

# Public Sector

## MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS



NOVEMBER 2013

### Breaking barriers

Deputy Minister Hendrietta Bogopane-Zulu champions of people with disabilities

### Closing the books

AG moves on

### Provincial Focus

Premier Mathabatha on course to restore Limpopo

### Lifestyle

- Watch your eyes
- Coasting along Durban



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# ANGLO AMERICAN PLATINUM HANDS OVER RECONSTRUCTED SCHOOL IN BIZANA

At a formal ceremony attended by President Jacob Zuma, Anglo American Platinum recently handed over Ethridge Junior Secondary School in Bizana, constructed at a cost of R40 million for the benefit of this labour-sending area in the Eastern Cape.

The project is part of Anglo American Platinum's compliance with the social and labour plan of the Minerals and Petroleum Resources Development Act, and brings the total amount which Anglo American Platinum has spent on education-related assistance to communities since 2010 to R75 million.

During the official handover, President Zuma – accompanied by Noxolo Kiviet, Premier of the Eastern Cape, and Susan Shabangu, Minister

of Mineral Resources – was taken on a tour of the new school, after the official opening which included the unveiling of a plaque. Eunice Diko, District Mayor of Alfred Nzo Municipality; Chris Griffith, Chief Executive Officer of Anglo American Platinum; Susan Shabangu, President Zuma and Premier Kiviet addressed the guests.

President Zuma said in his address that the new school was a sound investment in the youth of Bizana and

an important step towards seeing learners being taught in conducive environments, and applauded Anglo American Platinum for its role in the construction of the school.

“Teachers and learners must ensure that this investment in education yields returns through outstanding academic results in all grades and also through iron discipline in the school grounds and beyond,” he said. “The children should be moulded by the teachers to lead this country towards prosperity.”

Chris Griffith expressed his pleasure at this celebration of a milestone for the Bizana community, which represents a step towards fulfilling some of the Millennium Development Goals – achieving universal primary education and ensuring environmental sustainability.

“Anglo American Platinum is committed to the broader South African community, and not only the communities surrounding its operations,” he said. “For many years, the company has formed part of communities and has been working towards a sustainable future for all communities. It has heeded the call of the Department of Mineral Resources for corporates to work together with their host



Presenting the learners with gifts are, from the left, Chris Griffith, Susan Shabangu, Noxolo Kiviet, President Jacob Zuma and Mr Rotshane, chairman of the school's governing body.

communities to ensure a sustainable developmental approach to all community development initiatives.

“The partnership approach which Anglo American Platinum employs in its implementation is consistent with the aspirations and objectives of the National Development Plan, which seeks to build and strengthen institutional capacity.”

The company's socio-economic development initiatives focus on education, job creation, infrastructure and enterprise development, stakeholder capacity building, and health and welfare. Some of the educational projects are:

- Ethridge school and Thlabane West Primary School in the North West, which accommodates 643 learners. Another school is being constructed in Taung.
- A R40 million bursary fund was launched in 2011 for communities near Twickenham Mine.
- ABET programmes reach hundreds of community residents.
- Over 2 000 learners benefit from extra Mathematics and Science lessons.

In the construction of Ethridge, Anglo American Platinum has provided learners from the Bizana community with state-of-the-art facilities to ensure the best education opportunities for them. The school was established at the end of the 19th century by Anglican Church missionaries, but has since needed upgrading. Anglo American Platinum, in partnership with the Department of Education in the Eastern Cape and Mbizana Local Municipality, made the decision to relocate the school, which meant complete reconstruction. This was motivated by the fact that the school's sports grounds used to be separated from the main buildings by the Biza-Port Edward road, which meant that learners were exposed to the dangers of traffic every day.



**Through Ethridge, Anglo American Platinum has created a memorable legacy in the education system which will build up future leaders and encourage all of these learners to continue their learning throughout their lifetime.**



**Chris Griffith, Chief Executive Officer of Anglo American Platinum**

Anglo American Platinum provided the funds for this, while the municipality constructed an access road to the school. Besides having the capacity to accommodate 800 learners with 18 classrooms, a multipurpose hall and an ablution block, the school now has facilities previously not available. These include computer and science laboratories, a library, a National School Nutrition Programme block, a strongroom and security fencing. Construction was undertaken by a local previously disadvantaged contractor and created temporary employment for 136 residents from Bizana, meeting local job creation, skills transfer and supplier development goals.

The infrastructure has a number of unique features, namely:

- A Lilliput sewerage treatment plant. The grey water discharged is used for irrigation and flushing of toilets;
- A borehole with a submerged pump which provides the whole school with drinking water;
- A chlorination plant which cleans water from the borehole to ensure that it is drinkable; and
- A generator for backup power.

“Through Ethridge, Anglo American Platinum has created a memorable legacy in the education system which will build up future leaders and encourage all of these learners to continue their learning throughout their lifetime,” says Chris.



The youngest learners in their new classroom.



A colourful traditional performance was part of the entertainment.



Chris Griffith and President Zuma observe learners in the science class.

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# money management made easy

*We face many frustrations when balancing household budgets and managing our money. Times are tough and we need to reduce our expenses to maximise our savings. Follow these money management tips to take control of your money.*

## Understand wants vs needs

Managing your money well implies that you understand the difference between wants and needs as they place a big demand on how and when you spend your money.

Wants are luxuries, like branded clothing and entertainment, which you don't need. Needs are essential things that you cannot do without like food, rent and school fees. Next time you buy something, think carefully about which one it is because it could save you money.

## Set clear goals

Setting financial goals is important as it gives you focus and direction on how and where to spend your hard-earned money. Financial goals can be divided into short-term, medium-term and long-term goals.

Typical short-term goals are paying off microloans, home improvements or buying furniture. Medium-term goals would include buying a new car and saving for studies. Long-term goals include paying off your home and planning for your retirement.

## Draw up a budget

Careless spending without a budget is dangerous and could lead to serious financial trouble. A budget is a tool to help you manage your money responsibly. It determines how, when and where you will spend your hard-earned money.

Drawing up a budget means you need to think ahead and decide what you will need in the next month or months to come. Use your budget to list all your expenses for the month; then subtract this amount from your total income. This will show you exactly how much money you get in each month and if you have enough income to meet all your expenses.

If your monthly income is more than your monthly expenses you have a surplus. A surplus means you should think about saving or investing this extra money. If your monthly income is less than your expenses you have a shortfall. A shortfall means you should cut your expenses immediately and/or find extra work to increase your income.

## Make saving a priority

There are different ways to save money. The best way to save is to reduce your spending. Saving helps you to be prepared for unforeseen circumstances and achieve your financial goals.

Unforeseen circumstances include, but are not limited to, the fridge or washing machine breaking or an unexpected loss of income due to the retrenchment or death of a family member or breadwinner.

## Use credit wisely

Credit is all about affordability. Shop around for the best offer. Only use what you can afford to repay and don't miss your payments because this will affect your credit record. It negatively impacts your chances of qualifying for more credit at a later stage for things like a house or a car. Speak to your registered credit provider sooner rather than later if you are struggling.

## Keep your money safe

It is important to know how to keep your money safe from criminals. Never share your PIN with anyone; keep it a secret! You could also ask your bank if you can register for SMS notifications. Take care by avoiding suspicious ATMs – such as ATMs that seem to have been tampered with and ATMs in badly lit areas with no security. Finally, report lost or stolen cards by calling the tollfree number on the ATM.



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Simplicity is the ultimate sophistication

## **Belt-tightening puts government** spending under control

In any household, when there is loss of income or money has become less than it used to be, the family reviews its commitments and learns to live within its means.

This applies also to the state. Since 2009, we have been under growing economic strain which has caused us to readjust and find a way to meet our people's needs with less.

Last month, Minister of Finance Pravin Gordhan presented the medium-term Budget, which was accompanied by bold and sobering statements about the harsh economic conditions that face the country.

These realities have left government with no choice but to commit itself to actively helping the economy to recover.

Cabinet has had lengthy discussions about measures to be adopted and came out firmly – in the form of the medium-term Budget – in support of cost-cutting and belt-tightening that should help the fiscus stabilise. These measures should further assist government to spend already strained resources in areas much needed in government.

Cabinet is now appealing to public servants to support the process of stabilising the fiscus and creating an enabling environment for a stable economy. Government also wants to ensure that its work is not derailed or hampered by a lack of funds.

The stabilisation of the fiscus does not mean we are compromising much-needed services to the people; it simply means we need to use the limited budget available for a better impact on people's lives.

Minister Gordhan presented a far-reaching package of belt-tightening measures in the Medium Term Budget Policy Statement 2013 which he said was part of government steering the country through the worst global recession in 70 years.

Addressing Parliament on how government had fared to date in weathering the storm, Minister Gordhan said: "We have made bold and correct decisions which have restored growth, supported our industries, and maintained a sustainable fiscal policy."

Turning to government spending, Minister Gordhan said government too had to provide value for money. While most government spending was effectively managed, there were many opportunities to cut or minimise costs and stop abuse.

"In these difficult times, Cabinet has decided to take a number of initiatives which will apply both to members of Cabinet and to officials in national, provincial and local government. This will include state entities and state-owned enterprises."

Cabinet had to take the lead and impose some financial measures on itself to control spending. This was an important step by Cabinet to ensure that the already strained resources should be used more effectively. These measures were also supported and led by President Jacob Zuma.



Cabinet decided of its own accord that certain measures would apply to the Executive, including provincial and municipal Executives.

Cabinet's actions include standardised cost limits for official cars and bulk purchasing of vehicles to reduce costs, with the necessary provision made for security requirements and features. But – there will be no compensation for the use of personal cars.

Governments across the world interact with each other to strengthen relations and in some cases to facilitate trade. This frequently requires over-

seas visits that are very expensive. Government understands that such visits are unavoidable but believes they should be determined by need and that the costs that come with such visits should be reduced.

Therefore, Cabinet decided that for international air transport, Business Class will apply only to Ministers, Directors-General and Deputy Directors-General, with Ministers allowed to be accompanied by only two assistants. Direct routes will be prioritised and the number of officials undertaking these trips will be kept to a minimum.

In relation to accommodation, Ministers awaiting official housing will be accommodated in rented apartments, not hotels. Cabinet further decided that no new >>



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credit cards are to be issued and existing ones were to be cancelled immediately.

Minister Gordhan said government's approach to reducing costs and eliminating wasteful expenditure across government would focus on several areas over the period ahead. These include consultant services, travel and related services, advertising, catering and events-related costs.

Government knows it is not able to deliver all services without using consultancy services, particularly in areas where such expertise do not exist within the Public Service.

Acknowledging this reality, Minister Gordhan said there were necessary engineering and advisory services employed by government departments.

"However," he cautioned, "we need better contract management, stricter control of consultancy fees (and) each government entity (must) develop a consultancy reduction plan over the course of this financial year."

To reduce costs of travel, the following measures have been put in place:

- Hiring of cars to be restricted to B Class except for special instances such as rural travel;
- The number of officials travelling to Cape Town offices will be limited;
- The Leader of Government Business (Deputy President Kgalema Motlanthe) will engage with Parliament on measures to reduce costs, such as the size of delegations appearing before parliamentary committees, and the cost implications of the current Pretoria-Cape Town arrangements;
- Business class for overseas travel for Ministers, DGs and DDGs only;
- Business class for DGs only on domestic flights.

The Government Communication and Information System (GCIS) has been under instruction, since the adoption of the recommendations of the Communication Task Team of 1999, to reduce the costs of government advertising through media bulk buying.

This mechanism is meant to help government realise economies of scale and negotiate better prices.

Since 2011, GCIS has insourced advertising placement and saved government millions of rands.

In the medium-term Budget, Minister Gordhan said guidelines to limit non-essential costs and for better use of GCIS facilities would follow his announcement, with the aim of helping government to negotiate collectively rather than on a piecemeal basis.

In relation to catering, government will develop guidelines for reducing event costs, including better use of government facilities rather than outside venues for meetings.

Furthermore, Cabinet pushed for the sobering step of stopping the use of public funds to buy alcohol and limited entertainment allowances to R2 000.

Following the review of accommodation leases initiated by the Department of Public Works, steps are now also underway to reduce long-term office accommodation and government housing costs and to make further savings from electricity demand management measures in government buildings.

Wrapping up his statement to Parliament, Minister Gordhan said the medium-term Budget was a "framework that acknowledged there was hard work ahead – and that a faster growing economy was in everyone's interest.

"We all gain when more people have work. We all gain when our firms can compete on international markets. We all gain when rising incomes contribute to greater capacity for public service delivery. We all gain when our divisions and inequality fade into history and we celebrate a shared, more prosperous future."

For the Public Service, some of the rules around spending are changing, but the commitment to making South Africa an even better place is not to be tampered with.

Government still remains committed to meet the needs of the people. We want to continue with our social relief programme, pay social grants, provide food parcels, deliver water, electricity and houses etc. Government is in the process of delivering the largest infrastructure development programme which should assist our economy to grow.

We need to build on our successes of the last 20 years and take our country to a higher level of development. In the wake of the global economic crisis, the country's resources have been low and we have to learn to do more with less. This requires of government to work together with the people of South Africa to achieve better results with limited resources.

Cabinet appeals to public servants to adhere to these measures and work tirelessly to build a better country. South Africa is a much better country than it was in 1994 and in the same way that we have worked together to change the lives of the people for the better, we must push to do better with less. 🇿🇦



Ollivier Gollins Chabane

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It was Mahatma Gandhi who once said: "The true measure of any society can be found in how it treats its most vulnerable members."

These words are particularly poignant this November as we observe Disability Month and the beginning of the 16 Days of Activism for No Violence Against Women and Children campaign.

As a country, we have made notable progress in our efforts to restore the dignity of, and protect the rights of people with disabilities. We have put laws and policies in place to lessen the barriers that they have to navigate daily. In our development of buildings and transport infrastructure, we are mindful of our obligation to provide access and improve mobility for people with disabilities. Indeed the easy access provided by the Gautrain and by the Rea Vaya buses in Gauteng attests to this fact.

Admittedly, there's a huge backlog to overcome.

As government, we can do more to integrate people with disabilities in the workplace; many departments lag behind the set target of getting people with disabilities to 2% of their workforce.

At a more personal level, the progress we have made comes as cold comfort to a person with disability who battles to find parking because an inconsiderate person parked in a bay designated for people with disabilities, or who cannot use a designated toilet because someone has popped into it "just for a minute". It is our civic duty to extend empathy and courtesy to people who live with disabilities.

As a country, we have also made strides in our efforts to streamline gender and criminalise abuse. Our laws on gender parity have seen women rise to positions of power in the State, the private sector and civil society. We pride ourselves on having one of the highest representations of women in Parliament. Indeed, South Africa looks poised to meet its Millennium Development Goal 3 of promoting gender equality and empowering women.



Yet our high incidence of gender violence remains a serious blot on these achievements.

Media reports in recent weeks have focused attention on acts of extreme sexual violation of women and children.

Whether these reports reflect an upsurge in the degree of abuse or a heightened awareness of these heinous acts is a moot point.

Let us be responsible citizens. It is up to us to teach our children to respect themselves and to show respect to others. Don't park in a parking bay reserved for people with disabilities; take care of women and children.

The state has strengthened measures to deal with violence against women. Our law enforcement agencies have made some welcome progress in apprehending and prosecuting perpetrators. The revival of sexual offences units and courts also attest to the seriousness with which the State views these crimes. Yes, we must applaud our law enforcement agencies whenever they make a breakthrough in their tireless hunt for perpetrators.

As government, we cannot shirk our responsibility to protect the vulnerable and hunt down those who choose to violate our decent society. But often, government's role comes after the fact, when abuse has already taken place. What is important is what we as a society are doing to educate our children to be gender sensitive and to expose the perpetrators of these acts. Sitting back and pretending that this is a government duty is tantamount to relinquishing our responsibilities as parents and as responsible citizens. 🇿🇦

A handwritten signature in black ink, appearing to read 'Phumla Williams', with a stylized flourish underneath.

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

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# We hear you!

## Dear Editor

Thank you for a great magazine. I found out about PSM through a friend who works in the Public Sector. At first, I was not sure about whether I'd like it or not, but I was pleasantly surprised. As someone who works in the private sector, I found it extremely useful to know about what my government is doing for me as a South African citizen. I especially enjoyed the August issue, and loved reading about what the women in this country are doing. Their stories were inspiring, and have given me a new energy for what I do.

Thank you to you and your team for a great read. Keep up the good work!

**Lungile Ndelela, Durban**



## Dear Editor

On behalf of Commission for Gender Equality (CGE) I would like to extend my sincere appreciation for the article that appeared on your special edition of the *Public Sector Manager magazine* wherein our CEO, Ms Keketso Maema, was interviewed by the able Mr Albert Pule assisted equally by photographer Mr Kopano Tlape.

The interview captures precisely the core business of the commission in ensuring that it becomes a formidable organisation it is today. I want to sincerely thank you and your team for the excellent job.

I trust that we will have a fruitful relationship going forward.

**Javu Baloyi, Spokesperson for the CGE, Johannesburg**



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## UPCOMING EVENTS

Compiled by: Mduzuzi Tshabangu



Image/Hawaiislandjournal.com

### 9th International Conference on Cancer in Africa

21-24 November 2013

The 2013 International Cancer Conference of the African Organisation for Research and Training in Cancer (AORTIC) will take place at the International Convention Centre in Durban. Held every two years, the AORTIC conferences provide a unique platform to bring together



### SALGA National Members Assembly and Anti-Corruption Summit

26 – 29 November 2013

The National Members Assembly is the second highest decision-making body of the South African Local Government Association (SALGA) held once in 30 months. The SALGA constitution makes provision for the convening of provincial and national members' assemblies. The 2013 National Members Assembly, which will be held at the Cape Town International Convention Centre, aims among other things to, consider audited financial statements of the organisation in respect of the previous year, review SALGA's financial performance, and consider reports from working groups and oversight bodies.

leading African and international healthcare professionals in cancer care, advocates, government leaders, and various members of the international health industry and global cancer community to meet and discuss cancer-related matters and offer solutions to significantly reduce the impact of cancer in Africa and around the world.

### 2nd BRICS Urbanisation and 3rd Friendship Cities and Local Government Cooperation Forum

25 – 27 November 2013

The theme for the 2nd BRICS Urbanisation and the 3rd Friendship Cities and Local Government Cooperation Forum meetings this year is: *Towards Sustainable Urbanisation*. The purpose of the Urbanisation Forum, which will be held in Durban, is to provide a platform for member countries to develop a common approach that will facilitate cooperation and exchange of information on urbanisation challenges. The Forum also aims to coordinate efforts to learn from best practices and access available technologies; better manage and plan for the rapid rate of urbanisation in the BRICS partner countries, as well as better understand the issues identified as major urban challenges by the member countries. The event brings together government leaders, city managers, urban-development managers, international non-governmental organisations and other important stakeholders from around the world.



Sao Paulo, Brazil.

