

# PublicSector

## MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS



AUGUST 2013

### Safety first

Groundbreaking Riah Phiyega  
reshapes SAPS

### Powerful role

Energy DG Nelisiwe  
Magubane keeps lights on

### Starring Roles

Five women who are excelling in:

- Education
- Health
- Science
- Space technology
- Gender mainstreaming

### Provincial Focus

The changing face of Gauteng

### Innovation

Home Affairs smartens up  
for success

### Lifestyle

- Stepping back in time on  
the Shongolo Express
- How to retire smartly



## The Women's Month Edition



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For the 16th year in a row, SPAR, in association with Jacaranda FM, are hosting the Pretoria leg of the SPAR Women's Challenge. This much anticipated event – which 25 000 women of the Gauteng region are set to partake in once again – is taking place on the 31st August at SuperSport Park in Centurion. The challenge, aptly dubbed "South Africa's most beautiful road race", bears a special message this year: "Life is beautiful because ..." and this ethos has been resounding through our nation's capital as race day steadily approaches.



SPAR, and in particular SPAR North Rand, have been key players in laying down the cornerstones of *The SPAR Women's Challenge*. They have pulled out all the stops to ensure that this year's challenge is nothing short of spectacular – something that was also evident at the official launch of the event, which took place earlier this year. Brand ambassador for the *SPAR Women's Challenge* and *7de Laan* actress, Donnalee Roberts (Annelie) and Ivan Botha (Pieter – also from *7de Laan*) were the MCs at the launch event, which also unveiled this year's theme: "Life is beautiful because ..."

"Each year, the *SPAR Women's Challenge* launches with a special theme, and each year I think, 'We won't be able to top that next year'," says Desmond Borrageiro, SPAR North Rand's Managing Director. "But of course exceeding our expectations, this year's theme has been celebrated and accepted with open arms by women of all ages, shapes, backgrounds, religions, occupations and social standings."

As always, SPAR have committed their time, money and effort to various charities which will benefit from this year's challenge. The *SPAR Women's Challenge* has been in aid of the *Chrysalis Foundation* for a number of years now – a programme which offers a life skills course to girls between the ages of 14 and 18. To date, the *Chrysalis Foundation* ([www.chrysalisfoundation.co.za/](http://www.chrysalisfoundation.co.za/)) has had a life-changing impact on 1 200 girls across our country. A large sum of money will also be donated to the *Help-Net Fund* (<http://www.helpnet.org.za/>) on the race day. The *Help-Net Fund* is a non-profit organisation that focuses on the care and rehabilitation of

abused, neglected and abandoned children in our communities.

"Through sustainable projects, SPAR believe in making a difference in the lives of those who need us the most, and the youth of South Africa – those beautiful, impressionable minds – are often on our radar," comments Desmond. "This year, SPAR have also embarked on a one year CSI project under the auspices of Math Centre in aid of the Tlama Tlama Primary School in Tembisa, Johannesburg, which entails up-skilling both teachers and learners to improve the overall math and science competence in the school."

The *SPAR Women's Challenge* offers women the opportunity to partake in a 5 km or a 10 km race which follows a scenic route through our nation's capital. Some of our country's finest athletes such as defending champion and brand ambassador Rene Kalmer, Irvette van Blerk and Charne Bosman will be competing in the Pretoria leg of the challenge and celebrating with 25 000 others what makes their lives beautiful.

"An entry into the *SPAR Women's Challenge* will cost R60 for all licensed and non-licensed athletes partaking in the 5 km/10 km race and R90 for all non-licensed athletes partaking in the 10 km race (which includes a temporary license)," concludes Desmond. "Every single participant who pre-enters at selected SPAR, SuperSpar and KwikSpar stores, will receive a t-shirt and their race number. For the second year in a row, we have also launched the official *My Race* magazine, providing runners with relevant health, lifestyle, beauty and fitness content. All entrants will receive this, along with a goodie bag and a medal upon completion of the race."



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# Making strides on a journey towards gender equality

**T**he historic Women's March to the Union Buildings against the discriminatory pass laws on 9 August 1956 was a turning point in the role played by women in the struggle for freedom and in society at large.

On that eventful day, women from all walks of life declared their intent to be equal partners in the struggle for a non-racial and non-sexist South Africa.

Our celebration of Women's Month this year take on special significance as we move closer to marking 20 Years of Democracy and Freedom in our country.

Since the onset of democracy, South Africa has taken bold steps to institutionalise gender equality and women empowerment. Today we can look back with pride at the many strides we have made since then.

But there is still much for us to do to achieve levels of gender equality similar to those that have been realised in other countries.

President Jacob Zuma said: "Even in this period of freedom and democracy, women's

emancipation must form an integral part of the political and the socio-economic transformation programme of our country."

Our endeavours have been guided by our Constitution, various legislative measures and international conventions to respect, promote, protect and advance the rights of women.

Our progressive legislation includes the Promotion of Equality and Prevention of Unfair Discrimination Act, the Employment Equity Act, the Domestic Violence Act, Sexual Offences Act and the Civil Union Act.

South Africa has achieved world-wide accolades for its notable advances in promoting women empowerment and representation in key decision-making structures.

Research indicates that South Africa is one of the most progressive societies in the world when it comes to the representation of women in politics.

## Women in numbers

Before 1994, the South African Parliament had a mere 2,7% representation of women. After our first democratic elections in 1994, women representation in the National Assembly stood at 27,7%.

In 1999 that figure increased to 30% and then 32,7% in 2004. It was after the 2009 national elections that women representation reached 42%.

According to the World Economic Forum's Global Gender Gap Report 2012, this puts South Africa in fourth place worldwide for the greatest number of women in Parliament.

Furthermore, 41% of ministers, 45% of deputy ministers and 55,5% of premiers are women.

What makes our women leaders unique is that they occupy positions that are typically the preserve of men, including Defence and Military Veterans, International Relations and Cooperation, Transport, Labour, and Mineral Resources.

In the Public Sector, we are also making steady progress in advancing women in the workplace. Since 1994, there has been progressive change for women, who now occupy more than 35% of senior-level jobs in government.

The 2011 Business Women Association (BWA) South African Women in Leadership Census affirmed the upward trend to empower women in the Public Sector. It further noted that 62,5% of women who are in salary levels 13-16 are black, 7,5% are Asian, 7,2% are coloured and 22,7% are white.

In salary level 6-8, where the majority of women in government are employed, 77,2% are black, 2,5% are Asian, 8,3% are coloured and 12,0% are white.

Building on the democratic dispensation's emphasis on gender equality, President Zuma elevated government's commitment in this regard by establishing a Ministry for Women, Children and People with Disabilities in 2009.

>>



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### Legal instruments

The Department has been instrumental in tackling the challenges facing women, reducing poverty and improving the socio-economic status of women in the country.

It recently proposed policy in the form of the Women Empowerment and Gender Equality Bill to enforce gender parity across all sectors of our society.

The policy demonstrates government's commitment to act decisively and enforce change in the workplace, and speed up the process of gender transformation in our country.

It calls for equal participation of women in the economy and for equal representation of women in positions of decision-making in both private and public sectors.

The policy further provides for the elimination of all practices that violate the rights of women in terms of social, political, economic and cultural freedoms and the abolition of all forms of discrimination against women and girls.

The policy monitors all legislation to address inequalities, discrimination against women, gender violence, access to services and economic empowerment.

The National Development Plan (NDP) – the country's strategic vision for the next 20 years – highlights the important role of women in the fight against poverty and transforming our economy.

The active participation and empowerment of women will help transform the economy as they make up a significant percentage of the poor, particularly in rural areas.

The NDP unequivocally commits the country to creating a society where women and children feel protected and have confidence in the criminal justice system to effectively apprehend and prosecute criminals who violate their safety.

### Better government services for women

In this regard, we have re-established the Family Violence, Child Protection and Sexual Offences (FCS) units in all 176 policing areas. These units conduct specialised investigations in the detection of all cases of sexual offences, domestic violence and child abuse.

Government is using its investment in education as a critical emancipation tool for women and girls.

The proportion of girls attending primary, secondary and tertiary education has improved significantly, with the participation of girls being among the highest in the world.

South Africa's third report on the Millennium Development Goals (MDG) indicates the country's success in promoting universal access to primary education.

The Department of Basic Education's Gender Equity Unit monitors gender equality, with particular focus on keeping girls in school and promoting the participation of girls in Science and Mathematics, both crucial subjects for the further economic growth and development of our country.

Our efforts also extend to higher education where women comprise more than 50% of the student body.

Moreover, between 2001 and 2009 women enrolment at doctorate level increased to four out of every 10, and women graduations increased from three to four of ten.

In clinics and hospitals, women receive greater support from government than ever before.

Through the revitalisation and building of more Primary Health Care (PHC) facilities we have improved access to health-care services for many women and children, especially in rural areas.

We have provided access to free health services for pregnant women and scaled up healthcare services for mothers and children. This was in fact a cause close to the heart of former President Nelson Mandela when he assumed office after the first democratic elections. Government healthcare services include access to a full range of contraceptive services.

Our health support also includes post-rape care and counselling at health facilities. We have also improved coverage of cervical screening and strengthening of follow-up mechanisms.

Government understands that more needs to be done to ensure that women feel safe and are treated as equal citizens, and assume their rightful place at the centre stage of the country's socio-economic growth and development.

The daily reports of violence and abuse suffered by women are evidence that we must continually work to ensure a safer and more caring society. Our homes, workplaces and places of recreation need greater attention to ensure that women and girls benefit from democracy.

Although many of these protections are contained in our Constitution, it falls upon us as a society to make them a lived reality through the laws we pass and the programmes we support.

Our record of the last 19 years of democracy suggests that we can indeed build on the advances we have made which have enabled women to make better lives for themselves and their children. ☺



Othniel Gollins Chabane

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**T**his August, we reflect, as we do every year, on the achievements we have made, and the challenges that remain in our endeavours to empower women. As we mark Women's Month, it is heartening to note the steady increase in representation of women, especially in the senior echelons of the Public Sector.

As we celebrate these women, –we remain mindful of the work that remains to be done to achieve gender equity.

Today, more than at any time in our history, women have more opportunities to develop and realise their potential. Our society has seen a dramatic increase in the representation of women in business, government and other social structures in the democratic dispensation.

As Minister Collins Chabane confirms in his monthly column, the Public Sector has a lot to be proud of in this regard. Indeed, in the 19 years of our democracy, the Public Sector has moved more swiftly than the private sector towards gender equality.

We have come a long way since the days of the Women's Coalition which represented the interests of women at the Codesa negotiations to end apartheid. The coalition lobbied for a high representation of women in government and to oppose the oppression of women in society. The values in the Women's Charter drafted by the coalition in 1994 have since been incorporated into the new Constitution, putting women's interests in the mainstream of our public discourse.

While we celebrate women who have beaten the odds and succeeded in their careers, we must not lose sight of the gender violence that continues to ravage our communities. Those who commit heinous crimes against women in our communities must be dealt with by the criminal justice system. But it is the responsibility of all of us to heighten the sensitivity of all people to gender oppression in all its ugly manifestations.

Fighting the oppression of women is not a battle that is exclusive to women. While it is good to have institutions dedicated to empowering women, it is up to all of us to wage a continuous war against all vestiges of patriarchy. In our work and social spaces,



we must strive to raise consciousness of practices that retard the advancement of women.

Female managers, like their male counterparts, have a responsibility to use their positions of influence to uplift other women.

Laws and policies are in place to root out harassment in the workplace. It is up to us as managers to ensure that they are observed and that transgressions are swiftly dealt with.

Indeed gender mainstreaming implies that all policies, projects and programmes we develop must consider gender from the outset. ☺

A handwritten signature in black ink, appearing to read 'Phumla Williams'. The signature is fluid and cursive, with a long horizontal line extending from the end.

**Phumla Williams**  
GCIS: Acting Chief Executive Officer

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*The management and employees of Group Five applaud all women of South Africa. We commend your efforts as you continue to build organisations, communities and the Nation.*

**Dear Editor**

Dr George Mukhari Academic Hospital had the pleasure of producing the first black *Plastic and Reconstructive Surgeon*, namely Dr Gloria Tshukudu. We had a blissful moment seeing her appear in *Public Sector Manager (PSM)*. We at the hospital hope that her story will inspire young girls to reach for the stars. Today's women are successful in many aspects of their lives and should not forget how intellectual, strong, spiritual and influential they can be.

A girl child in our country can no longer afford to have "I could not achieve it, I should not believe in myself, I am black therefore my career prospect is limited, I am from a disadvantaged community or my environment determines my future" in her vocabulary. Women such as Dr Gloria Tshukudu, featured in your May edition, should be celebrated not only on Women's Day but all the time because they inspire change. On that note I would like to thank the editorial team of *PSM* for producing an informative and inspiring magazine.

**Mpho Koka**

**Media Liaison and Publications Officer,  
Dr George Mukhari Hospital**

# We hear you!

**Dear Editor**

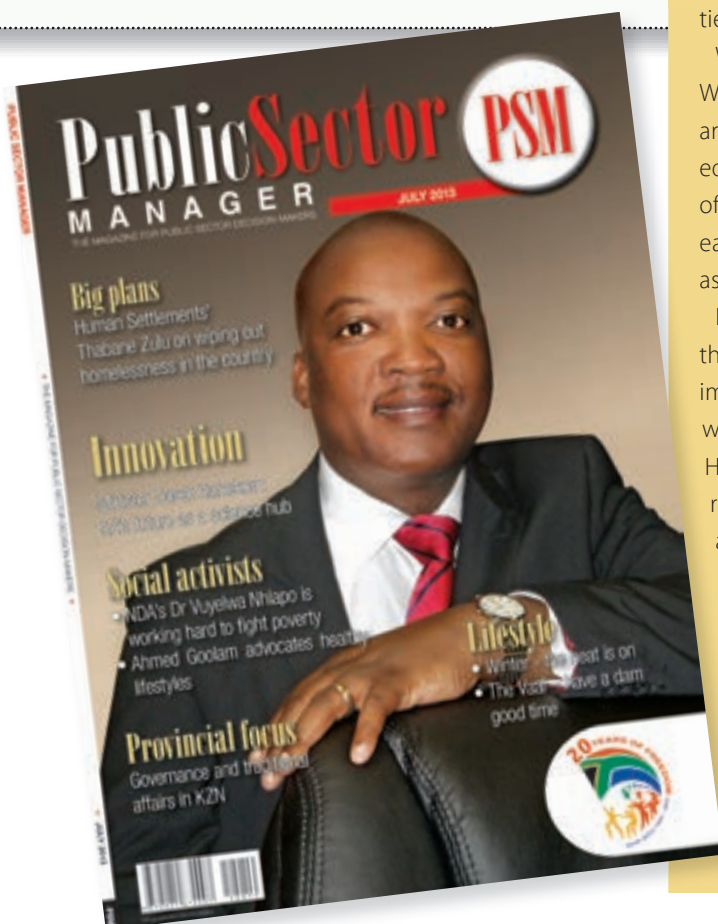
I would like to commend you on the stellar work that you and your team are doing in continuing to make *Public Sector Manager* magazine a good source of information and communication – particularly in the medical fraternity. It is through the existence of such a publication that medical doctors at all levels can start a conversation on the challenges we face both internally and externally and thus combining our talents and academic abilities to come up with solutions.

We are currently facing a challenging period within healthcare. While we have had a supportive Department of Health, there are still a number of challenges that make the provision of adequate healthcare to all South Africans a challenge. One way of overcoming the challenges in our profession is to recognise each other's efforts and to remember that our greatest virtue as healers is showing humanity to our patients and each other.

I hope that by including myself and other junior doctors in this conversation we can together map a way forward towards improving healthcare in our country. Often as public servants we may find ourselves on what may seem like opposite sides. However, that is a failure on our part because we forget the reasons that inspired each of us to take our oaths upon graduation. As young public servants we have an opportunity to meaningfully participate in ensuring the continuation of our noble profession.

Continue with your brilliant work and I hope to see more young doctors participating in changing our nation for the better.

**Yours sincerely,  
Dr Vuyane Mhlomi  
Chief Dreamer, MH Foundation**



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*Writer: Noluthando Mkhize*

## Women's Month

1–30 August

August is Women's Month and 9 August is celebrated annually as Women's Day. The theme for this year's celebrations is: "A centenary of working together towards sustainable women empowerment and gender equality".

This is to acknowledge 100 years of heroic struggles by women such as Charlotte Maxeke, Albertina Sisulu, Ruth Mompati, Dorothy Nyembe, Helen Joseph, Rahima Moosa, Sophia Williams-De Bruyn, Winnie Madikizela-Mandela, Motlalepule Shabangu and many others who fought for freedom, land struggle, equality, justice and democracy.

Women's month is also a tribute to, not only the thousands of women who marched on that day in 1956, but also to the pioneers of the women's movement dating back to 1913, when women like Charlotte Maxeke led the way in establishing the ANC Women's League and encouraging women to take part in the struggle for freedom.

The Women's Day Celebrations will be held at Thulamahashe Stadium, Bushbuckridge, in Mpumalanga. President Jacob Zuma will deliver the keynote address.

## The Centre for Public Service Innovation (CPSI) Public Sector Innovation Conference

21–22 August

The annual Centre for Public Service Innovation (CPSI) Public Sector Innovation conference is where decision-makers and practitioners will be exposed to innovative practices and where experts will provide guidance towards building an innovative public sector.

This year's CPSI Conference will be held on 21 and 22 August 2013, at the Indaba Hotel, Gauteng.

The conference is a platform to expose the Public Service and its strategic partners to innovation opportunities and strategies through sharing knowledge and experiences.

**For more information visit: [www.cpsi.co.za](http://www.cpsi.co.za)**

## The 2013 International Association of Women Police Training Conference

21–26 September

The International Association of Women Police (IAWP) Training conference will be held for the first time on African soil at the Inkosi Albert Luthuli International Convention Centre in Durban.

The conference will bring together academics, operational police officers, researchers, managers and leaders in policing, survivors of crimes against women and specialists in investigations to share knowledge and experiences.

The event will coincide with the 100th anniversary for policing in South Africa and will focus on the contribution that women make towards the many successes of the organisation. It will also examine the contributions that women make towards policing throughout the world.



## Public Service Month

1–30 September

Public Service Month serves as a reminder of what it means to serve communities and to look at the impact that government has on service delivery.

This is the month when public servants should visit schools, hospitals, police stations and courts to interact with the community on issues of service delivery.

Public Service Month is an integrated strategic national event in the calendar of the Public Service and Administration and as such all national and provincial departments are required to participate and thereby put in place activities and campaigns to improve service delivery. ☺

# Home Affairs turnaround: a lesson for the Public Sector

**W**hen Dr Nkosazana Dlamini Zuma resigned as Minister of Home Affairs to take up a position as Chairperson of the African Union, many wondered who would fill the void.

The former minister had presided over the turnaround of the department, previously riddled by corruption and poor service. Under Dlamini Zuma's stewardship, Home Affairs changed from a pariah, hated by citizens, to a model department – improving in virtually all indicators of performance. Achieving this was no mean feat. Under her watch, Home Affairs became homely again.

No doubt the President would have had to look hard to find a suitable replacement.

In a terse statement announcing the appointment of Naledi Pandor as Minister of Home Affairs, the President said only that she and Derek Hanekom, who was being appointed the new Minister of Science and Technology, had "distinguished themselves in their current portfolios and I am confident that they will do exceptionally well in their new responsibilities as well".

Minister Pandor is indeed a distinguished Minister, having served in Parliament since the dawn of democracy. The President's confidence in her was not misplaced, judging by the continuing stability at Home Affairs.

Eight months later, Minister Pandor has settled well into her job and the transition seems to have been seamless. But the self-effacing Minister says she continues to learn more about her department every day. "As a new minister, it takes time to settle in a department – around a year I would say.

"Fortunately, I have an experienced deputy minister who helped me along. So I was able to hit the ground, well, not quite running, because I was limping from time to time," she says, bursting out laughing.

This appears to be an understatement of her achievements, as Minister Pandor can now speak off the cuff and with authority on virtually all aspects of the department she leads.

The department has a wide brief which deals with a range of intractable and politically sensitive issues such as refugees, asylum, immigration, citizenship and passports, "and



Minister of Home Affairs Naledi Pandor.

retirees who come here to spend their sunset years. We make sure that they are absorbed well," she adds.

Ever the diplomat, Minister Pandor describes this complexity as an "intellectual challenge," one that she is clearly up to.

With Minister Pandor at the helm, Home Affairs continues to confound critics as it proceeds unhindered on its trajectory of modernisation.

## Building on successes

Minister Pandor says the turnaround strategy adopted in 2007 by her predecessor has not fully run its course, but remains on track. "There has been progress – some services have improved, but a number of aspects still require improvement – but there has been impact – you can see from the calibre of our staff, officials."

The achievements of Home Affairs in recent years are staggering. Since the turnaround strategy, says Minister Pandor, 95% of IDs are issued within 47 working days, 95% of machine readable passports are issued within 24 working days, and the annual target of 594 000 births registered within 30 calendar days of the birth event has been met. The new smart ID card will take

only five to 10 days to produce.

The Department of Home Affairs should reflect, retain and build on these achievements, says the Minister, adding that the department has budgeted over R348 million to drive the modernisation programme this financial year.

Minister Pandor says the turnaround strategy worked because, “we developed a holistic programme that amounted to a fundamental transformation of the ethos of non-service in Home Affairs.

“We learned to treat citizens as customers. We learned to provide citizens with a fast and efficient service. We learned to empower managers. You cannot change the way things are done without having managers who are sharp, efficient and innovative”.

### The making of a new cadre

To achieve these impressive results, the department started improving the capacity and ethos of its employees. “We went through a reskilling process and made a concerted effort to attract new skills. The participation of staff is essential.”

Minister Pandor says for the department to change, it had to get the recommitment of key staff and rekindle morale among employees. She credits her predecessors for the sterling work they did in laying the ground for bringing the department into the 21st century. “We were fortunate that former ministers took leadership for managing change.”

A major part of changing the institutional culture of the department was to set up a learning academy within the department, says Minister Pandor. The academy is run in collaboration with the Wits Business School, with lecturers from Wits offering courses. When she speaks about the work of the academy, the Minister brightens up and displays intimate familiarity with its work – a mark of an educationist who remains passionate about imparting knowledge.

Having taught at schools and lectured at universities from the 1980s to 1994 when her political career prevailed, the Minister remains passionate about education.

The academy offers modules in domains of departmental work that are accredited by the South African Qualifications Authority, explains Minister Pandor. “There are various programmes, and some are not linked to the work area. Students do theory and assignments on themes based on the work of the department. The first cohort graduated recently.”

Although attendance is not compulsory, the department



Home Affairs Deputy Director-General of Information Services Sello Mmakau helps President Jacob Zuma with his application for a Smart ID card..

encourages employees to attend. Attending the course, she says, has changed the attitude of staff members to their work. “We developed a focus and built team character. It is important to create loyalty and patriotism among staff members. They get to appreciate and guard against risks to our national interests.”

The department also introduced a compulsory orientation programme for new employees.

When they went back to school, trainees talked about patriotism, service, integrity and began to understand South Africa differently, says Pandor.

Through the process of reskilling, the department identified staff members who were wrongly placed. “We found staff members who were misplaced and we then tried to identify a fit between individual skills and departmental needs.”

She admits that initially there was resistance from some staff members to change, “but now people appreciate what we are trying to achieve. They see it as an opportunity for growth.”

Minister Pandor expresses confidence that levels of corruption in the department have gone down. “We have a counter corruption unit which indicates that we have professionalised the fight against corruption.”

>>



Deputy President Kgalema Motlanthe applies for a Smart ID card.

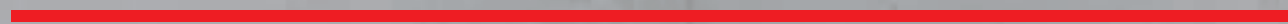
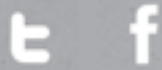


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## Creating a paperless environment

Minister Pandor says part of the vision of Home Affairs is to create a paperless environment in which digital information rules supreme. This is not a pipe dream but a concrete plan the department is working on. "We hope to achieve the digitisation of documents in two years. This will help to eliminate corruption and poor service."

Many of the delays experienced at Home Affairs, says Minister Pandor, relate to the sourcing of documents. "If someone applies to, for example, change a name, you have to search for the file manually. It can take days to find a file at our warehouse in Brits."

Digitisation will bring many services online, but "we will take time to achieve this", she concedes. The Minister says modernisation includes live data capturing, e-visa and permitting, the Trusted Traveller Programme, the Enhanced Electronic Movement Control System, the National Identification System (NIS) with biometric features, and the Smart ID card.

With the department getting ready to issue the Smart ID card, mobile trucks are online, says the Minister. "We are now busy with the refurbishment of offices for issuing Smart ID cards. We need appropriate retrofitted offices for that."

Minister Pandor says the department has made tremendous progress in cleaning up the national population register. "We have been bedevilled by history in some way. We have adults who are not registered. But we are getting there. The register should be clean within two to three years."

She also expresses confidence that South African passports are now very secure. "We are continuing discussions with the United Kingdom (UK) to assure them of that. They will visit our facilities soon to determine for themselves," she says, clearly frustrated by the visa requirements the UK has imposed on South Africans travelling abroad.

Another problem in the Minister's sight is that of people registering new-born babies late. "We intend to stop late registration in 2015. We decided to allow for an 18-month grace period. Late registration is open to fraud." In recent years the department has embarked on a drive to get parents to register children within 30 days of birth. "We have connected hospitals and other healthcare centres to our database so babies can be registered at the place of birth. We registered 602 530

births in 2012 and intend to expand this number by at least 8% each year.

The department has also agreed with Sabric that from December all duplicate identity documents will be invalidated.

## New measures to police porous borders


Minister Pandor admits that South Africa's porous borders are hard to manage, but says her department is working with other parties to improve service and tighten control at the country's borders. "We have to improve infrastructure for instance in Lebombo, Beit Bridge and Maseru. Last year, over R110 million was allocated to ports of entry infrastructure via the Public Works budget. This year, over R130 million is made available in our budget."

This money is used to improve management, capacity, and infrastructure at all ports of entry, the minister says.

A key part of this intervention will be the establishment of the Border Management Agency in which home affairs will be the lead department. Cabinet has already approved the establishment of the agency, which will involve the South African Revenue Service, the South African National Defence Force, the South African Police Service and the departments of health and agriculture. The agency will coordinate the operations of these entities at South African points of entry and along our borders.

## Sharing best practice

The Minister says government departments should do more to share best practices. "Departments don't talk to each other enough. For instance, we were intrigued by Statistics South Africa. They have technology that we can tap into."

With the knowledge and passion for her job, Minister Pandor fills one with the confidence that Home Affairs is in good hands. 

### This and that

What is the one thing people don't know about you? I'm as open as a book, – but I have a tendency to SMS my staff very late at night, – even at 02:00, to ask about work.

### What are you reading at the moment?

I'm rereading *Long Walk to Freedom*. I also read a lot of Muslim literature. I'm Muslim, you know. I enjoy reading thrillers as well.

### What do you do to unwind?

You mean besides reading? I listen to music. I love jazz and old soul music.

VITAL STATS

Fast facts at your fingertips



# Life has changed since 1994

Compiled by: Dorris Simpson

Over the next few months *Public Sector Manager* will bring you a series of facts and figures that demonstrate how life has changed for the better for South Africans since 1994.

## Health

### Combating HIV and AIDS

- HIV prevalence among 15 to 24-year-old pregnant women was 20,5 % in 2011 as compared to 21,8% in 2010, a decline of 1,3%.
- **3 540** – the number of health facilities providing antiretroviral (ARVs). This is an increase from 490 in February 2010.
- **23 000** – The number of nurses trained and certified to initiate ARV treatment in the absence of a doctor. It's an increase from 250 in February 2010.
- The number of people on treatment has doubled from 923 000 in February 2010 to 1,9 million in April 2013 through the Nurse Initiated Management of Antiretroviral Therapy programme.
- **7 000** – the number of health workers trained for fixed-dose combination.

## Education:

### School Performance

- School participation is nearly 100% for the basic compulsory band, the 7 to 15 year age-range.
- Reports also show there are fewer out-of-school children and

who have dropped out. According to household surveys from Statistics South Africa, we have 80 000 fewer children who were out of school in 2011 compared to 2009.

### Post-school education and training opportunities National Student Financial Scheme (NSFAS)

- **1,4 million** – the number of students assisted by NSFAS since 1994. The 2013/14 budget allocation stands at R5,769 billion.

### Colleges

- A target of 550 000 enrolments was set for 2012 and a total of 657 690 was achieved representing an increase of 54% from 2011.
- NSFAS provided financial assistance to 187 497 Further Education and Training (FET) College students in 2012, exceeding the projection of 180 826 students.
- FET Colleges set aside R6,3 billion over the 2013 MTEF period, beginning with R1,988 billion in 2013 and culminating in R2,2 billion in 2015 to cater for the expansion in student enrolments. Some 702 430 poor and academically capable young people will benefit.

