972**

CELLULAR NUMBER : **+27 (0)82 830 3555**

CURRENT POSITION : **Deputy Chief Electoral Officer:  
Outreach**

### 2. KEY COMPETENCIES

- Specialist: Discourse Analyst, Construction of Knowledge
- Theorist and practitioner: Democracy, Human Rights & Peace Education
- Theorist and practitioner: Corporate Social Investment Strategy Development & Execution
- Understanding of electoral processes and systems, Electoral Legislation
- Management of elections and electoral processes skills
- Understanding of theory and practice of education and development
- Public policy development and management skills
- Stakeholder management and liaison skills
- Human resource management (Human resource development & human resources utilisation)
- Strategic Leadership, Transformation & People Management
- Facilitation of Personal and Professional Development
- Democracy Development skills (Strategic planning and management skills)
- Education and training skills (Strategic planning and management skills)
- Gender analysis and mainstreaming skills
- Operations and Project management
- Advanced Information & Knowledge Management
- Financial management skills
- Computer literacy
- Advanced proposal development and report writing skills
- Networking and liaison skills
- Public/Motivational Speaking

### 3. EDUCATIONAL QUALIFICATIONS

#### 3.1 Tertiary Education

Period	Institution	Qualification	Specialization
1992 - 1996	University of Birmingham, UK	PhD English	Applied Linguistics (Discourse Analysis, Sociolinguistics, Argumentation, Genre Analysis)
1988 - 1990	University of Sydney, Australia	Masters in Applied Linguistics	
1988	University of Sydney, Australia	Diploma in Teaching English as a Foreign/Second Language	
1982 - 1986	University of Swaziland	BA Humanities Concurrent Diploma in Education (Incomplete)	African Languages & Literature; English Language & Literature

#### 3.2 Courses

Period	Institution	Course
1993	British Association of Literacy in Development (BALID)	Women and Literacy in the Development Process
1991	Human Sciences Research Council (HSRC)	Research Methodology in the Social Sciences
1999	The Center for Human Rights, University of Pretoria	Human Rights Spring Course
1999	The British Council	Education for Citizenship: Preparation in Schools for Full Participation in Democracy and Adult Life
2001	KPMG (KC Learning)	Project Management
2001	African Centre for the Constructive Resolution of Disputes (ACCORD)	Introduction to Conflict Management
2004 -2005	International Women's Forum/Gordon's Institute of Business Science (GIBS)	Strategic Leadership
2006	Standard Bank Global Leadership Centre	Senior Leadership Programme
2009	Standard Bank Global Leadership Centre	Executive Leadership Programme
2010	Thunderbird School of Global Management, Arizona USA	Global Executive Leadership Programme

### 4. PROFESSIONAL EXPERIENCE

#### 4.1 Primary employment:

Period	Organization	Job Title	Responsibility
June 1986 - September 1986	Teachers' Service Commission (Swaziland Government)	Teacher (Salesian High School)	Languages Teacher (English and siSwati)
<b>Reason for change:</b> Opportunity to pursue further academic specialization			

Period	Organization	Job Title	Responsibility
October 1986 – May 1998	University of Swaziland (UNISWA)	Lecturer	Undergraduate Courses: Introduction to Linguistics, Phonology, Morphology & Syntax, Discourse Analysis, Semantics & Pragmatics, and English for Specific Purposes)
<b>Reason for change:</b> Opportunity to apply theory of social reconstruction in real time and geography			
June 1998-1999	Electoral Commission, South Africa	Deputy Director: Voter Education	Design of Voter Education Curriculum, Evaluation of voter education materials, monitoring & evaluation of voter education programs, development of national democracy education program, Development of the IEC National Strategy for the Provision of Democracy/Citizenship Education, other related electoral matters (policy formulation for the observation/monitoring function for the 1999 Elections, activities surrounding the registration of voters, verification of voters' roll.); liaison with Civil Society Organizations that provide voter/democracy education; gender-related research.
1999 – April 2001	Electoral Commission, South Africa	Deputy Director: Education & Research	Managing, supervising, monitoring and evaluation of plans & their implementation, Liaison with IEC Provincial Offices, Management of IEC Voter Education Implementation Programme for the 2000 Elections (management of recruitment, training and deployment of voter education personnel), Liaison with Civil Society Organizations that provide voter/democracy/citizenship & human rights education' Planning for a Democracy/Citizenship Education Program to be implemented between elections; In collaboration with the Electoral Institute of South Africa (EISA): A Gender Audit of the '99 Elections the outcome of which will be a handbook for the 2000/1 Local Government Elections and in partnership with the Women's Development Foundation (WDF), the Commission for Gender Equality (CGE): A Program to Encourage the Participation of Women as Candidates in Elections
May 2001 – April 2006	Independent Electoral Commission, South Africa	Manager: Electoral Democracy Development & Education	Voter Education: Develop voter education plan, materials design and development, design of monitoring and evaluation instruments, research into aspects of voter education; Electoral Democracy Development: Develop electoral democracy development strategic plan, materials design and development, design of monitoring and evaluation instruments, research into aspects of voter education, identification and liaison with Democracy, Human Rights & Peace Education stakeholders (Civil Society Organizations - NGOs, CBOs and FBOs, Government Departments, South African Qualifications Authority, Chapter 9 Institutions); Stakeholder Partnerships: Identify stakeholders, Design of Stakeholder Management & Engagement Plan; Training and Learning Materials Development: Training needs analysis, quality control, oversee production and distribution, periodic evaluation of training and learning materials; Staff recruitment and training: Development of strategic plan for recruitment and training of staff (permanent and temporary), training of staff, monitoring and evaluation of training; Financial Management: Line item budgeting, cash-flow, actual vs budget variance