# Breaking down barriers for disabled people

**T**he Department of Women, Children and Persons with Disabilities (DWCPD) is one of the government departments that many overlook, misunderstand and often take for granted, yet the work this department is doing to change the lives of South Africans is truly remarkable.

*Public Sector Manager* magazine sat down with DWCPD Deputy Minister Hendrietta Bogopane-Zulu, an advocate of empowering vulnerable persons in society, and a mother determined to create a better South Africa for her children, who were also born with disabilities.

"This November as we celebrate Disability Month, we are

on a mission to break barriers that stand in the way of people with disabilities," declared the Deputy Minister.

In line with the United Nations theme for this year's International Day of People with Disabilities, 'Break barriers and open doors for an inclusive society for all', the department has introduced five focus areas of breaking barriers. The five areas are access to public transport, promoting sign language, improving access to braille material, promoting the use of right terminology and increasing access to and sensitivity at places of worship.



### Upward mobility

One of the barriers the department wants to overcome is that of access for people with disabilities to public transport. Despite certain buses and trains being equipped with disability friendly features, most of the public transport in the country is still inaccessible to someone in a wheelchair.

“What is the point of creating jobs for people with disabilities if they cannot take a bus or taxi to work?”

The Deputy Minister is working with the Department of Transport to revamp transport infrastructure and the current transport system to make it more accessible. Already, the new public transport systems being rolled out, such as the Bus Rapid Transit system and the Gautrain, are more user-friendly to people with disabilities.

### Overcoming the language barrier

Deputy Minister Bogopane-Zulu says to overcome the language barrier facing hard of hearing or Deaf people, the department is working with other departments to introduce sign language as the 12th official language in the country. It will also be the first official language for Deaf learners who are hard of hearing. Another major achievement is the introduction of sign language as a subject at school. Come January 2014, all learners at

mainstream and special schools across the country will be able to take sign language as a subject.

In an attempt to improve access to braille material for persons who are blind or visually impaired, South Africa enforced the Marrakesh Treaty which was signed by 51 countries in June this year. The treaty allows for copyrighted books to be reproduced in braille. The treaty makes it legal to send braille books across national borders. For example, since South Africa approved the treaty, blind people in the country have been able to access books from the United States.

### Albinism: dispelling the myths

“We need to break the barriers of terminology and how we refer to people with disabilities, and those who have albinism.” Albinism is an inherited condition that affects a person’s pigmentation. This means that a person is unable to produce normal colouring of the skin, hair and eyes. Today there are many challenges facing those who have albinism or disabilities. They are at times treated as outcasts or violently victimised.

To address these challenges, the department in October hosted the first-ever conference for people with albinism, in partnership with the Albinism Society of South Africa, linguists, traditional healers, government and community leaders. The conference explored ways of accelerating the realisation of the right of persons with albinism in South Africa to dignity and equality. “As a nation it is about time we join forces and talk about issues and the realities persons with albinism face. We need severe introspection on how we treat people with albinism in the country,” says Deputy Minister Bogopane-Zulu. >>

*Deputy Minister Hendrietta Bogopane-Zulu's programme of action reaches out to all vulnerable groups.*



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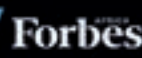


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Deputy Minister Bogopane-Zulu cares for the vulnerable.

### Opening the doors of worship to all

The last barrier is one of access to places of worship and religion. If you stop and look at the designs of a church for example, she says, a person in a wheelchair cannot sit on a pew or go up to the altar to receive a holy communion. Instead they have to worship from the middle of the aisle or from the back of the church. "We need to tackle and improve infrastructure across all places of worship from churches to temples and mosques."

Another challenge affecting the dignity of a person with disabilities is the interpretation of the scriptures. "In many communities, disabled persons are portrayed as objects to reaffirm faith. If someone has been in a car accident and ends up in a wheelchair, certain religious leaders use this as a façade to pray for them so they will stand up. These kinds of things are disrespectful and perpetuate disability discrimination. It creates a barrier for someone who just wants to be a spiritual person," she adds.

### Improving lives

Deputy Minister Bogopane-Zulu expresses satisfaction that the advent of democracy has improved the lives of people with disabilities, but admits that more needs to be done. "The major impact we have made as government is restoring dignity to the lives of our people. Previously, people with disabilities were looked down upon and as burdens on society. I was a rural, black, disabled woman. I was less of a human because I was black, on top of that I was a woman, and to

top it off I was disabled - I was invisible in society, but today people like me have a chance at a better life."

"In the past 20 years of our democracy we have come a long way, but we still have much to do."

The Deputy Minister says government has improved access to education for people with disabilities. Previously, only white disabled children were allowed to go to school. Now, thanks to inclusive education and the introduction of special schools across the country, a disabled child can go to any school he or she wants to.

"As a parent you can now choose which school you would want your child to attend, be it a mainstream or a special school. A principal has no right to deny a child access to education and if a school is not accessible to your child, that is not your problem; it is government's problem to make sure your child is able to learn."

She adds that with the establishment of Higher and Further Education Disability Services Association (HEDSA) last year, more disabled students are now going to tertiary institutions and Further Education and Training colleges. HEDSA is a non-profit organisation that represents disabled students and assists them with disability services at Higher and Further Education Institutions. >>



Deputy Minister Bogopane-Zulu delivered a brand-new wheelchair to Siyabonga Khumalo of Mndeni, Soweto.

To further increase the number of disabled graduates, the National Student Financial Aid Scheme (NSFAS) revised its guidelines to enable disadvantaged and disabled learners to access funding. NSFAS also gives disabled learners access to assistive and technical devices should they need it, which was never possible before.

The Department of Social Development also introduced a disability grant, and should you acquire a disability, government now makes provision for an additional grant that will enable you to make your house accessible, says Deputy Minister Bogopane-Zulu. "This is an additional grant, a benefit we have never had before."

Regarding employment of people with disabilities, Deputy Minister Bogopane-Zulu says she is not happy with where we stand as government. "A target for the employment of people with disabilities was set at 2% in 2000, with 5% having been reached by 2005. Thirteen years later, we only sit at 1,4% it is unacceptable."

However, adds the Deputy Minister, government departments and the private sector have made great strides in the past year. Her department leads the way, with employment of people with disabilities at 7%. "We have exceeded our own target, and stress that other departments should follow."

Despite one in every eight South Africans being disabled, up until 2007 the vulnerability of people with disabilities to the HIV epidemic was neglected in South Africa's national response. This changed in 2007, when disabled people were finally acknowledged as a priority group in the country's National Strategic Plan 2007-2012 on HIV, AIDS and STIs.

Measures to rescale posts and vacancies are in the works as well. "A

vacancy advert in a newspaper does not help a blind person who cannot read a newspaper. We need to change the way we look at things."

The department will also be meeting with the insurance industry this month to look into insuring people with disabilities. "The insurance industry still discriminates against disability, because if you have a disability, you cannot be insured. We are trying to break that barrier so people like myself have access to insurance. We also are tackling the way medical aid schemes and create barriers when structuring disability benefits."

Another great achievement is, previously parents of disabled children had to carry disability costs on their own; thanks to the departments interventions, parents are now able to get every disability-related expense paid back to them, when they submit their tax returns.

### Empowering young women

The department's programme of focus this month is the *Zazi know your strength* campaign. It targets teenage pregnancy in the country, and is derived from the Nguni word, meaning Know Yourself. The programme encourages young women to take charge in the prevention of HIV, draw on their inner strength and create the life they want to live an HIV-free life.

"The Zazi campaign was developed by women for women and celebrates the strength of South African >>



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Deputy Minister Bogopane-Zulu interacts with Siyabonga Khumalo and his family and friends in Soweto.

women. We hope the campaign creates a movement that encourages women to defy the silence that allows the pain in their lives to thrive, to define their own values and their own path in life."

The campaign forms part of Government's National Strategic Plan with respect to the HIV and AIDS, Tuberculosis (TB) and STIs epidemics. "Our aim is zero new HIV and AIDS and TB infections; zero new infections due to vertical transmission; zero preventable deaths associated with HIV/AIDS and TB; zero discrimination associated with HIV and AIDS and TB; and an end to Gender-Based Violence."

Zazi will be rolled out in the Gert Sibande district in Mpumalanga - the leading district in inter-generational sex, teenage pregnancy and HIV prevalence amongst young girls. "The ratio of infection among girls aged from 10 to 18 in the district is 1:1. This means that every second girl over the age of 10 is HIV positive, and a majority of the girls have had terminated pregnancies more than once."

To raise awareness and tackle the challenges facing the community, DWCPD together with the Department of Health has footsoldiers working in the community to educate young girls on HIV prevention. A massive green ribbon of hope will be launched symbolising communities uniting to tackle the social ills that affect our children and young women. The department also calls on men to stand up and join the Brothers for Life campaign - a band of brothers who inspire men to stand up against abuse.

### Caring for the vulnerable

Aside from creating access and inclusion for people with disabilities, the department also tackles social ills facing women and children. Launched by President Jacob Zuma in May 2009, the department is responsible for promoting equal opportunities and access to these opportunities for vulnerable groups in society - these are women, children and people with disabilities. From meeting international obligations to setting norms and standards for government departments to follow, this young team is fast changing the lives of women, children and

persons with disabilities.

In a nutshell, the department has six core functions. These are overseeing the country's international obligations, coordinating and consolidating government's programmes, monitoring and evaluation, providing institutional support and capacity development, facilitating participation of various sectors and mainstreaming priorities, campaigns and projects relating to women, children and people with disabilities.

Regarding the international obligations the country has, the department oversees signing of treaties like the Conventions on the Rights of a Child (CRC) and submits these reports to various agencies like the United Nations and the African Union. "We oversee these reports from beginning to end, from ensuring Government's consultation processes are met, to ultimately putting together a country report that is taken through cabinet to parliament."

Previously, government departments worked in silos on issues affecting vulnerable groups.

"Our department was established to coordinate and consolidates other department's efforts and align them to government's priorities."

Despite Government already establishing a department dedicated to Monitoring and Evaluation on the broader outcomes of government, one of DWCPD core goals is to also set monitoring and evaluation indicators on specific outcomes relevant for women, children and persons with disabilities.

Providing Institutional support and capacity development entails producing research documents which guide government's policies.

One core example on disability is the issue of >>



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special schools in the country. "We are producing a report that will guide the Department of Monitoring and Evaluation (DPME) and the Department of Basic Education on how to deal with issues on special schools. Our report will unpack the challenges around special schools in the country and the gaps that need to be filled."

Facilitating the participation of various sectors in the decisions it makes simply entails leading efforts to ensure the participation of vulnerable groups in issues that affect them. For example Article 12 of the Convention on the Rights of the Child (CRC) states that children must participate in decisions that affect them.

"It is our responsibility to facilitate child participation, if Government needs to amend the Sexual Offences Act, we make sure that children are brought into the parliamentary process so that the child's voice is heard."

Lastly, the department is responsible for advocacy and mainstreaming of priorities, campaigns and projects. By leading, or working in conjunction with other departments on a campaign, more vulnerable persons are assisted.

"Take the HIV Counselling and Testing (HCT) campaign for instance, we have found that if a message comes directly from us, instead of from the Department of Health, women respond better, because we streamline it to their circumstances.

As part of the HCT campaign, we issued messaging highlighting that HIV causes blindness and other forms of disability. So the core groups that we serve were able to hear our message and get tested.

"Our portfolio is quite complex, but not well understood by the rest of government because people expect a physical service," says the Deputy Minister.

Her pet projects, she confirms, are disability, anti-poverty and HIV and Aids relating to women, children and persons with disabilities.

"For me disability hits home, it is personal. Being visually impaired and raising two children that are visually impaired as well, makes disability my first passion. As a mother and as a public servant, I want to create better services, opportunities and a better life for people like myself and my children - being able to do that is me at my best."

The Deputy Minister says the past four years were mostly spent establishing a structure, setting up premises, hiring staff and acquiring resources.

"This is the first year we get to implement and officially make changes to create a better society for vulnerable persons."

Despite the transition, the biggest impact we have made, says the Deputy Minister, is enforcing the Women Empowerment and Gender Equality Bill which will guide gender transformation compli-

ance in the private and public sectors.

Under the new legislation, government departments and companies will be required to fill a minimum of 50% of all senior and top management positions with women.

Once adopted, Government will be able to fine executive heads who contravene the Act.

Another achievement for the department is conducting their first baseline study on disability. "We now know as a country what are the issues affecting disabled citizens and we are working hard to break these barriers."

### Moving forward

The Deputy Minister called on public servants to lead the way for the rest of South Africa. "Their attitude is the biggest barrier. We need public servants to think of vulnerable people when they provide and design services, develop policies, and realise directly or indirectly what barriers they are creating for persons with disabilities, and at the same time what are they contributing to break those barriers."

She also encouraged men to join and be involved in the activities of Brothers for Life and become ambassadors of no violence and discrimination against women, children and people with disabilities. "We must do everything in our power to create a better life for those in need."

People with disabilities have the same rights as all other South Africans, says Deputy Minister. This is enshrined in the Constitution.

Government along with Disabled People of South Africa has in addition developed a Disability Rights Charter which further explains and illuminates the basic Constitutional Rights.

"These are all interlinked with The Convention on the Rights of Persons with Disabilities, which South Africa has ratified together with other conventions and treaties protecting for example the rights of women and children. An array of legislation, now protects the rights of disabled people over a wide spectrum of living, employment, benefits, and protection from discrimination and hate speech." 🗣️

***"The ratio of infection among girls aged from 10 to 18 in the district is 1:1. This means that every second girl over the age of 10 is HIV positive, and majority of the girls have had terminated pregnancies more than once."***





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# Maniki Bambalala: all you see is ability

**A**fter surviving a car accident which left him with a broken spinal column, Maniki Bambalala picked up the pieces and went back to work. Fourteen years later, Bambalala has defied his disability and is now working as a Supply Chain Management (SCM) clerk at Government Communication and Information System (GCIS).

Bambalala's fortunes changed when he lost all mobility in his arms and legs in a car accident in 1999. Employed at GCIS at the time, he recalls saying goodbye to colleagues the day before, not realising his life was about to undergo a drastic change. He was told that he would never be able to walk or use his hands again.

"For me the hardest thing was accepting my situation, and being reliant on others, because I was so used to fending for myself."

### A caring employer

After the accident, the GCIS purchased two customised wheelchairs for him, one for home and the other for office use, and provided transport to transfer Bambalala to and from work daily. As part of the depart-

ment's Reasonable Accommodation Plan, under the Human Resources Directorate (HRD), Bambalala's sister, Caroline Phahlane, was also hired as a caregiver. She assists with his travel, work duties, meals, bathroom breaks and ensures that he is taken care of at all times.

He, together with other employees with disabilities at GCIS, undergo weekly sessions with an in-house physiotherapist. Through extensive physiotherapy, Bambalala now uses his right arm, with the help of a hand splint, to type. This enables him to steer his wheelchair and carry out his work duties. "I had to change my way of life completely from the way I exercised my muscles to what I ate. I have to maintain a strict diet as I cannot gain too much weight or I would not be able to support myself or sit upright," he says.

Previously getting a taxi to work would take almost two hours, as drivers would pass him by simply because

it would take too much time for him to get into the taxi. Bambalala now receives a travel allowance from GCIS, which he uses for fuel to get to and from work every day.

Going to the bathroom at work or even going to buy groceries at a shopping centre was and still remains a mission, because able bodied people use the parking and toilet facilities that are meant for people with disabilities and not for them. "People think that they can use the disabled parking bays or the disability bathroom because they won't be long, but in reality they do not understand the severe implications of their actions. One might find oneself in upsets just waiting to use the toilet, it is not a nice feeling as a man," he says.

Maniki is grateful to his employer for the assistance he has received throughout the years, and often wonders how other people with disabilities who are unemployed manage. According to Human Resource Development Director at GCIS Mavis Tshokolo the department has customised its disability assistance programme to meet the needs of its various employees. The directorate, along with the physiotherapist, also holds regular sessions with the various managers who supervise employees with disabilities to discuss further challenges and improvements facing the employee and their respective team.

Bambalala recently also received a new customised workspace desk. The new desk allows him to perform his duties with optimal ease. "The normal desks used to hurt and bruise my knees as I could not fit under my table. Now I am able to do my work without discomfort."

### **A day in Bambalala's life**

Bambalala's day begins at 4am and ends at 12am. "Everything I do takes much longer than the average abled bodied person, from getting ready in the morning to getting to work on time." His day is filled with ensuring that he gets to work on time, performing his duties at work, getting home, being a father to his four children, and also making time to study towards Psychology and Counselling through the University of South Africa.

What prompted him to further his studies was a realisation that his disability could limit his career growth. "Working in SCM, I could never progress to a management level, as things like carrying out physical stock takes are part of the job description, which I cannot do."




*Maniki Bambalala stays positive despite his challenges.*

Bambalala says he feels that these obstacles affect many people with disabilities across the Public Sector. "Yes, government has a mandate to ensure that at least 2% of people with disabilities are employed, but at what level?" asks Bambalala. He soon realised that he would have to use what he could, like his mind and his voice, to pursue psychology and counselling in the future. Going to the libraries to conduct research and study was a mission. But GCIS once again stepped in to assist and purchased a laptop for him to ease his studies.

### **Hope for a better tomorrow**

Despite his endless challenges, his endearing smile and light heartedness have brought on a new outlook on life. "You cannot change what you don't accept or acknowledge," says Bambalala. Staying positive and making the best of every day has kept him sane, but he says the worst part of being disabled is not the disability itself, as he has learnt to cope with that, but the attitude of others. "Society has not learnt how to treat people like me and we are sometimes treated as if we are invisible."

When using an elevator, people tend to rush and close the doors quickly when they see him approaching, and he is often told to let the 'normal' people use the elevator first as they are in a hurry. "This makes me question, am I not a normal human being too?" asks Bambalala.

People's attitudes and the way they treat and behave towards people with disabilities is the biggest disability of all, says Bambalala. "We as public servants need to lead the way and show fellow South Africans how to be compassionate and understanding, without taking pity and dehumanising someone with a disability." 