### Teacher education

- **10 361** – the number of new teacher graduates in 2011. The number increased from 6 000 in 2008.

## Women at Senior Management Service (SMS) level

The Public Service achieved a 30% target that was set in line with the SADC declaration in 1994. The table below provides a snapshot of women at SMS level for the financial years 2010/2011 and 2011/2012:

Level	13	14	15	16	Total
2010/2011	2 108 (37%)	607 (34,4%)	175 (35%)	34 (24,2%)	2 924 (36,1%)
2011/2012	2 324 (39%)	687 (37,5%)	176 (34,2%)	34 (23,6%)	3 221 (38%)

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## The power behind the national grid

Magubane takes pride in the progress made in putting a huge number of South Africans on the energy grid. “We have electrified about a million homes in the past four years. Since 1994, we have electrified 5,6 million households and we have created an enabling environment for investments of about R70 billion in the renewable energy space.

She is confident that the department has worked hard to ensure energy security going into the future. “We have established credible regulators through various pieces of legislation. We finalised the treaty to get electricity from Grand Inga – one of the biggest rivers in the world – where we are going to be generating clean electricity which will create energy for the Democratic Republic of Congo.”

She is also happy that the department has been recognised for the good work it does.

“We have won awards, one of which was the Infrastructure of the Year award from the Global Leadership Forum. For the past two years, we have maintained unqualified audit reports and are looking forward to ensuring that we receive clean audit reports in the future.”

Magubane expresses confidence that the country has a viable energy master plan to take it into the future, despite some criticism.

Recently, the department has had to face harsh criticism from commentators and energy experts who slammed government’s nuclear build programme, which is included in the Integrated Resource Plan (IRP2010). The IRP2010’s primary objective is to determine the country’s long-term electricity demand.

The IRP2010 also places specific emphasis on broadening electricity supply technologies to include gas, imports, nuclear, biomass, >>


**W**hen Nelisiwe Magubane walks into a room, she takes control. She is a natural leader but to get to the position of Director-General at the Department of Energy she had to overcome many obstacles.

She spent her formative years in Ixopo, a small town in the KwaZulu-Natal Midlands, with few prospects of success.

Magubane said she initially wanted to be a doctor but then one day, as part of the science Olympiad team in high school, she visited the then Natal University where she witnessed a high-voltage demonstration. “They showed us what happens when there is a thunderstorm. I realised what I wanted to do,” she smiles.

Magubane holds a Bachelor of Science Degree in Electrical Engineering from Natal University and an MBA degree from Milpark Business School.

But then, Magubane is a climber of note, having summited Mount Kilimanjaro as well. She laughs when she tells me that she was going through a “mini midlife crisis” at the time. “It was an amazing experience though, except having to wear six layers of clothing.”



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renewables (wind, solar and hydro), in response to the country's future electricity needs and to reduce its CO<sub>2</sub> emissions.

Government's nuclear build programme aims to construct power stations that intend to produce 9 600 MW of electricity between 2023 and 2030.

But a recent report by the University of Cape Town's Energy Research Centre says there is no need to invest in nuclear power for the next 15 to 25 years. The fear is that if government forges ahead with the programme, it could trigger electricity price hikes, with some even saying that the IRP2010 is outdated.

At the 15th Conference of Parties (COP 15) in Copenhagen in 2009, President Jacob Zuma said South Africa would be able to reduce emissions by 34% below business-as-usual levels by 2020 and by 42% by 2025.

However, Magubane says the plan was endorsed by Cabinet in 2011 and as a disciplined public servant she'll be guided by Cabinet. "Some of the issues we need to take back to Cabinet are:

- how the programme will be funded
- the role of the Public Sector and
- the procurement framework.

"This department believes that [the] nuclear programme is part of a solution that will bring down our emissions in this

country. It's a Cabinet decision and we are going to implement it until we are told otherwise," she says sternly.

Former Energy Minister Dipuo Peters said in her Budget Vote speech that the IRP2010 would only be reviewed in line with the Integrated Energy Plan (IEP), the country's energy master plan.

"This is the year that we are finalising the IEP of which the IRP is a subset. Within that total framework, you are going to have a reviewed IRP in this particular financial year," Minister Peters said.

Magubane echoes Peters's sentiments: "It is not correct that it's outdated, because the IRP is a 20-year plan. The IRP seeks to change our energy mix over the next 20 years, but also it moves from the premise that this country is going to prosper".

### **Planning for the future**

"We are basically saying that we'd like to develop an energy system that is going to be appropriate for the kind of developmental state we would like to see in future."

On who will run the nuclear programme, Magubane says power utility Eskom will operate

government's nuclear programme. She says the department has every confidence that Eskom will run the programme efficiently.

"We have already indicated that we want Eskom to participate in the nuclear programme and frankly speaking they've been doing this for the past 20 years.

"But we are also going to need some participation in the form of the private sector, so we need to make sure that we have an appropriate legislative framework that will incentivise and encourage other participants in the sector."

She says the department is still determining how much the project will cost. "Once we have done that, we intend taking it to Cabinet in September, after we have taken it to the National Nuclear Energy Coordinating Committee."

### Keeping the lights on this winter

With the load shedding of 2008 still a fresh memory for most, Magubane has reassuring words for South Africans who have been anxious about whether they'll be left in the dark this year.

"The reason we have not seen any blackouts is because of the competence of people working at Eskom. At this point we do not envisage any load shedding," she says.

"We expect that once Medupi and Kusile come on-stream, we should have a certain relief in terms of power supply shortages".

But the steep electricity price hikes which have weighed heavily on many South Africans will be with us for some time to come, says Magubane.

The National Energy Regulator of South Africa (Nersa) has granted Eskom an 8% tariff increase annually over a period of five years.

"We believe that electricity tariffs will continue to rise to the point where most customers are going to look at switching to other forms of energy," she says. "For example, in my house, I don't use electricity for heating, I use gas and I use wood for my fireplace. I use electricity for lighting, for entertainment and refrigeration."

But what makes Magubane tick? She says her job is what gets her out of bed in the morning.

"I think most of the time, the real motivation is the things you have achieved and the things you still would like to achieve, but also making a difference in people's lives. For example, I always tell my team that when >>







# L&R WELDING & TOOLS SUPPLIES

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## ACHIEVEMENTS

L & R Welding and Tools Supplies was awarded 1st Prize of the Govan Mbeki Best Women Contractor Award in the Country in 2013.

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- Maintenance on low and medium voltage
- Issue of Certificate of Compliance.

## Plumbing

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## ACHIEVEMENTS



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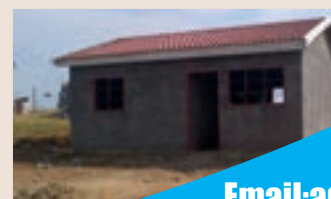
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we do electricity switch-ons, they must go there because that's when you see how you actively change people's lives.

### Setting clear strategies

Magubane works hard with her management to instil team spirit in the department. "What makes it easier is to have a highly competent and motivated, dedicated team. We call ourselves Team Energy."

She keeps staff motivated by rewarding good performance and penalising non-performance. Magubane believes one of the biggest successes the department has seen is that it has created policy certainty in the energy space.

But she admits that progress in developing women in the country has been gradual and painstakingly slow.

"There is some progress, however, it's not as fast as it should be and there is no reason why it should not happen, because in this department at least 52% of the workforce is female. One of the reasons we have such a dedicated department is that we have many responsible young people the majority of which are female."

The department has also implemented the international clean energy education and empowerment initiative, born out of the Clean Energy Ministerial. The initiative aims to attract and inspire women to pursue careers in energy and support their advancement into leadership positions.

### Resilient and dedicated

So who has inspired this KwaZulu-Natal native? She says her late mother is her main role model.

"That's where I learnt to be resilient and also to be dedicated and strive to be successful."

Magubane studied electrical engineering at the University of Natal. "I then went to work for Eskom. There were only two black women at the time. From there I went to the private sector, as a consulting engineer.

"That's where the resilience that I admired from my mother actually came in handy. Society does not give you any breaks; you just have to make sure that you succeed.

"But the nicest thing about that is that you learn to be the best in what you do, because if you are not the best in what you do, you are just another nice-looking black person."

In 2000, she joined the Department of Energy as Chief Director of Electricity.

"I think probably my first budget at the time was no more than R15 million – today I'm managing a budget close to R7 billion."

Magubane says growing up in a single-parent household also taught her to be self-sufficient.

"It was tough because we were very poor. It's the classic South African story. Mom went to Durban to work and the children stayed with grandparents and the uncle and his wife.

"When we were growing up, there were no jobs for men and women only, everybody did everything. If there were dishes to be washed and one of my brothers was at home, they had to do it. So that taught us to be self-sufficient."

Being mom to her six-year-old daughter, Neo, has taught her to treasure every moment she has with her.

"I'm a single parent. It's tough because I have a high-pressure job but when I am with her, I pay full attention to her. You also have to teach them to be independent at an early age but they must never doubt how much you love them. You must always remind them how much you love them and always make sure that when you spend time with them you are paying full attention to them," she advises.

And while she may juggle car pools and play dates, her ability to play hard ball in the board room makes her a force to be reckoned with. ☺



# The woman who is reshaping policing

**G**eneral Riah Phiyega is the tough-talking police chief whose main aim is to whip the South African police service (SAPS) back in shape.

Entering the National Police Commissioner's Pretoria office, I'm met by a warm hostess, who openly laughs and jokes with her team. She's firm, yet gentle in her approach, confident and passionate about what she does.

She tells me that when she is at home, she's MaPhiyega, makoti.

"When I'm at home, I am a mother, the COO of the home, wife, aunt and a grandmother," she smiles.

When she was appointed last year, some sceptics questioned how a woman, with no police service experience, would lead the country's men and women in blue. But just over a year into her appointment, Phiyega has shown she is no shrinking violet.

"A year is a very long time in a university such as South African Police Service (SAPS). And I call it a university because it's an institution of higher learning, it's a complex, it's intricate, it's intense and it's critical organisation to the nation.

"I've learnt a lot and I've come to be very confident that this is an organisation that does a lot for the country, can do a lot for the country and has scope for change and growth," she says firmly.

## Managing the workforce

The police service has a staff complement of 200 000, probably the largest in the Public Service. Looking after the needs of so many individuals does not faze Phiyega, but encourages her to lead the best way she knows how.

Phiyega appreciates the work done by the police. "I can tell you that the job they do is very difficult, demanding, stressful, traumatising and thankless.

"But being a service organisation, we are not here to serve ourselves. So, we must make sure we adopt a philosophy that our focus is to service others before we service ourselves.

The police chief says building a strong, efficient frontline platform is one of her key priorities.

"Our frontline platforms are the police stations. If the police stations are not efficient, we don't have policing in our country. As leaders, we make the effort to make sure we deal with the frontline of policing. That is why the Minister has declared this year as the year of the frontline service."

Commissioner Phiyega is reviewing the way police respond to crime.

"We're also looking at refreshing our responses to crime. I think it's about time we look at shifting from our old, reactive model. We need to change in favour of new strategic policing, that gets criminals on the run and reclaims the streets. We need to reclaim our lost ground and actually say, we are the enemies of crime and crime will not succeed."

## Attracting the right skills

The Paarl SAPS Academy will be developed into a university that will offer bachelor degrees in policing. Commissioner Phiyega says the university will officially open in January 2014 with the first cohort of 120 students enrolled to be selected from within the SAPS.

The university will offer higher-level degrees such as honours, masters and doctorates over the years. The initiative is part of efforts to build a new cadre of police officers who will be empowered with high-level skills to improve policing.

In July, an internal anti-corruption unit aimed at fighting fraud and corruption within the police force was formed.

"We decided we needed to focus on integrity and corruption within the department, and put together a task team to help us ensure this dedicated service. We will have a unit that will focus on integrity management and corruption management within policing because I believe that for us it is fundamental."

But she adds that as a woman, she's happy to host a gathering to discuss gender issues in policing.

## Putting female police on the pedestal

From 21 to 26 September, South Africa will host the 2013, 51st International Association of Women Police (IAWP) Training Conference in Durban.

The conference, which will be held under the theme "Century of Experience to Excellence", will bring together women involved

in law enforcement and criminal justice systems throughout the world. It will be attended by academics, operational officers, researchers, managers and leaders in policing, among others.

"I'm profoundly gratified by the fact that I am leading the SAPS at a time when they host a conference such as this for the first time on this continent.

"More than a thousand women police from all over the world will participate in the programme which will also involve some training.

"We want to put our foot on the mark and share our beautiful expertise as a country," she says.

South Africa also celebrates the centenary of the establishment of police in September 1913. The country also celebrates 41 years since women were allowed to enlist and train in 1972.

Today, women make up 37% of top management of the South African Police Service.

"We are marching steadily towards the 50:50 ratio projected by gender legislation in this country. On the continent, we have two women police chiefs – me and the Zambian commissioner – and this is a continent that has some 54 states. It just shows that we still have a very long way to go."

In her quest to understand the police service, the Commissioner conducted dumelang sessions with SAPS employees. She also convened a meeting with the top 1 500 leaders of the organisation.

### **The face of leadership**

Paramount to leadership is what she calls above leadership. This she says is leadership that is accountable and focuses on excellent delivery. "It is leadership that is not hidden, because if you are a leader, you have to be visible."

Being appointed the first woman police commissioner was no easy feat. For Phiyega, her appointment, has



allowed her to be a path-finder for future generations. She is grateful to be a black woman in a transforming South Africa.

"It is not an opportunity to be looked at lightly," she says.

Her philosophy is that when one becomes the first, their commitment should be to ensure that they don't become a creator and crafter of narrow paths, but rather a creator and crafter of highways.

"They always say when you go up the ladder make sure you hold your ladder firm so that others can come up the ladder. I am not representing myself. I am representing many, many women in various walks of life.

"So if I succeed, I'm not succeeding just for myself as a woman, I'm succeeding for the many women in this country."

Being a woman in the security sector has never been easy, but the Commissioner has taken it in her stride.

"Nobody has ever promised me or any other woman who assumes a role such as this one that it's going to be easy. You have to look at yourself in the mirror and say: I know that I'll meet challenges, but when I meet those challenges, I will learn >>



The great debate will always be if greatness is born or made? Legendary is always the result, and legacy the eternity.

A Re Yeng, the Tshwane Rapid Transit system is the beginning of a new era of Transport in Tshwane. As the stations, buses, depots and other infrastructure become a familiar part of the city landscape, a legacy becomes entrenched.

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from others and where I'm weak, I'll get others to strengthen me, where I'm strong, I'll play to my strengths."

With academic achievers for parents, she learnt the importance of education from an early age.

"I come from a family of teachers and I must say my mother is my role model. She worked very hard. We were six at home, she was studying. I saw her study for her two degrees, six children, a husband, a profession – I still don't know how she did it.

"My father was brought up by a mother who brought up six of them. I looked at all of them. They were all professionals with four being graduates. They had not been to university, but studied privately. I said to myself, I don't have a choice here, these people were less privileged than me because I could go to a university. So those things really drove me."

Riah finally went to university and she knew she had to work hard. Back then, university fees were R400. "I knew I couldn't waste my father's R400 – I just needed to study very hard."

So how does this mother, wife and grandmother juggle family life and her hectic work schedule?

"Joining SAPS has rewritten what I call free time. Free time for me now means getting home,

greeting the family, watching the news, showering. If I'm able to go to bed without getting into my study room, that's beautiful free time, but ordinarily, it's 24/7. I'm just helped by my old age, because I no longer need many hours to sleep," she laughs.

While she doesn't hide the fact that she's a workaholic, she's also a family woman. She credits her husband for helping her get to where she is today.

"I'm married to the most beautiful man who has helped me to be who I am. If he saw me as competition, rather than a partner, I would never have been where I am, I would never have done what I've done, I'd never do what I'm doing now," she smiles.

The hope that she has for South African women leaves one with a warm feeling for the future.

"Be proud of who you are, know yourself, know your strengths, play up to those strong qualities that you have, do not be a second-rate man but be a first-rate woman.

"If you're given an opportunity to lead, to play a particular role and if you truly feel that you can do it, give it your best. Your gender does not stop you from being the best."👍



**Fact file:**

- General Phiyega holds a Bachelor of Arts (Social Work) from the University of the North, a Bachelor of Arts Honours (Social Science) from Unisa, a Master of Arts (Social Science) from the University of Johannesburg and a

postgraduate diploma in Business Administration from Wales, University Cardiff. She also attended executive development programmes at the National University of Singapore and Wharton University, Pennsylvania in the United States.

- She is a past group executive of Absa Bank and was also group executive at Transnet.
- In the community development area, she served as director for development at the National Council for Child Welfare, where she started her career. She spent a few

years at the Chamber of Mines as a wellbeing consultant.

"Community development is my passion, women are my passion and I strongly believe in strong families," she says.

- Prior to joining the police, she was appointed chairperson of the Presidential State-Owned Enterprise Review Committee tasked with reviewing state-owned entities and making recommendations for their future repositioning.
- She was vice-chairperson for the Independent Commission for Remuneration of Public Office Bearers.
- She chaired the Road Traffic Management Corporation Investigation task team, which looked into maladministration, corruption and poor corporate governance.
- She has served in other significant national structures, which include serving as a board member of the 2010 Bid Committee which delivered the hosting of the 2010 Soccer World Cup by South Africa.
- She has received recognition awards for her leadership in business, community development and women initiatives. She is driven by what she calls the ISE philosophy: integrity, service to others before self and excellence.

# ZOLEKA CAPA A WOMAN OF THE SOIL ...

## ... from nursing people to nurturing a province

Thozi kaManyisana MLO: Office of the MEC  
Rural Development and Agrarian Reform  
Department Eastern Cape  
Tel: 040 639 1180 • Fax: 040 636 3462  
Cell: 082 494 3600



This is a belief held by Zoleka Capa, MEC for Rural Development and Agrarian Reform in the Eastern Cape.

Born in the little town of Flagstaff, in the Eastern Cape, Zoleka overcame almost insurmountable challenges to become the formidable woman, leader and mentor she is today. Like most children growing up in rural areas during the dark years of apartheid, Zoleka also believed there would be few opportunities for her personal advancement and no easy road to success. But through her faith and persistence, and a touch of fate, things would prove otherwise.

She paints a picture of her early childhood – one of impoverishment and hardship. Without missing a day, no matter the weather, she walked barefoot for four kilometres to get to school, traversing hazardous terrain at great risk: crossing

rivers and climbing hillocks, hungry and without breakfast.

Zoleka completed her primary schooling at Ncuru Bantu Cultural School and part of her high school studies at Emfundisweni School, both in Flagstaff. After her family suffered misfortune, she moved to a remote area and completed her matric at Mount Hargreave High School, run by missionaries, where she stayed with a Reverend Fikeni. Her desire was to go to university but due to "homeland" politics and a lack of funds, she joined the Holy Cross Hospital in Flagstaff as a trainee nurse. There she obtained her diploma as a qualified nurse and midwife. She later registered for a BA in nursing through UNISA. But, it would take her a while to complete her degree.

Behind the scenes, she was involved in underground activities with the ANC. On a number of occasions, she was detained for



© Thozzi kaManyisana

**Left:** MEC Zoleka Capa and Nomzi Cingo during the harvesting event in Flagstaff.  
**Right:** MEC Zoleka Capa harvesting in Centane.  
**Bottom:** MEC Capa mingling with the exhibitors during a Carnival to showcase products produced in the rural areas, with her is Ntombikayise Dubula.

a few months at a time, and was charged with harbouring "arms and terrorists", finally appearing in the Umtata High Court, where she won her case! By this time, 1976, her husband "Lancelot" Ndumiso Capa – whom she had met at school – went into exile. Zoleka remained at home caring for their three children; fighting on for the cause.

In 1990, the ANC was unbanned and, through this organisation, she was granted a bursary to study in Australia.

Synchronously, her husband had already been living in Australia for two years, studying for his BA in agriculture – at the same university Zoleka would attend: Hawkesbury University of Western Sydney. But first, Zoleka had to complete her BA through UNISA and thereafter, a "bridging" course. At Hawkesbury, Zoleka obtained her Masters degree in primary healthcare

and midwifery. Ironically, both she and her husband graduated on the same day.

She returned home and back to the Holy Cross Hospital where she continued to work and tutor (she had never resigned). From then, her rise to prominence was rapid: she was promoted to Deputy Director at the Department of Health for Region E (Kokstad); then elected as a member of parliament, chairing various committees, followed by her appointment as Executive Mayor of the OR Tambo District Municipality, where she served two five-year terms.

In late 2010, she was redeployed to the Eastern Cape Provincial Legislature and appointed MEC for Rural Development and Agrarian Reform. This propitious appointment has proven to be a "blessing" for the province, which needed more than upliftment and development; it needed a rebirth.

No better person than Zoleka Capa could have been chosen to undertake this task. A woman who would nurture the soil as she would an ailing patient ... As is her nature, Zoleka approaches the many problems of the province with deep insight and a simple philosophy: the cross-pollination between commercial and rural farmers to create – in her words – "cultural fusion". Although she places great emphasis on education and technology, she believes that traditional and indigenous knowledge and values MUST be kept alive.

After all, as she says, in the past many people, especially women, lived to be 100 years old and more, because good agricultural practices lead to good health. Her ultimate mission is: sustainable rural communities and food for all.

MEC Zoleka Capa is proof that nurses are nurturers – by nature.





# Will of steel

Constable Kulani Shikhathi is the first and only woman so far to join the Tactical Response Team in Mpu-malanga. She has become an outstanding police officer and an inspiration to many in her community.

Born and raised in Tzaneen, Limpopo, she is the youngest of five children. After matriculating from Bankuna High School in 2004, she pursued her love of food and obtained a Diploma in Hospitality and Catering from the Vaal Technikon.

Constable Shikhathi went on to work as a chef at the Emnotweni Sun Hotel but soon realised that she was more passionate about joining the police service.

As a young girl she watched her sisters join the police service and rise through the ranks, and she knew that she too was destined for the service. Her sisters are Constable Charlotte Shikhathi at the Ngodwana Police Service and Sector Commander Captain Shirley Shikhathi at the Nelspruit Police Service.

In 2009, Constable Shikhathi turned her back on her love of the kitchen to pursue her passion for law enforcement and enrolled for the South African Police Service Basic Training Course at the Pretoria West College. She describes herself as a tomboy at heart and says the police service is where she really belongs.

Constable Shikhathi is an adrenaline junky who thrives on performing strenuous physical activities. No wonder her favourite subjects at college were Street Survival, Weaponry and Physical Training. After completing her course, she began her field training at the Nelspruit police station. It was during her probation that she saw a memorandum inviting candidates to apply for the pre-selection of the



Constable Shikhati says young women should not only join the police service, but should try out for the TRT unit.

"I was the only woman and felt I could not relate with my group members. That was my motivating factor- the pride of not only having completed what I had started, but knowing that I was the only woman to ever do so pulled me through."

Her sheer determination also had the male candidates competing at their best. "She pulled her weight and shocked the guys, and we are very proud to have her in our team, she is a remarkable police officer," says her colleague Captain Gajeni Ndlovu. There is no stopping this 25 year-old. "I enjoy every second of being in the team. I love my job and I don't regret leaving the hospitality industry. My dream is to become a commander."

Constable Shikhati urges young women to join the police service and try out for the TRT unit. "We owe it to ourselves as women to challenge ourselves to greater heights." <sup>PS</sup>

Tactical Response Team (TRT) unit and signed up without any hesitation.

A few months later, the TRT team was unveiled as a specialised operational wing and Constable Shikhati was selected. The TRT unit serves to meet the medium-to high-security needs of various police stations and clusters. They combat crime, restore public order (crowd control), escort dangerous criminals, provide tactical assistance to other units, attend police sporting events and assist during disaster management.

Only the best of the best are chosen. "You have to be mentally and physically fit, and because my job is so demanding, fitness is key," she says. Constable Shikhati explains that to pass the physical test, candidates were given an hour to complete an 8km run, which included jumping over a wall eight times in under a minute, and doing shuttle runs.

"To get through the 10-week rigorous training, I needed to learn to motivate myself. I have always been somebody who believes in finishing what I started," she says. Even though she did have her moments of doubt, her tenacity saw her through.



Constable Shikhati is an inspiration to many.

# Passion fueled by food



**J**ust over a year ago Sue-Ann Allen was a lighting consultant for an interior design company. Now she is pursuing her passion for food, and is about to launch her first cook book. With a creative flair for food, this passionate Capetonian enjoys experimenting with bold flavours and loves culinary expression above all else.

Sue-Ann runner up in the Master chef SA competition takes a moment out of her busy schedule to talk about food and fame with *Public Sector Manager* magazine

After college, with a degree in interior design, Sue-Ann headed for London, but soon returned to her homeland after just 15 months joined Lights by Linea and was offered a partnership when just 27 years-old. "I thought that I had made it! I loved my company and staff, yet my heart wanted to pursue my love for food. When I heard Masterchef SA was hitting our shores, the encouragement from friends and a burning passion in my heart made me audition," she says.

## My love for food comes from...

My family. I grew up in a household where good food was never in short supply. I don't mean we had tons of food but my gran and mom could make even the simplest dishes taste amazing. I learnt not only skill from them but a love for food.

## The MasterChef SA experience changed my life because...

It gave me a chance to chase my dream. It taught me that if you stick to your passion the rest will fall into place. It's not easy at times, having given up so much

to compete but I know that every struggle I face will result in great reward. Things don't always work out as planned, but they do work out.

## My best moment on the show was...

The 12-hour lamb challenge. At that moment I knew I'd make it to the final. Another highlight was making one of Margot Janses dishes, if I could relive that moment over again, I would.

## Being on MasterChef SA taught me to...

Trust in myself and never give up. When the going gets tough, get going!


## My food style is...

Clean and conceptualised. I like taking time to figure out which ingredients work together and then how to put them on a plate to make them look beautiful. It's the designer in me.

## Life after MasterChef SA...

I am currently working on a series of culinary TV concepts, so keep your eyes peeled. I also do a lot of corporate and private cooking events and food-related product launches, which keep me busy and happy. I am also launching a cookbook this August with another MasterChef SA contestant and friend Ilse Fourie. It's called *Gourmet Sisters*.

Sue-Anne shares her favourite recipe of pan-seared duck breast on chilli fried cabbage with a rich Thai-style sauce, with us.



**Ingredients:**

- 4 Duck breasts
- 1 ½ Baby cabbages (one whole green, ½ red) finely sliced
- ½ Mild chilli chopped
- 4 Baby spring onions chopped
- 1 Tbs ginger finely grated
- 1 Tsp freshly minced garlic
- 1 Tsp finely grated lemon grass
- 2 Tbs soya sauce
- 2 Tbs olive oil
- 3 Cups of cooked jasmine rice
- Salt and pepper to taste

>>



### Thai-Style Sauce

- 250ml Chicken stock
- 45ml Soya
- ½ Mild chilli chopped
- 1 Tbs brown sugar
- 2 Tsp finely grated ginger
- 1 Tsp finely grated lemongrass
- 2 Tbs freshly squeezed orange juice

### Method:


For the cabbage, add one tablespoon of the oil to a wok style pan and heat. Add the chilli and after a minute the spring onion and then the cabbage. Cook for 2 minutes stirring continuously, then add the ginger, garlic and lemongrass. Stir to combine. Cook for a further five minutes until the cabbage is soft. Add the soya sauce and adjust the seasoning.

For the sauce, add the remaining olive oil to a small saucepan then add the chilli, ginger, lemongrass and garlic, immediately add the soya sauce and allow it to cook for a minute. Add the orange juice and brown sugar, stir. Allow the mixture to simmer very slowly then reduce by a third.

For the duck, score the duck skin vertically ensuring not to cut into the meat. Heat a heavy-based pan

until hot and place the duck breast skin side down into the pan. Season the flesh side. Allow to cook for a minute and a half then turn, also cooking for a minute and a half. Repeat the process, plus a further minute skin side down. This totals seven minutes of cooking time. Remove to a warm plate and allow the meat to rest for at least five minutes.

To serve, slice the duck breasts along the vertical cut lines in the skin. Place the cabbage down one side of the plate and top with the sliced duck breast. Place de-moulded rice mounds next to the cabbage and duck. Drizzle the duck with the sauce and serve. Sprinkle with additional chopped spring onion to garnish.

For more delicious treats and recipes, get a copy of *Gourmet Sisters* at a book store near you, and follow Sue-Ann on Twitter: @Cook\_Sista. 



Sue-Ann Allen.



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# Dawn of new **Public Service**

Writer: Thomas Thale  
Photographs: The New Age

**S**outh Africans woke up to the image of Public Service and Administration Minister Lindiwe Sisulu brightening up their TV screens as she spoke eloquently and passionately about the creation of a new, professional cadre in the public service recently.

