

Public Sector

Manager

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Driving high performance:

Minister Baloyi

on a new breed of public sector manager

Update on

the review of the

country's SOEs

DG Phillips

unpacks Performance Monitoring and Evaluation

Zimbali

a piece of paradise

Happy healthy

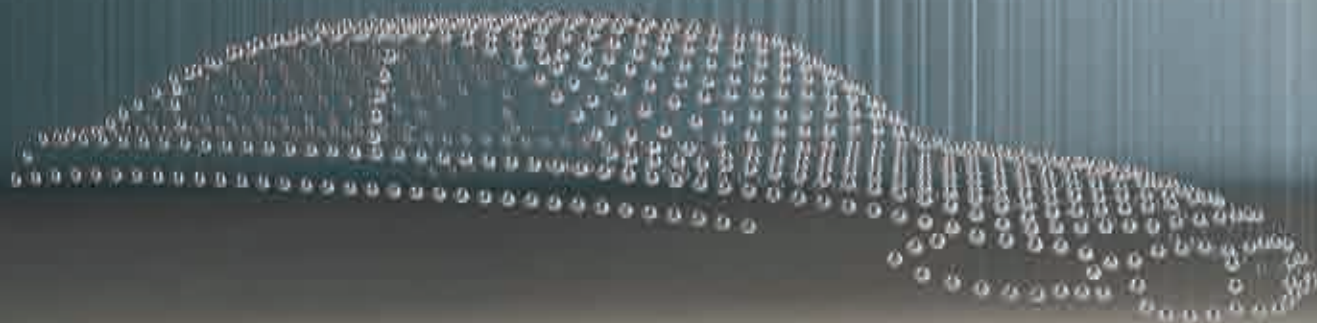
holiday season

Interview with the new Presidency DG: Dr Cassius Lubisi



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Government Communication and Information System
Information enquiry service: +27 (0)12 314 2211
Switchboard: +27 (0)12 314 2911
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Printed by Paarl Media

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Contents

People

Conversations with leaders

- 8 Minister Richard Baloyi speaks about the training of public servants, the development of a new Public Service cadre, anti-corruption measures and qualities of the ideal public servant



Profiles in leadership

- 14 New Presidency Director-General, Dr Cassius Lubisi, outlines challenges to Government service delivery and how he intends to make the vision and approach of the new administration real

Young public sector managers

- 22 They are under 40 and going places. The NPA's Advocate Mthunzi Mhaga and Seda's Provincial Manager in Western Cape, Sihaam Miller, have made strides in their careers

Public sector appointments

- 61 Brief profiles of new appointments in the Public Sector

Issues

Government communication in an era of accountability

- 18 Are the communication investments made by government accounted for? Towards a formalized monitoring and evaluation approach to government communication

Performance monitoring and evaluation

- 34 Director-General Dr Sean Phillips explains Government's Performance, Monitoring and Evaluation (PME) approach and the role of his department

Features

Taking stock of the country's state-owned enterprises

- 26 An update of the Presidential Review Committee and its task

Know your country

- 30 Fast facts about your provinces at your finger tips – now you can hold your own at that next networking session

Employee pay and benefits

Salary structures and remuneration

- 38 Unpacking the inclusive remuneration package of public servants

Viewpoint

Features of public service excellence

- 42 Deputy Director-General Busani Ngcaweni argues why the desire to build a developmental state must be embraced by public service mandarins

Management and professional development

The art of noticing

- 24 Why managers should not always trust themselves more than they trust others

Executive education

- 28 Leadership in the Public Sector is increasingly about service and commitment and there are executive education programmes meant to meet that need

Lifestyle

Car review

- 46 Joy is dynamic in the new BMW 5 Series

Travel

- 49 How to pack your luggage when travelling for business

Health and wellbeing

- 50 Eating, drinking and travelling tips for this festive season

Grooming and style

- 56 How to look professional and well groomed at your workplace

Food and wine

- 58 Festive summer salads and the wines to complement them

Real estate

- 62 Zimbali coastal resort: a piece of paradise

In every issue

On camera

- 52 Social pictures of events in the Public Sector

Upcoming events

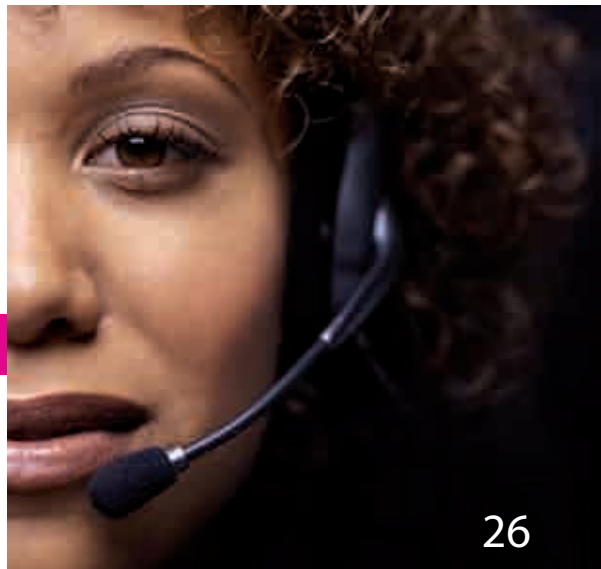
- 64 Listings and previews of conferences, workshops, seminars and major public events

Last laugh

- 66 Need a good laugh?
Read on



22



26



40



54



From the Deputy Minister

It is an honour for me, having been recently given responsibility for the Government Communication and Information System (GCIS), to present to you this trial edition of *Public Sector Manager*.

This initiative comes at a time when President Jacob Zuma's administration begins to focus rigorously on the performance, not just of the Executive, but also of senior managers within the Public Service. This rigour is not happening for severity's sake but because government wants to improve service delivery.

The President recently had a meeting with directors-general (DGs) to review progress in changing the way the Public Service works. This followed the April meeting he had with DGs and their deputies in Kempton Park where agreement was reached to change the way government works in a manner that will lead to citizen satisfaction.

Currently, the experience many of our citizens have with government is a frustrating one. People wait for long hours for services in hospitals, at pension pay points, municipalities and other service points. That should not be so.

The old culture of the Public Service – one that is not people-friendly and lacks the skills and attitudes to meet the developmental challenges of our country – has to change. We need a public service that serves citizens properly and in which all staff work to their full capacity and treat state resources with respect. Public Service and Administration Minister Richard Baloyi, featured in this edition, elaborates more on this subject.

For there to be a public service that is envisaged by the President and his Executive, a lot depends on the performance of public managers. Without appropriate top managers, the Public Service cannot achieve its optimum. With second-rate and non-performing public managers at the top, the whole performance of the Public Service becomes poor.

One Swedish middle manager captures the importance of public managers aptly when he says: "My experience of bottlenecks tells me that the bottleneck is always at the very top of the bottle." I would hate for our senior public managers to fit this description. Their being at the top should not result in government services getting blocked or delayed – the bottleneck phenomenon.

Public managers at all levels have a crucial role in unblocking service delivery to the people. They have the responsibility, within the administrative context, to improve the quality of their work output so that ordinary citizens' lives can change for the better.

Public managers are a significant group in our society and their understanding and implementation of government policies is an important aspect of the responsive and responsible government we seek to be. As they go about doing their work, it is important that they share among themselves best practices and debate public policy questions, analysing the implications and offering the best possible solutions to the challenges we face.

Public Sector Manager provides the forum for our public managers to confront these issues. It is my sincere hope that this magazine will contribute towards the furthering of knowledge and best practices at all levels of government and that it will encourage professionalism and high performance within the senior corps of public administrators.

Finally, this publication demonstrates the seriousness with which we regard public sector managers as an important target audience with its own and unique information and communication needs. GCIS is prepared to play its role in meeting these needs. Enjoy the read!

Dina Pule
Deputy Minister: The Presidency

Meeting the information needs of **public sector managers**

THE birth of *Public Sector Manager* is not only a dream come true for GCIS but a duty to communicate with a very strategic component of government's target audiences – public sector managers.

South Africa, like most developing countries, faces some challenges in public service leadership. Through this magazine, we intend to contribute to finding solutions to some of these. There has never been a more auspicious time, and product, through which GCIS could help in the pursuit of President Jacob Zuma's vision of a new public service cadre.

Through this magazine, we intend to help public-sector/government managers and their departments/agencies to improve the quality of the services they provide by reporting on management innovations and best practices within the public sector.

Sharing best practices is like storytelling – something that people can easily relate to. It helps build communities and makes communication more human. Indeed, if others are doing well, people tend to be interested in what they are doing and how they are doing it, so that they, too, can be successful.

Of course, that does not mean we will not write about problems and failures of departments and agencies but we shall do so in a manner that offers lessons about pitfalls to avoid.

Talking about building community, through this magazine we hope to create a greater sense of community among public sector managers. Managers and executives in the private sector have their own publications that not only meet their information needs but create a sense of identity and promote common long-term objectives to enhance their knowledge. *Public Sector Manager* will seek to do the same.

In this trial edition, we have profiled the newly appointed

Director-General in The Presidency, Dr Cassius Lubisi. Profiling public sector/government executives and managers who can both encourage and provide role models to other public servants will be a regular feature of the magazine.

We share the view that the Public Service remains one of the noblest of callings and are committed to ensuring that it is appropriately projected – by profiling its leadership – as a field worthy to attract and retain top-quality candidates. Apart from creating a vessel through which to inform public-sector/government executives and managers about public-service principles, management and innovation in everyday government and public sector practice, the magazine seeks to improve the image of the Public Service by teaching our non-government/non-public sector readers about the functioning of government and the public sector in general.

Also, *Public Sector Manager* will help those who do business with government departments and agencies to understand the needs of the public sector and the thinking of the managers and executives who, collectively, make acquisition and procurement decisions amounting to billions of rands.

Lastly, it cannot be all work and no play. In this spirit, the magazine will have a lifestyle section that will focus on health, travel, car reviews, food and wine, real estate and other lighter reading matters.

Public Sector Manager will be at the forefront of communication efforts to transform and put public service on the centre stage of South Africa's national agenda. The magazine is the first of many initiatives to revolutionise communication to public servants. Come on the journey with us!

Themba Maseko
GCIS: CEO



We share the view that the Public Service remains one of the noblest of callings and are committed to ensuring that it is appropriately projected – by profiling its leadership – as a field worthy to attract and retain top-quality candidates.



Building a new Public service cadre

A conversation with Minister Richard Baloyi

South Africa has in the recent past seen people taking to the streets in demand of services that they expect from the Public Service. What does this mean for those who are charged with managing the Public Service? What kind of a public sector manager does the country need to respond adequately to challenges posed by these protests and the country's developmental imperatives? *Public Service Manager* caught up with Minister of Public Service and Administration, Richard Baloyi, to find out.

On the training of public servants and facing service-delivery protests

This conversation takes place during a time when we saw in some areas of our country, people taking to the streets in demand of services that they expect from our public service. When these people are called upon to explain their actions, they give different accounts from place to place and from situation to situation.

It will be an opportunity missed if we were to ignore some of these issues as we engage in this conversation.

I had some discussion with Palama (Public Administration Leadership and Management Academy) late last year when I raised the issue of public service trainers and their understanding of the environment around them.

I said that there was a need for trainers to have a sufficient grasp of the situation so that when they had to provide capacity-development interventions, they were at all times relevant to the immediate challenges facing society.

For the Public Service to respond adequately to all the issues raised in the so-called service delivery-related protests that we saw, there is a need for public servants to relate perfectly to the demanding environment.

We put ourselves in the position of the intended receivers

of the service that our public service has to deliver, and reflect on those things that we would like to raise as an indication that our service is sometimes below expectations. And, of course, not out of pressure but as an act in self-assessment. We need to rise above what other people call "escapism" in dealing with issues where people raise genuine concerns. We need to be focused where we are seen as providing responses that only address issues at a theoretical level.

On participative governance and empowering citizens with information

One of the values guiding the operational activities of our public service is that of participative governance. Through public participation, we will arm our communities to understand the need for prioritisation in the provision of services, and the inherent reality that whereas we may at times be able to provide services to some, there will always be others who will have to wait for their turn to receive such services.

We may not have difficulty in agreeing that the Government has for the past 15 years demonstrated a clear commitment and a practical record of accelerated service delivery, and we may also not disagree with the fact that whereas that is so, there is still more that remains to be done.

But, of course, some of the protests and demonstrations are motivated by political interests and other subjective considerations. You will find, in some instances, people crying foul on government's service-delivery programmes when in actual fact they know that theirs is to promote their selfish narrow interest and they take advantage of any situation that they know will appeal to the hearts and minds of the people.

It is only through an accelerated programme of awareness-building campaigns that we can win this battle. The people need information, for that is the power they will use against opportunists. Who can mislead our communities if they know about government's service-delivery programmes? Even if, due to limited resources, those programmes have to be reprioritised, who will mislead our people





if the information about such changes reaches them?

It is time our training interventions reach out to empower our public servants to become foot soldiers of service delivery and be readily available to interact with the people. Maybe it is time we go back to such campaigns as Masakhane, which encourages taking mutual responsibility for the development of a nation.

On anti-corruption measures in the Public Service

The cause of good governance requires that we eradicate the scourge of corruption in public institutions. While it is the responsibility of the entire society to join the fight against corruption, we in government have a greater responsibility. As a result we have established a Cabinet Inter-Ministerial Committee to coordinate government efforts to combat corruption. This committee works with institutions such as the Special Investigation Unit, the Auditor General as well as the Public Protector. We thank all these institutions for the support they are providing to the Inter-Ministerial Committee (IMC).

We have also established an Anti-Corruption Task Team led by the Directorate of Priority Crimes Investigations, also known as the Hawks, to coordinate investigations and prosecutions.

In August this year, the Special Investigation Unit was directed to investigate allegations of corruption around supply chain management processes in seven national departments and in the provinces of Gauteng and the Eastern Cape.

We have taken all these steps because we know that corruption does not only take away resources that should otherwise be used to improve the lives of our people. We also know that it weakens a democracy, undermines the confidence that people have in public institutions and corrodes the cohesion and moral fibre of society.