Period	Organization	Job Title	Responsibility
			reports, projects income and expense statement, project audited statements, compliance with financial legislation, Staff management and development; Office management; Project management; Co-worker relations: Joint projects, services provided
			<ul style="list-style-type: none"> <li>• <b>Team leadership:</b> 5 – 7 direct reports, matrix reports: 9 in provinces and approximately 2000 field workers; Budget = R21 – 25 million per annum</li> <li>• <b>Reason for change:</b> Hard but useful lessons learned about social mobilization &amp; the role of paradigmatic change in human development in the public sector, opportunity to apply theoretical and practical lessons in the financial sector. Key interest: the role of capital in the consolidation of democracy;</li> </ul>
May 2006 – September 2009	Standard Bank Group Ltd	Senior Manager: Corporate Social Investment	Re-define the Group's Corporate Social Investment (CSI) Strategy; Streamline and oversee operational processes; Drive CSI throughout the organization, integrating it with corporate strategy, decision making & risk management; Measure bottom-line impact of CSI by incorporating them into business performance analytics; Realign corporate culture with CSI Strategy; Implement systems to avoid potential "damaging events" and mitigate the effects of a crisis; and Translating intelligence collected through CSI projects, packaging same in order to improve core business propositions (Community Banking, Youth Banking, Affordable Housing and Emerging Markets)
			<ul style="list-style-type: none"> <li>• <b>Team leadership:</b> Direct reports 5-6, matrix reporting: 3; Budget = R60 – 70 million (including approximately R4 million OPEX)</li> <li>• <b>Reporting into Group EXCO member – Group Corporate Affairs</b></li> <li>• <b>Achievements:</b> <ul style="list-style-type: none"> <li>- Successfully overhauled the Standard Bank Group's Corporate Social Investment (CSI) philosophy &amp; strategy;</li> <li>- Established governance structures for CSI oversight;</li> <li>- Developed processes &amp; systems for selection of projects, the interface between Standard Bank, government and communities; fund management including accounting, verification and reporting;</li> <li>- Created Standard Bank's largest social investment collaboration with the Department of Basic Education spanning 115 schools and brokered the agreement with the Department in all spheres of government;</li> <li>- Established Standard Bank South Africa's Scholarship Programme (set up a trust fund with Standard Bank Executors &amp; Trustees). At the time of departure from Standard Bank, the programme boasted an unbroken 100% pass rate at university level.</li> </ul> </li> </ul>
October 2009 to April 2013	Standard Bank Group Ltd	Director/(Head: Corporate Social Investment	Development and implementation of Standard Bank's strategy for Corporate Social Investment; Streamline and oversee operational processes; Drive CSI throughout the organization, integrating it with corporate strategy, decision making & risk management; Measure bottom-line impact of CSI by incorporating them into business performance analytics; Realign corporate culture with CSI strategy; Implement systems to avoid potential "damaging events" and mitigate the effects of a crisis; Translating intelligence collected through CSI projects, packaging same in order to improve core business propositions (Agricultural Banking, Inclusive Banking, Youth Banking); Effective internal and external stakeholder; Act as Centre of Expertise for CSI across the Group (Standard Bank South Africa, Standard Bank Africa, Standard Bank International); Effective utilization of CSI resources (Social Return on