Dressed in an elegant sweet pink suit, the Minister's posture stood in stark contrast to the stereotypical image of the Public Service as an archaic environment, populated by men in drab, grey suits.

The occasion was *The New Age* breakfast in Sandton attended by business leaders and members of civil society. For her part, the business-like minister brought along a team of senior public servants from the Department of Public Service and Administration, the Public Service Commission, the School of Government and leaders of state-owned companies. In her performance, the Minister epitomised a new Public Service cadre in the making – competent, bright and professional.

The tough talking Minister spoke extensively about what her department was doing to improve the calibre of public servants. "Public servants are paid to ensure that people get service courteously and efficiently," Minister Sisulu said. She assured her audience that her department would ensure that public servants live up to this calling.

## **Working towards a professional Public Service**

Minister Sisulu said the new Public Administration and Management Bill would serve as a catalyst for professionalising the Public Service. "It lays down principles about the nature and values and the kind of public service we should have. It cascades to the lowest level of government." The Bill was opened for public comment in May after being approved by Cabinet.

It seeks to create a uniform legal framework for human resources and other organisational and governance matters in national, provincial and

municipal administrations, Minister Sisulu said.

According to the Minister, the Bill allows for the transfer of skills, which are currently concentrated at national level. With the new law, a director-general in a national department could be seconded to a struggling municipality.

Another intervention will be the National School of Government, which is expected to open towards the end of the year. Minister Sisulu said the school would address systemic issues such as skills and knowledge and help create an enabling environment in the public service.

Minister Sisulu said, "The school will help learners to look at the values, ethos, philosophical principles that underpin the notion of a developmental agenda."

She called on existing and serving senior managers as well as retired public servants to offer their services as facilitators at the School.

Minister Sisulu attributed the bad service in the Public Service to employing unprofessional staff. "The deterioration in the Public Service is because we have taken on some unprofessional people." It's envisaged that the School of Government will produce public servants who will think on the job and do well.

She rejected a suggestion by one delegate that cadre deployment pursued by government was to

blame for the recruitment of incompetent people, dismissing the allegation as a figment of the imagination of some politicians. "I can assure you, where we have deployed people it has been because they performed very well, not cadre deployment."

Minister Sisulu said she wanted a Public Service that is apolitical regardless of the government in place and that served faithfully and diligently.

### Public Service charter

Central to the creation of a new ethos in the Public Service, said Minister Sisulu, will be the service charter outlining the core values for public servants.

The soon-to-be launched charter has already been endorsed by 75% of labour representatives in the public sector. The core principles in the charter apply to all three levels of the Public Service. "We need a single set of norms for all three spheres of government. We often have principles that are not sufficiently applied to local government, a level that is closest to service delivery."

Minister Sisulu believes the charter will lead to a new, professional workforce in the Public Service.

She also said the three-year agreement reached with labour last year had helped to stabilise the Public Service. Describing it as "a masterstroke", Minister Sisulu said the agreement signalled improved relations between government and labour.

### Uprooting corruption

While admitting that the Public Service had been riddled with corruption, Minister Sisulu expressed confidence that her department was taking decisive measures to stamp it out. She said a major weapon in government's fight against corruption would be the Anti-Corruption Bureau, which is provided for in the Public Administration Management Bill. A budget of R6 million has been allocated for setting up the bureau.

The minister said the Bill provides for the establishment of a central database of staff.

Describing corruption in the Public Service as a lethal poison, Minister Sisulu said it played itself out at two levels. The first is when officials defraud the system and the second is when officials are bribed to rig the system. She said government officials could no longer do business with government. "In line with our anti-corruption drive, there is no public servant who will be allowed to

do business with government."

Bribery of officials involves frontline public servants, especially law enforcement officers.

"The message we are conveying is that offering or paying a bribe is corrupt, illegal and carries a heavy penalty. If you give a traffic officer R20, you are aiding and abetting corruption."

Minister Sisulu said all front-line public servants had a badge with their identity inscribed. If they solicit a bribe, report them, she said. She emphasised that all citizens had to be involved in the fight against corruption. "If a traffic officer demands a bribe, use your digital technology and social media to gather information and evidence."

To the private sector, Minister Sisulu did not mince her words: "Think very carefully before trying to bribe my officials. We have means to uncover corruption and consequences for you will be dire."

### Keeping officials on their toes

Minister Sisulu said she had brought senior officials along to answer questions that related to their line functions. When one civil servant complained that she had been on Level 6 for long, and the work she do carried more responsibility, the minister called on Professor Richard Levin, head of the Public Service Commission to respond.

Professor Levin said there were processes to follow in government for people who were not correctly placed. "We look at job value in relation to what a person is doing."

The Minister assured the audience that Professor Levin would follow up on this case. "The message is that there are processes in government to handle such issues."

Chairperson of the Advisory Task Team on the School of Government Professor Job Mokgoro said the task team had been putting systems in place to get the school up and running by October. "We've looked at the important role of leadership and the preparedness of leadership to learn and ensure the imperatives of service delivery, such as individual needs and competencies."

When a woman from the South African Network for Women in Transport complained of traffic officers who regularly demanded bribes from public transport operators, the Minister called on her advisor, Menzi Simelane, to give advice. "If a demand for bribes is not a once-off, it constitutes organised crime," Simelane said. The Minister then assured the audience that her advisor would meet the woman immediately after the session and take up her problem.

By putting officials on the spot, the Minister demonstrated to her audience and TV viewers that she had not been expressing mere platitudes, but that officials would be held to account. She demonstrated that this accountability would be the hallmark of the new Public Service. 🗣️



# A lesson in gender equality for the public sector

In an effort to promote gender sensitivity in the Public Sector, the Public Administration Leadership and Management Academy (Palama) has designed an accredited gender mainstreaming course.

The course seeks to equip Public Sector officials with the necessary knowledge, skills and attitudes to play an active role in attaining the constitutional vision of a non-sexist society.

It is part of broader efforts to shape the transformation process, which acknowledges institutional changes necessary for gender equality and non-discrimination to be achieved.

The figures below show what the global and South African trends are in terms of gender inequality:

- The informal slogan of the United Nations (UN) Decade of Women was “women do 66% of the world’s work (most of which is unpaid), produce 50% of the world’s food, receive 10% of the world’s income and own 1% of the world’s land.”
- Women make up the majority of the world’s poor — owing to unequal access to resources and opportunities, discriminatory land and inheritance laws, and unequal distribution of household resources. The UN World Food Programme reports that seven out of 10 of the world’s hungry are women and girls.
- Girls represent nearly 60% of children not in school.
- Women make up 75% of the world’s 876 million illiterate adults.



South African Police Service officials attend the gender mainstreaming course offered by Palama.

- Women head 83% of single-parent families.
- Women and children constitute eight out of 10 fatalities of war.
- About 75% of the refugees and internally displaced in the world are women who have lost their families and their homes.
- In South Africa, women with tertiary education earn around 82% of what their male counterparts do and are more likely to be unemployed.

(Source: As published in the 2006 UNDP report, United Nations Women 2008 report, United Nations Women 2010 report and Statistics South Africa (StatsSA) 2011 Gender Report.)

South Africa has committed itself to social transformation through the removal of racism and sexism in all legislation, business, employment practices, service delivery and interpersonal relations, in all institutions of society and in all spheres of government. The constitutional and legislative frameworks set the scene for the transformation of human rights, and achieving gender equality is a fundamental tenet of the Bill of Rights in the Constitution. In addition, South Africa has made several international, regional and sub-regional commitments to eliminate all forms of discrimination against women. >>



## You never know who the next Madiba will be.

In Sub-Saharan Africa, there is an estimated 125 deaths for every 1000 children under the age of 5. With only four children's hospitals in Africa, these are not enough to care for the health needs of our children. But with your compassion and spirit of giving, we can build the Nelson Mandela Children's Hospital and improve our children's wellbeing so that they too can lead a nation.



### The long walk to gender equality

We are now almost two decades into our democracy and despite progress being made to ensure redress of historical imbalances in South Africa, gender equality is not advancing at the pace that had initially been envisaged. The continued application of discriminatory customary laws, and persistent patriarchal traditions have led to widespread, ongoing violations of women's human rights. Various research reports on gender by the United Nations, Commission for Gender Equality and StatsSA bear testimony to this and refer to the long way we still have to go to achieve equality in areas of employment, income, access to services and natural resources. Women and girls, especially in rural areas, continue to bear the brunt of gender-based violence in households and communities. It is therefore evident that despite enabling legislation to promote gender equality, translating such into practice is proving to be quite a challenge.

At the conception of the Palama Gender Mainstreaming Programme, mainstreaming gender in government departments was found to be hindered by various challenges. Literature, including the report of the Public Service Commission on the status of gender mainstreaming in the Public Service, revealed that mainstreaming was not happening in government departments. The main reasons cited were:

- Lack of knowledge and understanding of the concepts of gender equality and mainstreaming by managers.
- Lack of analytical skills to operation-

alise gender mainstreaming. Managers could not translate policy into practice with regard to the mainstreaming of gender.

- Lack of clearly defined accountability mechanisms and institutional frameworks or structures necessary to facilitate mainstreaming within departments.
- The mainstreaming of gender is not incorporated into departmental planning, monitoring and budgeting

***“It is vital that all structures of Government, including the President, should understand this fully: that freedom cannot be achieved unless women have been emancipated from all forms of oppression...” President Nelson Mandela, inaugural speech 1994***

processes, apart from implementing departmental employment equity plans.

- Lack of senior management support for gender mainstreaming.

Palama has made great strides in developing and implementing the programme and the achievements to date are as follows:

- Over 4 000 officials have been trained in all three spheres of government. This includes 67 trainers from southern Sudan, Rwanda and Burundi.
- 825 senior officials from the South

African Police Service were trained last year. At least 50% of those nominated for training were men.

- The training programme is a practical “how to” training course with many toolkits. It includes the Department of Public Service and Administration’s eight-point plan as well as all the protocols and conventions South Africa is signatory to (Beijing Platform of Action, Convention for the Elimination of Discrimination Against Women, South African Development Community Protocol on Gender and Development).
- The course looks at gender mainstreaming in programmes and projects as well as within the institution. On completion of the training programme, participants would be able to engender policies and programmes as well as develop an integrated gender mainstreaming action plan for their departments.
- It adopts a human rights-based and inclusive approach to mainstreaming including mainstreaming of HIV and Aids, disability and sexual orientation.

All of us in the Public Sector have an obligation to promote gender equality. It is a long-term process that requires sustained effort. Unless we see practical and visible changes, conditions of women in the Public Sector, the vision of non-sexism and gender equality cannot be realised. <sup>(8)</sup>

**\* Dr Bunny Subedar is Director: Good Governance at the Public Administration Leadership and Management Academy**

# About the Gauteng Growth & Development Agency

The Gauteng Growth & Development Agency (GGDA) came into existence on 1 June 2012, as part of a reconfiguration of Gauteng provincial agencies. The Gauteng Economic Development Agency (GEDA) and Blue IQ Investment Holdings merged to form the Gauteng Growth & Development Agency.

The GGDA's key purpose is to maximise the effect of developing the economy of Gauteng, through support growth of the cooperatives economy, facilitation of trade and investment and increased strategic economic infrastructure.

Our subsidiary companies include the Automotive Industry Development Centre, The Innovation Hub and the Constitution Hill Development Company.

The GGDA's services include:

- Facilitating strategic economic infrastructure within the Gauteng province

- Project appraisal: Working with our development finance partners to assess a case for proceeding with a project or proposal
- Site identification and evaluation: Undertaking the co-ordination, pre-planning and evaluation of sites for our clients, and conducting post-investment site visits
- Sector economic data provision: Providing and disseminating market intelligence on sectoral and regional economic data
- Business permits (with the DTI): Assisting with company registrations and work permits
- Incentives: Facilitating access to national and local government incentives
- Facilitating local and foreign business retention, expansion and after-care services
- Inward and outward investment promotion missions: Hosting and co-ordinating inbound foreign and local business delegations and undertaking

outbound missions to promote Gauteng as a premier investment destination

## MANDATE

To be the implementation arm of the GDED and to assist the department to lead, facilitate and manage sustainable job creation and inclusive economic growth and development in the Gauteng city region.

## VISION

To be the premier catalyst of innovative and sustainable growth and socio-economic development within the southern African region.

## MISSION

The Gauteng Growth & Development Agency creates an enabling environment for growth through targeted investment facilitation, strategic infrastructure development and social transformation, thus positioning Gauteng as a leading global city region.

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# DTI, NYDA & SAB recommit to continue the fight against underage drinking

You Decide, the innovative initiative designed to curb underage drinking, has reached nearly half a million teenagers in its first year. The programme was created by the Department of Trade and Industry (the dti), the National Youth Development Agency (NYDA) and South African Breweries (SAB) in a successful public private partnership. The initiative, which interactively educates on the dangers of underage drinking, has reached 384 260 teenagers in 652 schools, as well as 77 309 youth and parents in taxi rank activations in its first year. In addition, You Decide has run scores of community and teacher workshops, ensuring additional support for teenagers.

The dti, NYDA, SAB and the provincial departments of education in the Free State, KwaZulu-Natal, Eastern Cape, Mpumalanga and Limpopo, have committed to continue the fight against underage drinking through the You Decide programme. In addition the departments of Economic Development in Limpopo and Eastern Cape have also been critical in getting the project rolled out.

SAB head of Public Policy and Strategy Integration Bongumusa Makhathini said the company is concerned that underage drinking, one of the most serious forms of alcohol abuse in our country, has risen to high levels and is having an overwhelmingly negative impact on South African society. "It was imperative to partner with government and the NYDA to implement a programme that we believe will effect real change amongst South Africa's youth. We are heartened that the You Decide programme seems to have started doing so," said Makhathini.

"The consumption of liquor by teenagers is not good for anybody. Quite the contrary, it threatens the future growth and development of our communities and our country," he continued.

Chief Director of the National Liquor Authority at the dti Ms Thezi Mabuza said for the programme to reach its true potential, there's a requirement for everyone in society to play their role. "Liquor cannot be sold to teenagers, even if they claim to have been sent by their 'uncle' or 'aunt'. We all need to set better examples for our children, if we expect better behaviour from them, as they will continue to emulate our conduct, good or bad," she continued.

NYDA CEO Steven Ngubeni said they remain committed to You Decide as the consequences of underage drinking are extremely dire. "It's important to continue to discourage teenagers from drinking and abusing liquor at an early age as this puts their lives at risk, including engaging in unprotected sexual activities and in the process exposing themselves to the possibilities of contracting sexually transmitted diseases such as HIV/AIDS and engaging in crime and violence," said Ngubeni.

The You Decide campaign was largely guided by local and international research, and the result is a ground breaking programme that is a multi-faceted intervention grounded in the latest thinking on the clinical and psychological facets of this complex problem. The programme was formulated to target the four key stakeholders who influence a teenager, being teachers, parents, communities and their peers.



According to MD of implementing agency HDI Youth Marketeers Jason Levin, there's never been a more compelling case to tackle underage drinking, with the South African National Youth Risk Behaviour Survey undertaken four years ago showing that 49,6% of teens (Grades 8-12 or ages 13-18) admitted to using alcohol. The numbers, he said, only tell half the story, with some of the downsides of such consumption including fighting, stealing, missing school, giving up on sport and even jail terms.

"Recent research by UNISA's Youth Research Unit (YRU) focused on the extent and impact of substance abuse among 4 346 Gauteng high school learners. It indicated that 87,5% of Gauteng teens drink, or have friends who consume alcohol which is much higher than the national average. It also shows that two thirds of learners polled agreed that underage alcohol consumption is becoming more socially acceptable," said Levin.

The partners behind the You Decide programme are, however, encouraged that the programme is making notable difference. A study by third party research provider E-View to establish whether or not carefully structured educational programmes such as this one can effectively reduce the incidence of underage drinking has indicated an a 3% absolute, and an 8,3% relative drop in teens' alcohol consumption in communities exposed to the programme. The study however also revealed that parents are more in denial than ever about their kids' exposure to alcohol.

As a result of the positive outcome of the first year of the project, it has been agreed to continue with the initiative and roll it out to other provinces.

A young man in a blue plaid shirt and jeans is lying on the ground, appearing to be unconscious or dead. A broken green beer bottle lies on the dirt next to him. The background shows a chain-link fence and a concrete wall.

Call toll free  
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**Underage drinking: is it worth it?**  
**YOU DECIDE.**

# Mahlangu steps up

social infrastructure  
in Gauteng

Writer: Albert Pule  
Photographer: Katholo Maifadi



**A** year since her appointment as Member of Executive Council (MEC) for Infrastructure Development in Gauteng, Qedani Mahlangu has positioned the department as a key driver of infrastructure development in

the province.

Mahlangu was thrust into this position after President Jacob Zuma declared infrastructure development a key priority of government. Provinces had to catch up after President Zuma announced the In-

rastructure Plan that is intended to transform the economic landscape of South Africa, create new jobs and strengthen service delivery.

Gauteng may be small in size, but it contributes more than 33% to the na-



*MEC Mahlangu inspecting the water treatment facilities under construction at the new Noordwyk school site. This is one of the first 'wholly green schools' in the province, and features a solar farm, storm and waste water harvesting and treatment plant, energy efficient lighting technology including motion sensor lights, as well as design tweaks that maximises use of natural light.*

tional economy and a phenomenal 10% to the GDP of the entire continent. MEC Mahlangu took some time to talk to *Public Sector Manager* magazine about Gauteng, the economic powerhouse of the country and the continent. With this title, Gauteng is expected to play a leading role in infrastructure development, one which MEC Mahlangu appears ready to fulfil.

After a decade of serving under three different premiers in the provincial government, MEC Mahlangu has acquired experience in the workings of government in the province. Between 2004 and 2009, she was responsible for Local Government and Housing and from 2009 until 2011 she was the MEC responsible for Health and Social Development. After her short tenure at Health and Social Development, she was appointed to the Department of Economic Development and was then moved to the newly-established Department of Infrastructure Development, set up as the implementation agent for infrastructure development in the province.

She also has the academic pedigree to fulfil her duties, which include an honours degree in Economics from

the University of the Western Cape, a postgraduate diploma from the London School of Economics and an Economics qualification from Williams College in Massachusetts, USA.

Armed with her knowledge and experience, MEC Mahlangu was ready to hit the ground running, positioning the department to deliver on expectations.

"When I arrived here, the ratio in the department was 80:20 with 80% admin and 20% professionals. The situation now is probably about 60:40 – we have 60% professionals (recruitment continues) and 40% admin". She says her target is to reverse the initial ratio to 80% professionals and 20% admin by the end of the current financial year.

But she's aware that attracting relevant skills is a battle. "We are competing with the big companies, universities and the overseas market for the same skills. We're trying to find the balance so that we can deliver as a department," she says.

MEC Mahlangu says one of the success stories of her department has been the ability to create decent capacity by having skilled personnel thus enabling the department to continue on its own without outsourcing.

"We are less reliant now on consultants than ever before and that simply says that the notion of creating capacity of the state has been realised," she says.

MEC Mahlangu says the department gives the Provincial Government a chance to move away from the "typical public works" mentality where a department is responsible for fixing government buildings only. She says the scope of work her department does is broad.

"This department is well positioned because we are able to look at other infrastructure developments in the province. For instance, we are looking at the development of a gas pipeline and water networks in the province."

She says repositioning the department, getting away from the typical image of public works does not come easy, as there is fierce competition for personnel in the construction industry with well-established resource companies. But to fulfil all these responsibilities, the department developed a blueprint of infrastructure development and maintenance in the province.

### **Gauteng Integrated Infrastructure Master Plan**

In her 2013/14 Budget Vote speech, MEC Mahlangu spoke about her department's soon-to-be launched, ambitious plan, called the Gauteng Integrated Infrastructure Master Plan. The plan, which was developed in coordination with municipalities in the province, is aimed at giving her department a clear indication of what it owns and, based on population growth, on what kind of services and which areas it should focus.

The plan is to be crafted in collaboration with the Gauteng Planning Commission. >>



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Magic Nkhwashu is the President and Executive Director of the company, and an Independent disAbility Analyst & Human Rights Activist who fights and advocates for the rights and equal treatment of all people with disAbilities. He also writes a monthly column, GuruRoots Perspective in ThisAbility Newspaper and chairs the Joburg disAbility Forum among other activities.

As a service provider, you may well be discriminating against a person with disAbility by treating him/her less favourably than other customers because of their impairment or not making reasonable adjustments to the way you deliver your services, so that people with disAbilities can use them.

You should therefore be asking yourself these questions:

- How do I make my services and my premises accessible to everyone?
- What should I do to be sure I'm operating within the law?
- What training will my staff need to ensure that we are disAbility friendly?
- What policies and procedures do I need to ensure that the person I employ is the best person for the job without discriminating

against applicants with disAbilities?

There are many reasons to consider employing a person with a disAbility. The most obvious might be to help satisfy your obligations under the Employment Equity Act, which requires employers to have staff that is reflective of the percentage of persons with disAbilities in the workforce. But this should not be your only reason.

Statistics estimate about 6% of the population constitute people with disAbilities, but we believe it was closer to 10% - and if the broader definition was used, that included those unable to care for themselves or used assistive devices, the number could be as high as 20%. To exclude that many people with otherwise potentially excellent qualifications and Abilities does not make a lot of business sense.

Many employers in our community have a potential to overcome society's misconceptions about the employability of people with disAbilities and can benefit greatly, as most of them have a rate as average or above average in safety, attendance, and the overall performance of job duties.



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the barriers as outlined.



MEC Mahlangu says Gauteng has the potential to be a smart province to live, work and play.

MEC Mahlangu says at the beginning of the year she hosted a workshop that attracted international infrastructure planning and development experts and municipalities to lay the basis for the master plan. "We wanted to understand the kind of infrastructure interventions and innovations needed to ensure a better standard of living for the next 30 to 40 years in the province. What will be the size of the population in 2055? Where will the future population live and work? How will they be moving around? What energy source will they use and where will they get drinking water?"

"Gauteng has the potential to be a smart province in which to live, work and play. We have the responsibility to make sure we achieve that. If we execute this master plan well, it will be here long after we are gone," Mahlangu says.

The idea of an integrated infrastructure master plan is inspired by Asian

countries, especially Singapore, explains Mahlangu. "It's about detailed information of what government owns. In addition, the plan is based on population growth and economic needs." She adds that she is confident that the plan will improve the lives of the people of Gauteng.

#### Keeping infrastructure in good condition

MEC Mahlangu says the assessment of infrastructure-related challenges at health facilities has indicated that the only way to solve problems is through a proactive approach of responding to breakdowns within a certain timeframe. It is for that reason that the department developed a strategy it calls Twenty-Four-Seven, Three-Sixty-Five.

The strategy commits the department to attend to minor breakdowns within 24 hours, major breakdowns within

seven days and to carry out major refurbishments within 365 days.

At the heart of this strategy is the deployment of skilled professionals, including artisans, engineers, technicians and inspectors at hospital level. "Our plan is to have skilled workers, who are able to carry out day-to-day maintenance and respond to emergencies," she added.

With initiatives such as the Twenty-Four-Seven, Three-Sixty-Five and placing engineers at various health facilities MEC Mahlangu believes she is driving the department in the right direction. <sup>28</sup>

#### Infrastructure projects underway in Gauteng

MEC Mahlangu says she has prioritised the provision of infrastructure for education, health and social development to uplift communities in Gauteng.

The department is building eight new schools this year, which are all on the verge of completion.

To promote healthcare, the department is building five new health facilities across the province:

- Zola Hospital
- Natalspruit Hospital
- Germiston Hospital
- Mamelodi Hospital
- Rand Gate Clinic.

In addition, the department is refurbishing other hospitals, installing additional oxygen and vacuum points in neo-natal and maternity wards.

The department is also building a new old-age home in Katlehong and a secure care centre in Pretoria.

The sight of workmen in blue overalls and hard hats working at construction sites across the province has become common. With every brick laid, the quality of life for the people of Gauteng improves.



# Lejweleputswa

## District Municipality

**N**ewly appointed Lejweleputswa District Municipality Municipal Manager, Ms Palesa Kaota, has called for a work ethic of selflessness and dedication from municipal management, employees and political leaders to take the district to greater heights. Ms Kaota believes that her vision for the municipality can only be achieved by forming a positive relationship and working together.

An existing positive relationship between the district municipality and a family of local municipalities has already achieved the following:

- co-ordinating training for officials and councillors
- budgeting to provide financial assistance to prospective and needy learners who aspire to tertiary education
- capacity building on the latest technology trends for all employees
- enrolling senior managers for the Certificate Programme in Municipal Development for Finance
- Better oversight over administrative issues.

The district municipality has successfully completed a number of infrastructure projects, including completion of cemetery road projects in Kutlwanong, Allanridge and Thabong; development of a disaster management structure in Welkom; and supply of firefighting equipment to various municipal areas.

### THE WAY FORWARD

The municipality's future plans include a focus on honest communication and feedback to and from the community regarding service delivery. The district municipality is ready to provide resources in all service delivery areas where it has capacity.

It has recognised that internal audit and performance management, risk management and skills development (particularly in finance) are areas that still require additional focus and attention.

The government's key performance indicators require municipalities to create job opportunities and the District Municipality's IDP for 2012/13 indicates its desire to create 100 job opportunities through projects. IDP managers ensure that all the municipalities' IDPs are aligned to national and provincial programmes and projects and are factored into the District Municipality's IDP.

The District Municipality has entered into service level agreements with some local municipalities in the district to perform certain functions where local municipalities are lacking in capacity, for example, firefighting services in Masilonyana and Tokologo local municipalities.

The District Municipality has signed a memorandum of understanding with mining companies to enable funding of

specific projects within Lejweleputswa's area of jurisdiction.

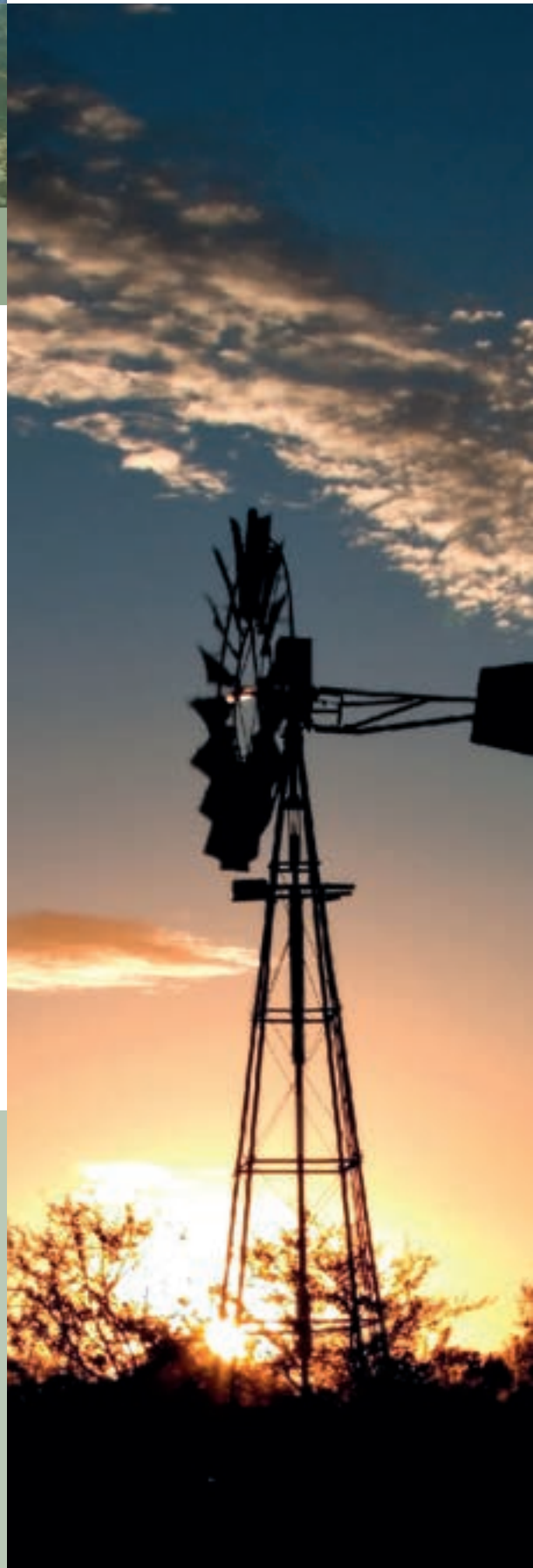
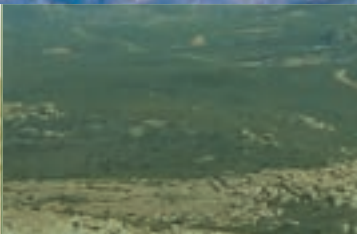
Some local municipalities are able to develop their own local economic development strategies and plans, so the district municipality is only responsible for developing a district-wide growth and development strategy.