On politics and the development of a public service cadre

We need to have a public service cadre, and we can only achieve

that through the efforts of our trainers. But what are the attributes of a public service cadre who is equal to what it takes to fast-track the policy-implementation agenda of the Government? Before I address this question, let me just point out that some people argue that the question of having an ideal public servant, a public service cadre, should not arise and therefore no one should make an effort to answer that question because governments come and governments go, but the Public Service remains.

The adherents of this view subscribe to the notion that public servants are ready-made machines suitable for all governments, irrespective of the nature of that government and the policies it is pursuing. They believe that even if you can overthrow a government and substitute it with a new one, you should absorb the public servants of the old order and make an effort to learn from them. They believe that those workers will adjust, adapt and champion the service-delivery agenda of the new political order. The assumption is that these public servants know it all and who are you to tell them how to do things.

Those who push this line of argument will advise public service trainers that theirs is to do business as usual. They will argue and seek to prove to you that the only approach that works is a conservative one. Even in situations where, for instance, Palama would like to procure training services from the academic community, the advocates of this view would say that you do not have to be worried, as you can utilise the services of those individuals and institutions at will. This

includes those that will challenge the Government and say that the idea of a developmental state is a distant dream.

If we were to agree with this school of thought, we would be

saying that all is well and be complacent. Unfortunately, reality dictates otherwise. Any political dispensation needs public servants who are equal to the tasks, challenges and priorities of the order of the day.

They should understand the political direction of the electoral mandate and internalise their obligation to service the public in terms of the policies and laws that they understand and cherish and are ready to uphold.

They must have political understanding and the will to serve. Of course, there is a view of extremists who would argue that the change of political authority should mean the change of public-service leadership in its entirety. They go to the extent of even suggesting that we should have only liberation struggle-time heroes and activists swelling the ranks of our public service for us to begin to see the fruits of a transformed and competent public service.

Unfortunately, too, reality dictates otherwise. In South Africa,

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we have adopted an approach that gives opportunities to all South Africans to contribute in their own unique way in building and serving the country according to their capabilities. This is not necessarily limited to the extent as defined by their history, but rather by their commitment to implement the policies of the Government.

Reality therefore suggests that we need a public servant of a special kind, whether historically belonging to the so-called “sunset clause” workers or to the struggle heroes category. We need a public servant who will be equal to the challenges and priorities of the current political dispensation, and we can only produce such a worker through training and development.

On the qualities of a public servant

What qualities should that public servant have? Is it a matter of just academic qualifications? Is it a leadership profile that matters? If it is a merit issue, what constitutes an ideal merit?

Such a public servant should reflect some or all of the following attributes, to mention but a few.

Breaking new ground: An official with this attribute is innovative and does not shy away from coming up with new ideas for the public good. The point of departure for this official should be the policies that we have, the legislation that we have developed, the service-delivery mechanisms that our government has initiated and the expectations of the public.

He or she will then be able to make personal interventions to translate policy into action. We should agree that gone are the days when individual innovative capability was considered to be located in the history of that person. Yes, history is important, but competency first and equal opportunities for all.

Inspiring success: The public servant we need is self-motivated and ready to motivate others to serve the public. Those who are responsive to this attribute always provide leadership wherever they find themselves, irrespective of rank or status.

Raising the standard: An official who is responsive to this attribute is capable of giving his or her best regardless of whether he or she is in the front office or at management level. Such a public servant always seeks to outdo yesterday's performance.

Nothing is impossible: This is the

type of a public servant who comes up with turnaround strategies to salvage a failing situation. This public servant will not use policy and resource constraints as an excuse for not doing his or her work, but will always seek solutions where it appears that solutions are not readily available.

Making a difference to people: A public servant who upholds this quality understands that the Public Service has to serve people, and these have expectations that should always be considered in the execution of public duty. This worker will always be committed and work towards the attainment of the people's expectations. He or she will be results-oriented and always measure the impact of his or her actions against those expectations.

Collective responsibility and teamwork: An ideal public servant must believe in partnership and be practically seen to work with other people. He or she considers the opinion of other colleagues, peers and the public. Even in working under pressure, this official does not work behind people's backs. This worker is able to network with organs of civil society, community development workers and all other stakeholders.

On board: A public servant who is on board is one who owns the processes of service delivery and this person understands that blame for the failure of the system should be laid squarely on his or her shoulders.

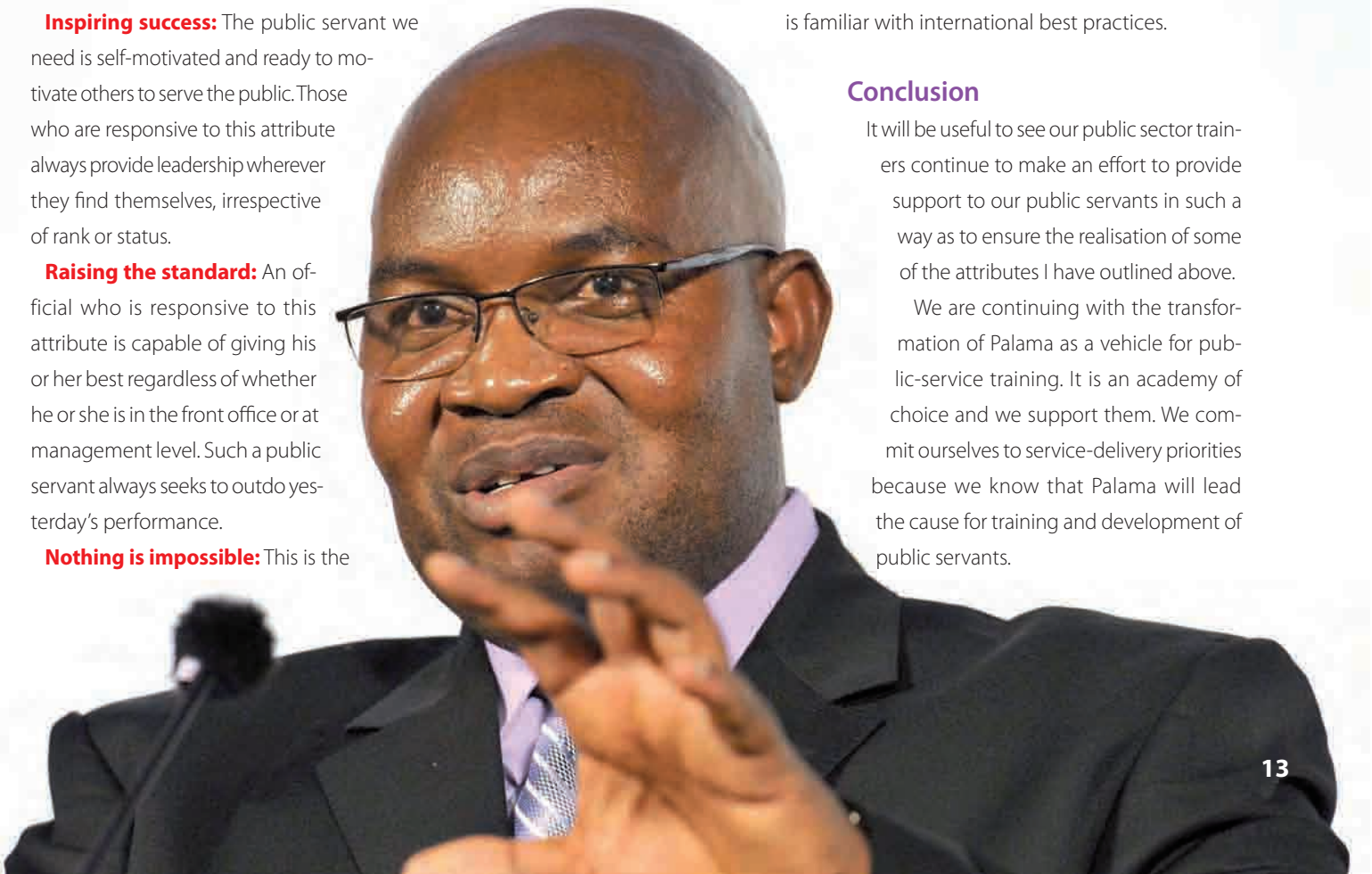
This person is able to identify early warnings in situations where some challenges may be standing in the way of service delivery, thus being prepared to make timely interventions.

International activism: This is a public servant who is an active agent in implementing the Public Service agenda on the continent and in the world. This public servant reads and is familiar with international best practices.

Conclusion

It will be useful to see our public sector trainers continue to make an effort to provide support to our public servants in such a way as to ensure the realisation of some of the attributes I have outlined above.

We are continuing with the transformation of Palama as a vehicle for public-service training. It is an academy of choice and we support them. We commit ourselves to service-delivery priorities because we know that Palama will lead the cause for training and development of public servants.





Photography: Elmond Jiyane and Ntswe Mokoena
Interview: Ongezwa Manyathi

Leading from the front

Dr Cassius Lubisi: Director-General, The Presidency

Dr Cassius Lubisi, the new Director-General (DG) in The Presidency, is an accomplished academic, educationist, public service manager and strategist. He is no stranger to government and has many years of experience at a strategic level in the Public Service and academia. As DG in The Presidency, Dr Lubisi will also be Secretary of Cabinet and the Chairperson of the Forum of South African Directors-General.

He sat down with *Public Sector Manager* to share some of his thoughts and insights.

The post of DG in The Presidency will, in part, require you to make sure that the departmental DGs bring life to government's service-delivery plans. What, in your opinion, are the biggest challenges to government service delivery and how will you contribute to resolving them?

There are several challenges that have to be addressed if we are to improve government's ability to provide services to our

people. However, when one looks at these challenges, one would find that some are objective and some are subjective.

Our first challenge is what can be referred to as the seductiveness of policy formulation. We rank highly in the sophistication of our policies, but modestly in many areas of policy implementation. Secondly, while we have in our ranks some of the best public servants in the world, we have been found wanting in the skills and abilities of many public servants at the coalface of service delivery.

Thirdly, we still have significant numbers of public servants who are not known for their diligence – those who find every excuse not to do the job which they applied for and are paid to do. Our fourth challenge is that there are some among us who either act on their own or collude with some private-sector service-providers corruptly to benefit from money meant to provide critical services to our people. The other issue is that some of the systems and procedures we have adopted

are unwieldy and tend to frustrate and delay decision-making and the provision of public services. Sixthly, the spatial geography of apartheid, which is still dominant in our country, tends to make it difficult to provide bulk services to the poor at a reasonable cost.

There are many challenges and those that I have mentioned indicate that we still have a long way to go to improve the lives of our people. Our role in the Office of the Director-General in The Presidency is to effectively lead and coordinate the team of DGs in all departments to address these and other challenges that compromise our ability to improve the lives of all our people.

How will you make real the vision and approach of the new administration? Are there specific focus areas that you will pay attention to?

We will be working closely with the Department of Performance Monitoring and Evaluation to strengthen our ability to always keep track of the implementation of government policies. In line with the President's vision, we also aim to concentrate our efforts on changing the way in which the Government works. We need to pay close attention to the systems and procedures that frustrate decision-making and service delivery. We also aim to further consolidate collaborative work among various departments in order to break down the silos of service provision that tend to fragment service delivery.

How will you ensure that Cabinet becomes a more effective instrument of socio-economic transformation?

It should be understood that the Executive is duly mandated to direct and lead the transformation agenda of the post-apartheid State. As Secretary of the Cabinet, our office will assist the President and the Deputy President in ensuring that the programme of Cabinet is fully aligned to the socio-economic agenda of improving the lives of our people. Key among other aspects of this agenda is the implementation of the New Growth Path, which provides a roadmap to consistent economic growth and a greater emphasis on reducing rampant inequality in our country. We will assist Cabinet, through advice to the President, to continue highlighting progress in the implementation of the five priorities of the current Medium-Term Strategic Framework.

You are definitely not a newcomer to government. What has your background as a manager and leader in government taught you about the dynamics in the Public Service generally? Do you think managers in the Public Service face particular challenges?

Where human beings are involved, there will always be particular dynamics that operate. Dynamics are a result of human interaction and should always be understood as such. One also finds a lot of unnecessary competition between individuals, units and departments within the Public Service. Such competition often reduces our ability to act in concert as we battle the social and economic ills that beset our country.

Management of the Public Service, like all other management, often experiences tensions between supervisor and supervisee. This can either be between the manager and his or her subordinates or between the manager and his/her political principal. Conflict on its own is not necessarily a negative phenomenon. It is when the conflict becomes destructive and personal that it threatens the Government's ability to deliver on its mission. The latter should be avoided at all costs. Dynamics should be mediated, as it is highly unlikely that they can be completely eliminated.





What are your thoughts on leadership? What drives you?

Leadership is a rather complex enterprise. It is both an art and a science. It is these fundamentally different elements that give rise to its complexity. Despite our different understandings of leadership, it is generally agreed that a leader differs from the follower by his/her ability to provide direction. As a leader, one must be at the head of an endeavour, and be prepared to take calculated risks as uncharted territories are explored. I personally have a problem with tailist approaches to leadership, where the leader leads from the back. Leadership needs courage. In some instances, a leader should be prepared to differ with the led, as long as he/she has a moral high ground on the issue at hand. The task of the leader in such circumstances, however, is not to impose his/beliefs on the led, but to take them along through democratic engagement.

What drives me is the knowledge that many of our people have no shelter over their heads, that many still lack access to quality education and health services, and that we live in an unsustainably unequal society. That is enough to keep one awake and strive always to better the lives of ordinary South Africans.

What do you consider to have been the highlights of your career?

There are many highlights, but the modest roles one has played in various leadership positions in the education sector come to mind. I have led several ministerial committees that led to changes in the National Curriculum and the introduction of the National Adult Literacy Campaign.

Turning around the KwaZulu-Natal Department of Education, the largest education department and the third-largest department in the country, also deserves some mention.

Obviously, the honour of being requested by the President to serve in my current capacity is the main highlight.

Give us some insight into your personal/family background.