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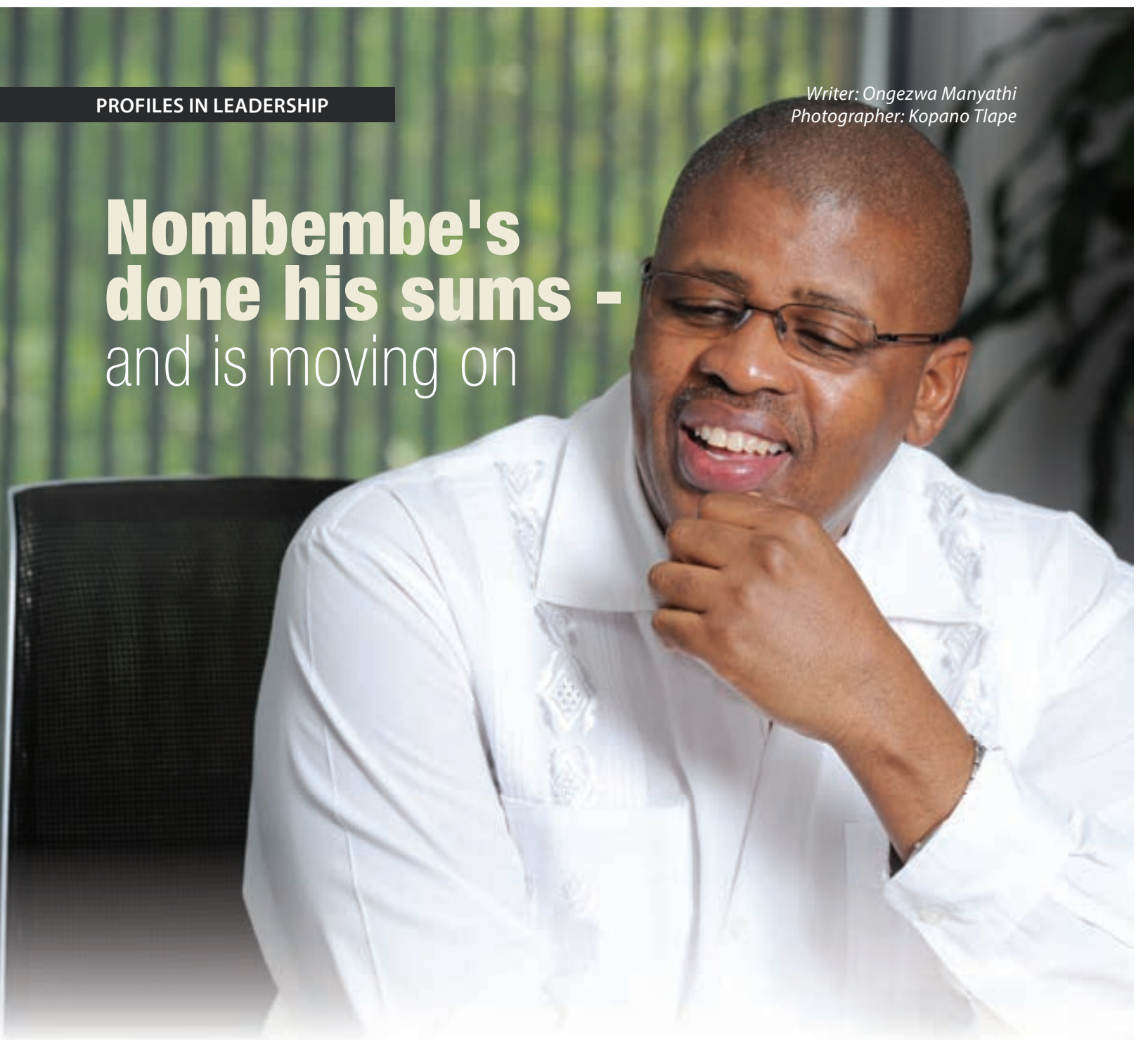
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# Nombembe's done his sums - and is moving on



**A**fter 13 successful years at one of the country's most well-run institutions, Auditor-General (AG) Terence Nombembe will, at the end of this month (November), hand over the baton to his deputy. Nombembe and his team have managed to simplify very technical audit reports making them more user-friendly.

He joined the Auditor-General on 1 June 2000, as Deputy Auditor-General. He is credited with bringing the organisation a firm commitment to supporting mechanisms for proper governance within government. In 2006, he was appointed AG, becoming the first African to hold the position in the organisation's 95-year history. For many, this achievement would have brought additional pressure, but Nombembe took and still takes it in his stride, because for him it has always been about getting the job done and done well.

For 13 years, this 52-year-old father of three has kept his head down, kept his team motivated and stayed out of the firing line in what

many consider one of the toughest jobs in the country.

Fortunately, the AG managed to clear his diary to speak to *Public Sector Manager* magazine about his time in office.

Many of us are familiar with Nombembe the AG, but few know the other side of him because aside from being busy, he is a very private person. He is reluctant to speak about himself or take all the credit because he believes in teamwork, but also because he is more comfortable talking about the work than himself.

## Rise to the top

Nombembe was born in Qumbu, in the Eastern Cape to parents who were both teachers. His parents, who were based in Swaziland, had a high regard for education and

heritage. They left Nombembe and his sister in South Africa not only to further their studies, but also to stay rooted in their Xhosa heritage and culture.

The youngsters were raised by close family friends in Butterworth, and the AG says they both learnt a lot about themselves and were taught values that still remain with him today. "I learnt to respect the family unit; I learnt that a happy family makes happy communities, and most importantly, I learnt that family is also broader than your own."

He went on to study at the then University of Transkei where he obtained a Bachelor of Commerce degree in 1982, and was awarded a Bachelor of Accounting Science (Honours) by the University of South Africa in 1986. In 1990, he qualified as a Chartered Accountant (CA).

The few students who qualified in the 1980s under the leadership of Professor Wiseman Nkuhlu – the first black South African to qualify as a CA in South Africa, and is an inspiration to Nombembe, went on to become successful professionals in their own right. "We supported each other to go through and finish our studies." At the height of apartheid repression and various states of emergency, this camaraderie was particularly important.

Nombembe who started as a trainee accountant at KPMG in Umtata, developed his technical skills and gained valuable experience at BP South Africa, BP Botswana and Unilever. He used each opportunity to develop different areas of his skills, gained the necessary experience and worked hard to understand all aspects of the career that he had chosen. He developed his technical competencies as an accountant, external auditor and internal auditor. The time spent at these companies also assisted him to develop solid management and leadership competencies upon which he based his leadership style.

The turning point in Nombembe's career was in 1997 when he helped establish and was a partner-in-charge of the auditing firm Gobodo Incorporated in Cape Town. He initiated the formation of Gobodo Corporate Governance Services, an internal audit division which operates nationally with regional offices in Cape Town and Pretoria. This was a challenge, as the firm was the first black-owned accounting firm in the country. Failure was not an option. "I realised that for us to achieve our goals, I would need to reach out. There is no way that you can live on an island. So I worked hard on building

relationships."

It's that same inclusive approach that he implemented as AG because he realised that as an institution tasked with helping our country manage its public resources effectively, AGSA could not survive on an island. "We embarked on a robust visibility programme."

### Leading the way

The AG is a hands-on leader who has put in many hours to ensure that the AGSA carries its mandate. "I spent a lot of time on the road making sure there is an understanding of the work that needs to be done." He also constantly engages various stakeholders to make sure that they understand what is expected and that they act accordingly. As a manager and leader, he says he has tried to lead by example because he believes managers should always do what they expect others to do.

One of his career highlights was the space that the leadership in government gave to his office to engage with them. "Doors were opened for engagement and we never struggled to get appointments."

The challenge, he says is implementation. "The pace of implementation is too slow and those that are responsible for ensuring that implementation takes place, don't realise that it's urgent."

### Optimistic outlook

Nombembe is happy with the work that has been done so far, but believes that much more can be done especially if managers – particularly those in the municipalities – can stay committed and implement working systems at a much faster rate. He is optimistic that the >>



AG Terence Nombembe is handing over the baton to his deputy.

ambitious plan announced in 2009 to achieve clean audits by 2014 in all 283 municipalities and all provincial departments in the nine provinces, is not far-fetched. If it does not happen in 2014, it will happen one day.

In August, during his last general report on local government, the AG announced that three municipalities and three municipal entities had improved their previous year's audit outcomes to progress to clean audit opinions in the 2011/12 financial year, while the local government audit results generally regressed in the year under review.

"The winning formula of these auditees was that their leadership led by example and made concerted efforts to resolve audit matters raised in their previous year's audit reports. These results are a testimony that where political and administrative leadership set the right tone and work together to implement and constantly monitor basic internal controls, good governance is achievable."



### Unearthing talent

Nombembe says his office will continue to unearth and groom young CAs and financial managers, who will in turn use their skills to boost and upgrade Public Sector financial management systems. As somebody who comes from a rural part of the country, he is especially passionate about unearthing talent from rural institutions.


"South Africa is a rich mine of young, bright and talented youths. It is our task to help unearth and polish this talent." AGSA has a trainee accountant scheme through which it visits all corners of the country looking for future auditors and Auditor-Generals.

### Advice to senior managers

Senior managers in the Public Service need to stay focused and be courageous enough when leading their teams. He adds that there needs to be a review of the current processes and systems. "Some of the current systems are weak and it appears that people are operating in a haphazard fashion."

For the Public Service to meet the goals set out in the National Development Plan, this will have to change. As his last day in office approaches, Nombembe remains focused on completing his job. He does not disclose what the future holds for him, but says we will all know as soon as he has decided. "My priority now is to finish my job here first then I will use the December holidays to apply my mind about what I will do next."

The AG is down-to-earth and has not lost touch with who he is. He is also an active member of the Pretoria Central Methodist Church (City Mission), and can often be seen teaching a weekly Sunday school class when he is not on the road working.

Nombembe comes across as somebody with a high work and professional ethic. He is an example of what makes a good leader – somebody who is inspired enough to inspire those around him. Whatever his next challenge, he will undoubtedly make a success of it. 

## This&That

### In my spare time I like to...

Spend time with my family; take my children to school and go to gym.

### My favourite holiday destination...

Cape Town

### I currently serve in the following capacities...

- Chairmain of the Governing Board of the International Organisation of Supreme Audit Institutions (INTOSAI).
- Member of the United Nations Board of Auditors where South Africa audits the funds and programmes of the United Nations jointly with China and France. South Africa assumed the rotating chair of the United Nations Board of Auditors for the period 2009–2012.

### Right now I am reading...

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# From head of the village to head of department

**O**n many occasions in her life, Dr Sibongile Zungu has had people looking up to her for leadership. She has moved from being a traditional leader in a rural village to heading up the KwaZulu-Natal (KZN) Department of Health.

On the surface, she appears very shy but in face she is welcoming, speaking freely of her various roles as a medical doctor, mother of four and the Head of the Health Department in KZN. She tells the story of her love for medicine and the community and at the age of 28 ended up being the Chief of the Madlebe Traditional Authority situated in Empangeni, in 1990. She is responsible for 78 hospitals and 534 clinics in KZN.

Dr Zungu was born at King Edward Hospital in Durban as an only child. In the context of the 1960s, her parents lived in relative comfort, with her mother working as a nurse and her father as a schoolteacher.

Her parents were not around much because of their work. From an early age, she had to adapt to living in different areas with different people. This taught her to be flexible in dealing with different people and spaces.

She started her schooling at Esiqhomeni Primary School in a village called Obuka between Melmoth and Empangeni and went on to Vungu High School.

"In Grade 2, I decided that I wanted to study medicine. I was living with my uncle because my parents were away on work. I heard

something on the radio that fascinated me about the first heart transplant. I thought this was so interesting and I also wanted to be a surgeon."

## The medical school test

When it came to enrolling for medicine after high school she discovered that she had the wrong subject combination, which stopped her enrollment.

She enrolled for matric again at Inkamana Catholic School where she did Biblical Studies, Mathematics and Physical Science and completed her matric in 1980.

"In 1981, I started my first year as a medical student at the Medunsa School of Medicine which was such a testing moment for me. I had not done Biology at high school level, I was introduced to it at University. I remember for the first time in my life I got 25%. I had never failed dismally in my life."

This hiccup did not deter the young Zungu. "In fact I made it a point that I pass this biology," she recounts, giggling.

In 1987, she completed her studies and started her internship at Ngwelezane Hospital. "While doing my internship, I used to get too involved with patients. I would cry with them and be delighted that they were healing. I still miss working directly with the patients it's still my first love.

"I really love what I do. I love the subject of health and everything that happens in the human body. I find medicine fascinating."

## The road to chieftaincy

Also in 1987, Dr Zungu married her primary school sweetheart who was a member of the royal family of the Madlebe Traditional Authority.

The couple had two beautiful children, but sadly in 1989, her husband was tragically killed in a car accident.

"I was 28 at that time, we had two children and the elders of the royal family appointed me to be the Chief of the clan after my husband passed away."

This made the young Dr Zungu one of the first female



Dr Sibongile Zungu.



*Dr Sibongile Zungu takes particular pride in the construction of KZN Children's Hospital.*

chiefs in the history of the Zulu clan, leading about 70 000 people.

She describes this as a trying time that taught her the skill of wearing many hats at the same time.

"At work I was Dr Zungu, but when I went home I was given great respect as a chief. I learned to understand people, especially very traditional people. It also taught me leadership. This has helped me even as the Head of the Health Department (HOD) because I can relate very well with people at different levels. I also know how to behave as a woman when interacting with traditional men who place great importance on the role and etiquette displayed by women in public." Dr Zungu was the leader of the Madlebe Traditional Authority for seven years.

"I would be shopping with my friends and enjoying myself singing or being loud as young women can be when they are together and found it surprising when people, including elderly would suddenly greet me with a gesture of respect as Zulu culture dictates when you are in the presence of a Chief."

In 1991, she enrolled at the University of Zululand to

study a bachelor's degree in Public Administration.

### **Climbing up the medical ladder**

"I did this in honour of my husband because we had promised each other that we would do this together."

In 1994, she completed her second degree and in 1996 she was appointed Medical Superintendent of Catherine Booth Hospital in the rural area of Amatikulu at the age of 32.

She was responsible for the overall management of the hospital, including human resource, finance and logistics on a smaller scale.

She then moved to Gauteng as Senior Superintendent of the Sebokeng Hospital in 1998. Between 2001 and 2003, she was the Chief Executive Officer of Ga-Rankuwa Hospital, now known as Dr George Mukhari Hospital.

In 2003, she went back to the KZN Department of Health as Chief Director of the Institutional Support Service Centre.

In 2007, she left KwaZulu-Natal again to take up a post as Deputy-Director-General for the Health Branch at the Mpumalanga Department of Health and Social Services.

"In 2008, I was appointed Acting HOD of Health in KwaZulu-Natal while still holding my position in Mpumalanga.

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This was a very hectic time of my life. I had to learn to plan my diary very well."

Then in 2009, she was appointed the HOD of Health in KZN.

"Managing people is very difficult, especially as HOD. When people come to my office with problems, they believe that this is the final stop, and that their problems will be solved. I have learned to listen very attentively in my management style."

She says her role needs a very patient person because everyone looks up to her for guidance and advice.

"I get calls from members of the public. They call me any time of the day complaining about waiting in hospitals for too long."

To make her life easier, Dr Zungu has created a network and has a strong working relationship with all her district managers.

"I know all of them by name in all our 11 districts. When there is a problem I call them directly." She says she has an open-door policy and is always open to new ideas.

### Health infrastructure on the mend

Whilst acknowledging the challenges in public health in KZN, Dr Zungu says her department has come a long way in turning the tide, despite the constraints of budget cuts and skill shortages.

"We have tried to divide one pie into millions of pieces and along the way it has meant that someone gets a small piece. That is a simple way of seeing how our budget can affect service delivery.

We are now in a position where our focus is on turning things around, especially as we prepare for the National Health Insurance (NHI)."

In the last three years, the Department of Health has undertaken a major hospital revitalisation programme. The department is renovating the Edendale Hospital in Pietermaritzburg at a cost of R176,9 million. The upgrade is expected to be completed 2014.

The Rietvlei Hospital in Umzimkhulu, is also getting a R110 million facelift. Staff accommodation has already



From left Dr Sibongile Zungu with King Goodwill Zwelithini and KwaZulu-Natal Health MEC Sibongiseni Dhlomo.

been built and construction of the pharmacy, laundry sand the workshop is due for completion in 2014.

Dr Zungu takes particular pride in the revival of the KZN Children's Hospital, currently underway.

At the moment, the Red Cross War Memorial Children's Hospital in Cape Town is South Africa's only health institution dedicated to child healthcare. Children from all nine provinces and from all over Africa are referred to the Cape Town hospital by referral hospitals, clinics and smaller hospitals.

The KZN Department of Health has pledged R50 million towards renovating the Children's Hospital and will also budget for the operational costs, including maintenance for the hospital.


Dr Zungu believes that South Africans need to be introduced to a culture of taking care of their health.

"Taking responsibility for your health and being able to take ownership of how and what kind of health you want."

"They should, for example know the wear and tear of smoking; we need to intensify health promotion," she says.

She says in all her 20 years as a medical doctor, she has never worked for the private sector because she believed the Public Sector was where she was needed most.

She advises other people entering management that power should not change who they are.

"When you are in management, don't change and don't show power. Talk to your colleagues. Being chief taught me great leadership skills, humility and respect for others." 

**D**espite the maritime industry being male-dominated, Nontsindiso Tshazi-Kunene, the head of search and rescue at the South African Maritime Safety Authority (SAMSA) is standing her ground.

This rambunctious and inspirational go-getter, is also the country's first black female tug master, putting her behind the wheel at sea as she berths and unberths vessels. But getting to the top, says Tshazi-Kunene was not easy.

"As a young cadet, my first captain didn't know what to do with me and I was given a broom and also told to help the cook in the kitchen." It may sound funny now, she admits, but looking back, there were many hurdles standing in her way.

Born in Umzimkulu, KwaZulu-Natal, she completed her matric in 1995 at Sidelile High School in Umkomaas.

# *Master of her destiny*

While reading a newspaper, she stumbled across an advert highlighting opportunities for disadvantaged youth seeking a new career path in maritime. With no financial aid or hope of studying further, she applied to the Durban Institute of Technology, then Natal Technikon. "My mother, who was a domestic worker at the time, earned R300 a month and looked after four children. I had no hope of furthering my studies at a tertiary institution."

With a little help from an uncle, she was able to cover the registration fee. After her first year of study, she began looking for sponsorship to continue her studies. "I was a female and black and knew nothing about the sea, so most companies thought I was not a good investment. I am sure they thought I would not survive at sea, which was also perceived as a place not meant for women."

### **Lifeline from Transnet**

Transnet came to her rescue, and offered her a bursary. She was also afforded the opportunity to sail as a young cadet on board the Unicorn Tanker Ship, the MV Umgeni. That experience had her hooked for a life at sea.

In 2000, she began training as a tug master and a year later she found herself in the Netherlands training as a marine pilot. Upon her return, she was stationed in Richards Bay, KwaZulu-Natal, where she qualified as a tug master and marine pilot. "When I qualified as Tug Master, I knew that poverty was a thing of the past for my family and I. I was able to look after my mother,

so she would no longer have to work."

Tshazi-Kunene describes a tug master as a master of the craft, maintenance, managing crew, and the overall safety of the tug during your shift. You assist the pilots when they sail or bring ships into port; and a pilot assists the master of all ships. A pilot has to handle and oversee the harbour operations, which include the weather conditions, communications, and safety measures within the ports and shallow waters.

"Being a woman, we often have to work harder to prove ourselves and I worked very hard to get to where I am today. Every time I wanted to advance to a better position, I struggled but still persevered."