According to a government mandate, Environmental Health Services (EHS) must be accessible and equitable across all communities in the Lejweleputswa District Municipality. Based on the outcome of several assessment and research studies, work protocols, procedures and audited systems have been developed to ultimately implement targeted and effective EHS programmes, policies and projects.

Qualified and experienced environmental health practitioners execute and implement these EHS programmes. These practitioners are not only required to be registered as environmental health practitioners with the Professional Board of Health Professions Council of South Africa, but also have to develop skills through a Continued Professional Development Programme to maintain their level of professional competency. They act as a public arbiter of environmental health standards, maintaining close contact with the community and all internal and external service providers within the Lejweleputswa District Municipality.



**Lejweleputswa**  
DISTRICT MUNICIPALITY



Some of the exciting and vibrant programmes to protect and promote the health of the community within the district include:

- a sampling programme at farm schools to test the drinking water safety
- audits on all water and waste water treatment plants of local municipalities
- implementing an indoor-air quality product to improve air quality and provide alternative energy sources
- audit assessments on all waste management services and landfill sites provided by local municipalities
- development of the District Integrated Waste Management Plan in accordance with the new Waste Act 59 of 2008
- establishment of the District Waste Management Forum to facilitate and monitor the waste management activities of Local Municipalities
- awareness campaigns.



Ms Palesa Kaota,  
Municipal Manager.

EHS' vision is: "To be the leaders in environmental health judged by measurable improvement of the community health status, specialised knowledge and development, setting of standards, leadership in projects and programmes and preferred yardstick for benchmarking".

The District Municipality's disaster management centre will open shortly, ensuring an effective and efficient disaster risk management effort throughout the area.

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# Africa grows as critics cringe

In May 2000, *The Economist* published a provocative lead article describing Africa as “the hopeless continent”. To illustrate the hopelessness, the magazine picked several African cities as case studies. Amongst those cities was Freetown, the capital of Sierra Leone, which, according to the magazine, symbolised Africa’s “failure and despair”.

Sierra Leone itself was described as being “of no great importance” because the country’s only relevance to the world was the sympathy needed for its people. This beleaguered country, it was said, was nevertheless “a symbol of Africa”.

The article elicited condemnations from various quarters, including African government leaders, academics and analysts.

The magazine would eventually atone for its pessimism—albeit 10 years later.

The cover of the December 2011 edition labelled Africa “The Hopeful Continent”. And they had statistics to back it up. It noted that over the past decade, “six of the world’s ten fastest-growing countries were African”. The magazine said that in eight of the previous 10 years, “Africa had grown faster than East Asia, including Japan”.

It was as if there were two continents: the one described in the May 2000 issue and the other as described in the December 2011 edition. However, the stereotypical view of Africa as a “dark continent”

persists despite evidence pointing to a continent on the rise.

Africa’s economy is growing at a rapid rate despite the global economic downturn that is adversely affecting some of the continent’s major trading partners, especially those in the Eurozone. The continent is also increasingly adhering to principles of good governance, which include regular democratic elections, adherence to the rule of law and the creation of a climate that is conducive to trade and investment.

Once a continent known for *coups d’état*, Africa now holds more elections than ever before. According to a recent study, in the 1960s and 1970s, African countries held a total of 10 elections per decade. This on a continent of 54 countries.

The latest statistics indicate that Africa now holds 41 elections every five years.

Of concern is the ability of African countries to trade among themselves. Current trade among African countries stands at a paltry 10%, excluding trade in oil. Simply put, Africa trades with everyone except itself.

The overwhelming majority of African countries are single-commodity economies, exporting raw materials at a fraction of their value to markets in Asia, North America and Europe.

Together with other countries, South Africa has expressed its belief that integration and intra-trade at the level of regional economic communities will pave the way for greater continental economic integration.

A great deal of progress has been made regarding the establishment of a tripartite free-trade agreement (T-FTA) between the Southern African Development Community (SADC), the Common Market for Eastern and Southern Africa (Comesa) and the East African Community (EAC).

The T-FTA will combine the markets of 26 countries with a population of nearly 600 million people and a combined GDP of US\$1 trillion. This key initiative will provide market scale that could launch a sizeable part of the continent onto a new industrialisation trajectory. The T-FTA will also form part of an Africa-wide FTA, which will create a market of US\$2,6 trillion.

Trade and Industry Minister Rob Davies said in his Budget Vote speech that negotiations were in process but that efforts in this regard had to be complemented by the promotion both of infrastructure development and cooperation to transform productive sectors and industrialise the continent.

The Minister said investors had not been put off by challenges but recognised Africa as the next growth frontier and the key strategic importance of South Africa as the most



industrialised country on the continent.

The 2013 Africa Competitiveness Survey by Ernst and Young says: "Africa's rise over the past decade has been very real. While sceptics still abound, and there are people who still seek to debate the point, the evidence of the continent's clear progress over the past decade is irrefutable. Over this period, a critical mass of African economies has grown at high and sustained rates. So much so that, despite the impact of the ongoing global economic situation, the size of the African economy has more than tripled since 2000. The outlook also appears positive, with many parts of the region forecast to continue experiencing relatively high growth rates and a number of African economies predicted to remain among the fastest growing in the world for the foreseeable future ..."

### **Addressing the challenges**

Individual countries and regions still need to address significant challenges in order to sustain this progress and to emulate the kind of developmental path we have seen in places like South East Asia over the past 30 to 40 years.

Africa greatly relies on high levels of international investment for growth and sustainability. The commonest of this is in the form of foreign direct investment (FDI), which is made up of various levels of business investments within different sectors of investing countries. The vast majority of this foreign investment stems from

developed countries in the West, the European Union and different Asian states. The levels of outward FDI projects from African countries are very low, yet South Africa has been able to establish itself as the largest African investor on the continent. South Africa comes second after Malaysia on the global scale of countries investing in Africa. An estimated 90% of our FDI projects are channelled into southern African countries such as Namibia, Mozambique and Zimbabwe. The main focus of South African FDI lies in industrial, retail and telecommunications sectors, with huge concentration on mining and metals.

The growth in the African economy has increased the potential for FDI projects in Africa, and created positive growth for investors. With South Africa being the single largest investor (2012 FDI projects) in Africa, there is continued confidence and interest among African countries about its potential growth and future. The highest levels of growth have been found to originate in sub-Saharan Africa, with the lowest in North Africa. The stagnation in the north is mainly caused by political instability within the region which has discouraged potential investors and caused certain levels of divestment. The boom in the southern region is mainly because of the large levels of investment by South Africa in countries within the SADC region.

One of the main observations made regarding FDI into Africa is the perception gap regarding investors who are established on the continent and those >>



that are not. "Businesses that are operating in Africa and that are fully aware of the risks of investment still rank Africa as the second-most attractive region for investment in the world." Investors with no business presence in Africa carry a far more negative view based on perceived risks of investment, with only 47% holding the view that Africa has growth and investment potential.

Many countries have shifted their interests away from drawing investors in to establishing better conditions for businesses that are already based in their region. In order to achieve this, they have focused on the two main factors of transport and logistics infrastructure, and antibribery and corruption initiatives. The need for increased infrastructure, such as roads, ports and railroads, is an issue of great importance to ensure increased growth and investment.

Morocco has been able to address this by creating long-term reforms and substantially improving its transport infrastructure. With the perception that bribery and corruption are a large problem across Africa, it has become necessary to establish legislation that will combat this and regulate its implementation. By doing this, countries have been able to decrease bribery and corruption as a constraint for investment. This attempt to stop unethical practices of this nature has allowed for an increased level of trust and interest by both established and potential investors.

### Increased confidence levels

According to the Ernst & Young Attractiveness report there are several social, economic and political factors that have increased

investor's confidence levels regarding FDI projects into Africa. These factors range from macroeconomic management, diversification and growth of sources and trading partners to the stability and strength of democracy within African countries. These factors all address the fact that Africa and its economy has been able to draw in investors and allow established businesses to grow and spread. The different factors discussed create a more positive perception of the potential and opportunities found and harnessed in Africa. The trends found within these factors and the accompanying increasing level of FDI into Africa reaffirms the fact that Africa has only begun to grow and develop as a continent.

The role of South Africa as a strong investor has increased over the past decade as it is placed fifth in the list of top 20 countries that source FDI projects in Africa. This makes it the largest African source of FDI projects with a compounded growth of 57%, in South African originated projects into Africa, since 2007. There are a vast number of different South-African-based businesses that have established investments in countries in the rest of Africa. Data indicates that South African investments focus on such things as mining, agriculture, retail, telecoms and hospitality sectors, as large companies have begun to develop different projects in Africa. There has also been an increase in the development of industries such as paper and >>

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packaging with South-African-based Sappi having headquarters in various African countries, as well as supplying vast regions of the continent with paper.

The table below is an example of top-ranking South African companies in Africa:

South African Companies in Africa		
Company	Host country	Industry
Eskom Enterprises	Uganda, Nigeria, Mali	Infrastructure and energy
Illovo Sugar	Malawi, Tanzania, Zambia, Swaziland, Mauritius, Mozambique	
Food and beverage		
Italtile	Namibia, Botswana, Swaziland, Tanzania	Construction
Metro Cash and Carry	Botswana, Namibia	Retail
Pick n Pay	Botswana, Mozambique, Zambia, Zimbabwe, Lesotho, Namibia	
Retail		
Protea Hotels	Nigeria, Zambia	Hospitality
Shoprite	Zambia, Namibia, 11 other African countries	Retail
Anglo Gold Ashanti	Ghana, Guinea, Zimbabwe, Tanzania	Mining
MTN Group	Cameroon, Rwanda, Uganda, Nigeria, Mauritius and Swaziland	Telecoms and technology
Vodacom Group	Lesotho, DRC, Mozambique	Telecoms and technology
SAB Miller	Mozambique, Tanzania	Agriculture
Standard Bank	16 countries, including Namibia, DRC, Mozambique, Zimbabwe, Malawi and Botswana	
Banking		
Sun International	Botswana, Lesotho, Namibia, Nigeria, Swaziland, Zambia	Hospitality
De Beers Family of Companies	Botswana, Namibia	Mining
Sappi	Kenya, Egypt	Paper and packaging
Nampak	Ethiopia, Kenya, Malawi, Mozambique, Nigeria, Namibia, Swaziland, Zimbabwe, Zambia	Paper and packaging

This high level of investment and business movement from South Africa into the rest of Africa can be seen as a further affirmation of the increasing role that South Africa plays on the continent. The levels of South African FDI projects in African countries are not fully reciprocated in the flow of investment into South Africa, as these countries strongly depend on its investment. This has formed a more one-sided view of its relationship with the different FDI receiving countries in Africa. As one of the largest sources of investment into its own country and into the rest of the continent, most particularly the SADC region, it is possible to recognise the position of leader-

ship undertaken by South Africa. This role also allows the world to see the potential found in Africa.

The pessimistic view of Africa as a dark, hopeless continent is being challenged by concrete stories of economic development and a general improvement in the standard of living of Africa’s people. ☺

**\*Clayson Monyela is Deputy Director-General: Public Diplomacy at the Department of International Relations and Cooperation.**

# Shamira Huluman.

*Exemplifying the true spirit of leadership*

Any entity, business or organisation, is only as good as its leader.



*From a student, labour and gender activist to a Public Sector Manager ... a mother of two girls aged 21 and 17 and the wife to a businessman.*

The Public Service Sector Education and Training Authority (PSETA) has existed since 2000, essentially to drive issues of skills development within the government sector. Since its establishment, PSETA, faced huge challenges, a lack of funding and it relied heavily on the Department of Public Service and Administration for support. To compound its challenges, PSETA was plagued with poor governance and financial mismanagement.

So daunting were these challenges, that, within the first 10 years of its existence, CEOs came and left with great frequency; none lasting more than a year, and most quitting within a few months. It was against this background and against these odds that Shamira Huluman was appointed CEO of PSETA in August 2010, making her the longest serving CEO of the organisation.

On appointment, Shamira was tasked to turn PSETA around to function as an independent public entity. This she has achieved through hard work and dedication but most importantly, with excellent leadership skills. With the support of the key stakeholders in the sector, she rebuilt the organisation's capacity, policies, procedures and systems. Within the short space of 18 months a genuine culture of accountability was created, the confidence of stakeholders was regained and now it boasts a much improved entity.

Shamira's track record in the public service spans 18 years, including her role as a union negotiator. As the first secretary of the Public Service Co-ordinating Bargaining Council in 1999 she facilitated the establishment of the sector councils and the dispute resolution mechanisms in the public service. She gained valuable experience in her involvement with the transformation process and harmonisation of conditions of service.

Shamira Huluman drives PSETA with focus, passion and vision. But what drives Shamira? It is her humility and a deep understanding of the human psyche.

"I place great emphasis on emotional and spiritual intelligence and maturity. I interact with my team not simply to manage and prescribe, but to guide, inspire and help them to bring out their best. The power of the 'ego' is often very destructive."

This spirit enables Shamira to motivate her team to take the organisation to greater heights. She "lives" this philosophy in the workplace, and, being "a little non-conventional", as she says, she often goes to work in casual gear, takes off her shoes and walks about the offices barefoot.

Her survival instinct and ability to tackle extreme tribulations arises from the prospect of a life threatening illness. She is a cancer survivor and has been in remission for 14 years. "When you go through this, it puts you on a spiritual journey that makes you almost fearless ... it puts you in touch with yourself which helps you to be better in touch with others."

Shamira is determined to lead PSETA as a strategic vehicle to drive skills development for a professional and capable public service.



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## NYDA to take SA youth to another level



Yershan Pillay, NYDA Chairperson.

**T**he National Youth Development Agency (NYDA) has been in the media for all the wrong reasons in the past. But this will soon change because the agency is working on a new image.

Newly appointed chairperson of the NYDA, Yershan Pillay, gave insight into what the NYDA was doing for greater impact and reach to the community. Pillay was speaking during the June PSM forum held at the Southern Sun Hotel at OR Tambo International Airport in Kempton Park.

He said the media was not giving a true reflection of what the new NYDA was all about with its new focus on education and skills development.

A large number of people who attended the forum were young entrepreneurs, hungry for information on how they could make a better contribution to the country's economy.

Pillay said young people were very optimistic despite the challenges that they faced.

He discussed the current status of young people in the country. "In reality, 41,2% of the population is young people. The population growth of young

people is at a higher rate than the general population. This is what we call the youth bulge."

He said there were two options: either take advantage of the youth bulge or end up with a disaster where many young people are unemployed and disgruntled.

"In economic participation, youth unemployment is extremely high. Of the 25% of unemployed 72,5% is are young people between 15 and 35 years."

According to Pillay, most young people want a job as opposed to starting a business. "We have low numbers of young people who want to start a business compared to a large number of people who want a job. Young people want to start a business when they have had some kind of experience in the workplace."

He shed light on some of the NYDA's projects and programmes, starting with the Grant Programme. The objective of the Grant Programme is to give young entrepreneurs an opportunity to access financial and non-financial business development support to establish their survivalist businesses.

The programme will focus on youth entrepreneurs who are just coming into existence and beginning to display signs of future potential but who are not yet fully developed.

The programme will provide grants of between R1 000 and R100 000.

He emphasised that his organisation was not doing away with the loan programme but had partnered with the Small Enterprise Finance Agency and the Industrial Development Corporation for those small businesses that needed loans to get assistance from these state agencies.

The target for the grant programme is to reach

Gregory Makama - director of Feranetix (Pty) Ltd, Calvin Makhubela - Brightest Young Mind, Tokologo Phetla - director of Feranetix (Pty) Ltd, Noko Ramoroka - Agape Youth Movement, Sanele Zulu - Vuka Youth Seminars.





Lailah Samodien - Pre-service Teacher



Thulani Madondo was voted one of the top CNN heroes.

37 900 youth-owned entrepreneurs.

The agency has also partnered with the Department of Human Settlements through its Youth Build Programme.

The programme aims to train 1 500 young people who were out of school to become artisans in infrastructure development.

The young people are also given technical training, life skills and leadership skills.

As part of the Youth Build Programme there was also the Matric Rewrite Programme targeting 3 500 out-of-school youths. This is to give young people a second chance to write matric. The NYDA hopes to do this in partnership with the Department of Basic Education and Training.

Young people who excel in their studies and want to pursue further education can do so through the Solomon Mahlangu State Scholarship.

Pillay said, "There is a strong focus on access to education and this scholarship is for those excelling in education. The scholarship is designed to do this," he said.

As part of the NYDA's plans for the future, the agency is looking at creating a youth development research institute working together with the Department of Higher Education and Training.

### Beneficiaries of the NYDA programmes

Also in attendance at the forum were two young entrepreneurs who received support from the NYDA. Xoliswa Qotyana, who runs the Zondi Buy Back Centre, gave testimony of how the NYDA had helped her business higher.

Qotyana explained that the Buy Back Centre operates from Zondi, Soweto, focuses on environmental management and recycling. The company has been operating since 2004.

The centre was started to address the problem of illegal dumping areas in Zondi. "We decided to form a dumping centre. We collect, sort and sell recyclable

goods to big companies."

She said they used to work manually but with the assistance of the NYDA they were able to buy machinery to accelerate the process and have teamed up with Pikitup.

The centre also sends representatives to the community to teach people how to separate waste.

"We are people who love the environment and we want Soweto to be clean. We want to thank the NYDA. They must continue to assist young people with their dreams," Qotyana concluded.

Thulani Madondo, also a beneficiary, praised the NYDA for its support of his Kliptown Youth Programme (KYP), which teaches English, Maths and Science. In 2007, Madondo partnered his peers and decided to form KYP.

"We noticed that none of us had an opportunity to study after school. The purpose was to help young people to dream big."

The centre also gives advice on processes for tertiary education.

Last year, Madondo was voted one of the top ten CNN heroes. The organisation received a \$50 000 (R560 000) grant from CNN to help continue the great work it does in the community.

The voting process was a challenge for them because it was done online. "This was a problem for us because in our community there are people who don't know the difference between Internet access and an e-mail address."

The NYDA assisted KYP with R150 000 and R50 000 for public relations so people could know more about them and be able to vote for them.

They were chosen from 45 000 people from 100 countries and were the only African representatives.

Those who attended the forum walked away feeling positive about the future of the young people. 🌟



Harold Maloka, Deputy Chief Executive Officer, GCIS.

# University of Pretoria Nursing Science Department

University of Pretoria Nursing Science Department assists in the liberation of women to reclaim control of their own bodies and sexuality



Programme managers: Dr Ronnel Leech, Ms Varshika Bhana, Mr Prince Nare, Dr Carien Maree, Dr Doricah Peu.



Professor Mavis Mulaudzi.

**P**rofessor Fhumulani Mavis Mulaudzi is the Head of Department of the Nursing Science Department at the University of Pretoria. She is also the Chairperson of the School of Health Care Sciences and the Forum for University Nursing Departments of South Africa (FUNDISA). She was a runner-up for the distinguished Women in Science award in 2011 for her work in indigenous knowledge systems. The Department of Nursing Science is the first department to offer nursing degree programmes in the country. Each programme is run by a programme manager.

The programmes are as follows:

- Bachelor of Nursing Science (B Cur) programme which allows graduates to register with the South African Nursing Council (SANC) as nurses (general, psychiatric and community) and as midwives/accoucheurs. Admission into this programme is annual and closes on the

31st May of every year. Ms VM Bhana is in charge of the B Cur programme.

- Bachelor of Nursing Science – Education and Administration (B Cur I et A) – the programme provides professional nurses, registered with South African Nursing Council the opportunity to obtain post-basic professional qualifications. As the programme is offered through flexi-learning, about 650 registered nurses, mostly from rural areas, annually follow non-clinical nursing science courses (Nursing Education and Nursing Management, as well as Community Nursing). Admission into this programme is annual and closes on the 30th of November of every year. The programme is led by Dr MD Peu.
- Residential programmes are presented in clinical nursing science (Critical Care, Emergency Nursing, Child Nursing, Operating Theatre Nursing and Primary Health), thus improving their skills,



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Staff members, students and Prof Eric Buch during Nurses Day.

knowledge and practice. This programme is led by Dr CM Maree

- Through the Master of Nursing Science (M Cur) programme in Advanced Nursing Science nurses get the opportunity to specialise in clinical and non-clinical fields: Nursing Management, Nursing Education, Community Nursing, Critical Care, Emergency Nursing, Child Nursing and Advanced Midwifery and Neonatal Nursing Sciences. Admission into this programme is annual and closes on the 30th of November. Dr R Leech is in charge of this programme.
- The PhD programmes acknowledge the contribution that candidates have made to the development of the theory of nursing. Admission into this programme is annual and closes on the 30th of November of each year.

The Department is currently involved in the community-orientated nursing education programme for women and child health.

This programme is a partnership between the Nursing Science departments of the University of Pretoria and the University of Limpopo (Medunsa Campus). The programme is managed by Mr Prince Nare and is aimed at equipping both practicing nurses and women and children in general with the knowledge, skills, attitudes and practices necessary for prevention and treatment of HIV/AIDS, gender-based violence and ensuring quality reproductive, maternal and child health services. This is achieved through training, community engagement, provision of scholarship and research.

The following are the programmes' achievements:

- **IMPROVEMENT IN NURSING SCHOLARSHIPS**

Professor Neltjie van Wyk is in charge of the scholarship programme. Fourteen masters and 14 PHD scholarships have been awarded to nurses who are interested

in pursuing studies in women and child health. This programme has enhanced nursing scholarship and leadership.

- **GENDER-BASED VIOLENCE**

Various trainings have been conducted that have improved forensic nursing capacity, community engagement and research output in women and child health.

- **IMPROVEMENT OF MATERNAL AND CHILD HEALTH**

The project contributed to the prevention of maternal and child mortality through research, education and training of practising nurses in different skills such as the use of partogram, neonatal resuscitation, manual vacuum aspiration training and kangaroo mother care training.

- **FEMALE CONDOM DISTRIBUTION**

Strategic networking and partnerships to ensure access to health services include the signed MoU, which has received worldwide support. This ensures that the Tshwane learning centre is a distribution hub for FC2 female condoms, thereby guaranteeing that clinics and hospitals in Tshwane have a continuous supply of this vital product. Female condoms empower women to take greater control of their own sexuality.

## CONCLUSION

All achievements are made possible by the competent staff who are dedicated to changing lives through teaching, research and advocacy. The support of all heads of departments in the school and the Dean of the Faculty, Professor Eric Buch, enables the department to work in a conducive environment that allows for flexibility and creativity.

*Leadership is a journey on its own*

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## Looks and books

Izimangaliso Malatjie, a finance director at the Public Administration Leadership and Management Academy (Palama), was named a finalist in the Mrs South Africa (SA) pageant recently.

The mother of three tackles financial statements, cash-flow management and budgeting by day, and preps for the beauty pageant runways at night.

Malatjie entered the Mrs SA pageant to see if she had what it takes to make it in the beauty industry. Now that she has qualified to go through to the finals, she says she is ready to work hard and is eager to make a difference to the many charities the pageant supports.

Instrumental in empowering female youth, Malatjie proves she has the brains and beauty not only to succeed within the public service but in the pageant as well. The Mrs SA Pageant will take place on 5 October 2013. *Public Sector Manager* wishes her the best of luck!



Izimangaliso Malatjie.

## National Gambling Board re-launches its corporate identity

After two years of engaging with Parliament's Portfolio Committee on Trade and Industry discussing the outcomes of the *Gambling Review Commission (GRC)* report and reflecting on its recommendations, the National Gambling Board (NGB) has re-launched its corporate identity.

Since 2010, the NGB has completed extensive research, which pulled together data on the industry. This data will assist policy makers in strategic decision-making, and will be updated continually by the NGB to be used by policy makers and the legislatures.

This is critical baseline data that the country has not had before and is now housed at the NGB to be accessed with ease. In the coming years the NGB will provide data on trends that will reflect the

patterns of gambling in the country. Such data is intended to inform catalytic intervention programmes to make it possible to control the latent over-stimulation of gambling and guard against its negative impact on communities and families. This re-engineering was implemented to prepare the NGB for the imminent changes in legislation and to equip itself to handle the demands of national government, the dti, the provincial gambling boards, the South African gambling industry in general and other stakeholders such as the Gaming Regulators Africa Forum.

The re-engineering brought about its new corporate identity, equipped with a new logo. The unique new design reflects a transparent regulatory authority that is balanced and dynamic, while also portraying balance and equality.

## Eskom winners for the second time

Eskom has been named the overall winner of the Nkonki State Owned Companies (SOCs) Integrated Reporting Awards for a second year running. The awards recognise SOCs that excelled in integrated reporting in 2012.

Eskom Group Financial Controller, Aman Jeawon said the accolade recognised Eskom's commitment to transparency and to being a leader in integrated reporting.

"Eskom is a significant player in every aspect of the South African economy. We have a responsibility to share information in a transparent and meaningful way with all our stakeholders," said Jeawon.

Eskom also scooped several other awards in the following categories: ethical leadership and corporate citizenship; boards and directors; compliance with laws, codes, rules and standards; internal audit; the governance of risk; integrated reporting and disclosure; and the framework for integrated reporting.



## Greater Tzaneen Municipality wins GMC

The Greater Tzaneen Municipality (GTM) is the winner of the 2013 Greenest Municipality Competition (GMC) held at Marianhill Land-fill Site in Durban recently. The award, which was announced by Water and Environmental Affairs Deputy Minister Rejoice Mabudafhasi, comes with R3,5 million in prize money which must be used to promote environment-related projects and green economy initiatives.

The GMC consists of five core aspects such as waste management, energy efficiency and conservation, water management, landscaping, public participation and leadership and institutional arrangements.

A total of 111 metropolitan and local municipalities entered the GMC this year and GTM came out tops in the Local Municipality category, Newcastle and Drakenstein obtained second and third



position respectively. Ekurhuleni won in the Metropolitan Category, with the first and second runner-up being eThekweni Municipality and the City of Cape Town respectively.

## Phumzile Mlambo-Ngcuka to head UN Women body

Former Deputy President, Phumzile Mlambo-Ngcuka has been appointed the head of UN Women. She takes over from former Chilean president Michelle Bachelet who stepped down to pursue another presidential bid.

Mlambo-Ngcuka, 57, was elected to parliament in South Africa's first multi-racial elections in 1994 in which Nelson Mandela led the African National Congress (ANC) party to victory.

She was a member of the ANC's national executive committee from 1997 to 2007. She also served as Deputy Minister in the Department of Trade and Industry from 1996 to 1999, Minister of Minerals and Energy from 1999 to 2005, and deputy president from 2005 to 2008.



Mlambo-Ngcuka established the Umlambo Foundation in 2008 to provide support to schools in impoverished areas in South Africa and Malawi.


Earlier in her career, she served as the first president of South Africa's Natal Organisation of Women, an affiliate of the United Democratic Front anti-apartheid movement.

She then worked as the World Young Women's Christian Association youth director in Geneva before returning to South Africa, where she worked to promote economic development and skills training and help squatter women.

"Phumzile Mlambo-Ngcuka brings to this position a wealth of experience in advocating for women's issues, with a combination of strategic leadership, consensus building and hands-on management experience," UN spokesperson Martin Nesirky said.

## GGNP celebrates 50 years

It has been 50 years since the government proclaimed the Golden Gate Highlands National Park (GGHNP). To celebrate this milestone the South African National Parks (SANParks) is offering a 50% discount on all new accommodation bookings at the GGHNP. The special runs until 30 September 2013.

The Park boasts among other things the Golden Gate Hotel & Chalets, Glen Reenen, Basotho Cultural Village and the magnificent Highlands Mountain Retreat which is situated 2 200m above sea-level. 

**For more information please call 012 428 9111 or 058 255 1000**





# SA gives

## Africa's millennium goals a boost

*Writer: Stephen Timm*

Africa may be one of the world's fastest growing regions, but its rate of poverty reduction is insufficient for it to reach the target of halving extreme poverty by 2015, says a recent report on Africa's progress in meeting its Millennium Development Goals (MDGs).

The MDG Report 2013: Assessing progress in Africa toward the Millennium Development Goals – prepared by the UN Development Programme (UNDP) and others and released in May – points out that though extreme poverty has declined faster in sub-Saharan Africa since 2005 than between 1990 and 2005, it is not fast enough to reach the target by 2015.

The proportion of people living on less than \$1.25 a day in the region fell from 56.5% in 1990 to 48.5% in 2010 – still more than 20 percentage points off the 2015 target, compared with just 4.1 points for South Asia.

While the overall number of extreme poor worldwide fell from 1.9 billion to 1.2 billion between 1990 and 2010, it actually increased by 124 million in Africa over the same period because poverty reduction measures didn't keep up with population growth.

By 2015 almost half of those in extreme poverty will be found in sub-Saharan Africa (408 million), with almost an equal number in South Asia (406 million).