I come from a family of seven siblings, three of whom are now deceased. We were raised by our mother as a single parent who was determined to see her children being educated and succeeding in life. I went to primary school in Nelspruit, to high school at Inkamana in Vryheid, to university at the University of Natal in Pietermaritzburg, and obtained a PhD at the University of Nottingham in the United Kingdom.

I am married to Lumka, and we have a son, Monde, who'll be in Grade 12 in 2011. I've also adopted my late sister's daughter, Bongwiwe, who'll be doing Grade 11 in 2011.

Who do you consider to be your role models? Why?

Nelson Mandela is my role model. For me, he signifies perseverance, sacrifice, selflessness, political morality, ubuntu, modesty and outstanding leadership.

How do you spend your free time?

Whenever I get time, I watch football either live at stadiums or on TV. I also like listening to music and reading books.

What would you like to achieve in the future?

I would like to see The Presidency being an administratively sleek machine that would effectively and efficiently provide support to the President, the Deputy President and Cabinet. I would like to contribute to the building of a Presidency that is a centre of excellence and a place to which all government departments look up to.

Who is "Cassius Lubisi" in one word?

In two words, revolutionary intelligentsia.

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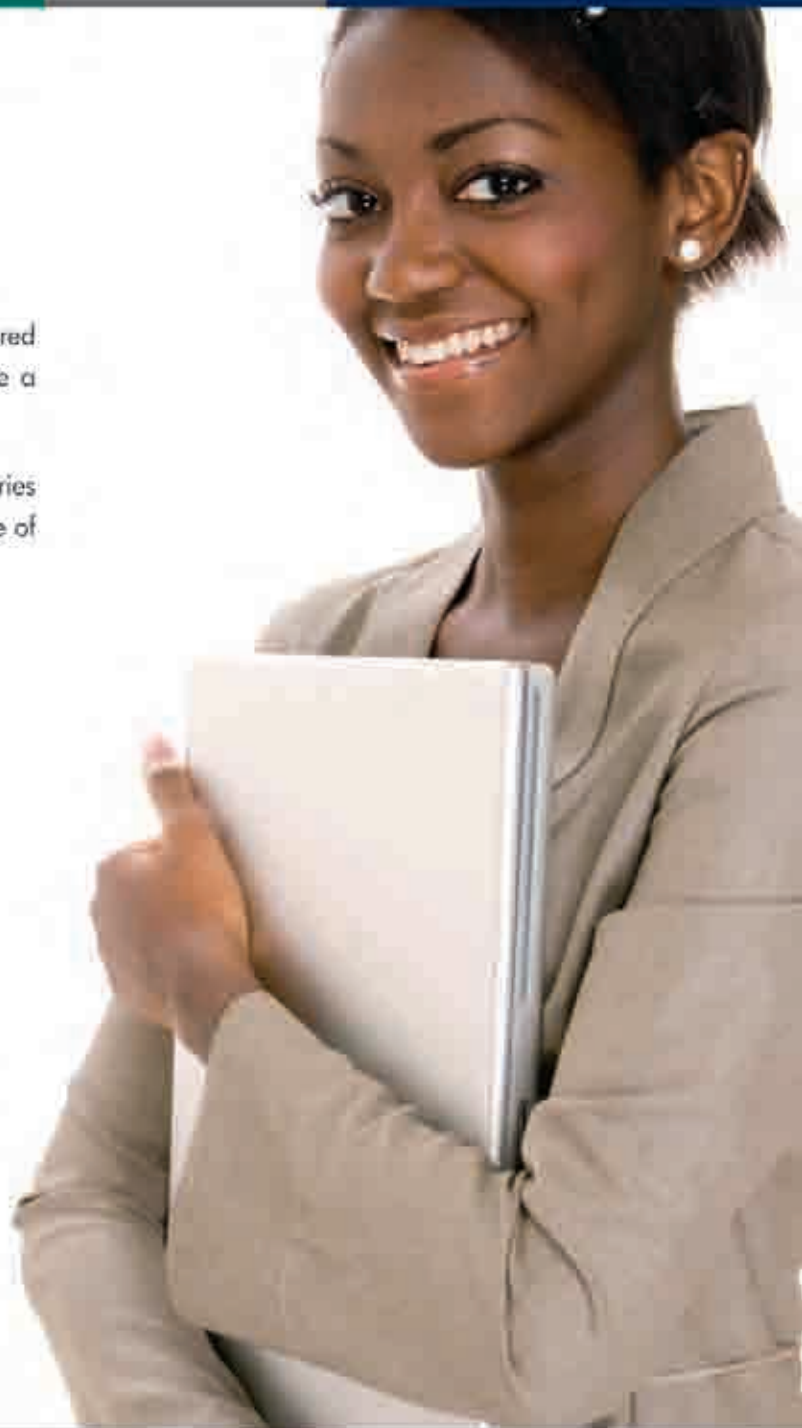
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Government communication in the era of accountability

Are the communication investments made by government accounted for? Are we able to measure and disentangle the effects of our communication efforts? **Vusi Mona** and **Saadia Moolla** argue for a formalised and systematic monitoring and evaluation approach to government communication.

The policy thrust of performance monitoring and evaluation adopted by the current Administration demonstrates the (necessary) desire to answer the questions: how effective are the things we do? Why are we allocating the resources that we do? What are the outcomes we want? And how do we measure the results?

This approach has brought every aspect of government work under the spotlight. It has resulted in the President signing performance and delivery agreements with ministers and has seen

government articulate very clearly the outcomes that have to be achieved and how progress thereto will be measured. It signals the beginning of an era where government raises the accountability stakes upon itself in a manner arguably never seen before in South Africa, both pre and post the dawn of the democratic era.

As government communicators, we have to ask the question: what does this era of increased accountability mean for government communication?

Government advertising

National government departments and provinces spend millions



of rands on advertising per annum. Through bulk media buying, the Government Communication and Information System (GCIS) was tasked, at its inception, to ensure that discounts are negotiated on behalf of government. However, the fragmentation of media buying by government – with some departments and provinces appointing their own media buying agencies and/or doing their own media buying – has defeated the purpose.

Central media buying, it was assumed, would result in the most cost-effective use of public money. But has

it? If it has, can we tell what the exact savings have been?

Public service legend has it that these savings have not always been realised by government. Instead, discounts negotiated by media buying agencies have evaporated somewhere between them and media owners. This is what has prompted GCIS to bring media buying in-house so that it can negotiate discounts directly with media owners and realise for government the savings that were initially intended.

There are obviously some in the industry who are aggrieved by this new approach and are lobbying uninformed journalists to fight their commercial battles. Stories about GCIS allegedly being driven by “ideology” in its adspend and the Department

of Home Affairs having allegedly paid R3 million for Minister Nkosazana Dlamini Zuma to appear in the popular soapie *Generations* emanate from this context. The intention of these stories is to “demonstrate” how government cannot, on its own, manage media buying.

There is very little that government can do about journalists who choose to be mere touts for media buying agencies and their commercial interests. But with limited budgets and Parliament and the public wanting to know (and have the right to be informed) that public money is being well-spent and achieving the promised returns, GCIS has no choice. In a world of less money and competing government priorities, GCIS has to be more focused than ever on achieving communication outcomes at a much lower cost for government.

Thomas Jefferson once

said: “The same prudence which in private life would forbid our paying our own money for unexplained projects, forbids it in the dispensation of the public monies”. In the same spirit, the prudence we display in negotiating discounts in our private lives should apply when it comes to media buying by government. But this accountability should not be limited to media buying. It should, of neces-



sity, extend to a comprehensive and regular evaluation of the effectiveness of government communication.

Evaluation of government communication

Too often, evaluation of government communication is treated as an afterthought at the end of a communication activity or campaign. Sometimes it is done erratically – for example, focusing on things that are easy to measure and ignoring those that are not but which are critical. At the very worst, evaluation of government communication is unscientifically done and is often left to anybody who thinks they are experts in communication.

On the first one – focusing on things that are easy to measure – some government communicators would measure the effectiveness of their communication by the number of articles in which their principals were featured. However, they might not look at whether those articles appeared in the appropriate media platforms or if the target audiences took out the core

messages and went on to be influenced by these.

On unscientific evaluations, these abound within government. For example, it is not unusual in government to have an advert (badly designed for that matter) running in national media when it should have been confined to local or regional media. But when you ask the communicator who placed the advert, they would proffer the opinion that their communication was working or did work. On the basis of what scientific evidence?

With the festive season upon us, one would see silly adverts of mayors and MECs on national media wishing South Africans a happy Christmas. How effective are such communication efforts? Shouldn't such national adverts – wishing the nation a merry Christmas – be left to the President

and Deputy President? Of course, there is nothing wrong with a mayor or premier wishing the people of his/her town or province respectively a merry Christmas in a local or provincial media outlet. But a mayor's happy Christmas message to the whole nation in a national newspaper is a long

stretch, and an expensive one for that matter.

All those who communicate, however poorly, are in their own eyes doing a fantastic job. All that this points out to is the need to develop a holistic approach to the evaluation of government communication, which will provide a consistent system, built into communication campaigns from the start. Such a system will need to work for all departments, communication disciplines and channels. Critically, the system will need to be able to demonstrate effectiveness and, where possible, return on investment.

Consensus must be reached for government communication to be measured, to ensure that there is effective planning, monitoring, implementation and evaluation of the impact that its aims and objectives claim to be having. This approach pursues a result-based management approach and would empirically show how government resources are used towards a particular communication objective.

Government communication is a very dynamic social science and would require careful thought and consideration to ensure that issues/aspects that are useful are measured from a management and accountability perspective. Thus, defining good communication performance indicators requires a thorough understanding of the nature of inputs, key activities, outputs, outcomes and impacts. Key performance indicators must be identified, agreed upon and signed on.

In aligning the government communication performance model to the outcomes model (from this administration), a programme of action, which is based on the logical model will facilitate the creation of a matrix of indicators that will allow government communication to then specify the level of performance it aims to achieve through target-setting.

While the baseline does assist in terms of understanding what the current situation is, given that this would be a new approach, the initial baseline may not be available. But that is not a problem, as one needs to start measuring in order to have a starting point.

The Department of Performance Monitoring and Evaluation, as well as National Treasury, have established guidelines that deal with managing performance and monitoring and evaluation, and have built the experience in quantifying the work of all government departments through the outcomes approach and resultant programmes of action. Together with these two departments and government communication specialists, the mapping of a communication outcomes approach is definitely achievable.

If there is consensus that government communication needs to be measured, a determination must be made upfront as to what needs to be measured, tracked and analysed. To ensure that the right data is sourced from departments and performance is measured against clear benchmarks, a metric matrix of the data required must be built.

This may sound all too complicated and demanding, but we have sometimes been averse to scientifically work things out in

government communication, because we say or think it is difficult. In the process, accountability has suffered and taxpayers have not always received good value for money. We need to embed evaluation in government communication processes and formalise the way we do it far more rigorously than we have done before.

Conclusion

The evaluation of communication in individual departments would necessarily have to feed into a report of some kind – probably

an annual report on government advertising and communication, which will create a common base to compare communication and advertising activities across departments, provinces, disciplines and channels so that users can learn from past communication efforts and share knowledge and best practices.

The report will provide information on the process used to manage government advertising and communication, annual expenditures and the major campaigns undertaken in a particular year to support government priorities. More importantly, it

will go a long way towards demonstrating and improving the proactive disclosure of information so that South Africans are better able to hold Parliament, the Government and public sector officials accountable.

In the private sector, clients of marketing and communication firms insist on constant monitoring and evaluation of the campaigns they run so that they can identify what is and isn't working. They then make changes to their strategies and spending accordingly. There is no reason why the same cannot be done with government communication.

Certainly, in an era of increasing demands for accountability and where there are calls for doing more with less because of the severe pressure that government budgets are under, government communication cannot remain untouched by the monitoring and evaluation policy direction.

*** Vusi Mona is the Deputy CEO of GCIS responsible for communication and content management and Saadia Moolla coordinates content in the office of the Deputy CEO**

The power of measuring results

- If you do not measure results, you cannot tell success from failure.
- If you cannot see success, you cannot reward it.
- If you cannot reward success, you are probably rewarding failure.
- If you cannot see success, you cannot learn from it.
- If you cannot recognise failure, you cannot correct it.
- If you can demonstrate results, you can win public support.

Adapted from Osborne and Gaebler, 1992, *Reinventing Government*.



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Trailbl

Interview: Ongezwa Manyathi

Name: Sihaam Miller
Designation: Provincial
 Manager, Small
 Enterprise Development
 Agency (Seda), Western Cape
Qualifications: B.Com Honours



My job entails ...

To plan, direct and coordinate, monitor and evaluate Seda provincial network operations in delivering support services to small enterprises in line with Seda strategy and policy. This is achieved by collaborating with other provincial offices and relevant divisions within Seda, as well as external stakeholders within the small business arena.

My greatest strength is ...

Building relationships with people at various levels. I enjoy interacting and believe that everyone has a purpose in life, a unique or special talent to give to others. Your mental attitude, the simple choices you make everyday; these are the things that will make the greatest impact on your life. Pursue your passion in life to the best of your ability, it takes effort but the rewards are endless. By unlocking the talent and potential in people, we can achieve whatever we need to achieve. Each strategy is implemented by people; we form a value chain and become a strong team to achieve our collective goals.

The best advice I ever received is ...

Leaders do! Don't be afraid to make mistakes, the more we do, the higher the probability of mistakes, learn from your mistakes, nobody is perfect.

My motivation comes from ...

My family – without the support of my husband and three kids I would not be inspired to make a difference everyday.

The highlights of my career to date are ...

I view career highlights in a different way, being able to use my skills and talents to the best of my ability is a highlight for me. I have been fortunate to do this for 16 years in a dynamic, competitive banking environment and now I am given this opportunity to do so in a public-sector environment. I believe that you are only as good as your current achievements not past achievements.

The most important lessons I've learnt during my career are ...

Know yourself and never compromise your principles, be aware of your impact on others. Have an honest coach or mentor who will not be afraid to share feedback. Become feedback fit as it is the food for growth and development.