### **A career at sea**

After many years of hard work, it finally paid off in 2007 when she became a harbour master in East London. Two years later, she was appointed as the head of the Maritime Rescue Coordination Centre (MRCC). The centre is responsible for providing assistance and relief for vessels who are distressed at sea.

The centre was established in January 2007 after a multilateral agreement was formally signed between the governments of the Comoros, Madagascar, Mozambique and South Africa for the coordination of maritime search and rescue services in areas adjacent to the coast.

Although South Africa has no vessels of its own, says Tshazi-Kunene, she and her team coordinate the rescue efforts of ships and boats in distress. Some-

times this means alerting the air force and navy as well.

In 2010, she was appointed Chief of the Maritime Rescue Coordination Centre and in August this year was appointed the Head of Search and Rescue Operations. Today she oversees rescue efforts of the local and regional MRCC which include neighbouring countries like Namibia and Mozambique and has overall responsibility for looking after the South African coastline.

Tshazi-Kunene is also passionate about encouraging and mentoring youngsters to join the maritime industry. "Since I have joined this industry I have not looked back. It is such a great career and provides many opportunities for young South Africans. It is very important for South Africa to have its own capacity in maritime related issues and young people can look at careers like ship surveyors, marine pilots, tug masters, marine operators chief engineers, harbour masters and more."

Tshazi-Kunene says her greatest achievement is receiving her certificate of competency as a deck officer. "This was the most remarkable moment for me and this qualification has opened doors for me in places I never thought would be possible for me to enter. It all started with this qualification after that, I paved my own career path to date."

Despite her unusual and demanding career at sea, she says her family keeps her grounded. "I am a woman, a wife and a mother to two beautiful daughters, 19 year old Londiwe and four year old Emitha." 📞

# Fast facts at your fingertips

## Access to basic services

The dawn of democracy has improved lives and lessened the burden of poverty for many. Millions of South Africans now have access to basic services such as housing, clean water, sanitation and electricity infrastructure.

## Creating decent homes

- South Africa has recorded a **50%** growth in formal housing translating into **5,6 million** additional formal homes since 1994.
- The rate of people living in formal housing increased from **64%** in 1996 to **77,7%** in 2011.
- By the end of 2011/12, government's investment in new housing totalled **R62 billion**.
- Government has provided **8 693** state-subsidised affordable rental units in 2011/12.



## Drinking from a tap close to home

- By 2010/11, **95%** of South African households could access water – a remarkable improvement from 1994, when access to potable water was just over **60%**.
- Households with access to free basic water increased by **300 000** from **11,3 million** in 2010/11, to **11,6 million** households in 2011/2012.

## Sanitation restores dignity

- **83,4%** - the percentage of households that have access to decent sanitation. This is a significant improvement on the **51%** recorded in 1994.

## Power to the people

The number of households with access to electricity grew to **76,5%** in 2011/12 from about **52%** in 1994.

## Economic growth and transformation

The indicators on economic growth and transformation show that South Africa's economic trends are stable against global challenges. The creation of decent work is at the centre of our economic policies and will influence our investment attraction and job creation initiatives.

- Employment through the EPWP continues to grow steadily - phase 2 of the EPWP created **5,4 million** work opportunities.
- **105 218** – The total number of work opportunities created by the CWP in 2011/12.
- The continued reduction of the number of people in the LSM 1-3 category provides evidence of continued reduction of poverty levels.
- The overall trend between 2000/01 and 2010, reflects an increase in average monthly income across LSM 1 to 10.

Source: Development Indicators Report, 2013





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# Sticking with tradition

Writer: Nicholas Francis

**B**enny Masekwameng is South Africa's very own celebrity chef and his fame quadrupled after appearing as a judge in the culinary cooking competition - *MasterChef SA*.

A genuine South African homegrown treasure, Benny grew up in Alexandra in Johannesburg and was lured into the culinary world by his mother who supplied meals to construction workers in Alexandra for additional income. Benny believes it is this early start in his mom's kitchen that set him off on his impressive culinary journey. After graduating in Catering Management at the Durban University of Technology (previously Technikon Natal), he was appointed as a trainee at the Hilton Hotel in Durban, where he worked for more than six years.

The job took him overseas regularly, to promote local food at events held at South African embassies, and it was these events that taught him 'showmanship' in interacting with the guests.

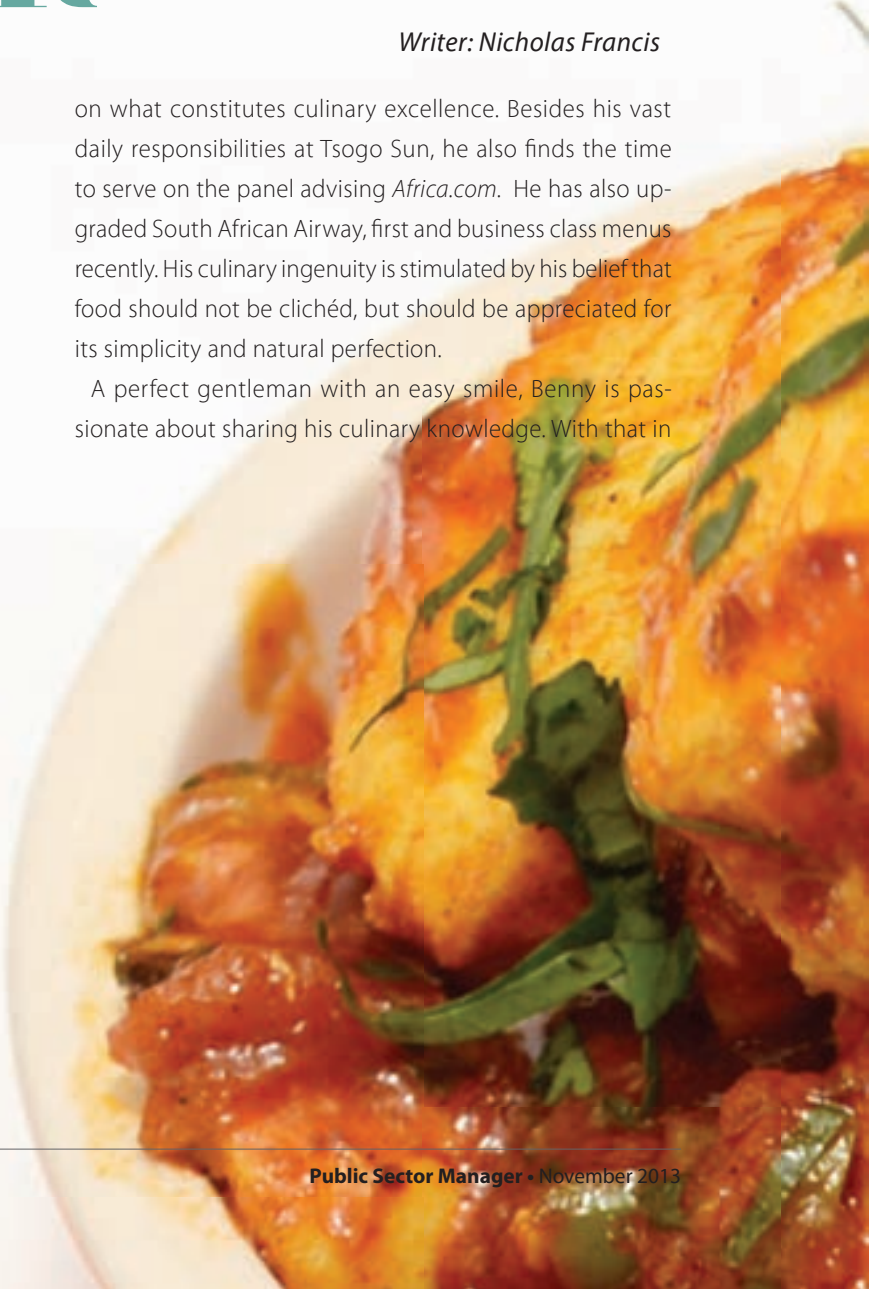
Benny held various positions throughout South Africa and in 2006 joined hotel group Tsogo Sun.

Benny believes that South Africa is on par with international standards of culinary flair and quality. His signature style is to craft South Africa's favourite dishes in an unexpected modern presentation, revolutionising the texture, while including the natural flavours of organic ingredients – bringing personality, culinary know-how and a dash of intrigue to the table. A proudly South African chef, he focuses on using fresh, natural ingredients procured locally.

This tastemaker is in demand by all who seek an expert view

on what constitutes culinary excellence. Besides his vast daily responsibilities at Tsogo Sun, he also finds the time to serve on the panel advising *Africa.com*. He has also upgraded South African Airway, first and business class menus recently. His culinary ingenuity is stimulated by his belief that food should not be clichéd, but should be appreciated for its simplicity and natural perfection.

A perfect gentleman with an easy smile, Benny is passionate about sharing his culinary knowledge. With that in



mind he shares two of his favourite South African inspired traditional dishes with *Public Sector Manager* magazine.

### **Braised Oxtail**

#### **Ingredients:**

1,5 kg oxtail  
Cake flour, for dusting  
Salt and pepper  
45 ml (3 Tbs) oil  
15 ml (1 Tbs) tomato paste  
1 onion, finely chopped  
1 leek, finely chopped  
1 celery stick, finely chopped  
1 carrot, peeled and chopped  
2 to 3 cloves garlic, crushed  
250 ml (1 cup) red wine  
750 ml (3 cups) beef stock  
1 bay leaf.

#### **Method:**

Coat the oxtail in flour seasoned with salt and pepper. Heat the oil in a large pot and brown the meat over medium heat, taking care not to burn it. Add the tomato paste and cook, stirring continuously, for about five minutes. Add the onion, leek, celery, carrot and garlic and cook for a further 10 minutes. Stir in the wine and stock. Add the bay leaf and simmer gently for three to four hours until meat is tender, adding extra stock if it gets too dry.

Benny's tip: 'My mother would stretch the stew by serving it with cabbage and pap or samp, but my wife serves this dish with steamed dumplings and chakalaka. You can add your own twist to your dish as well! >>



**Classic South African Bobotie**

**Ingredients:**

- 2 Tbs vegetable oil
- 2 onions, peeled and thinly sliced
- 1 kg of minced beef/lamb
- 3 slices of white bread without the crust
- 1 cup milk
- 2 Tbs sugar
- 2 tsp salt
- 3 tsp malt vinegar
- ½ cup seedless raisins
- 2 Tbs mango chutney
- 2 eggs
- ½ tsp Mother in Law curry powder
- 1 Tbs medium curry powder
- 1 tsp turmeric
- 4 bay leaves.



**Method:**

Heat oil and sauté sliced onions until transparent. Add minced beef and fry until cooked and crumbly. Soak bread in the milk, squeeze out excess milk but keep the milk bread into small pieces and add to meat. Pour curry powders and the turmeric into a bowl and mix with vinegar into a smooth paste. Add sugar, salt, chutney,

raisins and spice paste to the meat and heat through gently.

Fill into baking tray, putting the bay leaves on top. Bake for 30 minutes at 180 °C. Beat the eggs with the remaining milk and pour over bobotie. Bake for another 10 minutes. Serve with yellow rice. ©

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# Managing disability in the Public Service

**W**hen South Africa ratified the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and its Optional Protocol, it acceded to all its obligations to promote, protect and ensure full and equal enjoyment of all human rights by people with disabilities.

The Public Service is naturally expected to lead by example in translating the provisions of the Convention by ensuring that people with disabilities enjoy accessibility, health, education and employment in an equal and non-discriminatory manner.

It is a known fact that in 1994 the new government inherited a Public Service that was not reflective of the demographics of the country. Public administration was also full of discriminatory employment practices, unequal representation – especially the representation of people with disabilities. Fortunately, the country's Constitution was very clear on equality and non-discrimination and this paved the way for the Public Service to develop legislation and policies to ensure inclusion of people with disabilities. The Public Service Act of 1994 (Act 03 of 1994) was the legislation that sought to create equal opportunities for people with disabilities in the public service when it created a unified national public service. The White Paper on the Transformation of the Public Service of 1995 as a policy, followed immediately and set the initial 2% target of the representation of people with disabilities in the Public Service.

This target was expected to be met within the first 10 years (i.e. 2005), but unfortunately the environment was not ready for this at the time. A study conducted by the Public Service Commission in 2008 on the appointment of people with disabilities found that most managers were reluctant to appoint people with disabilities as they perceived their reasonable accommodation needs as too costly. This attitude undermined the right to work for people with disabilities. The Public Service therefore had to develop initiatives, policies and frameworks to create an enabling environment, remove barriers to access, mainstream disability, and create equality of opportunities. These were:

- *Handbook on Reasonable Accommodation for People with Disabilities in the Public Service, 2007*: the handbook is part



of the JobACCESS Resource Kit for recruitment, employment and retention of people with disabilities in the Public Service. It provides guidelines on how departments can provide reasonable accommodation as part of the organisation's operational requirement rather than as a special action.

- JobACCESS Strategic Framework for the Appointment, Recruitment and Retention of People with Disabilities (JA) 2009 and its Implementation Guidelines was a tool intended to assist departments in taking steps to eliminate barriers that exist in the employment of people with disabilities with rights-based initiatives to recruit, employ and retain them in the Public Service. A training course based on this framework was developed by the South African School of Government (former PALAMA).
- In 2011, the Department of Public Service and Administration (DPSA) developed a framework on signage that mainstreamed issues of disability intended to help departments, especially frontline offices, to develop adequate and appropriate signage systems that address the needs of citizens – particularly people with disabilities, as they access services provided by government.
- In 2012, the DPSA also developed a strategy to reduce vacancy rates in the Public Service and the time it takes to fill vacancies in 2012. This strategy was used as a short-term measure to ensure that the equity targets set for disability are achieved by designing special recruitment measures, while long-term plans dealt with the amendment of the Public Service Act on issues of advertising, systems for performance management and development, as well as and performance agreements.

- The Policy on the Provision of Reasonable Accommodation and Assistive Devices (PRAAD) 2012 is currently on its way to Cabinet. Once approved, the policy will assist departments on when and how to plan and budget for reasonable accommodation and provide assistive devices/ services.

Monitoring of performance is two-fold; the first aspect is the implementation of the JobACCESS Strategic Framework on the Recruitment, Employment and Retention of Persons with Disabilities in the Public Service, which is done twice a year. Departments are expected to submit reports in February and August annually. The process has since been incorporated into the Management Performance Assessment Tool of the Department of Performance Monitoring and Evaluation and departments are starting to comply much more readily.

The second aspect is monitoring the meeting of equity targets through PERSAL. Annual reports generated are used to identify those departments that have low representation of people with disabilities.

The DPSA collaborates with the departments of minerals and energy; labour, women, children and people with disabilities; and organisations representing people with disabilities, on how to best enforce compliance.

## Chasing the target

The meeting of the 2% target is very slow. At the end of June 2013 there were 1 339 175 people employed in the Public Service, and 5 451 were employees with disabilities. The breakdown is as follows: female: 2 239 = 41,08% and male: 3 212 = 58,92%. In the middle management service there were 224 employees with disabilities out of 22 044; 139 were males and 85 females. There were 9 130 senior management positions filled at the end of June 2013 and employees with disabilities occupied 88 of those positions; 64 were males and 24 females. From level 13 to 16, people with disabilities were represented as follows:

- Level 13: 59 employees with disabilities out of 6 021.
- Level 14: 23 employees with disabilities out of 2 404.
- Level 15: six employees with disabilities out of 56.
- There were no employees with disabilities at level 16 out of 144 positions.

One of the problems cited by human resource practitioners and disability coordinators, was lack of support from senior managers. To address this, the DPSA obtained approval from Cabinet in November 2012, to make heads of departments accountable for meeting the 2% target.

There are perceptions regarding the attrition rate of people with disabilities in the Public Service, and as part of our work plan this year, the DPSA will undertake a study to establish the facts, as what we know for sure is that people don't necessarily exit the Public Service, but they rotate within departments. We would like to determine the extent of this rotation and the reasons for it.

One of the reports suggests that people with disabilities are reluctant to disclose as they feel the PERSAL questions are discriminatory and too invasive. To this end, a process is underway between DPSA and the National Treasury to address this as part of PERSAL clean up. The definition of disability will be based on the UNCRPD and questions on impairments will be based on the provision of the Washington Group on Disability Statistics.

As we celebrate Disability Month from 3 November to 3 December, under the theme: *Break Barriers, Open Doors for an Inclusive Society for All*, we need to bear in mind that the Public Service can do much more if we work together to address the remaining challenges, including:

- access to public buildings
- attitude and stigma
- knowledge about disability management
- lack of commitment by senior officials to implement policies that address disability issues hence failure to meet the 2% equity target
- targeted recruitment drives (head-hunting) of qualified people with disabilities still not frequently used
- policy gaps in addressing issues of disability
- provision of assistive devices – despite tools that exist to address this, there is still a lack of understanding
- non-allocation of specific budget for disability management: – funds are often allocated for “special programmes” which include issues such as HIV and AIDS, women, children, and older people
- treating disability as a health issue rather than as a human rights issue
- poor implementation of the JobACCESS Strategic Framework on the Recruitment, Employment and Retention of Persons with Disabilities in the Public Service. 🌐

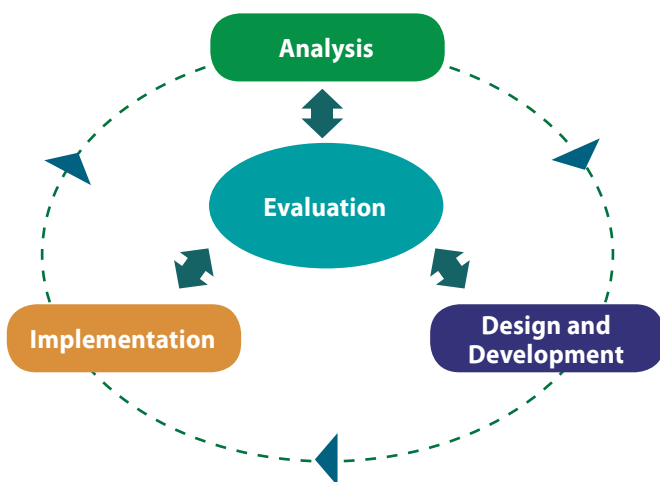
**\* Ms Barbara Watson Chief Director Diversity Management in the DPSA**

# E-LEARNING

## how are you doing?

**T**his article is the fourth in a series of practice papers on e-Learning published in *Public Sector Manager*. The aim of these articles is to create e-Learning awareness and collaboratively develop practical guidelines to promote good e-Learning practices. Previous articles introduced e-Learning and elaborated on the design and facilitation of e-Learning interventions. This article focuses on evaluation. How often do we take time out to evaluate what we do and use the results to improve on what we do?

There is a growing realisation of the importance of evaluation, as training institutions are being held accountable for their work and how it affects the workplace. Evaluation is needed to get a better understanding of opportunities and challenges regarding e-Learning. The evaluation of learning is complex and e-Learning requires the adaptation of traditional models and approaches to suit the demands of e-Learning environments.