In contrast the UNDP reported in 2011 that extreme poverty

in South Africa fell from 11.3% in 2000 to 5.7% in 2006, thus exceeding the MDG aim of halving poverty by 2015.

The May report also pointed out that Africa's growth has not been job-rich, and most jobs are vulnerable. Over the past 10 years, Africa's labour force added 91 million people but only 37 million of these are in wage-paying sectors. About 46% Africa's workers earn less than \$1.25 a day, working in vulnerable jobs with low wages and low productivity.

### **Africa behind in MDGs**

The MDGs were signed by 189 countries in 2000 and contain a pledge to meet 21 targets in human development, grouped into eight goals, by 2015.

The report says Africa is on track to meet just three of the eight MDG goals by 2015, namely: universal primary education, empowering women and combat HIV/Aids, TB, malaria and other diseases.

The continent is also not expected to meet its

goals in reducing child mortality, improving maternal health, ensuring environmental sustainability and ensuring a global partnership for development.

In October 2011 the UNDP reported to Parliament that South Africa was on track to achieve five of its eight MDGs by 2015: eradicating extreme poverty and hunger, achieving universal access to primary education, empowering women, ensuring environmental sustainability and developing a global partnership for development.

The May report notes that South Africa had made progress with a sixth goal – namely halting the spread of HIV/Aids by 2015 (MDG6). But it seems unlikely that it will meet this goal too by 2015.

The report also said South Africa had performed well in meeting targets contained in three other goals. These include:

- Halving the proportion of people (between 1990 and 2015) who suffer from hunger (MDG1).
- Increasing the share of women workers in the agricultural sector and increasing the number of women MPs (MDG3).
- Achieving universal access to reproductive health (part of MDG5).

But the report notes that South Africa has performed poorly in reducing child mortality.

Just three countries on the continent – Egypt, Liberia and Tunisia – have surpassed the under-five mortality rate target (reducing the rate by two thirds between 1990 and 2015). A further 11 countries have reduced their rate by at least 60%, and are thus on track to reach the target.

South Africa's target is to reduce deaths among the under-fives to 20 births per 1 000 live births by 2015.

However some progress is being made. The Rapid Mortality Surveillance Report 2011 released in August last year by the Medical Research Council's Burden of Disease Research Unit reveals that the country's child mortality rate fell to 42 per 1 000 live births in 2011.

Debbie Bradshaw, the unit's director, attributed the decline in child mortality to the extensive roll-out of HIV treatment and the prevention of mother-to-child-transmission of HIV.

Haroon Salojee, head of the division of community paediatricians at the University of the Witwatersrand-noted that South Africa ranked as one of the top 10

countries around the world in progress made in reducing child mortality.

He added that the introduction in 2010 of two child vaccines to combat pneumonia and diarrhoea had also helped reduce the rate.

Though South Africa also looks likely to miss the target for reducing its maternal mortality rate by three quarters by 2015 (MDG5), the country finally looks to have turned a corner in reducing deaths among mothers.

South Africa's maternal mortality rate stood at 250 per 100 000 live births in 1990, meaning it must cut this to 63 per 100 000 live births.

The Saving Mothers interim report for 2011 says maternal mortality has shown the first downward trend since maternal deaths were first notified in 1997. The mortality ratio dropped to 153 per 100 000 in 2011, from 176 per 100 000 in the 2008-2010 Saving Mothers report.

In 2011 a number of medical researchers reported signs that the maternal mortality rate could come down following the nationwide roll-out of antiretroviral treatment and upscaling of a training programme targeting interns and junior doctors.

However Eckhart Buchmann, the head of the department of obstetrics and gynaecology at the Chris Hani Baragwanath Hospital, cautioned that the Saving Mothers data does not include deaths at women's homes and may miss some hospital deaths that do not happen in maternity departments. But he pointed out that the numbers were still indicative of a fall in maternal mortality.

About 40% of maternal deaths are attributable to HIV/Aids, according to the 2008-2010 Saving Mothers report.

Kathy Dennill, a health consultant from Kedibone Health Systems, said the shortage of midwives and doctors also contributed to unnecessary maternal deaths, as did poorly trained midwives.

South Africa's maternal mortality rate is still far below the average for the continent – which was at 429 deaths per 100 000 live births in 2010. In all, 56% of all mothers who die in child birth reside in Africa.

South Africa has performed below average in reducing maternal mortality – with a 30% decline between 1990 and 2010, against a fall of 42% for the whole of Africa. >>



Similarly while the mortality rate among the children under five declined just five percent in South Africa between 1990 and 2010, it fell 47% over the same period on the continent.

The report said HIV/Aids is the main cause of the massive maternal mortality rate in southern African countries, and pointed out that once antiretroviral therapy became more readily available, their maternal mortality ratios started to drop.

It says a major reason for Africa's high maternal mortality rate is that few infants are born in the presence of skilled attendants. The lack of skilled birth attendants contributes to 2 million maternal, stillbirth and newborn deaths each year worldwide.

The UNDP told Parliament in 2011 that it has set up a national task team, comprising various officials, including MPs, to tackle South Africa's worryingly high rate of maternal deaths.

### SA progress against HIV/Aids

While it has been less successful in tackling child and maternal mortality, South Africa has made progress in combating HIV/Aids.

Statistics South Africa's midyear population statistics, released in May, reveal that though the total HIV prevalence rate has edged up to 10% of the population 8.7% in 2002, the incidence rate (the percentage of non-infected population that contracts HIV in a year) has been declining since 2005.

Deputy President Kgalema Motlanthe told the National Assembly in April that South Africa was moving closer to reducing the infection rate of HIV, with the country having experienced a decline in Aids-related deaths in the last three years.

Motlanthe, who chairs the SA National Aids Council, said the transmission of HIV from mother to child decreased significantly over the last three years, falling from 8% of infants to 2.7% nationally. The country had also seen a decline in Aids-related deaths, particularly for those aged between 25 and 35 years old, he said.

Progress had been made on the back of better policies and the implementation of the world's biggest anti-retroviral (ARV) programme – with 1.9 million now receiving ARV medication.

South Africa has also shone in a number of other areas.

The report points out that nearly half the countries in Africa have achieved gender parity in primary school, while parity at the secondary and tertiary levels has improved.

Added to this, it said the proportion of seats held by women in African national parliaments (nearly 20%) is second only to that in Latin America and the Caribbean.

South Africa has one of the highest percentages of women MPs in parliament in the world, at over 40%.

Primary school enrolment rose from 64% in 2000 to 87% in 2010 in the 29 countries with available data.

However the report pointed out that though most African countries have achieved universal primary enrolment the continent still faces a high drop-out rate and poor quality education.

South Africa's midterm review, released by The Presidency last year, reported that progress had been made with the provision of free basic education for all, with over eight million learners (about 70% of all learners) now in no-fee schools. However dropout rates were still relatively high, with about 12% of those in grades 10 and 11 opting to give up on school.

Despite Africa's poor showing in progress towards meeting its MDG targets, last year 15 of the 20 countries which made the greatest progress on the MDGs were from Africa. Notably countries such as Benin, Egypt, Ethiopia, Gambia, Malawi and Rwanda are making impressive progress towards achieving a number of goals and targets.

What Africa needs is sustained, equitable growth, with political stability and human development-oriented policies, concludes the report. It is vital that the continent learn from those countries that have been most successful in combating poverty. 🌐

MDG goal	Africa	SA
MDG 1: Eradicate extreme poverty and hunger	No	Yes
MDG 2: Achieve universal primary education	Yes	Yes
MDG 3: Promote gender equality and empower women	Yes	Yes
MDG 4: Reduce child mortality	No	No
MDG 5: Improve maternal health	No	No
MDG 6: Combat HIV and Aids, malaria and other diseases	Yes	No
MDG 7: Ensure environmental sustainability	No	Yes
MDG 8: Develop a global partnership for development	No	Yes

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INNOVUS

# Social grants: tough choices in tough times



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**W**ith millions of South Africans expected to be without work for years to come, social grants will continue to play a key role in poverty alleviation. But with the worsening economic outlook having put a strain on tax collection, which funds grants, many continue to question whether the country's significant spending on social grants is sustainable.

The National Development Plan (NDP) emphasises that creating jobs is the best way to ensure sustainable social protection, but acknowledges that with the country's high unemployment rate, this will remain a challenge for some years.

The NDP's target is to bring unemployment down to 6% by 2030, but a working paper released in July by the Reserve Bank warned that the unemployment rate – currently at 25% – may not decrease by 2025. This makes social grants – which form the main source of income for almost a quarter of all South African households according to the National Treasury – all the more necessary as a buffer against poverty and unemployment.

But concern continues over whether South Africa can continue to finance one of the largest social grant systems in the world, with the number of grant beneficiaries having grown six fold in the last

15 years – from 2,5 million in 1998 to 16,1 million in March this year. Nonetheless, studies have shown that since 1994, social grants have contributed anything between five and 13 percentage points towards the total reduction in poverty. Most of the decrease is, however, attributable to better wages.

Gains from the extensive reach of social grants, especially the child support grant, have also led to improvements in school attendance and hunger reduction, says the National Planning Commission. Kath Hall, a researcher at UCT's Children's Institute, says the grant system is a relatively affordable way to reduce poverty and improve health and education outcomes. She points out that the child support grant has for example helped young mothers to get jobs as they can afford to place their children in crèches.

## Dependency vs development

A report in June by the SA Institute of Race Relations questioned the sustainability of grants, pointing out that more South Africans received grants than had jobs, and that the nominal growth in welfare far outstripped the nominal growth in tax revenue in the past decade.

Former Reserve Bank Governor Tito Mboweni has also raised questions about the sustainability of the welfare grant system. In a speech to students in Pretoria in June, he warned that the significant expansion of social welfare could have the unintended consequence of a social revolution should the state at some point need to reduce benefits.

According to World Bank figures for 2009, South Africa contributes more than twice the median social spending of 1,4% of GDP across developing and



Minister of Social Development Bathabile Dlamini.

transition economies. The real cost of social spending is about R682 billion when various subsidies such as the free schools programme and housing subsidies as well as a tax exemption for those earning below R5 000 (about 60% of working people) are added. Commonly called the social wage, this spending makes up almost 60% of government spending.

This year's Budget Review points out that spending on the social wage as a percentage of GDP has risen from 13% of GDP in 2002/3 to 19% in 2012/13. Chris Hart, chief strategist at Investment Solutions, pointed out that while he believed individual grant programmes might have been costed and funded correctly, he questioned whether the overall level of social grant funding was fiscally sustainable.

### **More beneficiaries means more pressure on the fiscus**

Most of the increase in grant beneficiaries over the last decade came after government expanded the eligibility age for child support grant to 18, with the number of beneficiaries rising from 5,7 million in 2004/5 to 11,4 million today. The number could rise by even more, as a study released in June by the Children's Institute reported that only 70% of eligible children in South Africa accessed child support grants last year. This alone could add over 4 million more grant beneficiaries, bringing the total to over 20 million.

Added to this, less than half of the over 1 million orphans living with relatives in poverty receive foster child grants, according to the Children's Institute. Finally, government is set to phase out the means test for the old age grant by 2016, which will further increase the amount spent on grants, which stands at R113 billion for 2013/14, but which will rise to R129,5 billion by 2015/16.

But National Treasury has dismissed claims that the growth of social welfare spending is unsustainable, calling them "incorrectly alarmist". It says the grants system has matured and that take-up rates have begun to level off. Treasury expects that grant expenditure will stabilise at about 3,3% of GDP in the years ahead, which is well below expenditures on education (6,9% of GDP) and health (4% of GDP).

John Kruger, an analyst from Oxford Policy Management, also concurs that the present grants system is sustainable, even considering the possible increased spending if more beneficiaries were included in the child support grant and old age grant.

Earlier this year, as part of its submission to the National Treasury for the 2014/15 Division of Revenue, the Financial and Fiscal Commission recommended that government relax the existing



means test for the child support grant and moves towards faster universalisation. The commission said this should happen even under fiscal consolidation because of the social and economic benefits.

### **Fixing the system to save money**

Despite the concern over fiscal sustainability, the disbursement costs for grants have declined, with the implementation of a biometric smartcard. This will help save government about R800 million a year. The new system provides for a service fee of R16,44 – down from an average of R32 previously. This brings the total fees to R2 billion a year – R800 million less than the total fees generated by the former service provider.

Minister of Social Development Bathabile Dlamini said in her Budget Vote speech in May that 20,7 million people had re-registered into the new biometric system.

On top of this saving, Dlamini said that through beneficiaries approaching the SA Social Security Agency (Sassa), over a 150 000 social grants had been cancelled, leading to an additional saving of R150 million a year.

The smart card will also lead to further savings by helping the department and Sassa to root out fraud. A 2008 report by the Institute of Security Studies, estimated that Government had at times been losing about R1,5 billion a year through corruption and the maladministration of social grants. The smart card as well as the renovation of 400 pay points and 300 social grant offices over the next three years would also help improve the efficiency of the grants system, particularly around the quality of services, which the NDP noted should be addressed.

The new smart card will also allow beneficiaries to >>



access grants through multiple channels across the country such as points of sale, banks, merchants and cash pay points. This year the department along with Sassa and the National >> Development Agency will embark on a nationwide frontline service delivery improvement initiative, focusing on the poorest wards in the country.

In keeping with an NDP recommendation that an independent complaints or grievance mechanism be put in place for all social grant programmes, the department hopes to have an inspectorate up and running by 2015 to help weed out fraud.

### **Making grants conditional**

But while savings are being made with the new smart card, economist Mike Schussler of Economists.co.za, believes that more conditionalities need to be attached to grants as these would help foster a better sense of responsibility for South Africans.

For example Brazil's Bolsa Familia imposes conditionalities that relate to education and health and repeated non-compliance can lead to blocking, suspension and cancellation of the benefits. In 2009, the Department of Social Development introduced certain conditions to certain grants – such as school

attendance and attending clinics regularly for child support grant beneficiaries – but these carry no sanctions for non-compliance. The NDP says with the high dropout rate from school from age 15, the question is whether there should be conditions for children over a particular age or other incentives and measures to encourage school attendance.

But social activist Debbie Budlender of the Community Agency Social Enquiry is against including conditionalities with grants, as these, she believes, would put too much control in public officials deciding who could get grants. She believes government doesn't have the ability to carry out the additional monitoring that would be required if beneficiaries were penalised for not meeting conditions and has too few social workers to ensure compliance. The department has a bursary programme to address the shortage of social workers and has this year awarded bursaries to 2 037 students.

### **Savings Culture**

According to the World Bank, South Africa's gross savings rate in 2011 was 16% of GDP, slightly below Brazil's 17%, but far below China's 53% and India's 31%.

Measures announced by Minister of Finance Pravin Gordhan in his Budget Speech to introduce tax-preferred savings and investments accounts in 2015, may just be the way to improve saving and help more South Africans to beat poverty. <sup>SM</sup>

# Celebrating women leaders



*Dr Jane Olwoch, SA National Space Agency, pg 75*



*Ms Keketso Maema, Commission for Gender Equality, pg 73*



*Dr Nancy Phaswana-Mufaya, Human Science Research Council, pg 84*

*Writer: Ongezwa Manyathi  
Photographs: GCIS*

**W**hile the status of South African women has improved significantly since the 1900s, much more needs to be done to empower women and protect their rights. Women make up 52% of the population, yet only 43,9% of working South Africans are women.

South Africa needs a radical mind shift and to change gear from the slow, incremental changes in the numbers of women at executive levels to a dramatic change in the way women are perceived, promoted and protected.

Despite the slow progress, women are venturing into male-dominated fields and proving that given the opportunity they are able to do anything.

This is the aspiration that binds women across cultural and social groups and it is on this basis that *Public Sector Manager* (PSM) celebrates Women's Month by sharing the stories of phenomenal women leaders in the Public Sector. The official theme for this year is: "A centenary of working together towards sustainable women empowerment and gender equality." This year marks 100 years since about 600 women marched to the Bloemfontein City Council in the Orange Free State to petition the mayor against pass laws which undermined the basic human rights of black peo-

ple. At the time the Orange Free State was the province that stringently controlled the movement of women. The direct result of this campaign was the establishment of the Bantu Women's League under the leadership of Charlotte Maxeke. The Public Service has achieved a 30% target that was set in line with the SADC declaration in 1994. In 2005, the ruling party took a policy decision to achieve 50% female representation at Senior Manager Service level which was adopted and is now under implementation, though yet to be achieved. Government, business and civil society need to work together to achieve this target.

According to the Department of Public Service and Administration (DPSA) *Gender Mainstreaming in the Public Service* report released in 2013, gender mainstreaming in the Public Service is underreported because of a lack of literature in the area. Since the 2007 Public Service Commission report, there has been very little knowledge generated to show the link between improvement in women's programmes or gender mainstreaming in the Public Service and the concerns that were raised in the 2007 report. This report showed that there was no common understanding of gender mainstreaming and recommended among others that: >>



- the DPSA must create a national framework to effect a more enabling environment that recognises the importance of providing social benefits to families
- the DPSA must ensure compliance by all departments and be more rigorous in the monitoring thereof
- senior managers must have the necessary knowledge and understanding of gender mainstreaming and provide the necessary leadership and overt support to the gender focal point (GFP) in departments
- accountability for gender mainstreaming must be at the level of heads of department.
- the GFP must be capacitated to drive gender mainstreaming in departments and must have the necessary competencies to carry out this task effectively.

The DPSA responded to these recommendations by developing tools to improve the mainstreaming of gender. These include the HODs' 8-Principle Plan of Action for Promoting Women's Empowerment and Gender Equality within the Public Service Workplace which was launched in 2007 and the Gender Equality Strategic Framework for the Public Service that became operational in 2009.

"We are currently finalising a policy on the management and prevention of sexual harassment in the Public Service. The Public Administration and Leadership Management Academy (PALAM)

with support from the Canadian International Development Agency (CIDA), developed a gender mainstreaming course which was introduced in 2008. To date, 2 802 officials have attended the training," says DPSA Director-General Mashwahle Diphofa.

The DPSA's *Gender Mainstreaming in the Public Service*

*Ms Bilkes Bhano Vawda, pg78*



*Ms Tracy Cheetham, SKA, pg80*



report notes that very small and unsteady steps have been taken to make the Public Service workspace more enabling for women. For example, fewer than five national and provincial departments reported having child-care facilities on site, most travelling policies did not cater for the needs of employees with small children and a patchy number of departments had flexi-time policies.

On the positive side, departments had made significant progress in developing sexual harassment policies despite the absence of a Public Service sexual harassment policy (which is being developed as part of the 2013/14 financial year).

To deal with some of the identified gaps in the *Gender Mainstreaming in the Public Service report*, the DPSA makes a few recommendations:

- the DPSA will advise departments on structures to deal with gender issues with the understanding that departmental mandates should determine the level of the person who heads the unit
- the gender unit should be located in the office of the Director-General
- Palama should develop a gender budgeting course for senior managers in the public service
- gender issues should form part of management meetings and gender focal persons should sit at them
- every line manager should report what gender impact has been registered in their programmes
- all departmental reports should give gender disaggregated data
- attendance of the Palama gender mainstreaming course should become compulsory before confirmation of probation for all newly-appointed employees in the public service, especially senior managers
- Heads of department/Directors-General should be assessed quarterly on the achievement of gender indicators.

The report is a must-read for all departments as it can assist with transforming the public service into a truly democratic, non-racist and non-sexist workplace.

*PSM* is privileged to share stories of phenomenal women in the public Sector who are rising above these challenges by doing extraordinary things. As you read their stories may you be inspired to be more and do more not only to empower yourself but those around you. 🌟

# Putting women's *rights first*

It's a typical Johannesburg winter's morning, and I am en route to Constitution Hill to interview Commission for Gender Equality (CGE) Chief Executive Officer (CEO) Keketso Maema. The precinct, which overlooks the buzzing Johannesburg city centre, is home to several significant museums that embody the history of women's struggle against inequality.

The Women's Gaol, Number Four, Old Fort Museum, Constitutional Court and the offices of the Commission for Gender Equality (CGE) are the main structures the precinct.

Unlike the breeze outside, the commission's offices are warm and welcoming, a sign that a woman is in charge of the organisation. Maema is not a stranger to the work and challenges that the commission faces. She acted as CEO in 2009 when the commission was making headlines for "all the wrong reasons" as she puts it.

A lawyer by profession, Maema rose to the position of CEO in 2010. She is in charge of an organisation tasked with the difficult and often draining task of advancing gender equality in a country that still has communities that believe

women belong in the kitchen.

As a constitutional entity, the commission addresses various issues ranging from legal and traditional to attitudinal. The commission operates at two levels: staff who are employed in terms of the public service conditions, and commissioners who are nominated by the public and appointed by the President following recommendations made by a multiparty parliamentary committee.

Maema says that from an early age, she always knew she would be a lawyer because she has always had a passion for helping others. "As a little girl I didn't know that there was something called a constitutional lawyer but I always knew that I would be a lawyer."

Her love for human rights grew while working for human rights law firm Nicholls, Cambanis and Associates, renowned for fighting for gay and lesbian rights.

Maema concedes that the commission's journey to advancing gender equality has been filled with internal challenges. From the moment she was appointed, she set her eyes on driving the commission into calm waters



Keketso Maema says the Commission is making strides.

as most women would do when their family is going through a difficult time.

"It has been a difficult and long journey, I must say. What was important for me was to ensure that we got our act together and that we got a clean bill of health," she explains.

She highlights that the trust of stakeholders and staff was eroded because of the perceived dysfunction of the institution. For two consecutive years, the commission received disclaimers from the Auditor-General raising questions about the rationale for having the commission.

Maema says though challenges remain, there has been steady improvement in the running of the commission. "We've turned the tide but we still have a great deal of work to do and to concentrate more on gender equality matters. From 2010, we progressively moved towards getting an unqualified audit report," she says.

In an effort to make the implementation of gender equality a reality, >>



The Women's Gaol Museum.

the commission helped to draft laws that advance the interests of women.

Maema says the commission has made a number of strides in improving the lives of South Africans, especially those who have been oppressed.

“We have been involved in establishing some laws. If you look at the current laws we have, for example, the Domestic Violence Act and Maintenance Act.

The commission has been instrumental in the establishment of those laws.”

According to Maema, the commission has also made a positive impact on the lives of many people on whose behalf the commission has lodged cases. One case on which the commission prides itself is the Shilubana and Others v Nwamitwa case where a woman from the royal family of the Valoyi tribe in Limpopo could not assume her role as chief on the basis that she is a woman.

The commission took the matter to the Constitutional Court and the court ruled in favour of the woman. “We were able to run with that case from the lower courts to the highest court,” added Maema.

Advocacy work and education are some of the aspects that the commission has used over the past few years to advance and inform people about the work they do.

Early this year, the commission took a bold step in advocating for the decriminalisation of sex work. According to Maema, the current legal framework that criminalises sex work has failed sex workers and perpetuated substantive abuse of their constitutional rights to choose what they want to do.

“First, criminalisation has not stopped sex work; it is still happening. Second,



we are getting lots of complaints from women who are abused.

“So, the commission’s view is that we are experiencing a great deal of gender-based violence and we are looking at this from the perspective that despite criminalisation sex work and related abuse has not stopped. Try and look at how many people have been

prosecuted in that sector, you will not find anything,” she emphasised.

With the high incidence of abuse and gender inequality, Maema and her team have their work cut out for them. But with teamwork and commitment, the commission will continue to make a difference in making gender equality a reality for South Africans.®

Writer: Samona Murugan  
 Photographer: Katlholo Moifadi

# Jane *needs* *her space*

these contributions did not exist, we would not have mobile phones, the Internet, or any of the services we use every day.

Olwoch is managing director (MD) of the South African National Space Agency (Sansa), a Schedule 3A public entity under the Department of Science and Technology. The agency was created to promote space and cooperation in space, while fostering research and advancing scientific engineering that helps the country to acquire space technology.

Olwoch, who was born in Rwanda, is a specialist in climate change impacts and has a background in biology and vector ecology. She holds a PhD from

the University of Pretoria and a C2-rating from the National Research Foundation.

Prior to her appointment as MD, she worked as the coordinator of the Environmental Science Undergraduate Programme in the Department of Geography, Geo-informatics and Meteorology at the University of Pretoria. There she managed the postgraduate programme in Environment and Society at the Centre for Environmental Studies. >>

**E**very day we use computers and mobile phones. We watch satellite TV and often check the weather to see what to wear or if the soccer match will be rained out without much thought about how these gadgets and gizmos operate.

The reality, says Dr Jane Olwoch, is that the technologies we use are made possible by government and organisations investing in space science, technology and engineering. If

During her time at the university, she supervised the environmental and climate change research projects of more than 20 Honours and 18 Master's students. Through her work, she gained extensive experience in the use and appreciation of the crucial role played by earth observation data in understanding environmental changes over time and space. She is currently one of the few climate change scientists in South Africa, serving on the Intergovernmental Panel on Climate Change and Human Health.

### Making sense of earth from space

For the past 10 years, harking back to her days as an academic, Olwoch has been involved in climate change research. Her work has been published in peer reviewed journals and presented at numerous local and international conferences.

"Nature has always fascinated me, particularly how things are interconnected, like how rain influences vegetation, how vegetation influences diseases, how diseases affect people and animals, and how these changes are not isolated but connected. I am also fascinated by how earth observation provides many answers to how the environment has changed, but more so, how it will change in future and what we can do about it," says Olwoch.

At present she leads a team of remote sensing specialists, technologist, engineers and earth systems scientists at Sansa. The team is working on exciting opportunities to ensure that all citizens understand the value of space science, technology, data, applications and products and that they are incorporated into national planning and service delivery.

Her team provides satellite imagery and data to governmental departments, stakeholders, universities and clients. They use the data to address national priorities, such as human settlement mapping and infrastructure development. In addition, they provide relevant data for managing natural disasters, such as flooding, which has devastated certain areas of the country and indeed the continent.

Her directorate, Sansa Earth Observation, was established to drive and coordinate space-based earth observation activities to benefit all South Africans in an earth-friendly, sustainable manner.

"Our main task is to collect, process and distribute earth observation data to support South Africa's policy, decision-making, planning, resource and environmental management, economic growth and sustainable development," says Olwoch.

SPOT 5 National Mosaic  
of South Africa

However, managing such a diverse team comes with a fair share of challenges, she admits. "One challenge is to make unpopular decisions, but I believe consulting widely, and being honest about the challenges we face and always involving staff to own the decisions helps to overcome these challenges."

Being an effective leader has enabled Olwoch and her team to make a substantial contribution to the South African space industry through research, technological advancement, science advancement and local and global partnerships, as well as providing services that stimulate growth.

"We recently launched the SPOT 5 National Mosaic 2012 – a useful tool for decision-makers to help plan matters, such as disaster management, agriculture, water management, housing development, national security and others. Some of the examples of the use of the mosaic include measuring growth of informal settlements over the years, monitoring the quality of water in dams, industrial development, monitoring the agricultural land space and crop yields and mapping."

After its production and packaging, the Sansa Earth Observation Directorate distributes the mosaic to national and provincial governmental departments, municipalities, Sanral, Eskom, Sanparks, universities and the private sector.

### Counting informal settlements

Another project underway is the Informal Settlement and Environmental Condition Assessment Project. It aims to create a South African national informal settlement database. The project currently focuses on the 45 municipalities identified by the Cabinet. This database will enable government to make informed decisions when it comes to monitoring informal settlements as well as in-service delivery projects. The database is created from captured satellite imagery of SPOT5 2,5 of informal settlements spanning 2006 and 2011. These are then validated and also used to populate the attributes of the areas captured.

Seven out of nine provinces have been completed and, within them, 35 have been captured. Limpopo and the Northern Cape are the only provinces that

have been validated and preparation to release the completed informal settlement database captured in the 45 municipalities is currently underway.

The outputs from this project, says Olwoch, will form part of the Department of Human Settlements' informal settlements monitoring tool. The results will help government to monitor the growth of informal settlements and service delivery in informal settlements as part of the Informal Settlements Upgrading Project.

To further punt the agency's contribution to government, Olwoch invites all governmental departments to visit Sansa. "There is so much we do to help departments in their planning. They can use our data and tell us what else they require from us to improve their skill in the use of satellite earth observation data."

### **Educational background**

I completed my undergraduate degree in Biology at the Makerere University in Kampala, Uganda. The rest of my studies were completed in South Africa. I completed my Honours and Master's degree in Biology at the then Medical University of South Africa (Medunsa) and completed my PhD at the University of Pretoria.

### **The best day on the job**

My best day at work is when I see the happy faces of my staff.

### **Worst day on the job**

In April, when we moved offices from Hartebeeshoek to the Innovation Hub in Pretoria, I was so excited to move, but when I arrived at the new office, there was nothing there, not even a carpet; our office wasn't ready, but we had to make do.

### **Any other titles aside from MD?**

I am a wife, a mother and a lecturer.