Right now I'm reading ...

Tom Peters – *Leadership* – inspires, liberate and achieve.

This is a Tom Peters essential read and gives one guidelines for reinventing your business and transforming the way you work.

To unwind I...

need to have alone time, where I am able to relax and be at peace with myself.

What most people don't know about me is...

I am an open book, what you see is what you get!

I'm proudly South African because...

South Africa is a place where I am privileged to live my values each and every day without prejudice, our Constitution is the best in the world and we have the challenge of creating positive change.

Lawyers



Name: Advocate Mthunzi Mhaga
Designation: National Prosecuting Authority (NPA) Spokesperson
Qualifications: B.Juris & LLB

My job entails ...

Communicating the work of the NPA and ensuring that the image and reputation of the institution is properly managed. Monitoring media reporting on the cases our prosecutors deal with. Ensuring that all in the NPA remain the people's lawyers by ensuring that courts are victim-friendly.

My greatest strength is ...

I'm very persuasive and can unlock a tension filled discussion forum. This helps influence how cases are reported in the media without compromising pending prosecution.

The best advice I ever received is ...

To treat every conversation with a journalist as if it's on record.
To trust everyone but not the devil inside them.

My motivation comes from ...

Having the interests of the country at heart.

The highlights of my career to date are ...

Prosecuting the first Truth and Reconciliation Commission murder case against former security branch police officers who killed an Umkhonto We Sizwe cadre in 1988, 17 years after his murder.

The most important lessons I've learnt during my career are ...

That in a court of law you are as good as your evidence because it is not about what you know but what you can prove.

Right now I'm reading ...

Young Mandela.

To unwind I...

Watch stand-up comedy or go to the Union Buildings garden and look at the beauty of Tshwane.

What most people don't know about me is...

That I'm a great soccer player and played at University with former Golden Arrows coach Manqoba Mnqithi. I'm also a karateka and a comedian.

I'm proudly South African because...

I don't forget where I come from, that's what keeps me going every day.



The art of noticing

“The range of what we think and do is limited by what we fail to notice”, starts a poem by the author of *Emotional Intelligence*, Daniel Goleman. My teaching – first in mathematics education and now in executive education – has led me to believe that the biggest leverage for creative and intelligent thinking about the challenges that face us today will come from working on our ability to notice.



Writer: Chris Breen

It is scary to see the extent to which we move about our daily lives as if we were sleepwalking with our eyes open – missing so much as we try to control the world around us. Our education – from home, to school, to tertiary education, to organisational – has primed us to think in a particular way and we spend so much time viewing the world through the lenses of this lived experience. Added to this, our most important lesson in life to date has been to trust ourselves rather than others and to know that if you want a job done well, you do it yourself.

Hang on a minute! It isn't always the right decision to trust yourself – your own life experience is really limited and you will certainly be acting without all the required data and perspectives! Over the years, I have developed a teaching methodology that turns the classroom into a live laboratory and offers a set of activities that are frightening in the way they highlight so many of our blind spots and faulty decisions. I hold a mirror up to our own behaviour in the moment and show our extremely limited menu of possibilities of action.

The sad thing is that it is in times of stress that we are at our most dangerous and unintelligent. We become a walking liability being triggered by all and sundry as they trample over our blind spots and triggers.

For example, in one of the activities that I often do as part

of lectures, I show a clip of Hugh Masekela playing at Paul Simon's *Graceland* concert. Towards the end of the five-minute extract, is a shot of a group of policemen standing on a hill watching the crowd. In describing what they saw in this shot, the range of participants' answers can vary from: three bored, unarmed policemen; four stern-looking policewomen with holstered handguns; four unarmed policemen with an Alsatian; and finally six armed policemen with AK47s out looking for trouble! Further probing unmarks the fact that each person has superimposed a highly charged personal past memory or experience (in this case of policemen, people with authority, women or alsatians) onto the image that they saw. And the examples can continue to flow – especially when we are under pressure! Sadly, my experience has been that the more senior position in leadership you hold, the more likely you are to be triggered in this way.

So how do we start noticing more? A long journey lies ahead but it starts with an acknowledgement of a later section of Goleman's poem where “we notice how failing to notice shapes our thoughts and deeds”. It's a journey that has to take us into a greater awareness of ourselves and others and an embracing of context and others through an understanding of complexity. It's a difficult journey of re-learning and re-noticing, but we are going to get nowhere if we don't start as soon as possible!

Chris Breen is an Emeritus Associate Professor of the School of Education at the University of Cape Town (UCT) and a visiting faculty member at the UCT Graduate School of Business.

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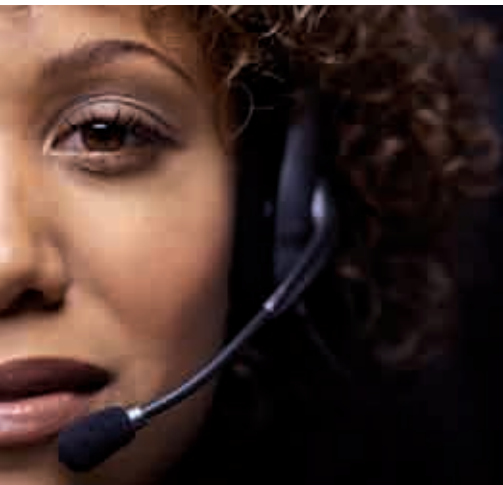
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Writer: Nina Bhaktawar

Taking stock: the review of the country's state-owned enterprises

State-owned enterprises (SOEs) form a significant portion of South Africa's vital industries that drive the economy and deliver a variety of social goods and services that ensure the quality of life of all South Africans. It is estimated that there are at least 300 SOEs in the country.

Inputs such as electricity, transportation and telecommunications are dominated by SOEs. These sectors are principal drivers of the formal sector of the economy, and provide for the bulk of economic growth. As government pursues an intensive growth path in the second decade of freedom, the need to look at how this sector is structured, the role and relationship of SOEs to government, as well as their overall efficiency and viability has become fundamental. Announcing the Terms of Reference and Review Framework of the Presidential Review Committee (PRC) in October 2010, the Minister for Performance Monitoring and Evaluation in The Presidency, Collins Chabane, said: "The review of state-owned enterprises will in the long term strengthen government's oversight, but more specifically the review process shall facilitate the Government's efforts to achieve the goal of aligning them to the developmental agenda."

Objectives of the review

The 12-person PRC has been appointed to review all entities, including SOEs, agencies, utilities, as well as companies within which the State has significant shareholding. The scope of the review is set to cover the national, provincial and local tiers of government. The PRC has been given 12 months to conclude its work, which commenced on 1 September 2010.

An interim report is expected to be presented to President Jacob Zuma in February 2011.

Riah Phiyega, chairperson of the PRC explains the objectives of the review: "Part of the review is to start saying: Are there strategic sectors that are required by this developmental state that maybe are currently not covered? Are there sectors that are covered that maybe are actually not servicing or are not aligned to the developmental-state agenda and aspirations? That process of elimination, identification and new spotting will take place and recommendations in that regard will then be made ... it is saying what do we have and what do we need to meet this aspirational agenda?"

According to Phiyega, the PRC will start with basics, by defining what an SOE is. "We would like to make recommendations on the state-owned enterprises in a developmental state. We would like to look at the viability and the funding – is it adequate, is it inadequate and how do they share the cake?"

Phiyega said her committee would hold regular workshops on specific areas of inquiry, consult the executives and management of the existing corporations, as well as business and civil society and would draw extensively on existing research. "The cooperation of SOEs in such matters is requested and will be very much appreciated by the committee ... there are (also) best-practice models that exist within some of the SOEs in South Africa. While the PRC will source certain best practices from other countries, we seek to provide and emphasise local success models that can be replicated across all SOEs. For the PRC to gain access to such information, the SOEs' assistance and cooperation in the review will therefore be very critical," she said.

Governance oversight over SOEs

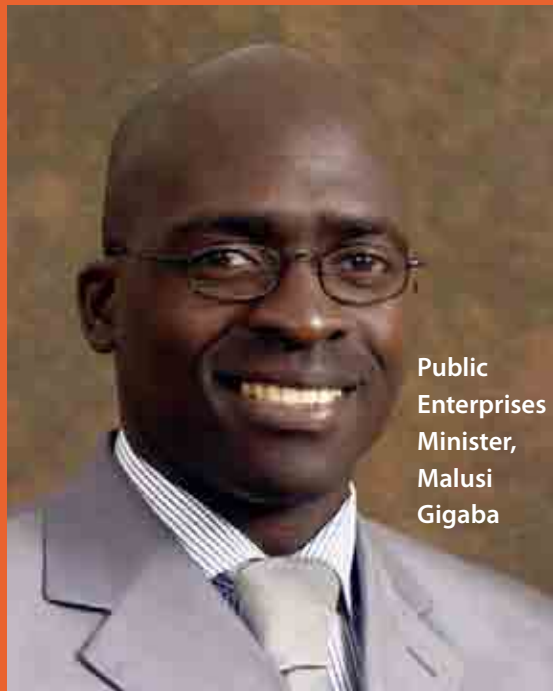
Governance oversight over SOEs vests in Parliament, the Executive and the SOEs' boards. Parliament exercises its role through evaluating the performance of SOEs by interrogating their annual financial statements. The Standing Committee on Public Accounts reviews the annual financial statements and audit reports of the Auditor-General while the Portfolio Committee assesses the non-financial information contained in the annual reports of SOEs and is concerned with service delivery and enhancing economic growth.

The Executive Authority as owner/shareholder is concerned with appropriate returns on investments and ensuring the financial viability of SOEs. The relevant Executive Authority acts as shareholder, while the Minister of Finance and the National Treasury are responsible for financial oversight. In addition, government is also the policy-maker, concerned with policy implementation of service delivery, and acts as regulator. These responsibilities vest in Cabinet as policy-maker, the responsible minister (Executive Authority) and his department and in some cases the policy department (i.e. shareholder management of Eskom vests with the Department of Public Enterprises while policy vests with the Department of Minerals and Energy).

Oversight by the Executive Authority rests by and large on the prescripts of the Public Finance Management Act (PFMA), 1999. The PFMA, 1999 governs/gives authority to the Executive Authority for oversight powers with particular reference to the corporate plans, shareholder's compacts and quarterly reports. The Executive Authority also has the power to appoint and dismiss the board of an SOE. It must also ensure that the appropriate mix of executive and non-executive directors is appointed and that directors have the necessary skills to guide the SOE.

Shareholder oversight is spread between various shareholder departments while policy departments which, in some instances are not the shareholder departments, direct policy. The Board of Directors of an SOE is the governing body of the SOE. The board has absolute responsibility for the performance of the SOE and is fully accountable for the performance of the SOE. Governance principles regarding the role and responsibility of SOE boards are contained in the PFMA, 1999 and the Protocol on Corporate Governance.

Source: National Treasury



Public
Enterprises
Minister,
Malusi
Gigaba

Riah Phiyega:
Chairperson

The Presidential Review (PRC) committee

The PRC comprises 12 permanent and non-permanent members.

The other members of the PRC are:

Nombulelo Mkhumane

Mafika Mkwazi

Deon Crafford

Pramod Mohanlal

Dr Takalani Madima

Gugu Ngcobo

Professor Mbulelo Mzamane

Swazi Tshabalala

Dawn Marole

Lumkile Mondli



Professional development evolves to **personal development** in the Public Sector



Writer: Adrian Toms

The concept of executive education is a multi-edged sword, and one that is continually being heated, beaten, and ground to different angles. There are, indeed, very many ways to sharpen the saw at executive level – and, after each new encounter in the Boardroom battlefield, new angles are needed.

The Executive role often demands a high level of technical competence in the formal business disciplines, for which there is no substitute for good old fashioned book-learning to ingest the basic concepts.

More exciting is the personal development area, where executives are increasingly maturing in emotional intelligence – the awareness of the ability to choose how to respond to situations. Perhaps Ralph Waldo Emerson put it best when he said: "It is one of the most beautiful compensations of this life that no man can sincerely try to help another without helping himself - serve, and thou shall be served."

Leadership, particularly in the Public Sector, is about service and commitment, and there is an increasing trend towards exploring and discovering new skills through research, coaching, and refinement of values.

The added dimension to executive education in light of current trends towards a wider perspective on commitment to stakeholders and effective service delivery, includes responsible leadership

(e.g. offerings of the Centre for Responsible Leadership at the University of Pretoria), and training on sustainable business practices – especially in the ISO 14000 area (Safety, Health, Environment and Quality). The Global Executive Development Programme at GIBS addresses global awareness and organisation-wide thinking, leading change and transformation, the functional aspects of management, and critically examining individual leadership style and ability to build a culture of execution. The Leading Executive Programme (UCT GSB) is framed to create a space where participants can expand personal and intellectual boundaries that currently hinder their

ability to develop the necessary skills and theories for living in a complex, rather than complicated world.

Yes, we should celebrate academic learning – but remember that those who are consistently rising to the top continue on a quest to align thought, word, and deed, and attaining the competence of being able to

secure the genuine commitment of colleagues to the achievement of goals worthwhile to society remains the Holy Grail of Executive Development.

Adrian Toms is a strategic management consultant who specialises in enhancing the leadership and sustainable service delivery of Public Sector entities.