### Why do we evaluate?

How do we prove that e-Learning meets the needs of public servants and government? How do we gain support for future e-Learning projects? By providing useable insights into e-

Learning performance since no organisation can continue to support e-Learning or any other form of learning without evidence of its effectiveness.

The American Society of Training and Development provides a clear operational definition of “evaluation”: it is any systematic method for gathering information about the impact and effectiveness of a learning offering. The purpose of evaluation is to analyse information to determine the worth or meaning of something. *E-Learning Quick checklist* by Badrul Khanob says an e-Learning environment should be meaningful to all stakeholder groups:

“It is meaningful to learners when it is easily accessible, well-designed, learner-centred, affordable, efficient and has a facilitated learning environment. When learners display a high level of participation and success in meeting a course’s goals and objectives, learning becomes meaningful for instructors. In turn, when learners enjoy all available support services provided in the course without any interruption, it makes support staff happy, as they strive to provide easy-to-use, reliable services. Finally, a learning system is meaningful to institutions when it has a sound return on investment, a moderate to high level of learner satisfaction with both the quality of instruction and all support services, and a low drop-out rate.”

Objectively assessing progress towards the achievement of meaningful e-Learning is an ongoing process: learning from past experiences contributes to informed decision-making. In addition, better decisions support greater accountability and improve performance.

### What do we evaluate?

The first point to return to is what you set out to achieve in the first place by identifying goals and learning outcomes. This type of evaluation considers how well an e-Learning intervention does what it promised to do. Another form >>



# Local black owned equipment manufacturer hitting export high-spots

Edited by: Creamer Media Reporter  
By: Terence Creamer

**A**mid high-level calls for the emergence of black industrialists, a new black-owned manufacturing company has been formed through a merger of pipe-bending specialist Delberg Engineering and metals trader Corrotherm Special Metals Africa.

The company began trading under the name Delberg Engineering on September 1 and is headquartered at recently expanded premises in Sunderland Ridge, near Pretoria.

Copper foundry group Thos Begbie, which had a major interest in both companies prior to the consolidation and which has retained a 9% stake in the merged entity, facilitated the transaction and its CEO, Edwin Dreyer, has been appointed chairperson of the new company.

The majority of the shares are held by former Corrotherm Special Metals Africa MD, Owen Maroleni, who has also been appointed CEO of the merged entity. Delberg Engineering's former MD Louis Delpport has taken up the role of COO and also holds a sizable position in the combined entity.

Maroleni says the company will pursue localisation opportunities arising

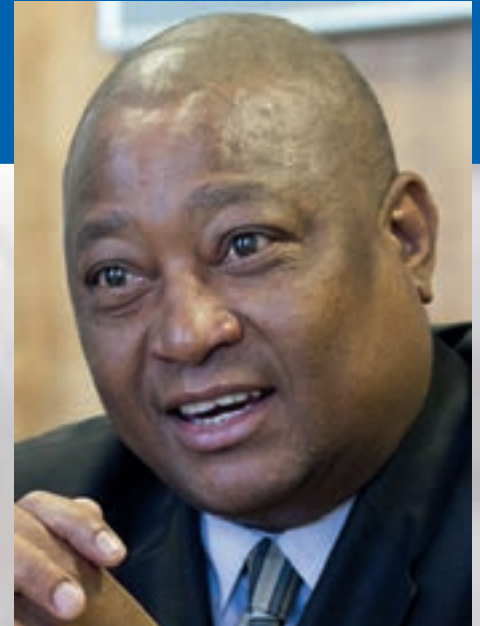
from South Africa's multibillion-rand infrastructure investment programme, as well as public and private market prospects arising across the rest of the continent.

Prior to the merger both companies supplied components to Transnet Engineering for the assembly of locomotives and wagons being procured by Transnet Freight Rail (TFR), as well as other railways utilities across the continent.

However, since the merger a further investment of R20-million has been approved to expand the ISO 9001-certified firm's facilities and position it to handle the workflow that is set to arise from the upcoming award of a TFR contract for 599 dual-voltage electric locomotives and 465 diesel locomotives.

Delpport stresses, however, that the company has aspirations to diversify its customer base well beyond the railways sector, as well as the public infrastructure programme.

The enterprise already supplies Corona rings and aluminium weld assemblies into the power sector, and has a portfolio of heating and cooling coils that are used by various industrial facilities across South



*Former Corrotherm Special Metals Africa MD, Owen Maroleni, who has also been appointed CEO of the merged entity.*

Africa. In addition, it recently started exporting Monel short-radius elbows to customers in South America.

Dreyer says research and development activities are also being increased in a bid to raise the overall manufactured portion of its sales mix from around 70% currently to over 90%.

"We have taken a leap of faith in setting up this company, mainly because we believe that the infrastructure programme, together with the associated desire to raise local-content levels, will eventually translate into a manufacturing recovery. And we have positioned ourselves to be at the front end of that revival," Dreyer outlines.



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of evaluation takes a wider view and looks at the impact of learning: how is learning applied in the workplace and to what effect?

Points to think about when evaluating e-Learning include “What to measure” to link evaluation to the organisational vision, strategy and objectives; “How to measure” to select appropriate evaluation techniques and tools for the information needed, the audience, and the time available for administration and analysis; and “Who needs what” to disseminate relevant information to the right stakeholder groups.

**How can we evaluate?**

One of the biggest challenges in evaluating the effectiveness of learning interventions is handling the number of variables, which potentially impact on how people learn. In *A guide to the evaluation of eLearning*, G Atwell reports five major clusters of variables identified over several e-Learning projects.

Cluster of variables	Include
<b>Individual learner variables</b>	<ul style="list-style-type: none"> <li>Physical characteristics (e.g. age, gender, physical abilities)</li> <li>Learning history</li> <li>Learner attitude and motivation</li> <li>Familiarity with technology</li> </ul>
<b>Learning environment variables</b>	<ul style="list-style-type: none"> <li>The immediate (physical) learning environment</li> <li>The organisational environment</li> <li>The subject environment</li> </ul>
<b>Contextual variables</b>	<ul style="list-style-type: none"> <li>Socio-economic factors</li> <li>The political context (e.g. who is sponsoring e-Learning and for what reason?)</li> <li>Cultural background (e.g. how highly is e-Learning valued?)</li> <li>Geographic location (e.g. urban or rural?)</li> </ul>
<b>Technology variables</b>	<ul style="list-style-type: none"> <li>Hardware and software</li> <li>Connectivity</li> <li>Mode of delivery</li> </ul>
<b>Pedagogic variables</b>	<ul style="list-style-type: none"> <li>Level and nature of learner support systems</li> <li>Accessibility issues</li> <li>Methodologies</li> <li>Flexibility</li> <li>Selection and recruitment</li> <li>Assessment</li> <li>Accreditation and certification</li> </ul>

Perhaps the best known model for evaluating learning processes is that of Donald Kirkpatrick, author of *Evaluating training programs: The four levels*. PALAMA adapted Kirkpatrick’s approach to develop a framework and tools for evaluating e-Learning. The instruments listed below are available for use and testing in other contexts. We hope that others will build on our work in developing new insights and instruments in order to promote the effectiveness of e-Learning in the Public Service.

Level of evaluation	Description	Tools and instruments
<b>Reach</b>	Determines uptake (the number of learners enrolled in eLearning interventions)	<ul style="list-style-type: none"> <li>Learner Management System (LMS) reports</li> </ul>
<b>Reaction</b>	Determines participation, satisfaction and the perceived value of learning experiences	<ul style="list-style-type: none"> <li>LMS reports</li> <li>Online surveys</li> </ul>
<b>Learning</b>	Determines the acquisition of knowledge, skills and attitudes presented in eLearning interventions	<ul style="list-style-type: none"> <li>Learner evidence</li> <li>Assessment results</li> </ul>
<b>Application of learning</b>	Determines performance in the work place	<ul style="list-style-type: none"> <li>Follow up online surveys</li> <li>Focus group interviews</li> </ul>
<b>Results</b>	Determines organisational benefits in terms of efficiency and effectiveness, in collaboration with client departments	<ul style="list-style-type: none"> <li>Observation</li> <li>Business reports</li> <li>Interviews</li> </ul>

A variety of resources exist to assist with the development of tools or instruments to collect data at appropriate stages in the learning process. The aforementioned *e-Learning Quick Checklist* by Badrul Khan is a useful resource, which lists numerous factors to help create meaningful eLearning environments. Khan asks useful questions to help e-Learning managers and practitioners think through every aspect of the eLearning process. Marc Rosenberg’s *E-Learning: strategies for delivering knowledge in the digital age* provides guidelines for managing and evaluating eLearning. The Internet is also a rich source of up-to-date and practical information. For example, *A List of Great Checklists Every E-Learning Professional Should Have* can be found on Sh!ft’s e-Learning Blog.

**How can you participate?**

The purpose of this series of practice papers is to stimulate discussion about standards for e-Learning implementation in the public service by utilising the network provided by *Public Sector Manager* magazine. You are invited to share lessons learned and other ideas about e-Learning evaluation and using the results to improve e-Learning performance in the public service. To share ideas and lessons learnt email: [fran.greyling@palama.gov.za](mailto:fran.greyling@palama.gov.za)

**\*Dr FC Greyling is Chief Director: eLearning at PALAMA.**



# Sisonke

DEVELOPMENT AGENCY

**HARRY GWALA DISTRICT MUNICIPALITY (FORMALLY SISONKE DISTRICT MUNICIPALITY) IS THE SMALLEST OF THE 11 DISTRICT MUNICIPALITIES IN KWAZULU-NATAL** with a population of 500 000 in 2010, and a population growth rate of less than 1%. This is less than half the provincial average.

This was accredited to shifting household dynamics, rural-urban migration patterns, and HIV/AIDS (prevalence at 14% in 2010 and rising). Furthermore, the population is concentrated in the three largest local municipalities in the district – uMzimkhulu, Ingwe, and uBuhlebezwe.

Apart from low population rates and the consequences thereof, Harry Gwala District Municipality faces other social problems. Poverty is rife and 53% of the population is dependent on social grants. Unemployment is almost double the provincial average, and lies at 48%.

However, Harry Gwala District Municipality has a very strong agriculture sector, with favourable soils, and a dairy industry that supplies 10% of all milk consumed in South Africa. Forestry, maize, potatoes, and beef farming are also very strong in the area. The tourism sector is also playing a significant role.

The Harry Gwala District Municipality established the Sisonke Development Agency (SDA) to drive the implementation of strategic industrial and investment programmes for the district. The objective is to drive economic growth by facilitating high impact investment programmes on behalf of the district and local municipalities. The SDA takes a pro-growth approach to promoting rural development.

*The SDA focuses on tourism, agriculture, manufacturing, forestry and retailing.*

## TOURISM

The district is well endowed with natural resources and has a tremendous potential to fortify its tourism sector. The relatively unspoilt natural environment has high eco-tourism and adventure tourism potential.

## AGRICULTURE

With the district being richly endowed in natural resources, and having some of the best soils in the province, abundant water, and good rainfall, it is no surprise that agriculture sector plays a decisively dominant role. In fact, it's so dominant that the district's economic growth rates are closely linked with that of the agricultural sector.

## MANUFACTURING

The most important manufacturing industries for the district are mainly value-added agricultural products, such as food, beverages, and tobacco products.

## RETAIL

The retailing industry forms part of the service industry, which has been growing rapidly in the district and has become noteworthy economic driver. Within the industry, retailing is one of the sub-sectors that are seen to have the highest levels of growth in the past 15 years.

## FORESTRY

Forestry is an important part of the economy. In 2010 the sector contributed over R331 million constituted more than 8% of the district's economy.



## CONTACT US

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Limpopo Premier Stanley Mathabatha.

# Limpopo

## on the road to recovery

Premier Mathabatha says as Limpopo is a predominantly mining region, he is hopeful that the mining industry in the province will make a positive contribution to and assist the country to realise the vision outlined in the NDP.

### Stopping the rot

Premier Mathabatha says those who looted the provincial coffers are facing the wrath of the law. To date, 302 officials implicated in wrongdoing have been arrested and investigations are continuing.

In an effort to reverse some of the damage caused by the previous administration, the new Premier and his team are reviewing the contracts that were signed by the government with different suppliers.

According to Premier Mathabatha, the administration is reviewing an agreement signed with a supplier of coal at hospitals.

"The previous administration approved a contract with the service provider for coal and it was discovered that the coal that the hospitals are receiving are of an inferior quality and the boilers are not working

"Boilers are a nerve centre of a hospital because they do almost everything and if the boilers don't work it means that the hospital is not working. We are now looking at the Service Level Agreement and we are conducting our own investigations regarding that issue."

According to Premier Mathabatha, the provincial government learned valuable lessons from the whole debacle. "Where there are no prudent measures, and where the systems are not upright, you are bound to encounter problems like the previous administration encountered."

He says one of the major benefits of placing the provincial government under administration was the guidance by experienced people from national government. "If you go into those five departments where

**L**impopo Premier Stanley Mathabatha says the province is on the road to recovery, just four months since he took over.

"Yes, I'm happy with the direction that we are taking. Most of the problems that we had are problems of the past because we are dealing with our internal issues like supply chain management."

On paper, Premier Mathabatha appears to be the man with the right experience and stature to lead the province in the right direction. He grew up in the densely populated township of Motetema in Sekhukhune and has intimate knowledge of the province.

Between 2010 and 2013, Premier Mathabatha was South Africa's ambassador to the Ukraine and non-resident ambassador to Moldova, Georgia, and Armenia.

From selling the image of South Africa to the four East European countries, Mathabatha was given the daunting task of taking the provincial administration of Limpopo out of the doldrums.

Despite the recovery he observes in many areas of his administration, he says the two big departments (education and health) are still giving him sleepless nights.

Besides the two departments, dealing with supply chain management is an area that needed special attention, and Premier Mathabatha expresses satisfaction with the progress the administration has made in this area. "When it comes to supply chain processes, we have already started putting new systems in place."

He adds that the focus of his administration is to meet the five priorities identified by government and ensure that the goals set by the National Development Plan (NDP) are realised. "We want to see ourselves as part of a collective."



*Limpopo Premier Stanley Mathabatha and Public Enterprises Minister Malusi Gigaba at the opening of the telematics learning platform at Seshego High School.*



*Limpopo Premier Stanley Mathabatha and MEC of Education Dikeledi Magadzi address the media.*

government intervened, you will notice the kind of people they deployed there are experienced.”

### Where it all started

National Treasury placed five provincial departments under administration halfway through the 2011/2012 financial year as a result of the deep financial crisis created by, among other things, awarding fraudulent government tenders.

The departments put under administration were provincial treasury, education, roads and transport public works and health and social development.

According to Premier Mathabatha, the decision to place those departments under administration was “the best decision national government took”, and he believes it was justified.

“National government had to take away the powers of the provincial government. Whether people are

complaining or not, that’s another issue, but national government had to do it.”

He adds: “Provincial government was technically insolvent and at some stage the government was not going to be able to pay its debts and not only that, even the responsibility of carrying the salary bill was not going to be met.”

Having worked for the provincial government for some time, Premier Mathabatha says it was a bitter pill to swallow to see his home province getting almost bankrupt.

“I was very disappointed. I have been working for this government for a long period and I know people invested a lot of energy and time into turning this province into a success story that it was, it was very difficult to see that.

He adds that the speed with which the coffers of the province were looted even made it worse. “Looking at the damage that was done within a short space of time tells you that the province had serious problems.”

### Setting targets

But today, Premier Mathabatha is leading efforts to restore Limpopo to its glory. He says one thing that has made his journey to leading the province easy has been the support he received from his MECs, and he describes the relationship with them as super.

He says one of the things that he would like to achieve before the end of his term next year is to ensure that the people of Limpopo have sufficient water supply.

He adds that the focus of his administration is to meet the five priorities of government. – Security, Health, Education, Employment and Rural Development. <sup>(PS)</sup>



# LIMPOPO

PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

# FIGHT AGAINST FRAUD AND CORRUPTION



**Chupu Stanley  
Mathabatha**  
Premier of Limpopo

Limpopo provincial government is intensifying its war against fraud and corruption. "We are on the road to recovery. The Special Investigating Unit has reported that more than 302 cases are currently being investigated where as 88 cases involving senior management have been finalised. We call all citizens to join in this war against fraud and corruption. Never, never and never again shall the people of Limpopo be subjected to poor administration again. When people of Limpopo demand services they mean quality services and that is what they deserve." said the Premier.



**PREMIER'S HOTLINE**

**0800 864 729**

New three roomed house built for  
Ms Phathutshedzo Mulungufhala by  
Gombani Bricks Co-operative.



# INFRASTRUCTURE DEVELOPMENT



President Jacob Zuma officially opening the R81 road from Polokwane to Giyani.

The rolling out of the infrastructure road network worth billions of Rand in the province can satisfy everybody of the more than 5 million of Limpopo's population.

The completion of the Mankele Bridge, which spans the Olifant River, has had a positive impact on the lives of the locals. In the past, people living in the area used a siwayawaya – a cage on a cable (pictured on the right) to haul themselves across the river, often with terrible consequences like being swept away by the river or being attacked by crocodiles. However, now that the government has completed the construction of the bridge and proper road, their lives are set to improve.



**LIMPOPO**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

# IMPROVE SERVICE DELIVERY



MEC for Education, Mme Dikeledi Magadzi is hands on in delivery of books.

Education is one of the priorities in South Africa. In 2012, the province achieved 66.9 % pass rate in Grade 12. With proper support learners are committed to improve and the province is committed to reach a 75% pass rate in 2013. The provincial Department of Education has already delivered learning and teaching material to schools around the province.



More than 20 state-of-the-art schools have been completed.

Premier Stanley Mathabatha speaks with community members at Gombani.







Premier Stanley Mathabatha hands over a house built by Gombani Bricks Co-operative.

# DEEPENING DEMOCRACY

Limpopo provincial government continues to visit its citizens through the EXCO Imbizo Programme. This offers the community of Limpopo an opportunity to meet their government leaders, raise their concerns and praise good service delivery. Indeed this is the government of the people by the people.



People's lives changed since 1994: Risimati Ben Shibambu, 71, and who is blind, moved from his dilapidated house to a new house.

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**LIMPOPO**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

# South Africa's multilateral approach

*Writer: Kingsley Mamabolo\**

**S**outh Africa's entry into the global arena, following close to five decades of international isolation during the apartheid era, was warmly embraced. Additionally, South African citizens had the opportunity to choose their political leadership over the last 19 years through four successive multiparty national elections; a testimony to the State's ability to sustain its democratic dispensation. South Africa has since become a valued, trusted, dependable and responsible member of the international community.