### **Home life...**

I live in Pretoria with my family. My husband is an ear, nose and throat surgeon and we are blessed with two beautiful daughters, who are studying BCom Accounting and BSc Consumer Science, Clothing and Retail management respectively.

### **Time to relax...**

I like going to gym, taking long walks, reading books and watching television.

### **Strong leadership skills**

I am a very positive person willing to tackle new challenges, and able and willing to motivate other team members.



### **Management style**

I believe in an open-door policy. I am consultative and involve all unit managers and staff in key decisions.

### **Promoting women's rights**

We have implemented a human capital development programme that offers science advancement services and public engagements to promote the uptake and appreciation of science by the youth. The programme aims to improve public scientific literacy and engagement, address the country's skills needs and increase awareness and interest in science. We also offer earth observation bursaries and an internship programme targeting Honours, Masters and PhD students in the related fields.

### **One word describing her**

Optimistic. ☺

# Lifetime of excellence

**B**ilkes Bhano Vawda is a difficult woman to track down. But, after three days I finally found a number where I could call her.

A soft, kind voice answered the phone. After explaining the reason for my call, she sounded delighted and more than willing to talk to me.

Vadwa, Winner of the Lifetime Achievement Award at the 2013 National Teachers Awards, has worked in education for 38 years and is the former principal of Marlboro Gardens Secondary School in Johannesburg where she worked for 20 years.



and History at matric level at the Barberton Indian and Coloured School."

In 1983 she was appointed head of the department of English at the school but in 1990 relocated to Johannesburg for better career opportunities.

In 1995 she became senior deputy principal at Himalaya Secondary School in Laudium, Pretoria, and remained there, until her appointment as principal of Marlboro Gardens Secondary School in Johannesburg in 1998.

Vadwa says teaching was a demanding yet exhilarating profession. "The demands made on your time and the intense human interaction for seven hours daily is exhausting. However, the interaction with learners and colleagues is exciting, interesting and beneficial in so many ways."

She says despite all the difficulties, the fulfilment she received could not be quantified. Shaping young minds and seeing them develop into competent young adults was spiritually uplifting for Vawda. "Learners kept me young by keeping me on my toes, sharing their youthful ideas, their vibrancy and spontaneity with me. In such an environment one is forced to think young."

## Where it all started

She was born in the small town of Wasbank in northern KwaZulu-Natal. When she was 15 years old, the family moved to Newcastle and she matriculated from Oswalds Secondary School in 1965.

"In possession of a matric exemption, I proceeded to the University College for Indians on Salisbury Island, Durban. This was a special university created for Indians by the apartheid government of the time to enforce the policy of segregation," Vawda explains.

It was not her intention to become a teacher; she wanted to be a lawyer having passed Latin at matric level.

"I stood in the wrong queue and registered for a general Bachelor of Arts degree instead of BA Law. Initially, I was too terrified to make a request for a change. One must remember that there was no career counselling or guidance of any sort in the 60s and the entire registration process was not open and inviting."

Once she had commenced with her studies she found she enjoyed English literature.

She completed her degree in 1968 and majored in English, History and Psychology. This was followed by a University Education Diploma in 1969 and she started her teaching degree in 1970; both qualifications were acquired from the University of South Africa. She later did a diploma in School Library Science enabling her to integrate the library and teaching of English.

During her studies at Salisbury Island, Vadwa met her husband.

## Teaching career

"My marriage to my husband, Ibrahim, in 1970, whom I met on Salisbury Island, meant relocating to Barberton, his hometown. I taught English

## Leading by example

Having clear and achievable plans was essential and translating vision into reality required the support of all roleplayers.

"The principal, as head of the institution, has to lead by example and must take responsibility for the professional ethos of the school. Ultimately, the principal is accountable for all aspects of the school.

"Ensuring that teachers are prepared and report to class on time daily requires the combined efforts of the entire management team. Teamwork is therefore vital. Professional development of staff is also a key focus area so that teachers are always abreast of policy and advances in education."

She explains that she was extremely organised and hardworking and expected her team to be the same.

"I was at my desk at 06:30 in the morning. When teach-

ers arrived to sign the attendance they were met with notes that reminded them of special events and important meetings."

### The makings of a good manager

Vadwa says good organisational skills and the ability to work with people is a prerequisite. "One must also be seen to be fair, firm yet friendly.

"My management style was a combination of styles. I consulted the management team and staff when drawing up policies, programmes and year plans."

She says the school governing body also has to be consulted so that they can fulfil their mandate. But ultimately the principal is accountable and after listening to the viewpoints of all roleplayers, decisions have to be made – sometimes by the principal alone and these decisions can be very unpopular. "But no school can be successful without teamwork and hence consultation is necessary for effective management."

Over the years, while Vadwa was teaching at Marlboro School, the school was transformed from one solely for Indians to a multi-cultural, multi-racial institution. School fees were kept as low as possible to allow access to the disadvantaged learners of Alexandra. The team of teachers worked extremely hard at enabling the school to obtain a 100% matric pass rate each year.

"We received various accolades from the Department of Education such as most improved school, best performing school, congratulatory letters from the Department, from Ward 103 in which the school is situated and the local ANC branch."

### Going down memory lane

One of her highlights of the time spent at Marlboro Gardens Secondary School includes the official opening of the computer laboratory sponsored by the Government of Japan. "The Ambassador of Japan and the then former Deputy Minister of Foreign Affairs, Aziz Pahad, were present. The planning and organising created such a buzz of activity that it will always stand out as an extremely memorable day."

The school was also part of City Year, a project initiated by President Bill Clinton.

"However, far more gratifying was when our learners were selected for scholarships overseas or when they came back and shared their success stories with us."

Vadwa says winning the Lifetime Achievement Award at provincial and then at national level was truly the high-

light of her career. Being recognised for her efforts and contribution to education was unexpected and mind blowing.

Throughout her career, she says, she has worked diligently and conscientiously because that is who she is. "I was not doing it for any special rewards or accolades. Winning the title was therefore the cherry on the top and the fact that I was nominated by my teachers made it extremely special."

### Parents and teachers must work together

Teachers and parents must take part in the child's education.

"Parents are a key component of a school. They entrust their children to the care of teachers without really knowing them and in so doing display supreme faith and confidence in the ability of teachers to nurture and develop their children," she says. She also says teachers need to reciprocate by building a firm partnership with parents. Communication between the parents and school is vital and parents should discuss their concerns with the principal without being aggressive.

"Insist on a response if no response is forthcoming from the school. A healthy partnership will benefit the child the most. Parents too should be supportive of the school by serving on school governing bodies and parent-teacher bodies. A school needs all the help it can get."

Getting to the top was not always easy, especially being a mother and a wife. It required her to make many sacrifices, especially to her family.

"Your time is never your own. The family, especially children, often have to take second place especially during school activities and the end of term, when school becomes extremely hectic. However, the holidays provide for quality time with the family."

### Advice to aspiring teachers

"Any aspiring teacher should understand that the school day does not end at 15:00. In order to be thoroughly prepared for all lessons, many hours are spent at home planning, preparing and correcting learner's work.

"A confident and well-prepared teacher takes immediate control of the class and this leaves little room for learners to become disruptive. This minimises discipline issues in the class and the school as a whole."

She says teaching, as a profession for women, is highly commendable. "Getting home early, even at 16:00, and having the ability to multi-task ensures that both domestic chores and professional responsibilities are taken care of."

She says an added advantage was that children of teachers get accustomed very quickly to doing extra schoolwork at home as the mother, a teacher, was always busy.

She concludes by saying that children have a right to quality education that will enable them to take the country forward. ☺



# To infinity and beyond

**W**orking on one of the most exciting and ground-breaking projects the country has ever seen – the Square Kilometre Array (SKA) – is certainly the best job in the world, says Tracy Cheetham, General Manager of Infrastructure and Site Operations within the SKA South Africa team.

After her schooling in 1992, the obvious choice for Cheetham was to become a musician but her interest drew her to architecture.

After graduating, Cheetham declined job offers from two architectural firms and decided to join an NGO, The Urban Services Group. She felt that it would allow her to make a bigger contribution because she would be working in the field, instead of being stuck in an office. "My first project was based in Missionvale, Port Elizabeth, where I worked with the community on the provision of new RDP houses."

Two years later she joined the Port Elizabeth Low Income Housing Company, a joint initiative between the Nelson Mandela Metropolitan Municipality and the Swedish Development Agency. The company deployed her to Bloemendal where she trained local communities to build their own homes. "This is how I was awarded a scholarship by the Swedish Institute to continue with my Master's degree in Sweden."

After dedicating a year to completing her Master's degree, Cheetham joined the Department of Public Works in 2001. "I was responsible for the development and implementation of construction industry policy and programmes, and was mentored by Lindelwa Mabuntana who gave me invaluable insight into the workings of government, strategy and the art of diplomacy. We are still friends and I am still very grateful for her guidance."

After five years with the department, Cheetham established several development programmes that included the 2014 Youth Foundation. The aim was to attract learners into the built environment in the fields of engineering, architecture, quantity surveying and construction. Learners would travel to Gauteng from across the country during their school holidays and were given projects to work on during the year.

One project that stood out for Cheetham was the electrical

design for the SKA project. Dr Bernie Fanaroff and Professor Justin Jonas invited her to be a judge for the project and that is how she met the SKA team. She was fascinated by the project and wanted to become involved. A year later, in 2007, she was offered the position of infrastructure manager for the SKA SA and was promoted to General Manager of Infrastructure and Site Operations last year.

"I am responsible for managing the design and delivery of the infrastructure for the radio telescopes. The infrastructure delivery programme includes the provision of land for the project, construction of new roads on site and bulk civil infrastructure, including a new landing strip and creating long-haul fibre connectivity to the site and to the rest of the world."

## The SKA: a milestone for SA

In 2005, South Africa was shortlisted along with Australia to host the SKA radio telescope. Spearheaded by the Department of Science and Technology and the National Research Foundation, the project is a huge milestone for South Africa, says Cheetham. Simply put, it is a global mega-science project which will develop the world's largest radio telescope. It will be 50 times more sensitive than any existing radio telescope in the world and is the work of over 70 researchers from more than 20 countries.

"Radio astronomers will use the MeerKAT – the South African dish – and the SKA to understand how stars and galaxies were formed and how they have evolved over time. It will also identify the dark matter that occupies 95% of the universe and will help us understand how magnetic fields are formed. We could also detect if life exists elsewhere, and discover new aspects of the universe that we had not predicted," says Cheetham.

The SKA, when integrated with the MeerKAT, will be the largest science and engineering project undertaken in Africa, if not the world. It therefore represents an unrivalled opportunity for the development of very-high-level skills and expertise in Africa. This will allow Africa to be a significant contributor to the global knowledge economy.

The project's success, says Cheetham, is determined by considerable interaction with international and local

stakeholders. A consortium has been established with representatives from across the world.

The bid award has created opportunities for large-scale investment in South Africa and our eight African partner countries. The proposed construction cost of the SKA is estimated at R30 billion, and through this South Africa has now become a destination for high-tech investment. Through the SKA, Africa is fast becoming the next great business destination in conjunction with the technology and science destination in the world, she adds.

A science and technology White Paper has also been drafted. It outlines a future where all South Africans will enjoy an improved and sustainable quality of life, participate in a competitive economy by means of satisfying employment and share in a democratic culture. The vision of the White Paper has already been attained through the SKA SA Programme which promotes the creative use and efficient management of innovation, putting South Africa at the forefront of developing cutting-edge technology.

Despite interventions from government, the project faces two big challenges within the education and training sectors. "As part of our human capital development and outreach programme, the SKA SA works with schools in the local area where the MeerKAT and SKA are built. Schools need more Mathematics and Physical Science teachers so that learners can take both subjects until Grade 12. In addition, we need local communities to be trained in artisan-type skills so that they can participate in the construction of the project in future. Through the Presidential Infrastructure Coordinating Commission (PICC) we are working with the Council of Higher Education to define the skills plan for the SKA which will contribute to the overall skills plan for South Africa," says Cheetham.

### **Educational background**

After matriculating from Victoria Park High School in 1992, Cheetham studied architecture at the Nelson Mandela Metropolitan University. "After graduation, I was awarded a scholarship by the Swedish Institute to complete my Master's degree in environmental engineering and sustainable infrastructure in Sweden."



*Tracy Cheetham General Manager of Infrastructure and site operations, SKA.*

She spent a year at the Royal Institute of Technology in Stockholm, Sweden, and upon her return completed her Master's thesis on inner city revitalisation in Port Elizabeth.

### **Best day on the job**

"When the SKA site bid was announced, it was incredible. Every time I go on site, it grounds me and I realise how much we have accomplished so far."

### **Worst day on the job**

Cheetham says in the six years that she has worked at the SKA SA, she has never had a bad day. "Every day >>



Tracy enjoys spending time with Chivas.

has its own challenges, but it is how we overcome these challenges with constructive and innovative solutions that set us apart," she says.

### Other titles apart from General Manager

At the moment she is still trying to figure out the art of creating a balanced lifestyle because working on the SKA SA is a full-time job, she says. "I am single and very independent and play the role of mother to my dog, Chivas," she says.

### My home life

"I relax and unwind with a glass of wine," she says. Her Sundays are dedicated to catching up on housework and TV series that she missed during the week. "I love cooking which normally includes lamb that I bring back from my visits to the Karoo. My home is my haven of bliss and I love spending time there," she says.

### To relax

If she has the time, you will probably find her on the golf course or at home. "I am currently a 14 handicap golfer and enjoy spending Saturdays on the course. I also love gardening and DIY projects such as mosaicing." In addition, she loves travelling and is working on her bucket-list of international destinations she still wants to visit. These include Cambodia, Vietnam, Cuba and Russia. "I have taken up playing the cello; it's taken a backseat as I don't find enough time to practice at the moment," she says.

### Strong leadership skills

Cheetham believes it is her respect for others regardless of what



level they may be that has shaped her leadership skills. "I also think face-to-face discussions or phone-calls are better ways to communicate rather than just sending an e-mail. I am confident, committed, passionate and enthusiastic and that filters down to my team. I also have the ability to be a strategic thinker and to be technically hands on at the same time." She says she would also never give her staff something to do that she wouldn't do herself.

### Managerial style

Cheetham follows a consultative approach in her managerial style. "I prefer to consult with my team and obtain their inputs and views before making decisions. I have found that this approach encourages the team and builds their morale," she says.

### Describing her in one word

Meticulous. 🗣️



**S**hamala Rajah, marketing director at ESP Consulting, is a woman on a mission. A qualified accountant, this dynamic problem-solver established a vibrant consulting firm in March 2003. The company was formed to focus on providing training to managers in the public sector, to ensure responsible and accountable government employees, and quality service delivery to all citizens.

Having worked in various spheres of the private and public sector, it soon emerged that the company had extensive subject matter expertise in the various disciplines of government. So, this is when the management consulting division, which until that time was but a dream, finally became a reality.

On a personal note, Rajah says she is a firm believer of investing in communities and the concept of social responsibility. "Our company, ESP Consulting, has a passion for the public sector and we are especially focused on changing the lives of poor people within our communities."

The youngest daughter of a photographer, Rajah spent most of her life in Pietermaritzburg. "Having a father who believed and fought in the freedom struggle, we grew up not knowing the barriers of colour," Rajah adds, with warmth in her voice. "Coincidentally," adds the 54 year old, "an exhibition of some of my father's works is taking place in Johannesburg, during August."

As founder member and majority shareholder of ESP Consulting, Rajah says the ethos of the company revolves around the concept of profit sharing and making a difference to the lives of those within the community. "We make an effort to change the lives of others by taking on unemployed graduates, as well as matriculants who cannot afford to study, and we provide in-service training and bursaries for these individuals. This allows them to gain the necessary job experience, which in turn enables them to become employable within the public sector."

She says ESP Consulting's business solutions division was responsible for the

development of the "QBIX" brand, a service delivery management information system for government. This application fully automates government's supply chain management and performance management functions.

"Over the past 10 years, our company has embarked on many high profile projects and we have utilised our technical expertise to research and develop training material, especially aimed at the public sector," she explains.

#### THE COMPANY HAS DEVELOPED MATERIAL AND FACILITATED ACCREDITED TRAINING PROGRAMMES FOR:

- KZN Provincial Treasury: Budgeting, AFS, GRAP and Supply Chain Management
- National Treasury: SCOA, Internal Audit, Risk Management and SupplyChain Management
- CoGTA: Financial Accounting and Budgeting for Municipalities
- Supply Chain Management for Senior Managers, Bid Committee members and Practitioners
- Performance Management – 61 Municipal Managers, Councillors and officials
- Local Government Accounting Certificate (Learnership).

Rajah says: "We have been successful in assisting our clients with audit readiness programmes by implementing actions to address audit queries and moving our clients from disclaimers to unqualified audit opinions."

#### SHE ADDS THAT THEIR BUSINESS COMES WITH A NUMBER OF ITS OWN REWARDS.

- We have successfully been appointed to the following panels of Preferred Service Providers:
- Appointed to a Panel of Experts for the National Treasury Technical Assistance Unit on a three (3) year period ending July 2013, extended to 31 January 2014;
- Appointed on 2 Panels for Financial Reporting and Municipal Finance for the KwaZulu-Natal Provincial Treasury for a period of three (3) years ending June 2014;
- Appointed on 1 Panel for Contract Management for the KwaZulu-Natal Provincial Treasury for a period of one (1) year ending December 2012; and
- Appointed on the Municipal Finance Improvement Panel – National Treasury for a three (3) year period ending July 2014;
- Appointed on the Operation Clean Audit Panel – CoGTA for a three (3) year period ending February 2015.

In addition, their internal auditors are members of the Institute of Internal Auditors and their accountants are members of the South African Institute of Professional Accountants. "We are proud to have full accreditation from the following SETA's: FASSET Accredited (Code 585/00244/05); and LGSETA Accredited (Code: LGRS COOLL100826)," she added.

# A titan in the battle against Aids



**O**n the quaint coastline of Port Elizabeth where waves crash along the picturesque shores and boats glide along the clear blue seas, a small team of scientists is making waves in HIV and Aids research.

Heading this team is Professor Nancy Phaswana-Mufaya who completed a PhD at the age of 29 at the University of Limpopo in 2003.

Phaswana-Mufaya was born in Alexandra and raised in the Eisleben Village in Botlokwa, Limpopo. Her parents, Moraba and Ngwako Phaswana, were semi-literate, self-employed and hard working. This foundation of hard work and a strong sense of faith moulded her into the person she is today.

"I am success-oriented, self-driven, self-motivated, determined, hardworking, intelligent and confident. I am also honest, caring, dependable and I have a great sense of humour."

Phaswana-Mufaya is currently the Director of HIV and Aids, STIs and TB (HAST) – one of the largest research programmes of the Human

Sciences Research Council (HSRC). The council has a group of social scientists and public health specialists who conduct numerous empirical and policy-related studies each year that range from small to large projects such as conducting the national HIV and Aids survey in South Africa. She is also responsible for the Social Aspects of the HIV and Aids Research Alliance (Sahara) throughout Sub-Saharan Africa.

Established in 1968, the HSRC seeks to contribute to the research and development strategy of its parent figure, the Department of Science and Technology. Its research activities and structures are aligned to government's national development priorities:

- poverty reduction through economic development
- skills enhancement
- job creation
- education
- the well-being of children and families
- the elimination of discrimination and inequalities
- effective service delivery.

It is Sahara's mission, says Phaswana-Mufaya, to bring together key partners in civil society, donor and international organisations, researchers, policymakers, and people living with HIV and Aids, to influence policy and responses through the production and dissemination of evidence-based research on the social aspects of HIV and Aids.

## Understanding social dynamics

Although she qualified as a social worker, Phaswana-Mufaya has never worked as one but there is no doubt that she has used transferable social-work skills throughout her career. "I am recognised as an established social science researcher in the area of behavioural sciences focusing on HIV and Aids, STIs and TB."

She explains that her qualification in social work underpins her knowledge in human behaviour. "I research human behaviour i.e. what causes domestic violence, drinking and driving, substance use and misuse, child abuse, suicide, hygiene behaviour, tourist behaviour and HIV risk behaviour.

"Through my work in human behaviour, I conducted studies among previously marginalised communities, rural and informal settlements, and among children, youth, women, and the elderly across South Africa."

It was in this period that she pioneered the first social science research unit at Border Technikon and led the first externally funded study in this unit, which was the management of HIV across 14 higher learning institutions in the Eastern Cape, including four universities and eight FET colleges.

This led to her becoming Chief Research Manager at the HSRC in Cape Town in 2005. After joining the HSRC, she focused her research efforts on the social aspects of HIV and Aids and health. A year later she moved to Port Elizabeth where she established a sustainable satellite HSRC research office.

Since the unit's inception, Phaswana-Mufaya has led many large-scale projects on the social aspects of HIV and health. These include:

- the first population-based survey on ageing and health
- the first patient satisfaction survey in 266 clinics in the province
- Prevention of Mother-to-Child Transmission programme strengthening interventions in the Kouga, Makana and Cacadu districts.

"The past eight years have been the most productive years in my research career," she says. "I have co-designed, co-implemented and co-published eight articles on HIV prevention interventions and management in accredited journals."

Some of her papers advance an understanding of the complex processes underlying the HIV and Aids epidemic and are used as textbooks and reference for university students, libraries and researchers in this field.

## **Educational background**

"Education was a huge part of me growing up. I loved learning so much that I was even promoted from Grade 4 to 6." In addition, I completed master's and doctoral degrees in social work at the University of Limpopo, and in 2003 was the first black woman to receive a PhD from the University. I also completed a management, development and leadership course at the Wits Business School, and since 2009 has been pursuing epidemiology studies through the University of London.

I also received an epidemiology training fellowship in 2011 from the Wellcome Trust, which enabled me to attend epidemiology training at the Johns Hopkins School of Public Health in the United States and Wits University School of Public Health.

## **Accolades**

Last year I won the Chief Executive Officer Award from the HSRC for exemplary, innovative and high-quality work, and the Ubuntu Award for outstanding teamwork and leadership. I have also received the HSRC's Annual Performance Award for the past five years.

## **Professional achievements**

I gained national and international recognition for my ground-breaking work. This is evidenced by my merit-based memberships of the African Research on Ageing Network International Epidemiology Association and the International Association of Gerontology and Geriatrics (IAAG). In addition I've had invitations to conduct an ageing and health symposium at the IAGG and to write a newsletter contribution for the Public Health Association of South Africa.

## **Weaknesses**

I am a perfectionist she says. Sometimes I expect a lot of others and I find it difficult to work with people who are not self-motivated. I work at a much faster pace than others and expect people to be available when duty calls.

## **The best day on the job**

Receiving the CEO Award and the Ubuntu Team Award. It was recognition of the hard work my team and I put in each and every day.

## **Worst day on the job**

I made a hard decision to dismiss my former personal assistant and Master's degree student. It was difficult but managers are often faced with decisions such as this, and have to make difficult choices for the benefit of a team and an organisation. >>

**Other titles apart from director**

Mother, daughter, wife, sister, student, housemaker, president of the Eastern Cape Shepheress Association, and a women's leader in my church.

**Life at home**

My life at home is all about having fun with my family and playing games with my kids. I love spending quality time with my husband, reading Bible stories to the children and singing and dancing with them.

**Time to relax**

At home, I usually play director from her La-Z-boy couch. I love having some quiet time with God, spending time with her family, and reading motivational books. "I also love gardening, music, singing in the church choir, and swimming with my kids at the gym – we usually have to be dragged out by my husband!"

**The making of a leader**

At the age of 25 Phaswana-Mufaya won the Abe Bailey Travel Award to the United Kingdom, for exceptional leadership qualities and was declared a future Ambassador for her country. This was the first big step towards becoming a leader.

**Management style**

I believe a management style is dependent upon the prevailing circumstances. Since I work with a self-motivated team, driven by work performance as well as people with technical skills, some of them being better than me according to their areas of expertise, my management style is consultative and participatory. I manage work performance, not the people and we are a winning team, with an award to prove it.

**Advancing women**

At home, I'm raising three daughters by providing a nurturing and inspiring environment. At work I provide an enabling environment. This allows me to mentor future female research leaders. I give motivational talks to women in my church group, my community, and have also been invited to speak at various events within the public sector to inspire and motivate women. I believe I am a role model and a mentor to women, as I lead by example."

**One word to describe this fascinating woman**

Inspirational. 🌟





# JOINT INITIATIVE TO IMPROVE EDUCATION

## Major education stakeholders pledge joint action for education improvement and innovation with launch of the National Education Collaboration Trust [NECT] on 16 July 2013 in Pretoria.

The most influential role players in the field of basic education – including government, trade unions, business, trusts, foundations and non-governmental organisations – congregated at the Presidential Guesthouse in Pretoria on 16 July 2013 for the launch of the National Education Collaboration Trust (NECT). The NECT presents a clear plan for joint action to improve education. It aims to mobilise resources and become the engine that drives a concerted effort to achieve the education targets set out in the National Development Plan (NDP).

As part of this process, the National Education Council was established. This Council will consist of between 30–40 individuals drawn from a diverse range of stakeholders to discuss and make suggestions on how to improve the education outcomes in the country. In this way the Council will serve as a forum for dialogue.

Deputy-president Kgalema Motlanthe delivered the keynote address at the launch and welcomed this civil society-led response to the education challenges identified in the NDP. In the words of DP Motlanthe with reference to the NECT: Today's occasion represents a high-point in the collaboration between government and non-governmental organisations representing labour, parents, business and other education sector stakeholders. This model will therefore multiply opportunities for collaborations that allow government and education stakeholders to execute their respective duties in a co-ordinated fashion.

Four distinguished individuals have agreed to serve as patrons of NECT. They are:

- Cyril Ramaphosa, *Deputy Chairperson, National Planning Commission*
- Phumzile Mlambo-Ngcuka, *Founder and Executive Chair, Umlambo Trust; former Deputy-President of SA; Executive Director, UN Women*
- Bobby Godsell, *President, Business Leadership South Africa (BLSA)*
- James Motlatsi, *Former President, National Union of Mineworkers*

The founding trustees of the NECT are:

- Sizwe Nxasana (*CEO, FirstRand Limited; Chairperson, Zenex Foundation; Executive member BLSA*)
- Futhi Mtoba (*Executive Chairperson, Deloitte and Touche*)
- Angie Motshekga (*Minister of Basic Education*)
- Bobby Soobrayan (*Director General, Department of Basic Education*)
- Basil Manuel (*President, NAPTOSA*)
- Nkosana Dolopi (*Deputy SG, SADTU*)
- Brian Figaji (*Former Vice-Chancellor, Pentech*)
- Mark Lamberti (*CEO, Transaction Capital; Executive member BLSA*)

The Co-chairs of the Education Council are:

Prof Ihron Rensburg (*Vice Chancellor, University of Johannesburg and member of the National Planning Commission*) and  
Enver Surty (*Deputy Minister of Basic Education*)

JET Education Services played the role of secretariat to the NECT in the run-up to the launch and will continue to do so for the ensuing few months. JET's CEO has acted as interim secretary of the NECT.

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# MADIBA MAGIC



**T**he spirit of compassion was in the air as South Africans from all backgrounds made time to perform acts of kindness for less fortunate people in honour of our living legend. It was International Mandela Day, a day when South Africans led the international community in performing acts of generosity.

For one day people got out of their uniforms and suits to put on t-shirts, overalls and jeans - ready to serve. Armed with paint brushes, spades, brooms, toys, and other tools, they worked at making the environment beautiful, and filling hearts with joy.

For 67 minutes and more, they laboured; spruced up floors, removed rubble, painted walls and faces, filled hearts with joy, handed out food parcels, cooked and fed the hungry.

Many government departments, state owned companies and members of the private sector spent the day helping at schools, homes for the vulnerable and in poor communities.



*President Jacob Zuma attends a music premiere in honour of Nelson Mandela and the Freedom Charter at the University of South Africa.*



*Premier Thandi Modise paints the Kangaroo Mother Care Maternity Ward at General De La Rey Provincial Hospital in Lichtenburg, North West.*

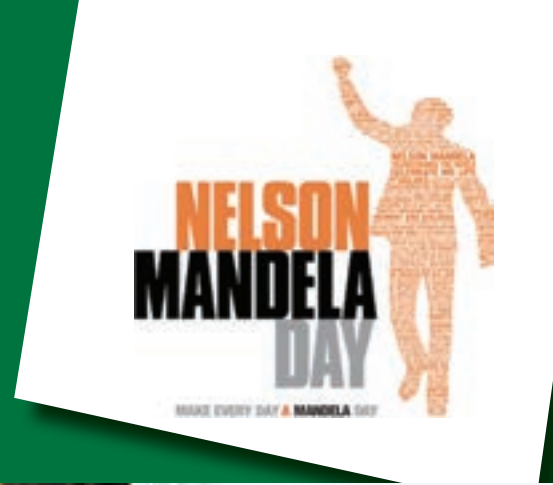


**Happy faces:** Children from the Juweeltjies Day Care receive a toys from the Northern Cape Department of Transport, Safety and Liaison.