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GIBS: Pronunciation: /'bɪznɪs/noun [mass noun]

1. An occupation, profession, or trade. **2.** The purchase and sale of goods in an attempt to make a profit. **3.** Volume of trade; patronage: *Most of the store's **business** comes from local families.* **4.** A person, partnership, or corporation engaged in commerce, manufacturing, or a service; profit-seeking enterprise or concern. **5.** A building or site where commercial work is carried on, as a factory, store, or office; place of work: *His **business** is on the corner of Melville and Fricker Roads.* **6.** That with which a person is principally and seriously concerned: *Words are a writer's **business**.* **7.** Something with which a person is rightfully concerned: *What they are doing is none of my **business**.* **8.** Affair; project: *We were exasperated by the whole **business**.* **9.** An assignment or task; chore: *It's your **business** to wash the dishes now.* **10.** Also called piece of **business**, stage **business**. **11.** Of, noting, or pertaining to **business**, its organisation, or its procedures. **12.** Containing,

suitable for, or welcoming **business** or commerce: *Johannesburg is a good **business** town.* **13.** **Business** is **business**, profit has precedence over personal considerations: *He is reluctant to fire his friend, but **business** is **business**.* **14.** Get down to **business**, to apply oneself to serious matters; concentrate on work: *They finally got down to **business** and signed the contract.* **15.** Give someone the **business**, informal. **16.** Have no **business**, to have no right: *You have no **business** coming into this house.* **17.** Mean **business**, to propose to take action or be serious in intent; be in earnest: *By the fire in his eye we knew that he meant **business**.* Origin: Old English *bisignis* 'anxiety', -ness; the sense 'state of being busy' was used from Middle English down to the 18th century, but is now differentiated as *busyness*. The use 'appointed task' dates from late Middle English, and from it all the other current senses have developed.

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Know your country

Fast facts about your provinces at your finger tips – now you can hold your own at that next networking session.

Writer: Ongezwa Manyathi

Western Cape

Capital: Cape Town

Principal languages: Afrikaans, isiXhosa, English

The Western Cape is one of the world's greatest tourist attractions, boasting Table Mountain, excellent wine and colourful cuisine. Capital city Cape Town, attracts tourists from all over the world.

Must see: George for its world-class golf courses, Gansbaai for shark-cage diving, Cape Town for a little bit of everything as well as the Cape wine routes.



Eastern Cape

Capital: Bhisho

Principal languages: isiXhosa, Afrikaans, English

Eastern Cape is the second-largest of the nine provinces. It is home to the Great Karoo, the lush green forests of the Wild Coast, Keiskamma Valley and the mountainous southern Drakensburg region.

Must see: Wild Coast for its beautiful beaches, majestic waterfalls and beautiful bays, Bloukrans Bridge for bungee jumping, Addo Elephant National Park to get a glimpse of some 400 elephants and Tiffindell Ski Resort to ski down one of the region's highest mountains.



Five facts about South Africa

- South Africa has the longest wine route in the world.
- South Africa is the world's 26th largest country by population.
- South Africa is the second-largest exporter of fruit in the world.
- South Africa is the sole producer of the Mercedes Benz C Class, right-hand drive vehicles.
- The Palace of the Lost City resort hotel is the largest theme resort hotel in the world as well as the largest building project undertaken in the southern hemisphere.



KwaZulu-Natal

Capital: Pietermaritzburg

Principal languages: isiZulu, English, Afrikaans

Known as South Africa's garden province, KwaZulu-Natal (KZN) boasts a lush subtropical coastline, sweeping savanna in the east, and the magnificent Drakensburg mountains in the west. KZN is one of South Africa's most popular holiday destinations.

Must see: Didima Resort for its beauty and tranquility, uShaka Marine World for entertainment for the whole family, Valley of a 1 000 Hills to experience the spirit of Africa at the Phezulu Village and Gateway Theatre of Shopping for some adventure.



Mpumalanga

Capital: Nelspruit

Principal languages: siSwati, isiZulu, isiNdebele

People are drawn to the province by the magnificent scenery, and the rich variety of fauna and flora.

Must see: Blyde River Canyon for the fresh mountain scenery and panoramic views over the Klein Drakensberg, God's Window to experience breathtaking scenic splendour, the famous Kruger National Park and the Sabi Sands Game Reserve – one of the most exclusive private game reserves in South Africa.



Limpopo

Capital: Polokwane

Principal languages: Sesotho sa Leboa, Xitsonga, Tshivenda

Limpopo has an abundance of wild life and dramatic contrasts of bush, mountains and indigenous forests and plantations.

Must see: Tandem Skydiving in Modimolle for a thrilling experience, Mapungubwe National Park, Polokwane Game Reserve for those who are new to game viewing, and the Valley of Elephants to experience the rich natural heritage.

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Free State

Capital: Bloemfontein

Principal languages: Sesotho, Afrikaans, isiXhosa

The Free State, a province of wide horizons and blue skies, farmland, mountains, goldfields and widely dispersed towns.

Must see: The province is divided into five distinct regions and offers a variety of tourist attractions. Visit the Sterkfontein Dam Reserve, go horse riding at Pumula Farm, view the Basotho Cultural Village and experience the splendour of the Golden Gate Highlands National Park.



North West

Capital: Mafikeng

Principal languages: Setswana, Afrikaans, isiXhosa

This is a province of varied attractions, picturesque dams and dense bush. The North West promises the complete package for any tourist.

Must see: Visit the Cradle of Humankind Lesedi Cultural Village to learn more about our different cultures, spend the day at Pilanesberg Reserve, go hot-air ballooning and get the best view of Sun City and surrounding game parks, try elephant-back game viewing or spend some time at the extravagant Sun City resort.



Gauteng

Capital: Johannesburg

Principal languages: isiZulu, Afrikaans, Sesotho, English

Gauteng is a cosmopolitan, multicultural mix of people from all over the world. The province is the economic hub of the country although it is the smallest of the nine provinces.

Must see: There is a lot to do and see in Gauteng. You can learn to scuba dive, enjoy a luxurious ride on the Gautrain, enjoy a scrumptious meal at Wandi's in Soweto, play a round of golf at Woodhill Golf Estate, go fishing at Roodeplaat Dam or visit the majestic Union Buildings in Tshwane.



Northern Cape

Capital: Kimberley

Principal languages: Afrikaans, Setswana, isiXhosa

The Northern Cape is known for its San rock art, diamond diggings, 4X4 safaris and the Kgalagadi Transfrontier Park.

Must see: Go on a wine tour at Orange River Wine Cellars, visit the Mine Museum Village and Big Hole in Kimberley, or go canoeing on the Orange River.





The new performance monitoring and **evaluation (PME)**

Over the years, government has been in pursuit of improved service delivery and most importantly to advance the lives of all South Africans. It has also committed itself to accountability and prudent use of public funds and resources.

Over the last 16 years, tremendous progress has been made to improve the lives of our people. However, the *15-Year Review*, conducted by The Presidency, acknowledged that despite massive increases in expenditure, our work has not yet produced the outcomes we want or our people expected. Government has come to the realisation that we will never make progress until we're ready to ask awkward questions, seek honest answers and take tough action. We have to ensure that limited resources at government's disposal are used effectively and efficiently to achieve our goals.

In 2009, the Administration of President Jacob Zuma identified five priorities, namely education; health; rural development; crime and corruption; and the creation of decent work. The priorities have informed the development of 12 outcomes, which we believe give government strategic focus to begin to make the impact our people want and expect to better their lives. One of the roles of the PME Department is to facilitate the cooperation and

collaboration of different departments and spheres of government to achieve these outcomes.

Government is aiming to realise several objectives with the outcomes approach, which builds on previous government approaches. Firstly, it is becoming more strategic, by focusing the attention of Cabinet and other government coordinating structures on a limited number of key outcomes, which are the basis of the new Programme of Action (PoA). This is something new – previously, the Government's PoA tended to cover too many of the issues of the day – and therefore lacked focus.

Secondly, government priorities were previously articulated in somewhat abstract terms. In contrast, the outcomes approach introduces more systematic performance monitoring. This involves identifying the key outputs and activities required for the achievement of each outcome. It also involves identifying appropriate indicators to measure progress, and setting targets for these indicators.

Performance monitoring includes regular reporting



Dr Sean Phillips

against these targets, and using these reports to initiate actions to unblock bottlenecks in service delivery. In addition, monitoring and evaluation data should be used to identify better, smarter ways of doing things, and will therefore lead to periodic adjustments to plans.

Although the outcomes approach may sound complex, with new concepts such as outcomes, outputs, performance agreements, and delivery agreements, it is really quite straightforward. In April this year, President Zuma signed performance agreements with all 34 Cabinet ministers. In these performance agreements, ministers were requested to use implementation forums (mostly clusters and Minmecs) to develop delivery agreements for each of the outcomes. All departments, agencies and spheres of government involved in the direct delivery process required to achieve an output, are parties to the agreements.

The delivery agreements are essentially negotiated plans for how the outcomes will be achieved. They describe the outputs, targets, indicators and key activities for each outcome, identify required inputs and clarify roles and responsibilities. They spell out exactly who is in charge of doing what, by when and with what resources. Individual ministers and other members of the Executive who sign a delivery agreement will only be held responsible and accountable for the aspects of the delivery agreement that relate to them.

Delivery agreements have now been signed for all the outcomes and the strategic plans of departments and the allocation of funds to departments are in the process of being aligned to the 12 outcomes. We are now moving out of the planning phase and into the reporting and monitoring phase. The implementation forums will be required to produce quarterly progress reports against the delivery agreements, for submission to the relevant Cabinet committees. The main aim of monitoring and reporting on progress with regard to implementing the delivery agreements, is to enter into a cycle of continuous improvement.

Monitoring of the progress reports should highlight ar-

eas where implementation is weak, or where the activities and outputs are not contributing to the outcome as planned. This, in turn, should result in interventions to improve implementation or in periodic revisions to the delivery agreements, so that government gets better at achieving the outcomes over time.

Another critical component of our work will be to measure the performance of individual government departments. In this regard, The Presidency is currently developing a performance assessment tool in consultation with the other departments in the centre of government: the premiers' offices, the Department of Cooperative Governance, the Department of Traditional Affairs, National Treasury, the Department of Public Service and Administration, the Office of the Public Service Commission and the Office of the Auditor-General.

The performance of departments will be measured against their strategic plans, and will also include an assessment of the quality of the institution's management practices – to be linked to the performance assessment of directors-general and heads of departments. Where the assessments of management practices indicate that there are weaknesses that need to be addressed, the centre of government departments will offer advice and support to address these limitations. The aim will be to work with government departments to get basic administration right, and to improve government's front-line service delivery.

The main role of our department is to champion the outcomes approach and to promote and develop monitoring and evaluation practices across government. Our focus will be on supporting departments and municipalities to engage in performance monitoring and evaluation in order to generate information that can be used by management to improve service delivery.

Dr Sean Phillips is the DG in The Presidency responsible for Performance Monitoring and Evaluation.





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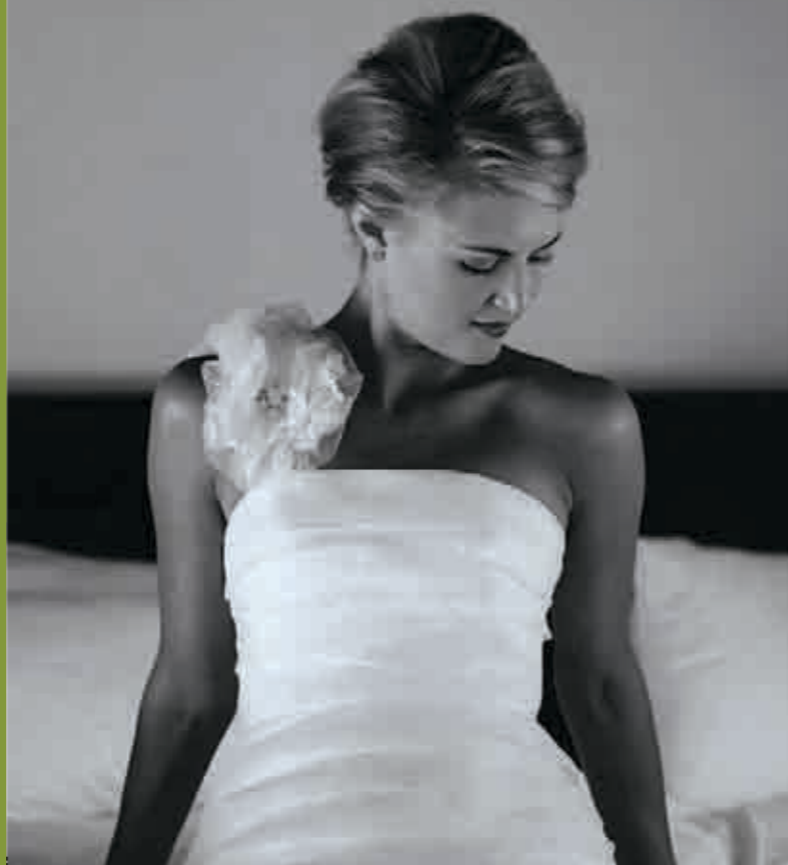
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Employee **salary structures** and remuneration

Employee salary structures and remuneration within the public sector can be seen as competitive with jobs in the private sector. Through the recent salary adjustments, government has taken account of all its spending priorities, including social development, addressing crime issues, infrastructure investment and better service delivery for communities in pursuit of a better life for all. In line with these goals, government has come up with a comprehensive remuneration package for employees that is prudent and paves the way for simultaneously improving service delivery and public service performance.



The Department of Public Service and Administration has developed a booklet on salaries and benefits in the Public Service, which assists you in structuring your benefits to best suit your needs. By doing this, you optimise your salary and benefits to the fullest.

The inclusive remuneration package

The inclusive remuneration package per employee consists of a basic salary, the State's contribution to the Government Employees Pension Fund (GEPF) and a flexible portion. The basic salary for the Senior Management Service (SMS) on levels 13 to 16 consists of 60% of the inclusive flexible remuneration package. Employees on levels 11 and 12 or Medium Management Service (MMS) have a choice between, 75/76 (set 1) or 70 (set 2). The remaining portion may be structured by the employee as he or she chooses.

The flexible portion may be structured as follows:

- A motor-car allowance for SMS employees only, to a maximum amount of 25% of the total package per year.
- MMS employees are allowed to structure the flexible portion for a motor-vehicle allowance.
- A service bonus or 13th cheque: This is structured as a once-off non-pensionable bonus paid to employees in the month of birth.
- Medical assistance: The State provides medical assistance, known as the Government Employees Medical Scheme (Gems). The State pays 75% of the employee's total monthly contribution on any selected option from GEMS.
- Housing allowance: SMS employees are able to decide on an amount within the flexible portion limitations. MMS employees receive a monthly stipend of R500 towards a home they own



or rent, provided that he or she has a valid rental contract.