It is by no coincidence or chance that South Africa proceeded in this relatively short space of time to occupy key positions within the international and multilateral arena. Since 1994, we have taken up many international positions of strategic importance and responsibility. Often the task was daunting, but through innovative hard work and dedication, we consistently recorded resounding successes. Key among these was the two terms that South Africa served on the United Nations Security Council (UNSC), which was accomplished in short succession of each other. More recently, South Africa was elected as a member of the UN Economic and Social Council and simultaneously as a member of the Peacebuilding Commission (PBC)

for the second term, also within a relatively short span of time. Why then these specific UN organs and bodies?

South Africa believes that without peace there can be no development, and without development there can be no peace – particularly on the African continent. Therefore, striking a balance at international level, particularly through the UN, is essential and South Africa considers these as areas where the country could contribute positively towards achieving.

When President Jacob Zuma spoke of the vision that drives our foreign policy as being premised on the philosophy of Ubuntu, he was referring to the foundations of this foreign policy for the South African State that was envisioned in the 1970s. This was articulated by former African National Congress (ANC) President Oliver





Tambo who stated in his address to the First Congress of the Angolan ruling party, the People's Movement for the Liberation of Angola in Luanda in 1977: "We seek to live in peace with our neighbours and the peoples of the world in conditions of equality, mutual respect and equal advantage."

South Africa's foreign policy of Ubuntu simply means that what we want for ourselves, we also wish for others. The multilateral arena provides a useful platform to pursue this noble objective. Our struggle for a better life in South Africa is therefore intertwined with our pursuit of a better Africa in a better world. Our conduct in international relations is based on mutual respect, sovereign equality and peace. Rooted in our own rich history and heritage, our foreign policy remains unique, and continues to speak to our domestic priorities. It is also the very character of our history that places us firmly as champions of democracy, good governance, human rights, development, peace and justice.

### The supremacy of the United Nations

A central pillar of our foreign engagement is the prime importance South Africa accords to the UN. South Africa is fully committed to actively participating in the UN specifically with the aim of ensuring that the UN's mandates are not usurped by less representative international bodies and by ensuring that the UN is responsive to the needs of its membership, not only the narrow interests of a few states. We are a recognised player in the multilateral system both at the UN and within our regional body, the African Union. Developing synergies and harmonising cooperation between these two major organisations, especially in the area of peace and security, remain a key objective for South Africa.

Peace consolidation, especially in Africa, is a priority issue for South Africa, which attaches great importance to the role played by the PBC in furthering this agenda. Experience has taught us that if not properly managed, countries emerging from conflict can all too easily regress back into a conflict state. This is an all too critical reality for African countries, which comprise approximately 70% of the UNSC's agenda. The strengthening of relations between the UNSC and the PBC should be accorded priority, especially as the Security Council referred five of the six countries currently on its agenda to the PBC. The PBC's contribution is therefore crucial to enhancing the sustainability of the peace and stability that is achieved through peace agreements and accords in post-conflict settings.

The PBC provides the international community with a strategic political platform that is able to bring together the world's most influential actors in taking forward the peace-building agenda. It plays this unique role by: >>

- bringing together all the relevant actors including international donors, international financial institutions and national governments
- marshaling resources
- highlighting gaps that threaten to undermine peace
- advising on and proposing integrated strategies for post-conflict peace-building and recovery.

Experience on the Security Council has shown that transitions or drawdowns of peacekeeping missions and exit strategies must ensure that peace-building efforts are sustainable beyond the presence of UN peacekeeping missions. The PBC could potentially add value by supporting a process of drawdown and withdrawal of UN missions that is not only grounded in sound analysis and in country-specific and national realities and needs, but could also facilitate the international community's commitment to enhancing the essential links between peace and socio-economic development beyond the lifespan of UN missions.

### Bringing peace to Africa

The annual reports of the PBC and the Peacebuilding Fund respectively pointed to notable progress made by the commission through the Organisational Committee and the country-specific configurations in generating greater coherence and coordination among the relevant stakeholders at both the field and New York levels respectively. The reports also note the successes in the follow-up activities to the recommendations produced in the 2010 Review of the UN Peacebuilding Architecture.

South Africa was appointed by the President of the General Assembly in 2010 to facilitate the five-year review of this architecture. This also allowed the peace-building experience and activities of the country carried out on the African continent to be infused into the UN system.

The peace-building process in each of the six countries on the country-specific configuration (Burundi, Central African Republic [CAR], Guinea, Guinea Bissau, Liberia and Sierra Leone) is at different stages, presenting different opportunities and posing different types of challenges.

Productive gains have been achieved in Liberia and Sierra Leone respectively, where successful multiparty elections have been held in the past two years. This was achieved through critical support by and assistance in these processes by the PBC to presidential, parliamentary and local government elections. Similar progress has been noted in Burundi where nation-building has

transitioned through the political level and beyond to strengthening social cohesion and the adoption of poverty-reduction strategies in the economic arena.

The disruption of the presidential electoral process through an unconstitutional change of government in Guinea Bissau on 12 April 2012, undermined the progress in peace-building that was underway. The recent events in the CAR remind us of the magnitude of the problem that the PBC and the international community have to deal with in the context of peace-building. The unconstitutional change of government in the CAR is of great concern as these events have created a major setback to the significant gains that the country-specific

configuration had made in the areas of security sector reform and the momentum that had been developing on, among other things, the disarmament, demobilisation and reintegration process.

The AU's Post-Conflict Reconstruction and Development (PCRD) body is one of the continent's mechanisms designed to curb the severity and repeated nature of conflicts in Africa as well as to bring about sustained

development. South Africa will use its experience attained in the process of crafting the AU PCRD to assist in building effective and efficient UN peace-building architecture. Crucial partnerships with regional groups such as the AU require deeper and continuing commitment and support from the commission's membership and the UN.

South Africa as a member of the Organisational Committee of the PBC was recently endorsed as coordinator of the General Assembly thematic debates on peace-building. Given the nexus between "peace and development", South Africa will continue to contribute towards ensuring greater degree of coherence among international stakeholders, including the World Bank and African Development Bank as well the ECOSOC, UNSC and UN agencies. 🌐

*\* This article first appeared in Ubuntu magazine.*

**\*Kingsley Mamabolo is South Africa's Permanent Representative to the United Nations**

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# Bus Rapid Transit keeps the capital on the move

**F**or now, it may be seen as an inconvenience for commuters trying to make it to work and home on time, but authorities maintain the introduction of the Bus Rapid Transit (BRT) system in the city of Tshwane will usher in a new chapter in the city's public transport network.

Since the construction of BRT stations started in the city centre, and parts of Pretoria east and north more than a month ago, motorists have expressed frustration at delays on major intersections. But once the system is up and running, it will be worth all the frustrations says Tshwane Executive Mayor Kgosisentso Ramokgopa.

Government will have spent more than R5 billion on the system by the time it is rolled out in Pretoria by October next year.

"It's a necessary inconvenience and I have been appealing to our residents to be patient. The BRT system speaks to the poor; it's the most efficient public transport system ever to be introduced," says Ramokgopa.

To mitigate the current traffic congestion on major intersections, more than 460 Tshwane Metro Police officers have just received training as pointsmen. The number will be increased should the need arise.

City officials are working hard to ensure that disruptions are minimal and that the first phase – stretching from Nana Sita Street (the former Skinner Street) in the CBD to the suburb of Hatfield – will be operational in April 2014.

In total, 51 stations will be built, from Kopanong in Soshanguve to Mamelodi on some 80 km of road. At peak times, trunk services will operate every 3-5 minutes, with feeder services every 15 minutes.

"We want to mitigate as much congestion as possible and we will always communicate to the affected people at all times so that people are not in the dark about what is happening," says Ramokgopa.

When the system was first introduced in Johannesburg, it was not well received by everyone, and there was a lot of confusion partly because of poor communication. The City of Tshwane launched its BRT system and there were fears that the taxi industry may boycott the introduction of the system

in Pretoria as initially witnessed in Johannesburg three years ago, when BRT buses were targeted by opponents of the system, but this has not happened.

## Taxi industry to own part of BRT

Ramokgopa maintains that Pretoria's system will be different because the taxi industry will own a portion of BRT operations, making them direct beneficiaries.

"We are communicating this less in public and it's important that people understand that we are not taking food out of the mouth of the taxi industry. We will buy the sets of buses, then the affected taxi association on a particular route will own that operation."

The city's role will be to regulate the system in partnership with the taxi association in charge of operations on the affected taxi route.

"In essence, taxi operators will be better off. Their income will be more predictable, they will own the value chain and the drivers will be theirs."

Ramokgopa pointed out that inefficient apartheid spatial planning had made it difficult for people to access city centres where main economic activities take place. People, especially the poor, spend a lot of money just to travel to work, leaving them with very little disposable income.


"What it [the apartheid spatial planning] did was to locate the poor and largely black people at the periphery of cities... the poor spend 70% of their income just on travelling, which has got social manifestations."

## A safe and reliable system

The BRT system is new to South Africa having been first introduced in Johannesburg. Cities like Durban, Cape Town and Port Elizabeth are now also showing interest.

It is designed to provide a consistent public transport system which replicates systems used on rail. In Johannesburg, BRT buses run from 5:00 in the morning to midnight every day with buses arriving at stations every three minutes during peak travel hours.

BRT buses use dedicated bus lanes, which run down the


A portrait of Tshwane Executive Mayor Kgosientso Ramokgopa, a middle-aged Black man with a shaved head, smiling. He is wearing a grey suit jacket, a white shirt, and a blue and white striped tie. His hands are clasped in front of him. The background is a blurred outdoor scene with trees and a blue sky.

centre of existing inner city roads. Passengers can expect reduced travel times between home, work, retail and social destinations, with improvements in traffic congestion and road safety.

The system is also seen as South Africa's efficient response to climate change as more people are encouraged to use public transport instead of individual cars.

"The fewer cars on the road, the smaller the carbon footprint, because there are less emissions. People are not using their cars and they all use this viable public transport system."

Ramokgopa confirmed that BRT stations in Pretoria will be equipped with free WIFI for commuters waiting for the bus.

"When we say this is a world-class public transport system, we want it to be as efficient as possible and our aim is for people to experience that. We are more than confident about the prospects of the poor being able to have access to this world class system." 



Tshwane Executive Mayor Kgosientso Ramokgopa.

# THE INFINITE VALUE OF EDUCATION

## COMPETENT PROJECT MANAGEMENT

*Writer : Roger Chetty*

I was reminiscing about the infinite value of education as I sipped on my mug of black coffee, and could not stop thinking about the value of education flowing both ways: the benefits received by students and the academic reward to lecturers.

Take for example the Competent Project Management course that ran in Durban recently. Vikash Singh (Hagan Construction Limited), who has been a project manager for the past 10 years, had this to say regarding the course: "It re-energised me in terms of what I needed to focus on." Responding to the question, "Would you recommend this course to anybody else?" Sithandiwe Mgenge (SEDA eThekweni) stated: "It helps you and it guides you to go back into the workplace and actually run projects". Faith Tsosi, of Transnet exclaimed: "Yes, 100%! Yes! Yes! Yes!"

However, can short courses provide academic benefits to lecturers? Prof Rwelamila who teaches on this programme is based at UNISA's School of Business Leadership. In 2005, he was the second most cited academic in the discipline of Project Management in the world. Reflecting on the mix of students, he said that they could learn from each other's experience. Having individuals from various industries present, such as Construction, Pharmaceutical and IT was refreshing and created a balance between "service" and "product-based" project management.

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## IN OTHER NEWS

### New Mandela statue for Union Buildings

A nine-metre-high statue of former President Nelson Mandela will be revealed on Reconciliation Day (16 December) as part of the Union Buildings' centenary and the countdown to the country's 20 Years of Freedom celebrations.

The bronze-plated statue, which is still being constructed by South African artists Andre Prinsloo and Ruhan Jansen van Vuuren, will depict Madiba with his signature smile, an open-arm pose and one leg slightly extended back.

The Minister of Arts and Culture Paul Mashatile, said the new statue forms part of government's efforts to establish new symbols reflection the collective aspirations of South Africans, and will be an enduring symbol of our struggle for freedom, democracy, dignity, and equality.

### Gordhan named Finance Minister of the Year

*Emerging Markets* has named the Minister of Finance, Pravin Gordhan as Finance Minister of the Year for 2013 in Sub-Saharan Africa.

*Emerging Markets* is a website that provides news, analysis and commentary on economic policy, international economics and global financial markets, with a special focus on emerging markets.

The website stated that Gordhan, appointed in 2009 at the height of the economic crisis, had been praised by analysts – especially since South Africa is more exposed than other emerging markets to dangers stemming from

an eventual pullback of quantitative easing by the Federal Reserve.

Gordhan thanked *Emerging Markets* for its recognition of South Africa and its economic team, which has kept the South African economy on track during a very difficult time.

Acting Cabinet Spokesperson and GCIS Chief Executive Officer Phumla Williams, said the award is an acknowledgement of the considerably influential role that South Africa continues to play in global economic affairs.



### Eskom signs R1,3 billion deal with France

Eskom and Agence Française de Développement (AFD), a bilateral development finance institution that works on behalf of the French Government, will sign a R1,3 billion loan agreement to fund the 100 MW Concentrating Solar Power (CSP) plant near Upington, Northern Cape.

The project absorbs solar energy from the sun through large mirrors and processes it into thermal energy to produce steam to drive a conventional steam turbine to generate electricity.

CSP is one of Eskom's first utility scale projects outside the existing hydro portfolio and it puts us on a path towards reducing our carbon footprint and investing in a sustainable energy future," said Eskom Chief Executive Officer Brian Dames.

An annual energy production of 525 GWh is expected to be delivered and will be sufficient to power 200 000 homes. It will also pave the way for industrial development and job creation by promoting the localisation of the technology in the country.

The loan will be funded by the AFD, the African Development Bank, the Clean Technology Fund, the European Investment Bank, KfW (a public law institution existing under the laws of the Federal Republic of Germany) and the World Bank.





### Ubuntu Radio – a first for Africa

The Department of International Relations and Cooperation (DIRCO) has officially launched the new 24-hour online radio station aimed at enhancing communication on South Africa's foreign policy.

The internet-based radio station is the first of its kind on the African continent and the first in South Africa to operate under the auspices of a government institution for non-commercial purposes. The target audience includes both South Africans and the international community. Ubuntu Radio will have a talk radio format, creating a platform for an exchange of views among opinion makers, think tanks, academics, scholars, students, diplomats and other players in the field of diplomacy and international relations.

"Ubuntu Radio is another platform that will further shape public discourse on matters of national importance, and government is confident that the online radio station will keep audiences informed about the policies and activities of government and the opportunities arising from these programmes," said Acting GCIS CEO, Phumla Williams.

The station can be accessed at: [www.ubunturadio.com](http://www.ubunturadio.com)

### Social Development gets a clean audit

The Department of Social Development received a big confidence boost after receiving a clean audit report for the fiscal year 2012/13.

Auditor-General Terence Nombembe stated in his report that the financial statements, performance and position of the Department of Social Development was

in accordance with the departmental financial reporting framework prescribed by the National Treasury and the requirements of the PFMA.

Findings revealed that the department achieved an overall spending rate of 99,1% for the financial year, with the bulk of the department's annual budget of over R112 billion spent on social assistance.

During the year under review, social grant beneficiaries increased to 16 106 110. In the 2012/13 financial year, the Department increased the number of children (up to school-going age) accessing ECD programmes by 15% to 124 870 as compared to the previous financial year. Child care and protection measures were also improved and 157 024 children were placed in foster care; 555 957 distressed households were provided with food through the department and Food Bank South Africa programme.

In the past year the department also created 171 668 job opportunities in the social sector and extended the number of Community Work Programme sites by 148.

A satisfied Minister of Social Development, Bathabile Dlamini said, the department has made great strides towards achieving its goal, "The achievements summarised in our annual report reflect our commitment to the creation of an inclusive and caring society," she said. ©



# Monitoring and evaluation gives government the edge

**M**onitoring and evaluation practitioners from across Africa gathered in Sandton to exchange ideas, learn from each other and share emerging methodologies about the growing field of monitoring and evaluation.

The 4th biennial conference, hosted by the South African Monitoring and Evaluation Association (SAMEA) was held under the theme "Meaningful evaluation, improving use and results".

The conference brought together under one roof speakers from countries such as Uganda, Kenya and Canada, who shared their respective experiences with monitoring and evaluation.

Speaking to *Public Sector Manager*, Commissioner at the Public Service Commission (PSC) Phumelele Nzimande, said the emerging practice of monitoring and evaluation would have a positive impact on holding governments across the continent accountable.

Nzimande says that it is important for governments to have a strong monitoring and evaluation systems to measure progress. "You need to monitor and evaluate whether what you have set for yourself is indeed what you are achieving.

"It has to be done at all levels whether you are at home, in a business or in a unit within a government department. You need to put in a system that monitors every project and programme that you are implementing."



From left: Dr. Ian Goldman from DPME; Sully Gariba, Ghana's Presidential Advisor; Dr. Babette Rabie, Chairperson SAMEA; Minister Collins Chabane, Jabu Mathe from the DPME; and DG of DPME Dr. Sean Phillips at the Samea Conference.

### **Making monitoring and evaluation central**

Nzimande added that she was happy with government's concerted efforts to institutionalise monitoring and evaluation. "In the last two years there has been significant growth in terms of the national evaluation systems in the Public Sector, and the Department of Monitoring and Evaluation is growing and consolidating policies in that regard. The PSC also welcomed the location of the department that deals with monitoring and evaluation in the highest office in the land, The Presidency. "That institution cannot be ignored easily by the rest of the government system," Nzimande says.

According to Nzimande, government needs to evaluate to see if it is achieving its objective of delivering services and addressing the challenge of poverty.

She adds that monitoring and evaluation was not just a responsibility of the PSC or just one government department, but rested with all those involved in government and the private sector. "You need to find a way to satisfy yourself that the things you want to do gets done."

For her the growth of monitoring and evaluation coincides with efforts to institutionalise the discipline within government, the private sector and within the non-government sectors across Africa.

### **The Benin experience**

Addressing the conference under the sub-theme of 'comparative trends', Coordinator of the Public Policies Evaluation Bureau in Benin Aristide Djidjoho said the political will to develop and create monitoring and evaluation in the country had created new dynamics in the Public Sector.

"Benin is showing positive results in building a stable and effective national evaluation system through its public administration."

He said after the Benin government commissioned a study between 2008 and 2009, a diagnostic report revealed a few shortcomings that needed attention.

These included weakness in the demand of evaluation, lack of funding, limited use of evaluation results and evaluation fear from managers.

### **Building capacity**

Nox Chitepo, Director of Monitoring and Evaluation and Policy Coordination at the Department of Monitoring and Evaluation, said for South Africa as a country to strengthen its monitoring and evaluation systems, support was required in a number of areas.



Public Service Commissioner Phumelele Nzimande.

She said government should work on building its capacity with adequate allocation of posts at right post levels and with appropriate skills levels defined, training for all staff related to standardised roles and responsibilities for monitoring and evaluation and training customised to specific sectors.