*Minister Fikile Mbalula, and his deputy Gert Oosthuizen volunteered their services by painting the local Andries Meyer Old Age Home adjacent to Kremetart Park*

# brings out the best in South Africans



Deputy President Kgalema Motlanthe with learners at Boikgantsho Primary School in Mamelodi, Pretoria.



Jabu Ntsele of Tiger Brands, hands over a food parcel.



Eskom employees help to make lunch for the children of the New Jerusalem Children's Home in Midrand on Mandela Day.



Minister of Public Enterprises Malusi Gigaba rounded up his Mandela Day at Dunbar Primary School in Witbank where he planted a few trees.



Tiger Brands volunteers during Mandela Day.

# Where are the mandarins to lead

## the Public Service renaissance?

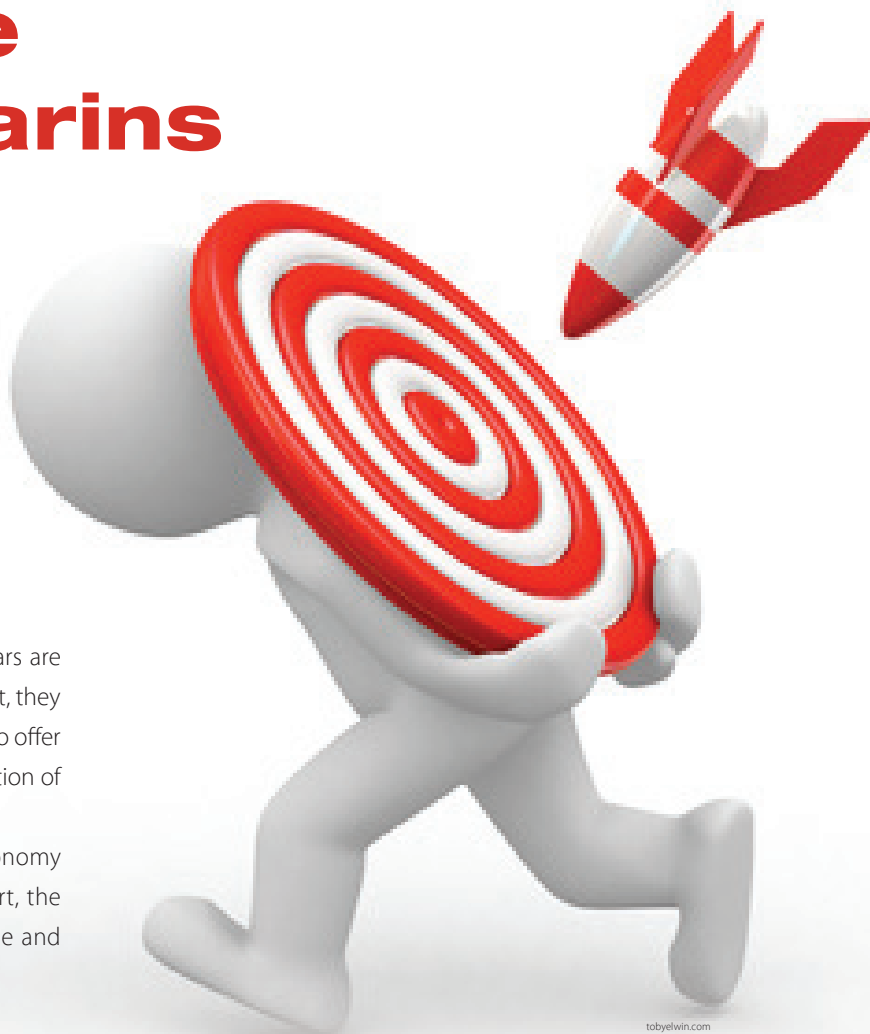
In the remote areas of China, leading scholars are embedded in the work of party and state. Yet, they retain a critical distance which allows them to offer the sharpest critique of the state and the evolution of society.

Pseudo-scholarship and clamouring for autonomy are no excuses for disengagement. For its part, the state imposes vision-setting, good governance and accountability obligations on itself.

### Translating the political mandate

The Communist Party has a vision set out in a five-year development plan – their version of our National Development Plan (NDP). The plan is divided into sub-programmes, action plans and training programmes for managers of state departments and state-owned companies (SOCs). In turn, the five-year plan forms the basis of senior managers' performance measures. Academics make this plan possible and offer research and training interventions in various academies.

This brings me to the second point of this unmandated reflection on South Africa's political-administrative interface conundrum. Performance measures of senior managers have very little to do with the strategy and tactics of the mandating party. This weakens the hegemony of the mandating party over top levels of bureaucracy. The picture becomes even more completed when we take into account that even the medium-



term strategic framework is not the basis of key performance indicators for the senior civil service. At least now work is advancing to locate the NDP at the centre of the performance management system.

Again, while some might celebrate this for the strategic distance it creates between the executive and the bureaucracy, the reality is that this conundrum stunts the ability of the executive to hold the bureaucracy to account. In the end, the public is disadvantaged because the bureaucracy implements programmes set out in the electoral mandate.

Eventually, too many perverse incentives are created in the system. Senior managers can trick the current performance management system to get the best benefit with very limited effort and effect. We've seen this entrenching itself as a global practice with executives of sinking global financial institutions being handsomely rewarded even as public funds were expended in bailout schemes!

## From quantity to quality: a new measurement approach

It is becoming increasingly desirable that senior managers be judged by how they are transforming society and not just for getting clean audits and meeting quantitative targets. Qualitative measures of performance that take into account indicators such as impact, efficiency, and sustainability must be applied. Such an approach will alter the thinking, as senior bureaucrats would begin to appreciate their role as change agents.

As we observe from China and other countries in East Asia, senior bureaucrats are conscientious, self-driven reformers. They initiate change and innovation. Hence, in 30 years, China has achieved what it took North America and Western Europe over 200 years, civil wars and revolutions to achieve.

As an aspirant developmental state, we need a similar mentality in South Africa, where senior managers see themselves as the mandarins – change agents with the mandate, authority and will to transform society under the authority of the executive. After all, the Constitution, the Public Service Act and the Public Finance Management Act (PFMA) give us the authority to do so.

We should not be post-colonial copy-cats. But we should, like the evolution of South Africa itself, embrace international experiences, borrow from the best progressive traditions, infuse our own traditions and innovations and thus produce the best we can under the circumstances. We should learn from the successes and failures of others, especially those in East Asia who stood with us during the times of colonialism and apartheid.

Unlike the West, China has not imposed on us manuals detailing how to run the state and the economy. They are offering to the world their own experiences and models and leaving the rest to us to choose and implement.

Unlocking the political administrative interface contradictions is a two-way street. Our wait-and-see approach is counterproductive. As politicians, reform laws that govern the Public Service should guide senior managers to innovate and lead internal management reforms, including changing management practices, setting bold goals and targets for ourselves and the people we manage. There are readily available techniques

for improving productivity, change management and technological adaptation from other sectors.

There is already precedence for germinating the seeds of this senior management revolution I am contemplating. We all know how the South African Revenue Service and Home Affairs have been transformed – the latter making a turnaround at the odds-defying speed of less than five years and the former being the envy of tax collection authorities globally.

Ingredients of these positive stories include:

- clear goal-setting: prioritising the quality of public services rendered and speed of delivery
- cohesion: which sees all levels of the organisation working towards a common goal
- exercise of leadership by senior managers: executives who lead by example, implement relevant training programmes, motivate staff and open space for career advancement
- innovation: this is perhaps the most critical success factor which pertains to the adaptation of the latest technologies, thinking, organisational models and systems which improve efficiency and impact
- customer orientation: this entails putting people first and not what benefits and accolades managers derive from occupying senior positions in the bureaucracy.

## Need for reform

The need for urgent reform is clear. Starting with senior managers in the state and State-owned companies having a national conversation answering the questions:

- As a generation, will we discover or betray our mission of uplifting the wellbeing of all South Africans, catalysing prosperity that benefits all?
- If the mandate of the first post-94 generation of mandarins was to build a single government (administration) of South Africa, what will the current generation be remembered for?
- In fact, what are we leading as a generation?
- How are we changing the course of history?

These are the questions we should be contemplating, in an attempt to illuminate the path towards advancing society, working complementarily with those who carry the electoral mandate (elected representatives).

Let us hasten to commend efforts by the Public Service and Administrating Department and the Public Service Commission who are undergoing institution reforms aimed at resolving some of the niggling political administrative interface contradictions. >>



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Alongside these reforms the mandarins should be initiating a robust discourse and putting measures in place to accelerate smart planning and innovation.

### Conclusion

Again, these are weighty issues our scholars are not discussing besides recycling stats about corruption and service delivery protests. As a result, the knowledge base to manage transformation is not deepening and widening. Most academics are so preoccupied with criticism instead of advancing theories and practices of change management to the extent of transmitting the art of criticism to public sector managers themselves. No wonder some doubt themselves and the viability of the transformation project they are supposed to lead.

I know what public commentators would say as rebuttal: The ANC and the government it leads are antagonistic towards academics and intellectuals. This is delusional self-hate as repugnant as the senior Public Servants' equally unproductive refrain: We don't have the space to innovate. The space is occupied by micro-managing politicians.

On both counts I disagree. Academics can and should be as sharp as a needle, but they should serve their primary role: to build capacity (through globally competitive training) and lead innovation through insightful research and development in line with the national vision set by those democratically elected to lead the state and society.

The mandarins in turn should in accordance with the powers derived from the Constitution, the Public Service Act and the PFMA translate the political mandate into measurable short,

medium and long-term plans. They should adopt and adapt modern change management and continuous improvement practices. They should employ technology to improve productivity and efficiency. They should put the public first in accordance with the Batho Pele principles. But most of all, they should retain and demonstrate the highest level of appreciation and commitment to the project of building a national democratic society.

After all, we should be active, not passive, members of the continuing national democratic revolution. A positive posture should motivate us to negate the temptation to be satisfied with "meeting of targets" and key performance areas. Finally, we should master the art of criticism and self-criticism. History has proven that those who constantly question the efficacy of their efforts are more likely to emerge with better ideas and instruments to improve delivery.

Choice or no choice: that is the context in which history will judge us bureaucrats. But it starts with self-imagination. What we think of ourselves, what we imagine our historic role to be will determine where we feature in the chronicles of post-apartheid transformation. Of course self-imagination is intertextually linked to national imagination, and aspirations. It requires new thinking that positions both the intellectuals and senior bureaucrats as equal strategic partners in the project of building a caring developmental state. 🇿🇦

***\*Ngcaweni recently returned from studying economic and social policy development models at the Chinese Academy of Social Sciences. He writes in his personal capacity.***

# Aspen Corporate Social Initiatives - *Creating a lasting legacy*

Aspen, South Africa's leading pharmaceutical company, is at the forefront of making a meaningful difference by giving hope to underprivileged communities through its corporate social initiatives (CSI).

Aspen's CSI philosophy is based on the company's ethos – *Healthcare. We Care* and address the growing healthcare and educational needs in SA's rural communities in a sustainable manner.

The company's CSI focus is on capacitating primary healthcare and educational institutions by making commendable contributions towards the construction of and/or improvements to these facilities in resource constrained communities. These initiatives are considered to be relevant in a country where access to quality and affordable healthcare and education have become a national priority.

To date, Aspen has invested in the construction and financial support of 13 primary healthcare clinics and 2 schools in the rural areas of SA. During the past year, Aspen has supported more than 40 projects thereby reaching more than 800 000 direct and indirect beneficiaries within our communities.

## ***Development of sustainable primary healthcare facilities***

Aspen's flagship CSI projects include the development of sustainable primary healthcare clinics such as the Utah Clinic, which was opened by the Minister of Health Dr. Aaron Motsoaledi in May 2011. Aspen contributed towards the construction of this clinic in conjunction with the Mpumalanga Department of Health and other corporate institutions.

The extension to the Volksrust Clinic, which was completed in February 2011, is also one such initiative supported by Aspen with the aim of enhancing access to the facilities offered to beneficiaries within this community.

Aspen also extended its financial support to the Lufuno Neuropsychiatric Centre at Tara Hospital and Tarlton Clinic in Gauteng, the Qunu Clinic in the Eastern Cape and to the Nelson Mandela Children's Hospital Trust.

Recently, the KwaZulu Natal Department of Health in partnership with Aspen, completed the construction of the Thathezakhe Clinic which is situated in the Umzinyathi Health District.

## ***Education is key in giving hope to our communities***

Aspen offered financial support to the building of a library at Malusi High School in Senwabarwana, Limpopo and contributed to the Pholosho Secondary School Trust for the refurbishment of this school in Alexandra, Johannesburg.

Undoubtedly, there is a shortage of healthcare skills in our country, and it is behind this backdrop that Aspen has developed education training programmes, which support students studying towards medical qualifications such as medicine, pharmacy and nursing.

## ***Pioneering private/ public partnerships***

In August 2012, Aspen co-pioneered the Social Compact - a ground breaking private/ public partnership including key members of the healthcare industry and the Department of Health.

Future CSI contributions will be pooled into a central fiduciary trust for distribution in accordance with mandated objectives of this Trust. Aspen's long-standing beneficiary organisations will continue to be supported through this social compact.

In addition to the CSI, Aspen also honors and commemorates Nelson Mandela Day. This year more than 4 500 Aspen employees around the world participated in the Group's Mandela Day activities in order to add value to the lives of less fortunate communities. A total of 36 projects were run in 15 countries on 6 continents for nearly 9 400 beneficiaries.

Aspen's CSI are testimony of a company big enough to care and remains steadfast in its commitment to give hope to many disadvantaged South Africans by creating a lasting legacy for generations to come.

To learn more visit [www.aspenpharma.com](http://www.aspenpharma.com)



Margaret Thage Principal at Pholosho Secondary School with some of the learners.



Stephen Saad, Aspen Group Chief Executive and Dr. Aaron Motsoaledi, Minister of Health at the signing of the Social Compact in Pretoria.



Jackie Tau, Aspen Group CSI Manager accepting the PMR Golden Arrow Award.



Stavros Nicolaou, Aspen Senior Executive with the Dr. Gwen Ramokgopa, Deputy Minister of Health at the official opening of Lufuno Neuropsychiatric Centre, Tara Hospital.



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# Planning for Retirement

**H**ave you thought about what happens when you retire? Most people defer retirement planning until they become aware that they will not have enough to maintain a standard of living after retirement. Statistics show that the average person does not retire financially independent, suggesting that a pension fund alone is not good enough to ensure a comfortable retirement.

## Start saving now

Start saving 10% of your total income on a monthly basis from the age of 30. The 10% saving per month will supplement your retirement income when you reach the age of 65, and will also form part of your emergency funds.

Methods of saving include investing in:

- in a unit trusts,
- an endowment policy
- a retirement annuity or share portfolio.

Use a debit order payment and allow saving to become part of your monthly expenses. If you find it difficult to put 10% of your salary aside each month, start by cutting back on some of your expenses such as 'top up' insurance on your cellphone contract, dent and scratch insurance on your vehicle, and funeral plans on your clothing accounts.

## Pay off your assets

An asset is something that appreciates in value over a period of time, such as property. If you want to own the property you live in, pay slightly more on your bond instalments. This will save you a huge amount over the term of the home loan. What also works well is to make segmented payments on your bond. Interest on a home loan is calculated on a monthly basis and if you make multiple payments in a month the interest can be reduced significantly.

Ultimately one needs a spread of asset classes such as a provident fund and paid off property/ies to try and grow one's wealth by the time you retire. It is essential to develop an array of as-

sets while you are still working and able to contribute towards them.

## Be prepared for the unexpected

People live by the philosophy that 'it will never happen to me'. In order to be financially fit, one's greatest asset, which is you, needs to be protected. Without protecting yourself and your ability to earn, you can forget about provident funds and properties, because you will not be able to service them.

Have adequate healthcare, in the form of a medical aid. Your health insurance must suit your needs and those of your family and cover you in the event of an emergency or a chronic medical condition. It's important to have gap cover in place to be able to pay the difference between the medical aid rate and what the doctors actually charge.

Insuring your income is also important. If you are unable to work due to mental incapacity, physical disability or severe illness it is imperative to continue to receive a salary while you are sick and, should you never recover, for the rest of your working life. Also include lump sum benefits to secure your income in the event of unforeseen circumstances. The lump sum benefit can be used to pay off your property and other debts in the event of your disability or illness resulting in reduced or total loss of income.

Take out homeowners insurance to protect your home and contents insurance for the contents in the home - because replacing all the assets you have accumulated over the years may be difficult from a financial standpoint.

In conclusion, rather manage risk through a premium than be taken to the cleaners by the unforeseen. ☺

**\*Tyrone Hodgson is Director at 1.618 Financial Services.**



## AWCape rolls out Sage ERP & CRM with E-marketing at WESGRO

Following the successful implementation of Sage 300 ERP (Accpac) with Procurement eWorkflow for WESGRO, Cape Town based AWCape was again contracted to supply Sage CRM. "After successful implementation of Accpac with Procurement eWorkflow, Sage CRM with full E-marketing functionality was the next step to support our exceptional growth" says Nils Flaaten, CEO at WESGRO.

He further commented "AWCape's resource and skill levels to deliver on time and within budget, together with their knowledge of the public sector gave us the confidence".

One of the critical success factors was a need to capitalise on marketing opportunities that arise and to successfully manage these to ensure efficient business growth for WESGRO.

Sage CRM will be integrated with WESGRO's website and also be utilised to manage marketing campaigns. "Full integration of CRM with the ERP system was a key requirement, and access via mobile devices including iPhone for both CRM and Procurement eWorkflow was an important consideration to ensure business efficiency" commented Henri Hattingh, CEO of AWCape.

**About AWCape (previously AccTech Western Cape).** Cape Town based AWCape is a professional services group that partners with customers to run their enterprises efficiently through the deployment of Sage 300 ERP, X3 and CRM including Cloud solutions. AWCape with its strong African footprint has number of blue chip companies and organisations in the public sector on its impressive list of customers.



Henri Hattingh & Nils Flaaten

Please visit [www.awcape.co.za](http://www.awcape.co.za) or dial 0861-111-600 to learn more about AWCape's business efficiency solutions.

**WASME ICSME 2013**  
International Conference on Small & Medium Enterprises

Durban International Convention Centre  
City of Durban, South Africa

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**Date:** 18-21 September 2013

**Venue:** Durban International Convention Centre, City of Durban, South Africa

#### CONFERENCE SYNOPSIS

The World Association for Small and Medium Enterprises' (WASME) annual International Conference on Small and Medium Enterprise development (ICSME) is a prestigious annual event, which brings together under one roof business support organisations, policy makers, banks and financial institutions, international experts, academics, entrepreneurs, UN and other international and multi-national Aid Agencies concerned with small business development.

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### **Lindelwa Jabavu**

#### **Chief Operating Officer (COO), Road Accident Fund (RAF)**

Lindelwa Jabavu holds an Advanced Diploma in Banking from the Institute of Finance Management, Dar es Salaam, Tanzania, a postgraduate diploma in Business Management from De Montfort University, Leicester, United Kingdom, and a post graduate diploma in Human Resource Management from Rand Afrikaans University.

Jabavu has held a number of senior executive roles in government and in parastatals. Before joining the RAF, she worked as COO in the Office of the Auditor-General.

She was the head of support services at the National Intelligence Agency from 1998 to 2004. In July 2004, she joined the Independent Development Trust as executive head of corporate services, providing strategic leadership to human capital, ICT, legal services, facilities and administration.



### **Vuyelwa Qinga**

#### **Group Head: Communication, Denel SOC**

Vuyelwa Qinga brings to the Denel group of companies over 15 years of communication, marketing and stakeholder management experience spanning both the public and private sector organisations. Before joining Denel, Vuyelwa was Chief-Director: Media Management and Spokesperson for the Minister of Higher Education and Training, Dr Blade Nzimande.

Qinga has a Bachelor of Journalism and Media Studies Degree from Rhodes University where she also did a Leadership Development Programme. She has completed various short courses including Project Management, International Marketing and a Public Participation Programme in the United States of America.

Her focus at Denel will be on integrating the communication and brand marketing function of the group into streamlined alignment between the six divisions and the corporate office in Centurion where she is based.



### **Ntsoaki Kunene**

#### **General Manager: Durban Regional Office, Road Accident Fund (RAF)**

Ntsoaki Kunene holds a Bachelor of Commerce and a postgraduate diploma in Business Management from the University of Kwazulu-Natal.

She has extensive experience in general operations management and client relationship engagements gained in the public and private sectors.

In 2000, she was appointed manager: real estate at Transnet Properties (Propnet). From 2004, she was employed at Transnet National Ports Authority as manager: real estate portfolio. She also worked at the Department of Public Works as director: property management where she managed the property portfolio of national government in KwaZulu-Natal from 2005 to 2010.

Kunene joined the RAF from the Passenger Rail Agency of South Africa – Corporate Real Estate Solutions where she was the regional operations manager: real estate asset management from 2010.

# LEADING BY EXAMPLE

**G**ladys Magugudi Bogoshi served in a number of leadership roles within the health sector. Starting at Leratong Hospital as a junior physiotherapist and later at then Garankuwa Hospital where she was promoted to senior physiotherapist. She later transferred to the then Johannesburg Hospital where she ended up being the Head of Physiotherapy Department. During this period she also got involved in the planning and implementation of the differentiated amenities wards of which one was opened in May 2000 at Johannesburg Hospital.

Ms. Bogoshi served as a Senior Clinical Executive at the biggest hospital in the southern hemisphere Chris Hani Bara where she provided co-ordination and support all allied medical professionals. She was then appointed Director: Rehabilitation services in Gauteng where she was expected to provide leadership and direction to the oral health, mental health and rehabilitation directive to the Gauteng Department of Health before being requested to act as CEO at Helen Joseph Hospital for about three months and later appointed as a permanent Chief Executive Officer for six and half years.

In February 2013 promoted to be the CEO of Charlotte Maxeke Johannesburg Academic Hospital.

"I am a visionary, who is versatile and energetic in taking any task at hand and have learned to adapt my leadership style to any environment. Leading a hospital that is the flagship for Gauteng and beyond has a number of challenges that would not be achieved without the support of all role-players. My focus over the past few months in this position has been on:

**"Visibility:** have scheduled and unscheduled visits to service areas to understand the environment and get to know what the staff and patients experience on their day to day activities.

**"Client centeredness:** Improving the patients experience remains the mainstay of our everyday functions. Our Help Desk at the main entrance provides welcoming and pleasant atmosphere.



**"Responsiveness:** I have a commitment that the management teams will respond to problems appropriately and expeditiously. I have strengthened our Quality Assurance team to investigate clinical enquiries and follow up with clinicians timeously.

**"Team building and relationships** – has taken a commitment to build and strengthen relations at all levels. The first initiative was holding a team building session with executive committee members which was extended to a strategic workshop that involved management at all levels, including organised labour, hospital board members and clinical heads.

"Over the years of service, I have achieved a number of accolades: while at Helen Joseph Hospital, we won first prize for the cleanest hospital at the 2011 Gauteng Health Khanyisa awards. Reducing waiting times at the pharmacy to two hours resulted in a second prize award by the Centre for Public Centre Innovations. I started an outreach programme that delivers medication to more than 250 pensioners at the old age homes and churches. The elderly only come to the hospital when they have to consult a doctor or when they are sick."

## OVERVIEW OF THE HOSPITAL

Charlotte Maxeke Johannesburg Hospital is an accredited central hospital with 1 088 beds serving patients from across the Gauteng province and neighboring provinces. It offers highly specialised treatments to inpatient and specialist outpatients. The hospital is located in Parktown and serves as a referral hospital.

The hospital's professional and support staff exceeds 4 500 people. Support services are delivered through a mix of in-house, outsourced and other government agencies.

The hospital has a private wing Folateng a Sotho name meaning "Place of healing". It has a bed capacity of 127, each ward gives the

patient the quality and convenience of private health care with specialist physicians and cutting edge technology that only a long-established hospital has the capacity to offer.

The hospital is also the main teaching hospital for the University of the Witwatersrand, faculty of Health Sciences. The institution provides the service base for undergraduate and post-graduate training in all area of health professions.

It houses a school where learners well enough to leave the wards go to classes, and learners admitted are taught at their bedside by registered teachers.



**GAUTENG PROVINCE**

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# Wheels and Wheels...



Writer: Ashref Ismail

In celebration of Women's Month, Ashref Ismail organised an impromptu group of eight women from different ages and backgrounds to vote for their most popular vehicle models among the various brands. The only catch was that they were not allowed to choose or vote for any models from any of the best-selling brands such as Toyota, Volkswagen, Mercedes-Benz, BMW and Audi. Here is what they had to say.....

## Renault Traffic

■ Phyllis, a devoted admirer of this people carrier, or mom's taxi the Traffic from Renault, convinced the others of its versatility, low fuel consumption and easy-to-drive manners. They eventually and, dare I say it, reluctantly agreed. "I don't have half a dozen kids to cart around, so this doesn't press my buttons," I heard someone remark.



Nissan Juke

## Nissan Juke

■ Awkward, muscular, but oh so different is how Puseletso described the Juke. Nissan's love-it-or-loathe-it Juke is among the best-selling crossovers in the country. And the guys love it just as much. Proof that people want cars with character!

## Lexus IS 350s

■ The designers of the Lexus' IS 350

threw out the rule book with this car. They went for daring, adventurous and in-your-face styling, which appealed to our ladies who could not believe the quantum (!) leap from this Toyota-owned brand.

## Evoque

■ "Where is the Evoque, the car that was designed for Victoria Beckham!" asked Anisha. Overpriced, but absolutely daring and elegant, the Evoque was a sure-fire winner with our ladies, whose only disagreement was the combinations of shades.

## Jaguar F-Type



## Jaguar F-Type

■ "One day is one day..." exclaimed Tumelo. The new Jaguar F-Type is one of the most significant launches for this iconic brand since the XF. The Jaguar F-Type is meant to take



Jeep Wrangler

the fight to Porsche Boxter, Mercedes Benz SLK and the BMW Z4, it seems, and judging by international reviews, this car is the one to beat! The group agreed unanimously!

### Ford Kuga

■ Ford's newly launched Kuga came tops in our group vote for the best mid-size Sports Utility Vehicle. The 2,0 litre motor boasts excellent performance with reasonable fuel consumption. You really cannot go wrong with this car!

### Ferrari

■ Is there really anyone out there who can resist a Ferrari, any Ferrari?! All the voters were unanimous that a Ferrari in (red only) was definitely the way to a woman's heart!

### Fiat 500

■ "Ohhhh sooooo cuute, reminds me of my pet kitten. I just love it. What does it cost?" asked Dineo, one of our younger voters. The Fiat 500 won lots

of hearts because of its compact and modern styling.

### Daihatsu Terios

■ Don't be fooled by its cute looks and Diva name. This tiny 4x4 is the real McCoy and can mix it with the big *manne* on the offroad tracks. A bit under-powered by its 1500 motor, but very appealing to drivers who are intimidated by huge offroad fuel guzzlers.

### Citroen D53

■ "I just loooove this car. I especially like the idea that it can be personalise. Being a former Mini fan, I think the DS3 provides a worthwhile alternative," exclaimed a former Mini driver. The DS3 is fresh, young and chic!

### Jeep Wrangler

■ Rugged, honest and old school, but bang up to-date with technology and performance. The panel loved the lifestyle appeal of the Jeep Wrangler.



Alfa Romeo

"I don't want it as a second car, I want it as my ONLY car", remarked Tebogo.

### Chevrolet Volt

■ If I have to drive an electric car then this is the one I would choose. Almost everyone agreed this is probably the handsomest electric car they had seen. The front, especially, appealed to them. "I'd like mine in lightning blue, please", said one. Sadly Chevrolet has no plans to bring the Volt to South Africa anytime soon.

### Alfa Romeo

■ Very few car brands ooze sex appeal like Alfa Romeo. Sensual, elegant and very, very sporty, it stands out in a crowd and really looks like a poor person's Ferrari. In Giulietta form, the Alfa Romeo won our ladies' vote, hands down!

### Cadillac

■ Believe it or not, but one of our voters found the power and aura of Cadillac's presidential limousine totally irresistible. Equipped with various safety features and surveillance equipment that would put James Bond to shame.👮



Evoque



Cadillac



# Stepping back in time for an epic adventure

I've often imagined being a famous adventurer - like David Livingstone or Christopher Columbus discovering new lands and experiencing amazing and wonderful adventures. It must all have been hugely exciting.