- Non-pensionable cash allowance: This is any remaining amount in the flexible portion.

The total amount structured for these allowances/benefits must equal the amount available in the flexible portion of the package.

Pension benefits:

All public service employees employed on a permanent basis are required to become members of the GEPF. The State's contribution to the GEPF is set at 13% for civil servants and in return, employees contribute 7,5% of their monthly salary to the GEPF.

The fund provides benefits on retirement, resignation, death or discharge.

Retirement:

The retirement age is 60 years or unless otherwise stipulated. Normal retirees with less than 10 years' pensionable service receive a lump sum cash benefit or gratuity equal to the members' accrual interest in the fund. Retirees with 10 or more years of pension-

able years of service, receive a gratuity and a monthly pension or annuity.

Death after retirement:

Retirement annuities are guaranteed for five years after an employee's retirement. If an employee dies within this period, the spouse or beneficiaries will receive the balance of the five-year annuity payments, excluding the annual supplement in a cash lump sum. The spouse will receive annuity equal to 50% or 75% of the deceased annuity. An employee has the option of increasing the spouse's annuity entitlements from 50% to 75% by reducing the gratuity or annuity.

Funeral benefits:

The fund provides funeral benefits on a death of a spouse and eligible children as follows:

- R7 500 is payable at the death of an employee
- R7 500 is payable at the death of a pensioner or his/her spouse whose annuity commenced on or after 1 December 2002
- R3 000 is payable at the death of a child.

Ill-health benefits:

A GEPF member may be discharged at any age as a result of medical reasons. Members with less than 10 years of pensionable service, will only receive a lump sum cash benefit.

A member with 10 years or more pensionable service, will receive a lump sum and annuity, calculated at a percentage of the members final salary within his or her period of service.

A member with more than 10 years is also paid an annual supplement amount.

For further information on benefits, call the GEPF on 012 319 1000 or visit www.gepf.gov.za

For information on GEMS, call 0860 004367 or visit www.gems.gov.za

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Can the Public Service mandarins



raise their hands?

Writer: Busani Ngcaweni

Pity the lack of a robust debate on the possibility of creating a new public service culture and cadre. Regrettably, this vacuum creates an impression that the promise of creating public-service excellence remains a distant possibility when in fact mounting evidence points to the contrary.

On several occasions before and after the general elections, President Jacob Zuma has instructed: “We need public servants who will always uphold the interests of the people they are employed to serve ... we want to build an administration that knows where people live, which knows what they think, and which acts fast, efficiently and effectively on the issues they raise.” He also asked: “... how will we make the Public Service more caring, responsible, effective and interactive?”

To bolster the thesis that what the President has called for is achievable in the short-to-medium-term, I will explore the features of public service excellence with “public service mandarins” at the helm, concluding by positing that possibilities abound to achieve this goal given the political milieu and direction, the public agency for a professional and accountable public service, as well as emerging professional development opportunities available to senior managers in government.

What should inspire these mandarins (an advanced detachment of public servants) is a conviction that public service is a revolutionary practice; a vocation of not only interpreting problems facing society and finding tranquilizers for such. They are a cadre that envisions their mandate beyond mundane implementation of strategic plans and annual programmes. Society expects them to “push the envelope” in a manner that permanently alters the socio-political economy and propels the nation



Busani Ngcaweni

into a greater development trajectory.

This means they ought to see their work without the lenses and domain of daily routine and the meeting of targets. Public-service mandarins should constantly worry about why poverty and inequality persist; and why our rates of growth and social cohesion perform unspectacularly when at political level, a mandate, resources and support are provided to aid efforts to alter these challenges.

They should constantly ask “what can we do to achieve even better outcomes” instead of being satisfied with the cliché – “there is improvement”.

At the very least, a professional public service that the President has called for should demonstrate the following virtues (in no particular order):

Political competence: this means full appreciation of the mandate of the governing party, as well as the country’s eminent objectives. Serving is always pleasurable when one comprehends the genesis, object and expected outcomes of such policy priorities as improved education and health standards, creating decent work, accelerating rural development and fighting crime and corruption. The desire to build a developmental state must be embraced by the Public Service as a call to action and not just a grand intellectual project.

This is not blind loyalty as some who doubt the mandating party’s intentions have observed. Unfortunately many people have ignored the fact that in *Ready to Govern*, the mandating party ac-

tually committed to deploying competent people to the Public Service.

In all these cases, the qualifying criterion is competence and a commitment to the ideals of reconstruction and development i.e. building a caring, non-racial, non-sexist, democratic and prosperous South Africa.

Technical competence: this talks to the ideal of employing one's technical skills to the extent that the service we provide is according to specification and is delivered on time and on budget. There are many technically competent people in the Public Service. We must aspire to efficiently use their skills in the right positions and under enabling conditions.

They also require management since many of them under-serve because of poor management. The Public Service now pays better with, among other things, the introduction of occupation-specific dispensation, so there is no excuse for poor performance.

In my limited time in government, I have observed that here we have some of the best brains in the land. The challenge is often application. This immediately cheats the public of a timely and quality service. In the long term, these colleagues rob themselves from learning and professional development opportunities. Hence, we have doctors who ill-prescribe, quantity surveyors who overspend and accountants who underbudget. So, technical competence and professional excellence are the most vital virtues all public servants should strive for. The bulk of government training budget should go to technical training.

Discipline, commitment and excellence are qualities that the mandarins must aspire to and personify. This requires us to exercise diligence in the application of public resources (money, time, infrastructure etc.) and striving for superior outcomes of the work we do. Such basics as teachers being at school on time teaching will go a long way in improving the quality of life of all South Africans.

It is a pity that a culture of entitlement among us is often divorced from the culture and aspirations of discipline and excellence. We often accommodate mediocrity without necessarily counting its social and material costs to the nation. Besides, middle and senior management service pay is now nearly on par, if not better, with comparable positions in the private sector. So the expectation of the "protestant ethic" is not unreasonable. Let's do what we're paid to do!

Trust, honesty and integrity are the other important virtues of the Public Service mandarins. We must be truthful to our work, taking into account the mission, vision and mandate of the employer – the State. Trustworthy people act honestly and with integrity. They are honest with themselves (they know what they can and cannot do and therefore seek necessary remedies) and in their dealings with others.

Finally, and especially to those among us fast-becoming common denominators in government corridors, we should serve with humility and be self-critical. We hold no monopoly over the answer to the question: "how to do things in government". If we did, society will be far ahead!

Our vantage point is that the State has invested in us and so we should humbly pay our dues through excellence and efficiency. We must avoid what one professor of public values at Duke University calls "delusions of grandeur and delusions of adequacy", which can be so pervasive among those who declare: "I've been here for too long so I know what I am doing". This contradicts a natural phenomenon of the continuity of change. Examples abound of disciplined, productive and humble public servants who go beyond the call of duty. Conscientious observers of the evolution of the South African Public Service can affirm this. There is therefore a firm foundation from which generations of public service mandarins can flourish.

Government is rolling out measures to capacitate the Public Service. There are all sorts of training programmes on offer. The culture of accountability is being emphasised. The work and deliverables of each department are being sharpened. There are deliberate attempts to build a professional civil service insulated from the after-shocks of political cycles. The service is expanding, opening up career-advancement opportunities for many. There are incentives such as rural and occupational specific allowances.

Under this political ecology and a commitment to build a democratic developmental state, a platform is created for the mandarins to raise their hands higher. Therefore, the narrative of equating public service with corruption, laziness, dishonesty and incompetence will be changed by the manner in which we conduct ourselves, execute our tasks and strive for continuous improvement. The social compact regulating our relationship with the public requires that, at all material times, we should act ethically, professionally, consistently and diligently. The majority of public servants don't do corruption because they know it is morally, politically, economically and culturally distasteful.

With the hope of inspiring colleagues and bringing intellectual credence to this project, let me end with food for thought from a Cuban revolutionary, Manuel Barbarroja Pineiro who challenged public officials to act differently: "Let us increase our vigilance against complacency and arrogance – which may appear like weeds in our work and, if we don't uproot them in time, wind up by invading everything. Let us oppose them with revolutionary unpretentiousness ... Let us oppose this with the careful administration of resources, systemisation, planning, and the most intelligent use of all human and technical resources we have."

Can public service mandarins raise their hands?

****Busani Ngcaweni is head of the Deputy President's Private Office.***

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KHALIQUES

For the businessman who knows what he wants

Joy is dynamic in the new **BMW 5 series**

Motoring aficionados regard the BMW 5 series as the benchmark in the medium luxury saloon category and the new model had to live up to this. The previous 5 series model was initially bombed by the press for its somewhat awkward styling, penned by the famous Chris Bangle, so the BMW design team chose to go a bit on the conservative side with their latest offering.

At first glance, one can easily spot the traditional hallmarks of a BMW - with the prominent kidney shaped grill, beautifully sculptured dual round headlights and sloping roof that gives the car both an athletic and luxury look. The lines on the new 5 look much more in keeping with big brother, the 7 series, but seem to suit this car more.

BMW South Africa currently offers the 5 with 3 diesel

and 4 petrol powertrains. The diesels are made up of the 4 cylinder turbo-charged 2-litre model, which is badged the 520d and the more powerful 530d which offers a 6-cylinder turbocharged 3-litre motor and finally the 3-litre twin turbo 6-cylinder 535d.

The petrol models start with a 2.5-litre 6-cylinder (523i), then the 3-litre 6-cylinder (528i), 3-litre turbocharger 6-cylinder (535i) and the big boy 550i which has a 4.4-litre 8-cylinder twin turbo engine. The 550i will be the go fast version of the lineup until BMW introduces the monstrous M5 in 2012. All the 5 Series come with an 8-speed automatic transmission and one can opt for the F1 style paddle shifts on the steering as well.

In keeping with the luxury that this brand offers, the BMW



5 has all the bells and whistles a 21st century motorist needs. The interior is typical BMW, very business-like with all the necessary aids within easy reach. It goes without saying that a vehicle that starts off close to the half-a-million rand mark should have it all – and the 5 does! Aircon, electric windows, leather seats, central locking, six airbags come standard with the Beemer. But if you want to individualise your 5, BMW has a catalogue full of optional extras that you can throw into the basket. Worth mentioning is the heads-up display which projects important driver information onto your windscreen, preventing the driver from moving his or her eyes off the road to check his speed or to get directions on the optional navigation system.

The new 5 also offers many innovations, in keeping with the green theme of saving the environment. BMW has introduced a brake energy regeneration system that uses

energy generated from the braking system in other parts of the vehicle. It also has a STOP/GO facility that switches off the engine when the car is at a traffic light or stop sign and automatically starts up when you accelerate. This action is seamless and the driver will not have to do anything to implement it.

It's no wonder BMW describes this medium-size limousine as the "epitome of aesthetic perfection, cutting-edge efficiency and exhilarating performance." The BMW 5 series does indeed redefine the idea of the business sedan. It is certainly one of the finest offerings from the Bavarian company which is sure to keep other


car manufacturers on their toes.

The BMW 5 series comes with a five-year/100 000kms Motorplan that takes care of servicing and repair costs for either five years or 100 000 kms, whichever comes first.

PRICING:

523i	R479 000
520d	R485 000
528i	R568 500
530d	R630 000
535i	R646 000
535d	R734 000
550i	R835 000





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Commandments for **business travel**

Public sector managers whose responsibilities are closely tied to their ministers or principals often live out of their suitcases. And so, knowing how to pack becomes important. I have come across some senior public managers at airports carrying suitcases – half the stuff of which they will not need! They know how to comply with the PFMA but are clueless when it comes to packing lighter and smarter. It is a great source of satisfaction that I, totally naïve about the PFMA, can give them an authoritative lecture on this subject.

Commandment 1: Pack everything you need in one bag

Before going too far, let me say upfront that I am almost an evangelist when it comes to single-bag travel for business. And my commandments are based on the simple premise that a bit of forethought can alleviate the stress of packing and navigating airport crowds with unwieldy luggage.

Also, you don't want to have your time wasted at the baggage claim as the empty carousel spins and spins without your bags in sight. And those carousels have a tendency of swallowing up the luggage of SMS (senior public-sector managers, for the uninitiated) though I hear the Airports Company is pretty jacked up nowadays.

The primary tenant of a practical travel-light policy is a packing list. Without it, you inevitably find yourself doing a lot of last-minute add-ons. Mrs Shezi, a senior manager at a state-owned entity often falls victim to this one. In spite of my repeated lectures to her, she has yet to pass this one! As for me, I have a contract with my packing list and it will never sue me for damages.

Commandment 2: Make sure you have a back-up charger(s)

Sometimes, one charger just won't cut it. If having power for your gadgets is essential, carry both a plug-in charger and one that operates solely on batteries. This is especially true when travelling overseas. Mrs Shezi once travelled to Nigeria on business and her plug-in charger for her laptop was useless as the plug sockets in Nigeria are different from South Africa's.

She had to use a notebook (not the sophisticated one!) when all people in the boardroom were using their electronic notebooks. What made it worse is that all present at the meeting were from "undeveloped" Africa and here was this high-flyer from the most developed country in Africa using old technology (pen and paper).

Commandment 3: Invest in a wrinkle-release spray and pack it in!

Yours truly has an aversion to ironing, so those wrinkle-release sprays are my best travel companion. For best results, spray your clothes and let them hang the night before. Be sure to check the care instructions on your garments before use. These sprays work best for casual clothes but if you have a big meeting or need a crisp suit, you may still need to get out the hotel steamer or pay the hotel for pressing. I am told government actually pays for dry cleaning and pressing when a civil servant is staying at a hotel. Treasury can save money if it were to encourage travelling civil servants to invest in a wrinkle-release spray.