Period	Organization	Job Title	Responsibility
			Investment); Optimized business and reputational brand value; Effective people management; Effective leadership to outsourced provided; Effective teamwork and self management.
<ul style="list-style-type: none"> <li>• <b>Team leadership:</b> 5-6 direct reports, 3 matrix reports; Budget: R100-132million (including R6 million OPEX)</li> <li>• <b>Reporting:</b> Deputy Global HR Director (2010 – 2012)</li> <li>• <b>Reporting:</b> Head: Group Inclusion (October 2012 – April 2013)</li> <li>• <b>Motivation for change:</b> Desire to consolidate lessons, strategies and tactics.</li> <li>• <b>Achievements:</b> <ul style="list-style-type: none"> <li>- Designed and oversaw the largest private sector research study into behavioral aspects that affect the improvement of teaching and learning. Findings are well regarded in both the private and public sector;</li> <li>- Demonstrable sustained improvement in learning outcomes over five years;</li> <li>- Pioneering work in modeling the correlation between social determinants and learning outcomes with the Medical Research Council;</li> <li>- Pioneering work in Product Cluster Development as a means of transforming market access for small holder commercial farmers – a first time test case of the UN Industrial Development Organization's (UNIDO) framework in South Africa;</li> <li>- Positive contribution to Standard Bank's reputation both locally and internationally in the area of CSI/Corporate Social Responsibility and Sustainability Reporting.</li> </ul> </li> </ul>			
<b>Reason for change:</b> I was recruited back to the Electoral Commission to stabilize and lead the Electoral Commission's Outreach Division.			
Period	Organization	Job Title	Responsibility
May 2013 to present	Electoral Commission of South Africa	Deputy Chief Electoral Officer: Outreach	Strategic head responsible for Civic & Democracy Education, Research, Knowledge Management, Communications (Internal, External, Public Relations, etc.)
<ul style="list-style-type: none"> <li>• <b>Team Leadership:</b> 3 direct reports; Divisional Head Count: Approximately 100; Budget range R123million to R220 million per annum</li> <li>• <b>Reporting:</b> Chief Electoral Officer</li> <li>• <b>Achievements:</b> <ul style="list-style-type: none"> <li>- Successfully stabilizing the Outreach Division (key indicators: consolidating the two aspects of the Division after they had been managed in different parts of the organization for a significant length of time; swiftly addressing backlog of outstanding deliverables,)</li> <li>- Development of a revamped strategy for Outreach which was accepted positively by the organization;</li> <li>- Successful deliver of major events (summits, seminars, etc.)</li> <li>- Successful creative and execution of a robust social media strategy for the 2014 National &amp; Provincial Elections;</li> <li>- Incremental delivery of a sharper stakeholder engagement practice.</li> </ul> </li> </ul>			

#### 4.2 Short term and contract engagements:

Period	Organization	Assignment	Scope of tasks
1994 – 1996	University of Birmingham, UK	Lecturer Hall tutor Academic tutor	English for Academic Purposes (Course designer, materials design and implementation, testing); Hall tutor (pastoral care, academic guidance); One-to-one tutorship of MA/PhD candidates
1997-1999	Women & Law in South Africa (WLSA)	Researcher, editor	Research into Laws of Maintenance, dissemination of findings, repackaging of information, community seminars for women in rural areas, traditional leaders, parliamentarians; editing of reports on research of Law of Maintenance and Family
1997 – 1999	Macmillan Publishers, Swaziland	Editor, Expert resource/consultant	Editing, consultation on language use, design of curricula, textbooks etc.; language curricula rationalization; resource person for workshops on teacher in-servicing
1997 – 1999	UNICEF	Report editor	Editing of report and synthesis of literature & research on The Rights of the Child in Swaziland



Period	Organization	Assignment	Scope of tasks
1999	Department of Welfare, South Africa	Editing & synthesis	Synthesis and editing of the Follow-up Report on the Copenhagen World Summit on Social Development
March 1999 – Marcy 2001	Electoral Commission, South Africa	Speech writing	Speech writing support for the Chairperson and the Chief Electoral Officer

#### 5. AWARDS:

- International Women's Forum/Gordon's Institute of Business Science (GIBS) Best Student Award (2005)
- International Women's Forum/Gordon's Institute of Business Science (GIBS) Best Student Award (2005)
- Standard Bank South Africa: Stars Awards for exceptional performance (2006)
- Standard Bank South Africa: Super Star award for above exceptional performance (2006)

#### 6. OTHER ACTIVITIES

- Founding member of the Swaziland Action Group Against Abuse (SWAGAA)
- Member of the National Democracy & Human Rights Education Forum
- Member of the Working Group for the generation of standards for the SGB: Democracy, Human Rights & Peace Education in the South African Qualifications Framework
- Member of the Working Group for the infusion of Human Rights & Inclusivity in the formal curriculum for the General Education and Training Band.
- Member of the Working Group for the infusion of Human Rights, Inclusivity & HIV/AIDS in the formal curriculum for the Further Education and Training Band
- Member: Corporate Social Investment (CSI) Working Group – Banking Association of South Africa
- Representative of the Banking Association of South Africa to the CSI/Socio-Economic Development Trade Association Committee
- Former Board Member: Open Society Foundation (South Africa) (2007 – 2015)
- Voting Member: World Alliance for Citizen Participation (CIVICUS)

#### 7. REFERENCES:

To be made available on request