These ponderings are not idle fantasy. In fact, I can now claim a certain

amount of authority on the matter. I was recently given the opportunity to experience a similar sort of adventure myself, as a guest on the Shongololo Express. Unlike famous adventurers, we didn't have teams of porters at our beck and call, but we did have an extremely dedicated team of staff and guides who made sure our every need was taken care of. And we may not have been the first people to ever set eyes on these places, but as it was the first time I was seeing these sights for myself, I figured it must count as a discovery, at least in my world.

A tour on the Shongololo feels like a journey back to the days when rail travel was a leisurely, genteel and unhurried experience. The train meanders slowly along its course, travelling at night and then stopping during the day for guests to

disembark and explore the area. My wife and I boarded the train in Durban on a Saturday evening and were ushered straight into the dining carriage for a scrumptious four-course dinner. The restaurant carriage, decorated with classical olden day maps and scenes from days gone by, made us feel as if we were living the life of someone rich and famous - a modern day Mr Gatsby perhaps?

Everything made us feel like we'd stepped back in time, reinventing the Victorian era, and we loved every minute of it. A glass of wine as the countryside slid past our carriage with the sun setting over the mountains had us deciding this was a lifestyle we could get used to. Nestled in our cabin later that evening we fell asleep to soothing clackety-clackety train noises and slight bumps and jolts as we began our journey north.

Sunday morning found us on the



North Coast, where we spent the next two days exploring St Lucia and the Hluhluwe-Imfolozi Game Reserve. As the tour wore on, days appeared to blur into a happy mirage of memories. Leaving Kwazulu-Natal, we crossed the border into Swaziland to explore traditional markets and quaint countryside landmarks. The next day we were in Mpumalanga, with God's Window and Blyde River Canyon providing the 'wow' moments of the day and ensuring our cameras kept clicking, capturing the moments for posterity. Next we were in the Kruger Park, where the awe and amazement of our foreign guests provided as much entertainment as the animals themselves.

While the atmosphere on board really is second to none, and the locations the train travels past are spectacular, what really made our Shongololo tour so memorable was the staff. According to Leon Plutsick (CEO of Shongololo Express), this is no accident: every employee on the train has been carefully selected, and all of them have been on the train for at least six years, with quite a few members joining the company on its inception 17 years ago. It takes 22 full-time employees to keep the train running smoothly, from the chefs and the cleaning staff to the tour guides.

That, interestingly, has something to do with how Shongololo first got its name.

Legend has it that a shongololo worm appears to be gliding along serenely, calmly surveying everything around it. It's only when you look at the hundreds of legs all rapidly running along that you realize the effort that is being put in to keep everything running so smoothly. In the same way, as



The Ivory twin suite.



guests on the train, we lived a calm and blissful existence, seemingly without a care in the world. Meanwhile, behind the scenes, staff members were working hard to make each guest's holiday a memorable one. Elsabe and Senele managed all the day-to-day operations of the train with a smile on their faces at all times, while Sihle spent her evenings behind the bar making sure no one suffered from dehydration after a long day out and about. Jorg (our lovable and eccentric German-turned-South-African tour guide) kept us entertained throughout the day trips, while Khosi was like a mother hen making sure all her 'children' (many at least twice her age) were happy and relaxed.

A few South Africans would be tempted to dismiss the whole concept of the Shongololo Express as too expensive for our flimsy little rands, and it's true that most of the guests on these tours are from abroad. Shongololo is essentially a travelling hotel, taking you from place to place without the hassle of packing and unpacking every day, or wasting many hours in a car getting there. Added to this, the day trips in the minibuses are led by qualified guides with a wealth of knowledge about the different areas that guests visit.

Those looking to travel further afield will be glad to know Shongololo doesn't only operate in South Africa. The train alternates between >>



**What you need to know:**

**Food options:** On-board meal options that cater to every guest's needs.

**Prices:** Prices vary depending on the length of the trip. Breakfasts and dinners are eaten on the train, and all the day activities are included in the price of the trip, so the only expenses for the tour are lunches, bar tabs and tips. Occasionally extra options are available at a price. South African travellers should keep an eye on Groupon for last minute specials.



*The restaurant caters for every guest's need.*

three other routes, all of them exploring untamed landscapes, unique cultures and areas of great natural beauty. The Southern Cross Tour is a whopping 16-day trip running through six countries (South Africa, Swaziland, Mozambique, Zimbabwe, Zambia and Botswana) stopping off at beaches, game parks, cultural tours and just about every other attraction imaginable. The Dune Express Tour is a 12-day discovery of Namibia, with highlights being Etosha National Park and the Fish River Canyon.



*The majestic Vic Falls.*

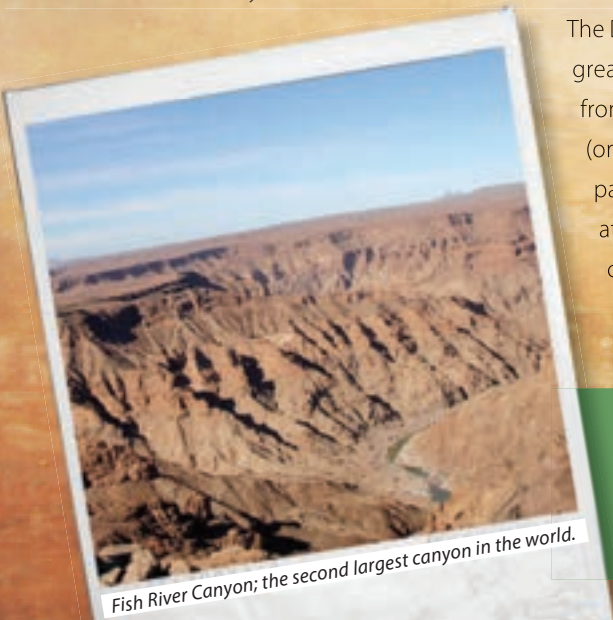
The Dr Livingstone Tour retraces the great explorer's footsteps, running from Victoria Falls to Dar es Salaam (or vice versa) with plenty of game parks along the way. Have a look at the website ([www.shongololo.com](http://www.shongololo.com)) for detailed information on all of the tours.

Few South Africans have seen

some of the sights our amazing country has to offer. As a local I was blown away by how many amazing hidden little gems we found tucked away in some of the more remote parts of our country. So next time you hear the explorer within you beckoning for new adventures, look no further than Shongololo Tours. 🌍

**Trip options:** The Shongololo Express alternates between four different routes. Visit [www.shongololo.com](http://www.shongololo.com) for more information.

Contact details: visit: [www.shongololo.com](http://www.shongololo.com); or call: 0861 777 014 or 011 486 4357.



*Fish River Canyon; the second largest canyon in the world.*

Writer: Nicholas Francis

# On-hand items for your handbag

**A** woman's handbag is her treasure chest, but trying to find something amid all the junk in the trunk is like going on a scavenger hunt. For the ultimate woman-on-the-go, make sure you have these eight essential items on hand.

1

## 1 A luscious lip gloss

For a quick make-up touch up, keep a flavoured, moisturising lip gloss on hand.

## 2 Paint the town red

Every woman needs a stick of ruby red lipstick for a pop of colour in the office or for a night out.

## 3 The softest touch

After washing your hands, moisturise with a nourishing hand cream.

3



## 4 Goodbye germs

Wipe away the sticky build up and residue off your hands with a scented or non-scented sanitizer.

## 5 Shade away

Protect your eyes against the sun's harmful rays, with a nifty pair of shades

4



## 6 A soft touch

To wipe away tears or a spill, always keep a pack of tissues nearby.

5



## 7 Signature scent

Keep a travel size of your favourite perfume because a spritz or two of your signature cannot hurt.

## 8 Write that down

For jotting down quick notes, or swopping details at a whim, a pen and notepad is the key to always being efficient. ☺

6



7



8





# Make healthy habits 'cool'



Writer: *Noluthando Mkhize*

**B**eing a working mother and managing a home is not easy. Between rushing to work for early morning meetings and dropping children off at school, finding the time to pack a healthy lunch can be a challenge.

Most mothers find it easier to give their children money to buy something at the tuck shop, m-dash a nutritional mistake that could lead to obese and overweight children.

## Your child's health is in your hands

Registered dietician and nutrition information officer Priya Seetal from the South African Sugar Association says studies show that over 12% of the childhood population is overweight or obese.

She says common mistakes such as force feeding, cooking foods that you think child will eat, ignoring food preferences and feeding inappropriate snacks can lead to long-term problems such as being overweight or having problems eating fruits and vegetables.

"Force-feeding your child is not a good idea. You and your little one will end up upset and confused. This tactic will backfire as they will end up disliking both the food and mealtime.

"Don't make a big fuss when the child refuses a food. The less of an issue you make of it now, the less of a fuss you will get the next time. Wait a little bit, and try

again with a happy, positive attitude."

She warns that parents should not fall into the trap of cooking foods that their children will eat in order to please them.

"Rather plan meals with at least one item you know the child enjoys. Also involve your children in the cooking, kids are more likely to partake in the meal if they help plan or prepare it."

## Get the portions right

Seetal says to aim for one tablespoon per age of your child for each dish. For example a two-year-old child should receive two tablespoons each of carrots, rice, and meat. Also, serve snacks about one and a half to two hours before mealtime. Instead of focusing on a clean plate, encourage eating until they are full.

"Rather be considerate when they tell you they don't like a food. Also, go light on big flavours when cooking for children."

## Serve healthy snacks

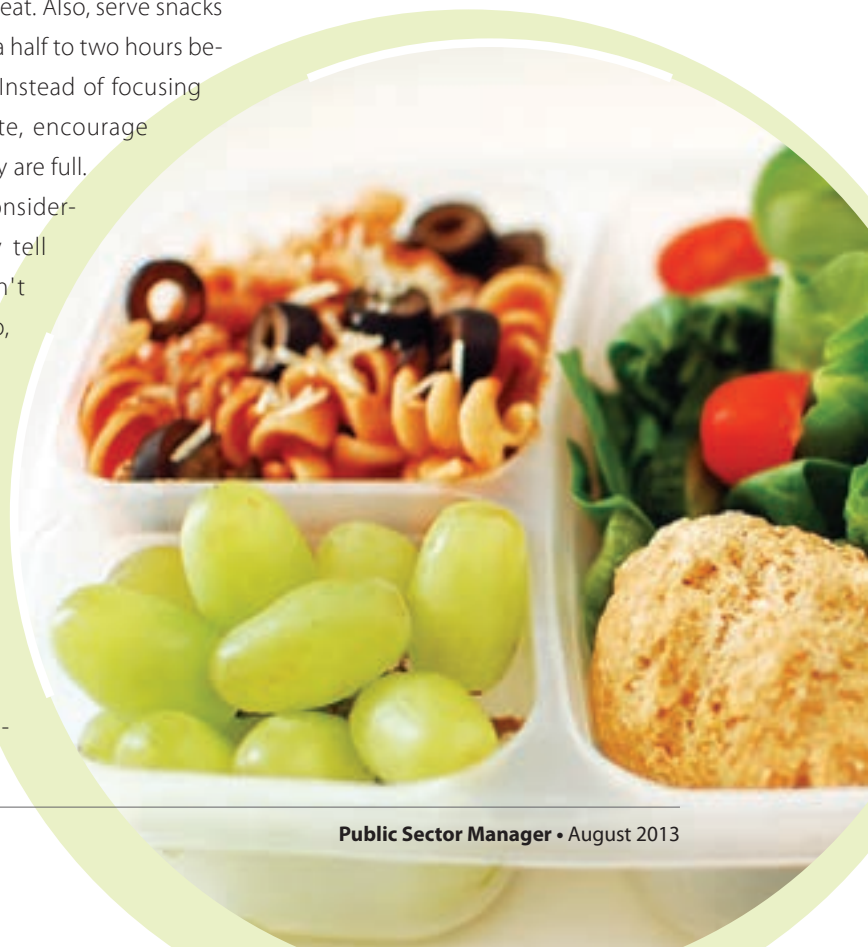
Snacks should contain nourish-

ment needed for proper growth and development. Plan balanced snacks that include fruit, veggies, protein, whole grains, or dairy products.

Often parents make the mistake of using food as a reward for good behaviour.

"Rather reward your child for good behaviour with non-food items like a trip to the park, a bubble bath, or extra play time."

She explains that during early years at school it is important for children to eat a variety of foods in order to grow well and also to function optimally at





school. Eating breakfast should be encouraged as it gives your child a kick-start to the day by increasing their concentration during early morning lessons.

Important foods for children between the ages of seven and 13 years are those that encourage the growth of children.

“This includes foods high in calcium for bone growth such as milk, maas, yogurt and cheese. Protein foods support growth and are essential for building muscles. Foods high in protein are meat, fish, chicken, eggs and beans. Fruits and vegetables contain vitamins and minerals that keep the body strong when fighting infections. They should be eaten every day as snacks or included in meals such as in stews, casseroles, roasts, soups and salads.”

### Healthy's lunch bags

It's a challenge to continuously create tasty, nutritious lunches that children will eat. The following tips can help with the task of preparing a healthy lunch:

- **Get your children involved** - Children are more likely to eat a lunch they have helped create. Let your children choose some of the foods that will go into their lunch bags. Plan or prepare school lunches together.
- **Lay a solid foundation** - Teach children to always include starch (bread, rice, potato, samp, pasta, roti, pita bread, tortilla, madumbe), foods high in protein (meat, fish, chicken, eggs, beans, cheese) and fruits and vegetables in their meals. Dairy products, which are rich in calcium, such as milk, yoghurt, maas and cheese are crucial parts of a child's eating plan.
- **Mix it up** - Offer a variety of foods to prevent boredom and make lunch a meal that your child looks forward to.
- **Put safety first** - Keep food fresh and safe to eat. Encourage your child to wash their hands before eating.

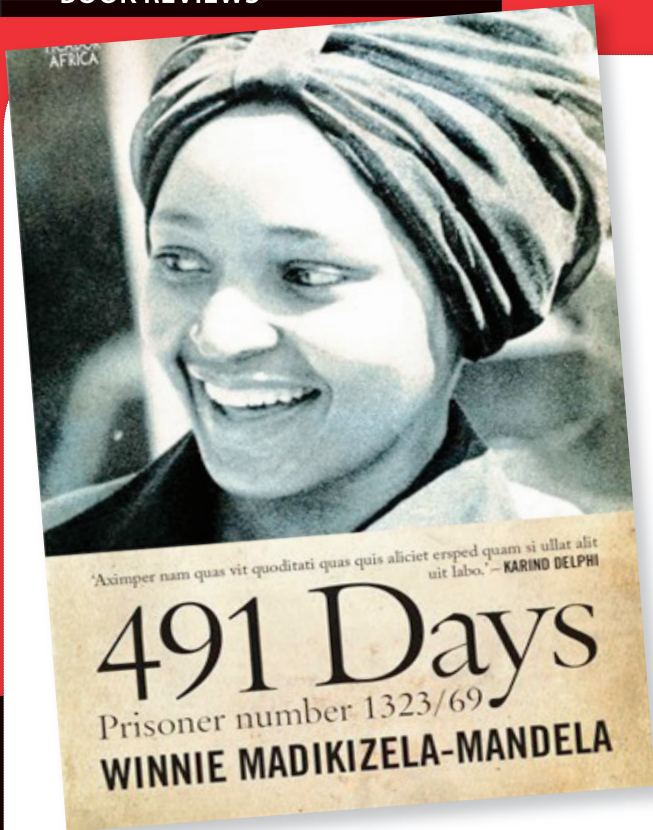
Remember that growing and active children should have plenty of liquids that include water, milk and juice throughout the day. ☺



### Healthy treats

• Yoghurt • Nuts • Fruit • Popcorn • Vegetables cut into strips • Baby boiled potatoes • Muffins.





### **491 Days: Prisoner Number 1323/69 by Winnie Madikizela-Mandela**

On a freezing winter's night, a few hours before dawn on 12 May 1969, security police stormed the Soweto home of Winnie Madikizela-Mandela and detained her in the presence of her two young daughters, then aged nine and ten.

Rounded up in a group of other anti-apartheid activists under Section 6 of the Terrorism Act, designed for the security police to hold and interrogate people for as long as they wanted, she was taken away. She had no idea where they were taking her or what would happen to her children. This was the start of a 491-day period of detention and two trials.

Forty-one years after her release on 14 September 1970, Greta Soggot, the widow of David Soggot, one of Winnie Mandela's advocates during the 1969–70 trials, handed her a stack of papers that included a journal and notes that she had written in detention. Their arrival brought back vivid and horrifying memories and uncovered a unique and personal slice of South Africa's history.

*491 Days: Prisoner Number 1323/69* shares with the world Winnie Mandela's moving and compelling journal as well as some of the letters written between affected parties at the time, including Winnie and Nelson Mandela, who by then had been in prison for nearly seven years. Readers gain insight into the brutality she experienced, her depths of despair as well as her resilience and defiance under extreme pressure. This young wife and mother emerged after 491 days in detention unbowed and determined to continue the struggle for freedom.

### **Black Widow Society by Angela Makholwa**

*Black Widow Society* is a crime thriller that explores the intriguing world of female assassins. It is set in the South Africa of 1994, a rather fluid period as freedom and independence beckoned. In this world, three well-respected businesswomen – Talullah Ntuli, Edna Whithead and Nkosazana Dlamini – form the Black Widow Society, a secret organisation aimed at liberating women trapped in emotionally and physically abusive relationships by assisting in 'eliminating' their errant husbands.

For 15 years, the Black Widow Society operates undetected, impeccably run by The Triumvirate with the help of their suave and mysterious hired gun man Mzwakhe Khuzwayo, a slick ex-convict meticulous in his responsibilities. But as the secret organisation recruits more members, the wheels of this well-oiled machine threaten to fall off. Will Talullah's controlling streak or Nkosazana's unfettered material aspirations jeopardise the future of the Black Widow Society? Or perhaps one of the new recruits, unsettled by the reality of the elimination of her former husband, will lose her nerve and expose the workings of the group after all this time?

As the tension mounts, *Black Widow Society* builds to a chilling and bloody climax that will keep you guessing and riveted until the very last page.

**About the author:** Angela Makholwa lives and works in Johannesburg. Her debut novel, *Red Ink* (2007), is a gripping psychological thriller. This was followed by the entertaining escapades of modern women in *The 30th Candle* (2009). *Black Widow Society* marks a return to a thrilling, crime-ridden world.



### **"I'm Missing News" by Katy Katopodis**

Any working mother can identify with the constant juggle of career and children, but when your business is bringing breaking news to the world, the pressures you find yourself under can be extreme.

Katy Katopodis, head of Eyewitness News, shares the stories and pressures that see her delicately attempting to balance her dual roles as "Editor Katy" and "Mommy Katerina", often with distinctly entertaining and stressful results.

She has also canvassed the views and perspectives of other women who work in the media spotlight and includes their anecdotes and often moving commentary in the course of her own story.



### **No higher honour: A memoir of my years in Washington by Condoleezza Rice**

From one of the world's most admired women, this is former National Security Advisor and Secretary of State Condoleezza Rice's compelling story of eight years serving at the highest levels of government. In her position as America's chief diplomat, Rice travelled almost continuously around the globe, seeking common ground among sometimes bitter enemies, forging agreement on divisive issues, and compiling a remarkable record of achievement.

A native of Birmingham, Alabama, who overcame the racism of the Civil Rights era to become a brilliant academic and expert on foreign affairs, Rice distinguished herself as an advisor to George W. Bush during the 2000 presidential campaign, and served as his chief advisor on national-security issues –her duties included harmonising the relationship between the secretaries of state and defence. It was a role that deepened her bond with the President and ultimately made her one of his closest confidantes.

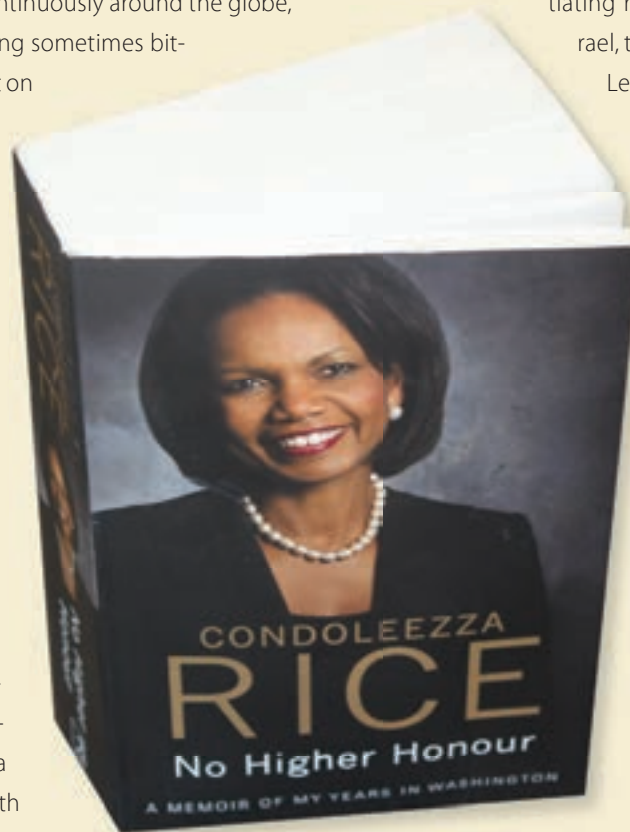
With the 11 September, 2001, terrorist attacks, Rice found herself at the centre of the Administration's intense efforts to

keep America safe. Rice describes the events of that harrowing day – and the tumultuous days after. No day was ever the same.

*No higher honour* takes the reader into secret negotiating rooms where the fates of Israel, the Palestinian Authority, and Lebanon often hung in the balance, and it draws back the curtain on how frighteningly close all-out war loomed in clashes involving Pakistan-India and Russia-Georgia, and in East Africa.

Surprisingly candid in her appraisals of various Administration colleagues and the hundreds of foreign leaders she dealt with, Rice also offers her keen insight into how history actually proceeds. In *No higher honour*, she delivers a masterclass in statecraft-but always in a way that reveals her essential warmth and humility, and her

deep reverence for the ideals on which America was founded. 🇺🇸



# Summer accessories



- 1. Inglot eyeshadow **R89**, Woolworths
- 2. Ted Baker small purse **R649,95**, Stuttafords
- 3. **R139**, Aldo
- 4. **R89,95**, Woolworths
- 5. **R199**, Woolworths
- 6. **R479,95**, Stuttafords
- 7. D&G perfume **R1 215,00**, (100ml) Red Square
- 8. **R130**, Lovisa





- 1. R399, Woolworths
- 2. R69,95, Woolworths
- 3. R79,95, Woolworths
- 4. R99, Woolworths
- 5. R95, Aldo
- 6. R119,95, Stuttafords
- 7. R1202,95, Stuttafords
- 8. R230, Lovisa

**Stockists:**  
**Aldo:** 011 555 2300  
**The Body Shop:** 0860 000 827  
**Lovisa:** 021 551 1051 / 011 431 3610  
**Red Square:** 0860 777 289  
**Stuttafords:** 011 879 1000  
**Woolworths:** 0860 022 002

**Stylist:** Pippa Pereira  
**Photographer:** Donovan Fichardt

A photograph of three hot air balloons floating in a blue sky with soft, wispy clouds. The balloons are colorful: one is multi-colored (orange, green, purple, yellow), another is green and gold, and the largest one is purple and yellow with a white chevron pattern. Below the balloons, a lavender field stretches into the distance, with a path leading through it. The sun is setting on the horizon, casting a warm glow over the scene.

# Float like

## and soar with the birds

*Writer: James Siddall*

There's something ineffably serene and poetic about floating above picture postcard scenery in a hot air balloon. It's also a remarkable way of seeing some of the very best South Africa has to offer.

Indeed, there's something deeply poetic about surveying the world from a hot air balloon – which is among the oldest means of flying, dating back to at least 1783 when the Montgolfier brothers sent a sheep, a duck and a chicken on an eight-minute flight over France. Two months later, humans tried the ascent, with a physics professor and an infantry major being the first balloon-borne passengers.

To put it rather unpoetically, a hot air balloon consists of a bag or envelope capable of containing heated air. Below it is the gondola or wicker basket that carries passengers and, normally, the burner. It's the heated air inside the envelope that makes it buoyant and incidentally, it's usually made of fire-resistant material.

Since the 1960s, traditional hot air balloons have enjoyed a massive resurgence in popularity, with a propane burner system and many other features added to the Montgolfier brothers' original concept.

In South Africa, hot air balloons were first used by the military for reconnaissance, going back to the Boer War, but these days they're associated more with serene trips above spectacular scenery, with the first hot air balloon having apparently arrived in

South Africa at the end of the 60s.

A hot air balloon trip usually begins just before sunrise, with the balloon floating along just 10 or 20 m above the ground, giving breathtaking views of not only the sunrise but the animals and scenery below. Adherents and fans say the experience remains with them for weeks afterwards, while the actual flight normally takes about an hour.

Happily, South Africa is prime country for ballooning. Just outside Johannesburg in the Magaliesberg, try the renowned Bill Harrop's Balloon Safaris. Balloons go up every morning, weather permitting, from the outfit's Skeerpoort Country Base in the Cradle of Humankind near Hartbeesport Dam, for a one-hour flight – depending on conditions – with sparkling wine served in-flight or on landing.

The very best way to experience the serenity and majesty of the Drakensberg is from a hot air balloon, of course. You can get hold of Sky Adventures who'll facilitate a balloon trip over the Berg, taking off from around the Kamberg Valley. Flights are about an hour long, and you'll meet at the site around 30 minutes before sunrise for a safety briefing. Just as soon as the

air balloon is heated, you'll get aboard the basket – this is a specially partitioned affair custom-made to guarantee safety, comfort and of course superb views, with sides that are about 11 m high.

All children should be over 12 and at least tall enough to see over the basket side. And once you've landed, you'll be transported to an area close to the take-off point for a sumptuous al fresco breakfast washed down with sparkling wine.

In the Karoo, meanwhile, and specifically the Klein Karoo, you can drift as serenely as the clouds, drinking in an unmatched view of the Swartberg Mountain Range and Oudtshoorn, sprawling below your feet, courtesy of Oudtshoorn Ballooning.

As with most hot-air ballooning expeditions, you need to be up early. While you partake of coffee, the crew will prepare the balloon. In summer launches take place at 05:15 and in winter at 06:30 or 7:00, while you need to be there 15 minutes before takeoff.

You don't need much either except comfortable clothes, a camera and binoculars.

Enjoy the experience. It should prove to be unforgettable! 

# a cloud



## BALLOON SAFARIS

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# The joy

of womanhood in the modern age

August is a time to reflect on the contribution women made/are making ... and humour the men who want their own holiday too.

**W**omen's Day is around the corner. But personally, I think it's going to take more than one day to celebrate being a woman. I know this time of year men get very testy about why they too deserve a public holiday. Oh, the unfairness of it all!

It's the one time of the year they break into their little treasure trove of convenient phrases, dust off the one called 'gender equality' and suddenly become experts on the matter. Well, there's a certain kind of man who uses that more frequently, especially when he tries to worm his way out of paying the dinner bill. The less said about him, the better.

But protest all they want, this is a great time to be a woman. Despite all the advantages men still have - old boys clubs, the ability to open any type of jar, and being able to pee anywhere, even on a highway facing traffic - my life is exponentially better than my mother's was. When my mom was my age, she was married with a five-year-old, and would have just received news of a new arrival: me. She had quit her job as a nurse - one of the only jobs she qualified for as a semi-educated black woman. As a woman, her main responsibility was to raise me and my sister.

I'm not downplaying her role as a stay-at-home mom. My childhood was great because of it. Well, except of course when it was disciplining time, circa 1980. Back in the 80s, there was no such thing as a "time out" in the "naughty corner". There were lots of belts, tears, and being unable to sit down. My father may have been the head of the house, but my mother was The Law. And believe me, it was no democracy back then. My mother was the sweet biscuit baking angel one minute, and the demonic punisher the next.

But I'm glad I'm in my own sexy shoes, not my mother's comfy pair, suited to housework and chasing after wayward toddlers, and marching. Many may call my life empty - and unfulfilled even - but the fact that I have that choice is reason enough to celebrate.

I don't think I'd have lasted a week in the old days. I'd have been faced with the double whammy of being black and a woman.

While I am eternally grateful to all who fought the liberation struggle, I can't imagine having to toyi-toyi and then run from the police in my high heels. Imagine the misery, getting home after destroying my heels in the protest, then still having to cook for a husband and kids. Somehow, I doubt I would have been able to get away with feeding them cereal dinners (No matter how I try to convince her of its nutritional value, my poor mother shudders every time she catches me eating Pronutro for dinner). The women who gave birth to us were strong and stood up for what was right. These strong women paved the way.

I'm one of those guilty of sometimes forgetting just how easy I have it now. The only pass I've had to carry is a VIP pass to a great party. No arguments there.

These days, my biggest worry is how many gym sessions it takes to cancel out the four extra slices of cake I've had with my coffee. Life as a woman is great. It will do us all - sulking men included - good to remember that from time to time. 🍷



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