Commandment 4: Have back-up travel documents

It seems like a pain in the neck, but if you make copies of all your important travel documents once you can permanently store a set in a pocket of your carry-on. Having copies available will save you a world of pain if you lose your identification, particularly when overseas. Leave a set at home, as well. Mrs Shezi once travelled to Kimberley for business and left her driver's licence at home in Johannesburg. The car rental company would not release the car to her. She has since taken my advice.

Commandment 5: Always carry a USB memory stick

Never leave home without a memory stick. Not only is it great for storing back-up copies of that important presentation, but you can use it to get copies made easily at your hotel's business centre. If your laptop were to decide to act up on you in front of colleagues just before you are to make a presentation, the memory stick will come in handy as you can just slot it into any other laptop available in the room.

Happy healthy holiday season

Writer: Ongezwa Manyathi

Healthy eating

The festive season is upon us; a time to be with family and friends, and a time to unwind and recharge. It's also the time of the year when we overindulge and forget to follow a healthy eating plan. It's possible to lead a healthy lifestyle – even during the holiday season. Here are a few tips:

Drink responsibly: Eat before drinking alcohol and always have a glass of water in between alcoholic drinks.

Go green: Salads are nutritious and can add flavour to any meal.

Reduce fat intake: Fish is not a popular festive dish but it is the best meat for a low fat content. Pork and skinless chicken contain less fat than beef and lamb.

No need to go big: Take a little bit of everything and focus on salads rather than meat. Using a smaller plate will help you not to overindulge.



Travel safely

- Plan your route.
- Buckle up.
- Do not drink and drive.
- Practise caution and keep to the speed limit.
- Keep your driver's licence with you at all times.



Remember

- Keep active by taking regular walks.
- Limit your salt intake.
- Drink lots of water.



Protect yourself from the sun

While you are out and about this holiday season, remember to protect yourself from the sun by:

- applying sunscreen (SPF of at least 15) to all exposed skin
- wearing protective clothing e.g. a wide-brimmed hat to cover your face and neck from the sun's rays
- wearing sunglasses.

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On Camo



New Cabinet members take office

Chief Justice Sandile Ngcobo presided over the swearing in of new ministers and deputy ministers appointed by President Jacob Zuma as part of a Cabinet reshuffle.



1. President Jacob Zuma and Deputy Minister of Health Gwen Ramokgopa

2. Chief Justice Sandile Ngcobo and Labour Minister Mildred Oliphant

3. Chief Justice Sandile Ngcobo and Sports and Recreation Minister Fikile Mbalula

4. Chief Justice Sandile Ngcobo and Arts and Culture Minister Paul Mashatile

5. President Jacob Zuma and Trade and Industry Deputy Minister Elizabeth Thabethe



6. Chief Justice Sandile Ngcobo and Deputy Minister of Communications Obed Bapela

7. President Jacob Zuma, Mineral Resources Deputy Minister Godfrey Olifant and Deputy President Kgalema Motlanthe

8. President Jacob Zuma and Deputy Minister of Energy Barbara Thompson





Zuma - Blatter dinner

President Jacob Zuma hosted a dinner for FIFA President Joseph (Sepp) Blatter before the kick-off of the 2010 FIFA World Cup™.





Ever wondered why GEMS just keeps growing and grow^{ing}ng?

There are more than a dozen good reasons why GEMS has what it takes to offer you the best benefits to meet your healthcare needs.

- Unlike other medical schemes GEMS was not created to profit but implemented as policy and a valued condition of service for Government employees **exclusively**.
- Our commitment to meeting the needs of GEMS members leaves them spoiled for **choice**.
- GEMS assures its members of only the highest standards of corporate governance.
- GEMS works **hand-in-hand** with employers to optimise its service offering to members.
- At GEMS sound **ethics** is everything. The conduct of our trustees, employees and contracted providers is governed by an impeccable ethics policy and governance framework.
- Not only has GEMS enjoyed unprecedented growth year after year but it has made considerable inroads into the previously **uninsured** market.
- At GEMS we are totally committed to making every member interaction **excellent**.
- GEMS has been singularly **successful** in meeting its strategic objectives.
- GEMS' constant drive to provide members with **quality**, affordable healthcare services has won the hearts and minds of public service employees.
- At GEMS we work hard to make the lives of our members **easier**.
- The interests of the beneficiaries of GEMS are **well protected** through strict service level agreements and supply chain management policies.
- Since its inception in 2006 GEMS has at all times received **unqualified audit reports** from its external auditors.
- More than ten independent audits performed every year ensure that the interests of GEMS members are **safeguarded** at all times.
- Every cent counts at GEMS! Non-healthcare expenditure and annual contribution increases are **impressively** low.
- At GEMS we **touch** the lives of thousands of people. Every day brings more than 11 000 calls to our call-centre and over 1 000 visits to our walk in centres.
- Independent research has clearly shown that what members **value** the most about GEMS is its service excellence.

For more reasons why **GEMS is South Africa's fastest growing medical scheme**
call 0860 00 4367
or simply visit www.gems.gov.za.

Government Employees Medical Scheme (GEMS)

The remarkable rise of GEMS

◆ An unqualified success

Since the end of 2009 the Government Employees Medical Scheme (GEMS) has grown by 100 000 members. With more than 515 000 principal members representing well over 1.4 million lives, this is a noteworthy milestone in the history of the Scheme.

The GEMS team is humbled by the growth and achievements of the Scheme. Few would have predicted the unqualified success GEMS would become when the Scheme was first registered in January 2005.

Nowadays GEMS is the second largest medical scheme overall and the largest closed or restricted scheme in South Africa. More than one third of all eligible public service employees are enrolled with the Scheme while two percent of all South Africans are members of GEMS, the fastest growing medical scheme in the country.

One of the most significant aspects regarding the growth of GEMS is the fact that more than half of its members did not previously have access to an employer subsidy. This means that some 700 000 people who previously did not have healthcare cover, now do.

However, at GEMS the pursuit of excellence continues unabated with the unrivalled growth of more than 10 000 members per month. Every month more than five million claim lines to the value of R1 billion are processed in two weekly claim runs thereby re-affirming the financial soundness of the Scheme, now and into the future.

In the past four years GEMS has proved itself as a force to be reckoned with in the South African healthcare funding landscape and it is not at all hard to see why.

◆ GEMS products and benefits

What is the reason for the year-on-year growth of the Scheme? It is the highly innovative approach that GEMS follows in designing medical scheme benefits and its strong emphasis on service delivery.

A total of five different benefit plans namely Sapphire, Beryl, Ruby, Emerald and Onyx, provide GEMS members with considerable choice coupled with a range of comprehensive healthcare benefit options.

Sapphire	An entry level network option that provides out-of-hospital care such as visits to the doctor and dentist, optometry and maternity care at private facilities and in-hospital cover at public facilities.
Beryl	An entry level network option that provides both in and out of hospital benefits via a network of private facilities.
Ruby	A savings account for day-to-day medical expenses as well as a hospital plan.
Emerald	A traditional option designed to resemble the medical scheme plan most public service employees were enrolled on prior to the establishment of GEMS.
Onyx	A top-of-the-line comprehensive option.

True to its stated objective, GEMS remains focused on its members and their individual healthcare needs while providing accessible, quality healthcare that is both affordable and administratively efficient.

◆ The GEMS difference

There are more than a dozen good reasons why GEMS has what it takes to offer members the benefits that truly meet their healthcare needs:

- GEMS was not created to profit but implemented as a policy and a valued condition of service for public service employees.
- Our commitment to meeting the needs of GEMS members leaves them spoiled for choice.
- GEMS assures its members of only the highest standards of corporate governance.
- GEMS works hand-in-hand with employers to optimise its service offering to members.
- At GEMS sound ethics is everything. The conduct of our trustees, employees and contracted providers are governed by an impeccable ethics policy and governance framework.
- Not only has GEMS enjoyed unprecedented growth year after year but it has made considerable inroads into the previously uninsured market.
- At GEMS we are totally committed to making every member interaction excellent.
- GEMS has been singularly successful in meeting its strategic objectives.
- GEMS' constant drive to provide members with quality, affordable healthcare services has won the hearts and minds of public service employees.

Exuding style and confidence

A lot has been said and written about the right kind of office wear or work wear for men. Today's metro-sexual man is as aware of what to wear to work as his female counterpart. Paying attention to looking professional and well-groomed at your workplace exudes style as well as confidence. Maintaining a meticulous and thorough appearance also conveys an eye for a detail towards your work. Office wear should be stylish, impressive, smart, but above all comfortable.



Real power dressing is about looking smart and feeling comfortable and confident about the way you look. It demands a positive attitude, which you will never achieve if you don't like what you see in the mirror.





Keeping it **smart yet simple**

Today's professional woman is as much geared towards asserting herself in the workplace as men. Whether you're meeting with a client or trying to impress your colleagues, always remember that the way you dress at work does influence how other people see you. Your work wear should therefore ooze confidence and professionalism. While your outfits should be smart, yet simple, they certainly don't have to be dull and boring. New style power dressing is about being smart without being flashy.

While following all the latest trends is fun and fashionable, in the work place you want to be noticed for your ability and your attitude, not your outfit. Power dressing is about standing out from the crowd but in a way that others can relate and aspire to.



Festive summer salads...

...and wines to complement them. Gone are the days when salad was just a side dish of lettuce topped with tomatoes, onions and a splash of supermarket dressing. Today, salads contain a variety of tasty fresh ingredients and dressings made from vinegars, herbs, spices and oils prepared in your own kitchen. During our hot summer months, salads can be served as dishes in their own right and enjoyed with a variety of our excellent local wines.

Salads are quick and easy to prepare and a variety of tasty ingredients can be included. You can complement or replace lettuce with other vegetables and fresh herbs, add some chopped nuts and a dash of fresh lemon or orange juice.

Mushroom salad with basil and nuts

Ingredients

60 ml hazelnuts
one garlic clove
500 g mixed mushrooms
20 ml white wine vinegar
2 ml sea salt, black pepper
80 ml olive oil
selection of lettuce leaves
fresh basil leaves (you can also use rocket)

Method

Toast the nuts in a 200 °C oven and rub off the skins. Cool the nuts and chop roughly.

What could be nicer than unwinding at the end of a long, hot summer's day with a fresh summer salad?

Rub the sides of the salad bowl with the garlic clove. Preheat the oven grill. Thread the mushrooms on kebab skewers and place on a baking sheet. Make a dressing by blending together the vinegar, salt and olive oil and season with pepper. Brush the mushrooms with the dressing and grill until done.

Alternatively, cook them over hot braai coals.

Remove the mushrooms from the skewers and slice.

Place in the salad bowl along with the lettuce leaves, moisten with the remaining dressing and sprinkle with the nuts. Top

with fresh basil.

Variations: To turn this salad into a more substantial dish, you can add slices of grilled chicken and mozzarella cheese.

Smoked chicken salad with mango, cheese and caramel nuts

Mangoes are freely available from December. Try this tasty mango salad from the South African Mango Growers' Association. You can substitute the smoked chicken with cooked breast fillet strips, beef or pork strips, shrimps or flaked white fish. It can also be served as a light meal when served with freshly baked bread.

Ingredients

caramel nuts
a little olive oil (± 30 ml)
100 g pecan, cashew or macadamia nuts
60 ml (¼ cup) castor sugar
salt and ground black pepper to taste





Method:

Cover the bottom of a non-stick pan with olive oil and heat. Sprinkle nuts to cover base (thus a single layer of nuts). Stir-fry continuously until nuts are warmed through. Sprinkle with castor sugar and stir-fry until the sugar has melted and begin to caramelize. Turn nuts over onto the work surface, a sheet of aluminium foil or baking paper. Grind salt and black pepper over. Leave to cool and break into pieces.

Salad:

mixed, fresh salad leaves, dill sprigs

Per serving

½ fresh mango, peeled
one smoked chicken breast fillet, cut

into strips or thin pieces
three – four slices white cheese (parmesan, pecorino, mozzarella, etc.)

Method

Tear salad leaves and pack a basis on a large platter if large salad is made or arrange each serving on individual plates.
Cut the “cheeks” of the mango with a sharp, not serrated, knife on either side of the pit and cut into slices.
Make a “stack” of the chicken strips and mango slices.
Sprinkle with caramel nuts.
Garnish with dill sprigs.

Variation

Lightly fry strips of haloumi or mozzarella cheese and add onto sal.

Complement your light summer meal with a glass of chilled white wine.

...then sit back and enjoy with a glass of wine.

Wine is a perfect complement to any meal, including salads that are full of fabulous flavours and intriguing textures. When prepared with the right ingredients, salads can be the perfect partners for a full range of wines, from crisp Sauvignon Blanc or Chenin Blanc to buttery Chardonnay, chilled Cape Riesling, punchy Paarl Riesling and even bubbly sparkling wines to toast the New Year.

A gift of award-winning wine

The Groote Post Reserve Sauvignon Blanc 2009 recently won a double gold award at the Michelangelo International Wine Awards! This elegant, vibrant and refined wine from top-quality fruit is a perfect match for food. It is described as an established and award-winning pedigree. It has a light straw colour with dusky, green pepper and asparagus on the nose and a full and lingering finish that is well rounded. Read more at eWine: www.ewine.co.za/southafricanwine, e-mail Michelle at sales@grootepost.co.za or call 022 492 2825.



It's the season for giving and what better gift for your wine-loving friends than a beautifully presented gift pack of wine or bubbly? Many wine producers have specially packaged wines for the festive season. Visit your favourite liquor store to find out what is on offer.



Writer: Samona Murugan

The World Festival of Youth and Students

Following the success of the 2010 FIFA World Cup™, South Africa will play host to the 17th World Festival of Youth and Students in December.

The National Youth Development Agency won the rights to host this event in South Africa through a bidding process where countries were requested to make presentations in a process similar to that of the FIFA World Cup.

The festival is the most significant and important international youth event and attracts thousands of youth and student delegates from the 153 member countries of the World Federation of Democratic Youth, as well as presidents and ministers from various countries.