Technical and professional environments, such as health, social development and education, adequate budget allocations and accessible web-based IT systems are some of the aspects that need to be addressed, according to Chitepo.

She says, departments that have strong monitoring and evaluation units have shown an improvement in their results (74%) and they are able to account for the use of public resources.

"They implement recommendations arising from monitoring and evaluation, and the effectiveness of monitoring and evaluation in the department itself is regularly monitored and evaluated and reports are shared. Those departments also build a shared understanding among the officials about what matters."

Nzimande said though they were happy with the progress made, they are still worried about the slow pace of implementing monitoring and evaluation.

"It has taken long for that effort to be implemented at national level. We are yet to do the same in a meaningful way at provincial and at local level."

She said that for monitoring and evaluation to progress at all levels of government, there should be an equal allocation of resources. ☺



# Getting citizens to peer over your shoulder

Image/theoutreachinterns.wordpress.com

The National Development Plan identified the need to strengthen routine accountability at the point where citizens encounter the state, **writes Bernadette Leon and Jonathan Timm.**

**F**or some time now, there has been an acknowledgement that the participation of citizens in monitoring government service delivery is ad hoc, and in many sectors not present – most importantly it is often not valued by senior managers as a way to enhance the efficiency and quality of service delivery. As senior managers, we know that we need to involve citizen-users more often in planning and monitoring, but we don't really know the answers to the when, what and how of doing it effectively. The result is that in the fast-paced work environment of senior managers, we sometimes forget to deliberately plan for this in our projects and programmes.

The Framework for Strengthening Citizen-Government Partnerships for Monitoring Service Delivery identifies the current emphasis of government's monitoring as "being on internal government processes with the voice of the citizen largely absent. This presents a risk, as the picture is not complete. It is therefore necessary to support the uptake of systematic ways to bring the experiences of citizens into the monitoring of services. This will provide a measure of the gap between the perceived and the actual experiences of service delivery, for both user and provider." >>

#### The framework in brief:

1. Provides a common understanding of citizen-based monitoring and why this is important for service-delivery improvement
2. Provides guidance to service delivery departments on how and why to strengthen the involvement of citizens in monitoring frontline service delivery
3. Provides a set of principles and essential elements, and sets out high-level roles and responsibilities
4. Presents a three-year action plan for strengthening citizen-government monitoring partnerships at service-delivery facilities.



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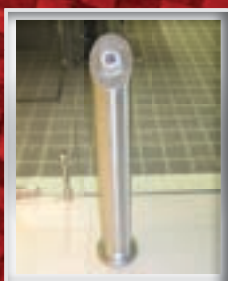
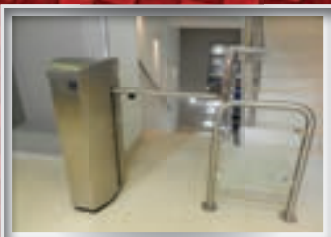
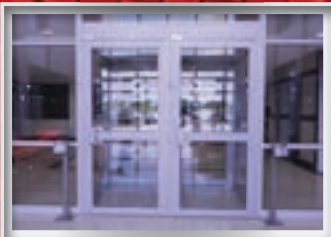
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- Approved by Cabinet in August 2013, the Framework for Strengthening Citizen–Government Partnerships for Monitoring Service Delivery asserts that the “experiences of citizens – the intended beneficiaries of government services – are a critical component in measuring the performance of government and for the delivery of appropriate and quality services.” More specifically, the framework identifies the need to build facility-level partnerships between citizens and government to monitor services from a citizen perspective.
- Let's be clear: for the purpose of this framework the following definition of Citizen based monitoring (CBM) is provided: “CBM is an approach to monitoring government performance that focuses on the experiences of ordinary citizens in order to strengthen public accountability and drive service-delivery improvements. It requires citizens to be active participants in shaping what is monitored, how the monitoring is done and what interpretations and actions are derived from the data.”
- With the approval of the framework, a Cabinet resolution requires that government departments update their Monitoring and Evaluation (M&E) frameworks to incorporate CBM.

### What this means for government monitoring systems

Taking a regulatory or compliance-oriented approach to CBM would likely result in an over-emphasis on data collection mechanisms and weak use of the information to drive improvements. To manage this risk, the framework promotes the mainstreaming of CBM in the business processes of government – with equal emphasis on (i) monitoring service delivery (ii) analysing the monitoring findings (iii) taking action based on this analysis and (iv) then feeding back communicating the findings.

### The learning-by-doing process

As part of its mandate to support improved M&E practice in

government, the Department of Performance Monitoring and Evaluation (DPME) is championing CBM through a pilot that will run until March 2015, and a programme of learning events to support all of government to implement the principles and requirements of the framework.


The pilot will focus on testing approaches to implementing the four-stage CBM model. DPME will partner with three key service-delivery departments in the pilot: the South African Police Service and the departments of health and social development (including the South African Social Security Agency).

The pilot will follow an action research approach to test various CBM tools and interventions at police stations, health facilities, social grant and welfare service sites in 10 pilot sites. This testing is aimed at developing simple, affordable and scalable approaches that can be rolled out to other facilities following piloting.

The aim is to move the pilot to scale in 2015. At a pilot site level, the design and implementation of interventions will be shaped by engagement with citizens and frontline officials, to enable local solutions to emerge. DPME has assembled a technical support team comprising experienced community development, training, research and community-based M&E specialists.

### The journey ahead

With approval of the framework, the Government has, at the highest level, committed itself to measuring its performance through the experiences of citizens. This commitment is informed by the understanding that strengthening CBM is not an event, but a continuous, iterative process – one that will require willingness to experiment and a commitment to seek solutions within the reality of constraints.

You can download the framework from [www.thepresidency-dpme.gov.za](http://www.thepresidency-dpme.gov.za) 

**\*Bernadette Leon is the Head of Frontline Service Delivery Monitoring and Support in the DPME The Presidency, which includes the unannounced monitoring of frontline facilities, the management of the Presidential Hotline and the management of the CBM programme.**

**\*Jonathan Timm is the Director: Citizen based Monitoring in the DPME, The Presidency**





## 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.



# HARSH REALITIES, the good and the future in the Eastern Cape

## BACKGROUND

The Eastern Cape Department of Social Development and Special Programmes is tasked with the responsibility of providing care, protection and development to the vulnerable, poor and the marginalised.

As a champion of social development, the department operates in a province which is predominantly rural and characterised by a fragile social fabric, deepening levels of poverty, growing inequality, high population mobility from rural to urban resulting in severe disruption of rural communities. Furthermore, this is aggravated by high levels of unemployment, alcohol and drug abuse, crime, growing intergenerational gap between the senior citizens and youth, persistent erosion of culture and indigenous knowledge. Even though the department continues to make a meaningful change in people's lives, it has not yet reached a full cycle in building a caring society.

As the wheels are turning towards the positive direction in the Eastern Cape, the department is at the forefront of these positive changes. The department is transforming into an organisation that

embraces efficiency, innovation and service excellence. This can be attributed to the strong and decisive leadership and committed employees who are passionate about changing the lives of the most vulnerable members of the Eastern Cape community.

The achievement of five unqualified audit opinions from the Office of the Auditor General in succession is indicative of good governance by the Social Development and Special Programmes workforce. It was through the commitment and dedication of the political head, management and the department's workforce that the Auditor General, Terrence Nombembe, had this to say about the department, "The Eastern Cape Department of Social Development and Special Programmes stands out as a single example to other departments and entities of how enthusiastic leadership as well as working in harmony and with sincerity can effect a move towards clean administration in a focused and sustainable way."

It is under this background that the Service Excellence Awards are held every year when we close Social Development Month, October, to give recognition to our best performing workforce.



From right Chief Director Dalindyabo Maxhegwana and HOD Bea Hackula hand over an award to Nokwanda Matyantya from OR Tambo District during Service Excellence Awards held in East London.



HOD Bea Hackula

We are a department that serves the poor and vulnerable by providing care, protection and development as per our vision and mission statements. These awards are designed to encourage our employees to keep up the good work, and subsequently instil a sense of common interest to all employees.

It is under this background that the Service Excellence Awards are held every year when we close Social Development Month, October, to promote, recognise, support and reward service excellence within the public sector. This is within the Public Service Performance Management and Development Service and is aimed at institutionalising the Batho Pele Principles and instill a culture of serving. Awarded are our partners in service delivery, Non Profit Organisations and departmental employees .

Nokwanda Matyhantya from King Sabata Dalindyebo local municipality, who was awarded as the Best Community Development Supervisor, find these awards motivating. "These awards are very motivating for us as employees, and for me in particular. It will help us to up our game on the people that we serve. I want to ensure that the people I supervise become the best

future supervisors themselves ... it is very encouraging," she said after receiving the award.

Abu Bakar Patel who his organisation, one of our partners Al-Imddad Foundation, received a special recognition from MEC Pemmy Majodina, said after receiving the award: "It is due to the noble and great kindness that Social Development and Special Programmes organised an event of this nature, providing recognition, thereby encouraging and motivating all stakeholders to always give off their best. In working together, there is no limit to what we all as South Africans can do to work in the true spirit of Ubuntu and to serve our fellow suffering citizens of our beloved country."

**ADDRESSING CHILD POVERTY AND UNDER DEVELOPMENT**

Child poverty and under development is one of critical challenges facing the country and the province in particular. Eastern Cape accounts for more than 2,7 million children in the country after Gauteng with 3,4 million and KwaZulu-Natal with 4,1 million. 53% of the province's children live in rural areas and 7% (217 000) live in



Rise and Shine Bakery Project from Kwacele Village in OR Tambo District Municipality, one of the Awards recipients. This youth project is funded by the Department.



Mr Patel during awards ceremony.

informal settlements. Research also indicates that a total of 9 million children are growing up without their fathers, and half of orphaned and vulnerable children are found in this province and KwaZulu-Natal, which then places an added burden on mothers and the state. These statistics reflect the negative effects of underdevelopment especially amongst African children.

As an immediate intervention in the fight against poverty and unemployment, the department through its agency, South African Social Security Agency, provides social assistance in a form of grant which comes as an important source of income to meet children's basic needs. Currently, the Provincial picture shows that 1,8 million children are benefitting from child support grant, 18 237 from care dependency grant, and 118 470 from foster care grant.

### WOMEN DEVELOPMENT

The department believes that, none of the intentions to deliver basic socio-economic needs are capable of attainment unless women development is on top of government's agenda. This means this hard earned democracy must be able to create favourable conditions for the acceleration of economic redistribution programs in an effort to eliminate structural economic and social class disparities that continue to hinder the emancipation of women.

South Africa, in particular this province, has enormous unexploited potential of women who need to be actively engaged



Women Development.



MEC Pemmy Majodina (centre) is flanked with children who marched to House of Traditional Leaders against child abuse.

in economic, social and political life. As a department, the key pillars for the socio-economic empowerment of women is the creation of enabling conditions that includes the expansion of land and property rights for women and better access to investment and trade opportunities which will contribute towards faster growth, development and poverty reduction.

In this current financial year, the department has committed R14.4 million to fund women initiatives in an effort to combat poverty and promote income generation ventures. On top of this, 350 women are being trained in computer literacy programmes in partnership with Microsoft SA.

### EARLY CHILDHOOD DEVELOPMENT

Government has prioritised early childhood development as one of its anchor programmes. There is compelling evidence to show that children's survival, development and life trajectories are largely determined by their early socio-economic circumstances. It is the government's obligation to ensure there is a creation of safe and conducive environment for children to grow and realise their true potential. As custodians of children, the Department of Social



Early childhood development.

Development and Special Programmes has covered a lot of ground in terms of implementing child care and protection programmes and championing their constitutional rights. Amongst these, the department:

- Intensified the back to school campaign through provision of material support in the form of school uniform, food parcels and sanitary towels to the orphaned and vulnerable children. This year alone the department is targeting to assist more than 20 000 children.
- Has increased the subsidy for early childhood development centers from R12 to R15
- Has increased the subsidised days for early childhood development centers from 165 to 220.

**STRENGTHENING OF INTER-GOVERNMENTAL RELATIONS AND PARTNERSHIPS**

The department, as a matter of policy and strategic direction, based its work on integration of services and forging of partnerships. It is a reality that, the current socio-economic conditions caused by the extent of underdevelopment in the country due to past policy cannot be dealt with by government alone, hence the need for partnerships and integration of services. Together with our agencies and strategic partners, we have made strides towards improving the access of social welfare services to the Eastern Cape citizens however, provision of Early Childhood Development infrastructure



Public Private Partnership.

and recreation facilities particularly in the rural communities remain a big challenge in our province.

Also, both departments are integrating their community and household profiling systems which will help in gathering baseline authentic data for all role players to participate in the IDP processes in order to promote community driven development. The department also acknowledges the critical role that is being played by the business community through their social responsibility interventions in the early childhood development programme and in bringing social relief in needy families. A lot of social partners have made a big impact in the manner in which the department has delivered on its mandate.

This strong public private partnership has also been displayed when the province produced the Provincial Integrated Anti-Poverty Strategy that is now on its implementation stage. Many sectors of the society have shown interest in an effort to combat poverty in our province.

Of primary importance in our strategy is creation and enhancement of partnerships with stakeholders both in private and public sector, as we believe that we cannot do it alone, together we can do more. We therefore appeal to the global community, the civil society and business sector to join hands with the department to make South Africa, Eastern Cape in particular a better place for all.

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# Public Sector braces for lean times

**M**ost middle-class families enjoy their hard-earned Madibas, by eating out two to three times a week, taking their children to watch a 3D animation movie at least once a week and maybe going away on a mini get away-once every three months.

But when earnings come under pressure from necessities such as paying school fees or replacing a burst pipe or geyser, families often have to do without the luxuries.

Cutting down, prioritising spending and eliminating unnecessary luxuries was the theme of Finance Minister Pravin Gordhan's Medium Term Budget Policy Statement.

Minister Gordhan said that South Africa was, like the rest of the world, still going through tough economic times, having surfed through the tide of the 2008 global recession – the worst in 70 years.

Loud cheers filled Parliament when Gordhan announced cost-cutting measures, including, scrapping credit cards, amongst others and doing away with perks for senior executives – including Cabinet, provincial and municipal executives.

## Cutting the fat

The measures, he told Parliament, were taken to reduce government consumption and to stop abuse.

In an interview with *Public Sector Manager* magazine, after Minister Gordhan tabled his medium term budget, Deputy Minister of Finance Nhlanhla Nene said cutting back on perks had been in the pipeline for a while.

“Let me say this is not entirely a new stance. This is just a culmination of a long process that we have been engaged in and it is again

an outcome of the collective process of government.

“The Minister of Public Service and Administration is just about to finalise the review of the Ministerial Handbook. The departments themselves have been cutting on expenditure and they have been calling on us to come up with recommendations to cut costs.”

As part of the cost-cutting measures, most of which take effect from 1 December, official cars will be standardised to a specific model and cost, and bulk buying will be used. A special consideration will be given to security features while executives will no longer be compensated for using their private cars.

Processes have also been put in place by Public Works Minister Thulas Nxesi to reduce long-term office accommodation and government housing costs and make further savings from electricity-demand management measures in government buildings.

These measures, Deputy Minister Nene said, had received a buy-in from all members of the Cabinet. He said the newly established office of the Chief Procurement Officer would monitor compliance with the support of other government departments, including Performance Monitoring and Evaluation Minister Collins Chabane, who will factor this in performance agreements for all ministers.

These, along with further moves to reduce unnecessary spending and divert funds to priority projects, are deemed crucial to save money that is also wasted through corruption.



Finance Minister Pravin Gordhan (centre) with Director-General of the National Treasury Lungisa Fuzile (left) and Deputy Finance Minister Nhlanhla Nene ahead of the Medium Term Budget Policy Statement at the National Assembly.

## Tightening the noose

The Minister revealed that economic growth had slowed down, commodity export prices had declined and bond yields had risen. This has placed added pressure on interest costs and increased reliance on foreign investors to finance the budget deficit.

The medium term budget also proposed that a spending ceiling be set at an annual average of 2,2% over the next three years, with the net national debt projected to stabilise at 44%.

As a result, the total expenditure for 2013/14 has been revised down to R1,05 trillion; R5,7 billion less than the estimate table in the 2013 budget.

The departments of health and education will receive the lion's share of allocations, while budgets related to infrastructure, jobs, local government and community development will grow.

The allocation to the Department of Health for the National Health Grant was reduced after the department failed to spend R200 million in the last financial year.

This has freed up funds to purchase new equipment for forensic chemistry laboratories.

Funds to the Department of Social Development have also been reprioritised to help set up shelters for victims of gender-based violence. An additional R20 million was set aside to establish substance-abuse centres.

The budget deficit is projected to remain at 4,2% for 2013/14, declining slightly to 4,1% in 2014/15, before falling to 3% in 2016/17.

The wage bill now accounts for 39,4% of the budget of non-interest spending and will continue to outpace inflation, but will grow at a slower rate than over the past three years.

Having served in the finance portfolio – first as a member of Parliament's Portfolio Committee on Finance from 1999 until he was appointed Deputy Minister of Finance in 2008, Deputy Minister Nene has seen how the country's economy has transformed and coped for years despite external pressures.

Asked what still kept him up at night after all these years, he said: "Our work is at the centre of ensuring that as a country, we are able to resolve problems related to the triple challenges of poverty, unemployment and under-development that the country faces."

The latest Stats SA Quartely Labour Force Survey, put unemployment in the third quarter of 2013 at 24,7%, down from 25,6% in the second quarter.

## Reducing unnecessary spending

### Travel

- Domestic delegations: Only ministers will be allowed to fly business class and will only be allowed to travel with a maximum of two assistants. DGs will be allowed to fly business class for domestic flights.
- Overseas delegations: Only ministers will be allowed to fly business class and will only be allowed to travel with two assistants. DGs and DDGs can fly business class for overseas travel.

### Accommodation

- Ministers awaiting accommodation will be temporarily housed in rented apartments, not hotels.

### Car hire

- Hiring cars will be restricted to B class, except in cases where executives travel to rural areas. The number of officials travelling to Cape Town will be limited.

### Ministerial delegations

- The size of ministerial delegations appearing before parliamentary committees will be reduced, while business class for overseas travel will only apply to directors general (DGs) and their deputies, and DGs only for domestic flights;

### Advertising spend

- Advertising costs will be reduced through guidelines soon to be developed by GCIS.

## Surviving the hard times

Deputy Minister Nene identified key government challenges as "a slowing economic growth and a precarious global environment, unemployment, poverty levels that are stubbornly high, and inequalities.

"We have issues in the US where the tapering of the quantitative easing has been mooted. We have challenges in the Eurozone who are our trade partners, and challenges elsewhere including within Africa where economies are not growing faster than they should be."

Deputy Minister Nene said against this backdrop, tough decisions had to be made on the country's economy, and said for the four and a half years that he has been in office, those decisions proved to be effective.