The World Festival of Youth and Students aims to:

- raise critical current issues to influence the shaping of the world's governments and policies
- unite the youth of the world for peace, solidarity and social transformation to create a world free of human rights abuses and build sustainable environments
- mainstream and integrate youth development in all organs of state, the private sector and civil society for sustainable livelihoods
- initiate, facilitate, implement, coordinate and monitor development interventions aimed at reducing youth unemployment and promoting social cohesion
- advance youth development through guidance and support to initiatives across sectors of society and spheres of government
- embark on initiatives that seek to advance the economic development of young people.

Fesman is ground-breaking in every way, comprising exhibitions, forums, lectures and performances spanning 16 disciplines. It has paved the way for many talented musicians in the industry today.

The festival will take place from 13 to 21 December with the opening and closing ceremony being held at Orlando Stadium. Arts, culture and sport activities will take place daily at Mary Fitzgerald Square in central Johannesburg.

World Festival on Black Arts and Culture

As a young student, Senegal President Abdoulaye Wade played guitar in a local pop band. His love for music will be seen as he introduces the World Festival of Black Arts and culture, known as Fesman, to his country from 10 to 31 December.

The festival is ground-breaking in every way, comprising exhibitions, forums, lectures and performances spanning 16 disciplines. These include cinema, traditional and visual arts, crafts, dance, music, urban culture, design, literature, fashion, photography, theatre, food, architecture, science and technology and sport. The festival, themed *African Renaissance*, promises to be more than just a music festival or cultural symposium.

Fesman has paved the way for many talented musicians in the industry today, such as Angelique Kidjo. The festival will showcase both local and international acts such as Kidjo, Akon, Salif Keita, Hugh Masekela, Bembeya Jazz and the Mahotella Queens, hip hop sensation Didier Awadi and Senegal's favourite sons Youssou N'Dour and Baaba Maal. The concert will be ticketed for crowd control but will be free of charge.

President Zuma's State of the Nation Address (SoNA) 2011

There can be no doubt that the annual SoNA is one of the most pivotal events on the Government's calendar. For the second year running, the SoNA will take place in the evening, at 19:00 on 10 February 2011.

The SoNA is an address to Parliament by the President of the Republic of South Africa, as the representative of the people, on the state of the South African nation. It is delivered annually to a joint sitting of Parliament (the National Assembly and



the National Council of Provinces sitting together in one venue – the National Assembly Chamber).

It is one of the rare occasions when the three arms of state come together in one place – the Executive, the Judiciary and the Legislature. The SoNA generates much discussion politically because it sets the tone for what government will prioritise

and focus on in the year ahead.

Following the SoNA, also look out for the:

- Debate on President's SoNA: 15 to 16 February 2011
- Reply by the President: 17 February 2011.

Public sector appointments

Dr N Mkhize

Director-General, Department for Women, Children and Persons with Disabilities

Dr Nonhlanhla Mkhize has extensive experience and has occupied senior positions in both the Public Service and the education sector. She was previously the acting DDG: Policy and Governance Branch in the Office of the Premier in KwaZulu-Natal. Her qualifications include a BA Honours, MA, BED as well as a D Litt et Phil. Dr Mkhize's achievements include facilitating the drafting of the Geographical Names Council Bill and coordinating the legislative process until it became an Act. She also initiated and facilitated the Telephone Interpreting Services for South Africa, which was piloted in all national government departments.



Ms Y Chetty

Chief Financial Officer, Department of Energy

Yvonne Chetty holds a Bachelor of Accounting Science (Honours). Ms Chetty was previously Senior Finance Manager at Metrorail where she was, among other things, responsible for developing policies and procedures, compiling the annual budget as well as ensuring compliance with the Public Finance Management Act, 1999. In her new position, she will be required to formulate creative solutions to enhance cost-effectiveness and efficiency in the delivery of services and the administration of the department. She will also advise the DG on matters that have strategic and financial implications.



Ms R Rasikhinya

Deputy Director-General (DDG): Finance and Supply Chain Management, Department of Home Affairs

Rudzani Rasikhinya holds a Bachelor of Commerce (B Com) degree, a B Compt (Honours), a BCom Honours degree and a Chartered Accountant (CA) qualification. A registered CA, Rasikhinya previously worked at National Treasury as Chief Director: Accounting Support and Reporting. As DDG: Finance and Supply Chain Management, Ms Rasikhinya will be responsible for, among other things, giving strategic leadership and direction to the organisation as well as providing strategies that will address the challenges faced by the department. Ms Rasikhinya is passionate about people development and empowerment.



Zimbali

a piece of paradise

Imagine a place where endless golden beaches divide the warm Indian Ocean and the lush coastal vegetation, a place where schools of dolphins frolic in the waves and gentle whale sharks cruise lazily by, a place where shy blue duiker and families of bush buck wander through indigenous gardens, a place with two private championship signature golf courses in your immediate backyard, a place with world-class hotels with rim flow pools that captivate your imagination and delight your senses. Welcome to paradise. Welcome to Zimbali.

Purpose-developed as one of the finest coastal residential and resort estates in southern Africa, Zimbali exists as an oasis of stylish living. Zimbali's appeal is that

residents and guests create new living experiences for themselves within a naturally beautiful environment. There is a wonderful mix of tranquillity, sophisticated entertaining, sensual relaxation, opportunities to take long walks on empty beaches or along shaded forest footpaths, catch glimpses of exquisite butterflies, watch mischievous monkeys at play or resident bushbuck grazing, ride horses, play tennis or engage in a challenging round of golf. This casual coastal lifestyle is what makes Zimbali so impressive.

Many fast-moving movers and shakers from South Africa, as well as from around the globe have decided to relocate to this spacious estate, on a permanent or semi-permanent basis, to unclutter their lives and de-stress in the blissfully serene surroundings, which this nature sanctuary offers.



Zimbali epitomises style and elegance, which are expressed through the design of its homes, hotels and facilities. The rare interaction with nature is a result of the implementation at every level of management of the estate of the founding ethos of "Living in Harmony with Nature". It is a destination where the most discerning of residents and tourists will feel at home.

Zimbali is only 10 minutes from Durban's new King Shaka International Airport, completed in April 2010, and is easily accessed from new off-ramps on the existing N3 freeway. There is really no reason not to live in arguably the premium residential and golf estate on the South African north coast.

It has a range of properties to suite your budget, including freehold homes, sectional title units and freehold land sites. But if you are not in the market to buy, you can still enjoy the serenity and tranquillity of this beautiful coastal resort by booking at Zimbali Lodge for a

weekend. This five-star boutique hotel overlooks the Indian Ocean and is surrounded by lush vegetation and beautiful indigenous gardens. The resort also has self-catering chalets, apartments and villas for rental.

The recently completed five-star Fairmont Hotel on the beachfront of the estate offers all the luxury of a five-star hotel and epitomises the style, class and comfort that the estate has become known for.

Clive Greene from Pam Golding Estate comments: "Zimbali Estate has won numerous awards throughout the world as the top lifestyle estate. We have a range of properties ranging from R4 million up to R40 million. This estate offers security and exceptional investment opportunities as growth in prices have been phenomenal in the past six years. The huge bonus of having the new King Shaka International Airport a mere 10 minutes away is just another reason why you should choose to live in this prestigious estate."

Many fast-living movers and shakers from South Africa as well as from around the globe have decided to relocate to this spacious estate, on a permanent or semi-permanent basis, to unclutter their lives and de-stress in the blissfully serene surroundings, which this nature sanctuary has to offer.

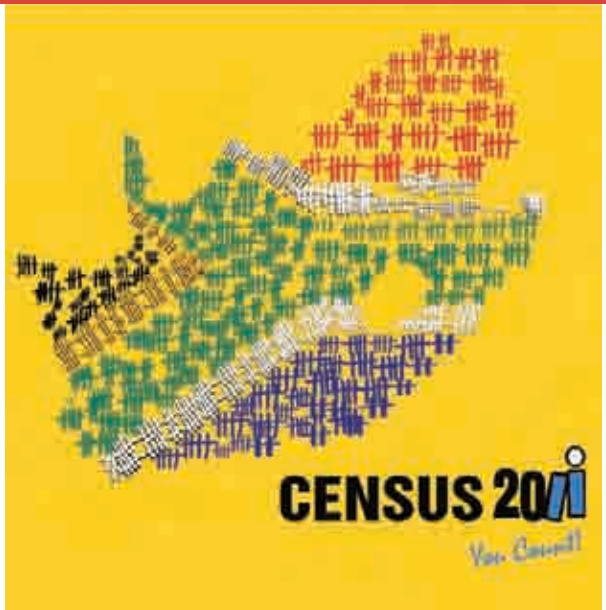
weekend. This five-star boutique hotel overlooks the Indian Ocean and is surrounded by lush vegetation and beautiful indigenous gardens. The resort also has self-catering chalets, apartments and villas for rental.



Writer: Elias Tibane

South Africa ready to conduct Census 2011

South Africa is ready to conduct the country's biggest-ever census next year, according to Statistics South Africa (Stats SA).



While R1,2 million has already been allocated to Stats SA to conduct Census 2011, the total cost of the project could amount to more than R1 billion. By mid-October, Stats SA was still negotiating with National Treasury for an additional R700 million.

The census is expected to provide temporary employment to more than 120 000 fieldworkers, who will count more than 14 million households nationally, including illegal immigrants and homeless people, from 10 to 31 October 2011.

"This census is set to provide the most comprehensive picture of the South African society and economy in the post-apartheid era," said Statistician-General Pali Lehohla. The census will form part of a continent-wide commit-

ment by most African countries to participate in the 2010 Round of Population and Housing Censuses, which began in 2005 and ends in 2014. The campaign aims to provide comprehensive data on the continent to assist in improved planning and development.

Census 2011 will be the third census conducted by a democratic South African government. The first population census in post-apartheid South Africa was conducted in 1996, followed by another in 2001. Although it was supposed to be conducted every five years, owing to some capacity challenges within Stats SA, the 2006 census was rescheduled for 2011. Instead, a Community Survey was conducted in its place in February 2007. The main objective of the survey was to provide demographic and socio-economic data at municipal level.

MeerKAT operational within five years

The MeerKAT will be built in the radio reserve near Carnarvon in the Northern Cape. The development of seven dishes, called KAT 7, has already been completed. KAT 7 is a prototype that will be used to test all of the telescope systems.

The Karoo Array Telescope (MeerKAT), which is a precursor to the Square Kilometre Array (SKA), is expected to be operational within five years. Even long



before this deadline, more than 43 000 hours of observing time have already been allocated to radio astronomers from Africa and around the world. These experts have applied for time to do research with the telescope, which will consist of 64 dishes, each 13,5 m in diameter.

The MeerKAT will be built in the radio reserve near Carnarvon



South Africa's third democratic local government elections will be held some time between March and June 2011. The actual date is expected to be formally announced before the end of the year or in January 2011. Local government elections are held every five years to elect members of the district, metropolitan and local municipal councils which, in turn, elect the mayors of the municipalities to office.

Local government elections date on the cards

In terms of Section 159 of the Constitution of the Republic of South Africa, 1996, a municipal council's term expires after five years. If a municipal council is dissolved in terms of national legislation, or when its term expires, an election must be held within 90 days of the date that the council was dissolved or its term expired.

In the previous elections held on 1 March 2006, the African National Congress won 61,36% of the 8 380 seats nationally. The Democratic Alliance won 11,88% of the seats; the Inkatha Freedom party won 7,92%; while the Independent Democrats won 1,68%. A total of 97 political parties contested these elections.

Meanwhile, the Municipal Demarcation Board (MDB) has increased the number of municipal wards across the country for the 2011 local government elections. As part of the ward delimitation, all municipalities will have a minimum of four wards and a maximum of 130 wards. MDB chairperson, Mr Landiwe Mahlangu, says for the first time, over 10 000 council seats, which include 4 277 wards, will be contested in eight metropolitan councils, 45 districts and 231 local municipalities.



in the Northern Cape. The development of seven dishes, called KAT 7, has already been completed. KAT 7 is a prototype that will be used to test all of the telescope systems – the antennas, the receiver systems and the complex software and computing systems.

Meanwhile, following an initial identification of sites suitable

for the SKA by the International SKA Steering Committee in 2006, southern Africa and Australia are the finalists. A consortium of the major international science funding agencies, in consultation with the SKA Science and Engineering Committee, is expected to announce the selected site for the SKA in 2012. At about 50 to 100 times more sensitive than any other radio telescope on Earth, the SKA will be able to probe the edges of our Universe. It will help to answer fundamental questions in astronomy, physics and cosmology, including the nature of dark energy and dark matter. It will be a powerful time machine that scientists will use to go back in time to explore the origins of the first galaxies, stars and planets. The construction of the SKA is expected to cost about R14,25 billion.



Last laugh

These quotes were taken from actual employee performance evaluations in one country whose identity shall remain undisclosed ...

"Since my last report, this employee has reached rock bottom and has started to dig."

"His men would follow him anywhere, but only out of morbid curiosity."

"I would not allow this employee to breed."

"This employee is really not so much of a has-been, but more of a definite won't be."

"Works well when under constant supervision and cornered like a rat in a trap."

"When she opens her mouth, it seems that it is only to change feet."

"He would be out of his depth in a parking lot puddle."

"This young lady has delusions of adequacy."

"He sets low personal standards and then consistently fails to achieve them."

"This employee is depriving a village somewhere of an idiot."

"This employee should go far, and the sooner the better."

"Got a full 6-pack, but lacks the plastic thing to hold it all together."

"A gross ignoramus - 144 times worse than an ordinary ignoramus."

"He certainly takes a long time to make his pointless."

"He doesn't have ulcers, but he's a carrier."

"He's been working with glue too much."

Always check your sick note!

K00106
11h40

DATE: 02/03/09

MEDICAL CERTIFICATE
THIS IS TO CERTIFY THAT

Consulted me on: 02/03/09

In my opinion / As I was informed he/she is not fit for work / school
from: 02/03/09 till: ONLY 03/03/09 inclusive.

He / She will be fit to resume duty on: 03/03/09

Nature of illness:
As I've been informed by him he has a terrible headache. On examination he is highly intoxicated with alcohol. He always comes to see me on a Monday and wants the day off.

02/03/09
Date

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