"We took some very tough decisions back then, and we believed they were correct because that is when >>

we started implementing a budgeting process based on three principles – one of counter-cyclical, which meant that during the bad times, we would allow the budget deficit to increase, but when the economy recovers we would have to rein in the budget deficit.”

Deputy Minister Nene said the National Treasury ensured that debt was kept at sustainable levels through spending less money to service debt and prioritising investing in the economy.

He also said the government then shifted focus to investing in infrastructure despite the global meltdown, which the government spending billions on the construction of the 2010 FIFA World Cup stadia, which helped mitigate the impact of the recession.

“Our investment in infrastructure worked in our favour at that time,” he said, adding that even in recent times, the National Treasury had stepped up its investment in infrastructure through the Presidential Infrastructure Coordination Cooperation - a high-level government intervention anchored on 18 projects that are divided into geographic, energy, spatial and social infrastructure development projects.

### **We have achieved, against odds**

A lot of progress has been made in addressing challenges in key priority areas for almost two decades, Deputy Minister Nene said.

In his medium term budget, Minister Gordhan said the economy had grown by over 80% since 1993, and that the national income per capita, or income per person, had increased by 40% in real terms.

While unemployment remains a thorn in the flesh locally and globally, employment has gone up by more than 3,5 million.

Fixed investment increased from 15% of GDP in 1993 to an average of 20% over the past five years. According to the Minister, over R600 billion in BEE transactions have been recorded since 1995 and more than 15 million people are now eligible for social grants.

Over 3 million homes were built – increasing the number of households that have access to electricity, water and sanitation.

To instil macroeconomic stability, the Finance Ministry has over the years maintained good levels of fiscal management and sound monetary policy.

To keep up with international tax norms and to ensure that



*Finance Minister Pravin Gordhan delivers the Medium Term Budget Policy Statement (MTBPS) in the National Assembly.*

the country's tax system can play a role of promoting inclusive economic growth, create jobs, development and contribute to fiscal sustainability, the Ministry has over the past 19 years set up a tax review committee to review the system - twice.

This, along with other reforms, have gone a long way in ensuring that the lives of South Africans are better than they were before.

“If you look at the housing units that have been built over the years, provision of basic needs like water and sanitation, electricity that has been provided to many households, roads that we have built over the years [lives of people have changed for the better].”

But Deputy Minister Nene was also frank on whether or not government was satisfied with the progress made. “Taking stock I think we have really done well under the circumstances but we could have done better.” ☺



## Aspen and Sifiso Nxasana Paediatric Trust provides welcome financial boost to Nelson Mandela Children's Hospital



Pictured at the inaugural Nelson Mandela Sport and Cultural Day, FNB Stadium. From L to R: Fikile Mbalula, Minister of Sports and Recreation; Bongzi Mkhabela, CEO Nelson Mandela Children's Fund; Sizwe Nxasana, Group CEO First Rand; Dr. Judith Dlamini, Chairman Aspen Pharmacare Group and Sifiso Nxasana Paediatric Trust; Stephen Saad, Group CEO Aspen Group; Tiny Rennie, Deputy Director General of Health; Paul Mashatile, Minister of Arts and Culture; Kirsten Nematandani, SAFA President; Stavros Nicolaou, Senior Executive Aspen Pharmacare Group.

*Aspen Pharmacare, a leading JSE-listed pharmaceutical company in the southern hemisphere, raises R5 million through its Sifiso Nxasana Paediatric Trust for the Children of Africa*

Saturday 17 August, Nelson Mandela Sports & Cultural Celebration, was a propitious day for the Nelson Mandela Children's Trust, as Aspen's Group Chief Executive, Stephen Saad, handed over a cheque for the substantial sum of R5 million to the Nelson Mandela Children's Hospital. Also present at the event were Former Presidents Thabo Mbeki and FW De Klerk, Deputy President Kgalema Motlanthe, Minister of Sports and Recreation Fikile Mbalula and Minister of Arts and Culture Paul Mashatile.

Throughout his presidency, Nelson Mandela shared his vision for sports as a powerful and unifying force in society and it is behind this backdrop that the Unite4Mandela "One Man, One Nation, One Celebration" campaign was conceived. The campaign aims to unite South Africans in celebration of our global icon's vision and it culminated in the inaugural Nelson Mandela Sport & Culture Day, which was hosted on 17 August 2013 at the FNB Stadium in Johannesburg amidst scenes reminiscent of the 1995 Rugby World Cup.

The proceeds from this day will go towards the building of the Nelson Mandela Children's Hospital, which will be only the second paediatric hospital in Southern Africa.

The Sifiso Nxasana Paediatric Trust was founded by Saad in 2012 following the tragic death of Sifiso Nxasana, son of Aspen's Chairman, Dr. Judy Dlamini and her husband Sizwe Nxasana. "Sifiso's untimely demise brought home to me the desperate need in our country for quality healthcare for our children, and I realised that Aspen could make an invaluable additional contribution in its healthcare capacity by supporting the Nelson Mandela Children's Hospital through this Trust," Saad explains.

South Africa still has some of the highest disease burden and disproportionately high infant and child mortality and morbidity in the world. This is not surprising considering that there are no or very limited specialist paediatric healthcare services in the South African public sector. As a consequence of this the Nelson Mandela Children's Hospital has become a flagship initiative for our country.

"As Aspen, we aim to help honour Madiba's wish of providing specialist paediatric healthcare for the children of Africa", explains Stavros Nicolaou, Aspen's Senior Executive. "This hospital will strengthen the overall healthcare system and provide hope to many thousands of children who would otherwise be denied access to such healthcare facilities", Nicolaou adds.

In addition to fundraising, the Nelson Mandela Children's Trust provides for the sustainability and appropriate resourcing of both the Nelson Mandela Children's Hospital and the KwaZulu-Natal Children's Hospital, developing adequate management capacity and human resourcing while contributing to the overall strengthening of the South African Public Healthcare system.

"We wish to acknowledge and commend all donors for their contribution, which will provide much needed impetus to this initiative and in particular, we wish to thank Ministers Motsoaledi (Health), Mbalula (Sports and Recreation) and Mashatile (Arts and Culture) for their vision in conceiving and successfully executing the Mandela Sport and Cultural Day. The scenes of nation building in the stands on that day will live long in our memories," concludes Nicolaou.

# New BEE codes a boost for black business

**B**lack suppliers look set to benefit from the amended BEE codes of good practice which were gazetted in October.

The codes, which require companies to help transform and build the economy by supporting and buying from black suppliers, come into force in October next year after a one-year transition period.

The new codes will help support the establishment of real black businesses, by incentivising companies to buy from and support black suppliers – through various measures including incubation and funding. Companies that fail to achieve a minimum number of BEE points procuring from and helping black enterprises also risk having their BEE scores downgraded.

The Department of Trade and Industry (dti) is now meeting with various companies to explain the significance of the new codes. “We want South African companies to really embrace this and come on board,” said Nomonde Mesatywa, the department’s chief director of BEE.

She said the BEE summit held in Midrand in October, which was opened by President Jacob Zuma, saw over 1 000 delegates attend even though attendance had been capped at 700.

Those attending included corporates, small businesses (including those that exhibited at the summit), policymakers, and BEE consultants’ verification agents. “I think people were positive; they were applauding the new direction (of BEE),” said Mesatywa.

At the summit, the department also released the results of the second baseline study on the impact of BEE. Conducted by the University of the Western Cape, the study surveyed 2 639 companies. It found that compared to the first baseline study carried out in 2007, companies improved

from an overall BEE level eight (out of nine levels) to a BEE level four.

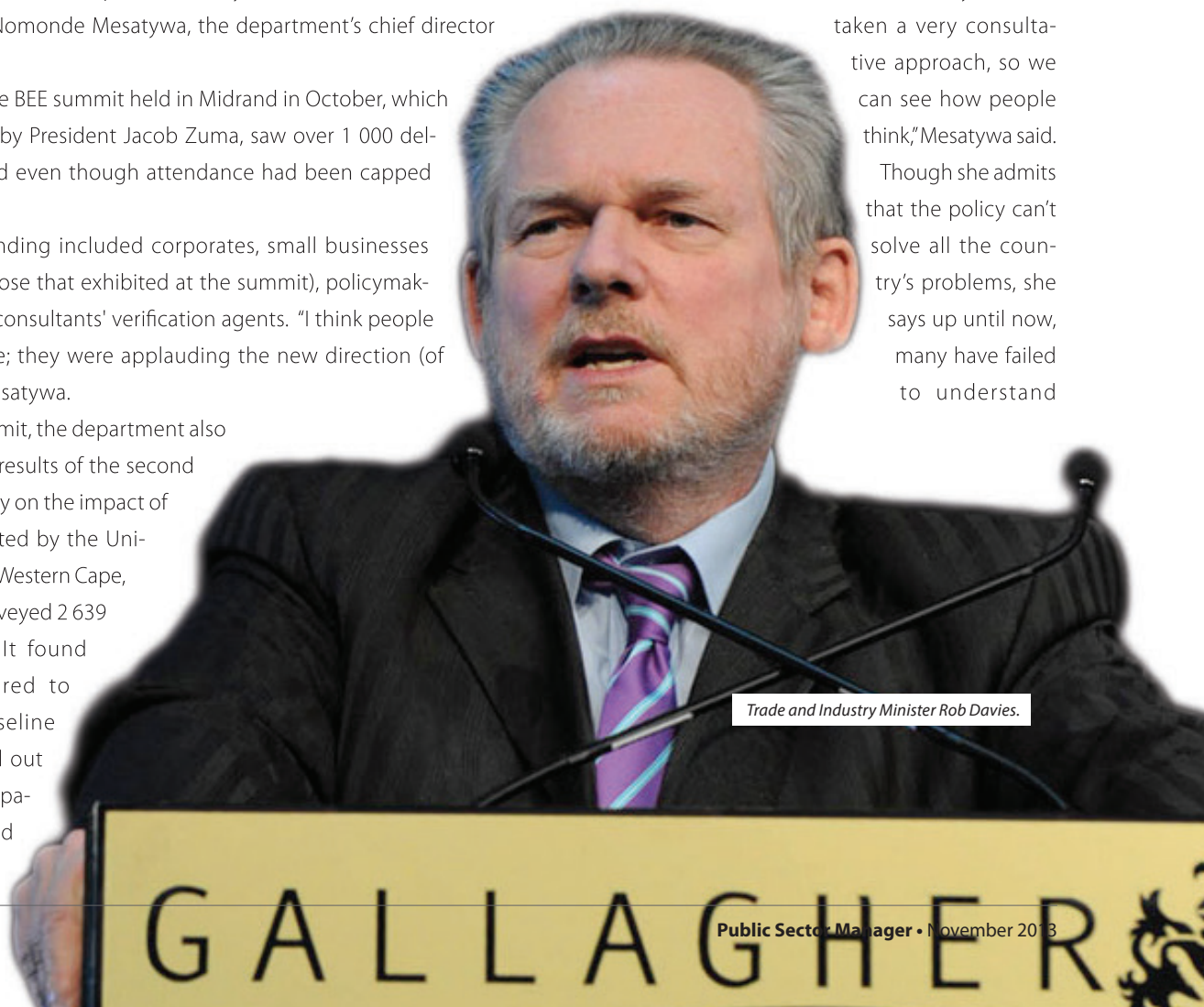
Qualifying Small Enterprises (QSEs) – which are companies with an annual turnover of between R5 million and R35 million – are more transformed than those with a turnover above R35 million. While large companies notched up an average BEE level of five, QSEs averaged at a BEE level three.

In drafting the final codes, the department made a number of concessions in favour of the business sector. These included replacing the definition of value-added supplier with that of empowered supplier, and allow-calculation of their procurement score. “The biggest question is how do you navigate (through BEE legisla-

tion), so that’s why we

taken a very consultative approach, so we can see how people think,” Mesatywa said.

Though she admits that the policy can’t solve all the country’s problems, she says up until now, many have failed to understand



Trade and Industry Minister Rob Davies.



President Jacob Zuma with from left, Trade and Industry Director General Lionel October, Executive Chairman of Zungu Investments Company Limited (ZICO) Sandile Zungu, Trade and Industry Minister Rob Davies and Economic Development Minister Ebrahim Patel.

what BEE is really about, often equating it to winning government contracts or to BEE deals. "Sometimes small companies don't see how BEE can help them."

Mesatywa, who first came to the department in 2005 as a legal advisor after she was involved with the restitution of land rights, admits that she has one of the most contentious jobs at the department.

Since 2007 she has served as chief director of BEE at the department. "It is one of the most difficult portfolios," said the former attorney, pointing out that the nature of BEE legislation makes it contentious and complex. It often touches on sensitive issues, as well as on issues of constitutionality, she adds.

### Fronting undermines BEE

President Zuma told delegates at the BEE summit that fronting was "unforgivable" and that the government would work hard to prevent and eradicate this practice. Mesatywa pointed out that once the President signed the BEE Amendment Bill into law, the BEE Commission would be set up to investigate reports of fronting. The commission is likely to take some months to get off the ground, but she expects it to be operational by next year at the latest.

As part of the BEE Amendment Bill, an annual BEE review would also be published detailing the progress and challenges in various business sectors.

Mesatywa said the annual review would involve companies having to report their BEE activities in much the same way as they presently do in employment equity reports.

In his speech to the summit, President Zuma said though the appointment of black people and women to senior management positions in the private sector had increased from less than 10% in the 1990s to over

40% today, the country had yet to see the growth of black industrialists, despite government's aggressive focus on boosting the manufacturing sector.

"The day we see factories all over the country owned by black entrepreneurs taking advantage of our Industrial Policy Action Plan, we will be moving towards achieving our Broad-Based Black Economic Empowerment (BBBEE) goals," the President told delegates.

He said the new BEE codes would ensure that both public and private sectors procure a certain percentage of goods and services from local black-owned and controlled entities.

While Cabinet is tackling late payments to small enterprises through a special project run by the Department of Performance Monitoring and Evaluation and the National Treasury, President Zuma also highlighted the support that government had given black businesses, including:

- The approval since September 2010 of 2 128 applications to the value of R797 million through the dti's Black Business Supplier Development Programme, which helps to fund equipment and improvement in management practices for black-owned enterprises.
- The approval of over 500 transactions worth over R5 billion to black-empowered businesses by the National Empowerment Fund (NEF). To date, the NEF has supported in excess of 44 000 jobs.
- Over 200 cooperatives were supported through the Co-operative Incentive Scheme, creating over 2 700 job opportunities in the past year. A total of 100 small-scale cooperatives offering around 500 new job opportunities were established, and more than 100 cooperatives were assisted to enhance their market access through local and international exhibitions.

The new BEE codes will thus herald a new era for black suppliers, as they are sought-after by companies looking to comply with the law. This will give black entrepreneurs a more meaningful role in the development of the country. ©

# Government makes small business a big deal

**M**agdeline Paledi is one of over 33 000 business owners and co-operative members who received funding from one of three national agencies and four grant incentive schemes in the last financial year – a year in which government finance to small firms doubled over the 2011/12 financial year.

If funding from the Industrial Development Corporation's (IDC) various funds that go to small firms and those disbursed by provincial development finance institutions are also included, the amount channelled to small businesses by the government in 2012/13 comes to tens of millions of rands more.

Over 54 000 enterprises were assisted by various national state agencies with non-financial support, such as business incubation, marketing help and funding for research & development (R&D).

Paledi, the chief operations officer at Limpopo-based Mudzhadzhi Mmagongwana Joint Venture, received R3 million in bridging finance to help complete a school in Serafa Village for mining company Anglo Platinum.

"It (the funding) has removed a lot of stress," said Paledi, who added that the contract has helped create 70 jobs, with 11 sub-contractors hired from the local Burgersfort community.

Most of the over R1 billion in funding given out to small firms in 2012/13 was in the form of cost-sharing grants from the Department of Trade and Industry (dti) – to assist small businesses buy equipment, improve business practices and attend trade shows and to export.

## A source of funding

The department more than doubled its disbursements through four of its incentive schemes aimed largely at small enterprises – from

R242,6 million in grants to 1 396 enterprises in 2011/12, to R646,5 million to 2 612 enterprises in 2012/13.

The four schemes are: the Black Business Supplier Development Programme (BBSDP), Co-operative Incentive Scheme, the Export Marketing and Assistance Incentive (Emia) and the Small Enterprise Development Agency's (Seda) Technology Transfer Fund.

A further R437 million was given out in loans to over 31 000 small and micro enterprises by the National Empowerment Fund (NEF), the Small Enterprise Finance Agency (Sefa) and the National Youth Development Agency (NYDA). This is significantly up from the R272 million lent out in the previous financial year by these agencies, but down from the over 73 000 loans lent out in 2011/12 – most of these micro-loans.

Much of the increase in the number of grants given out was driven by the dramatic increase in disbursements through the BBSDP – which helps to fund equipment and improvements in management practices for black-owned firms – with disbursements climbing 396% between 2011/12 and 2012/13.

The department attributed the increase in approved applications to intensive marketing of the programme and an enhanced adjudication process. The department is implementing an online system to improve the administration of incentives and aims to have this in place during the current financial year.

This will improve turnaround times for applications

while making it easier to monitor disbursements.

The bulk of small firms funded – 28 300 (most of them micro enterprises) – were financed by the Sefa, which was launched in April last year after the merger of the SA Micro-finance Apex Fund (Samaf) and Khula Enterprise Finance. Sefa provides funding both through intermediaries and banks (via a credit guarantee scheme) and directly to small businesses through its branches.

The R198 million that the agency lent out in 2012/13 – which is expected to create over 19 900 jobs – is significantly higher than the combined R130,7 million lent out by the agency's predecessors Samaf and Khula in 2011/12. Although disbursements were up, the number of beneficiaries fell over 2011/12 when Samaf lent out loans to 62 459 recipients through a network of micro-finance institutions and financial service co-operatives in 2011/12.

This year the agency plans to set up 14 new branches – co-located with Seda or the IDC. It has also entered into partnerships with the SA Institute of Chartered Accountants (Saica) and others to provide businesses with pre-loan support.

### The risk factor

While impairments (reduction in the recoverable amount of fixed assets) increased from 40% to 43% in the agency's 2012/13 report, Andile Ramavhunga, Sefa's chief financial officer, attributed this to the legacy transactions which were provided for, but not written off.

However notably impairments under the R41 million direct-lending portfolio was low. The move to direct lending raised concern among bankers when it was initiated in 2011 under Khula because of the risk of lending direct to enterprises.

"These are mainly as a result of late payments by government departments," said Ramavhunga.

The bulk of Sefa funding, R157 million, was lent out in wholesale finance – through banks (via a credit guarantee scheme) and finance intermediaries. The agency aims to revive the credit guarantee scheme which it inherited from Khula, but which ground to a virtual halt in 2009 after defaults rocketed – to over 42% between

2006 and 2010. This has made banks weary to make use of the scheme. Last year, just R21,4 million was approved under the scheme.

In April, officials at the agency met with banks to discuss their concerns over using the scheme, and had in the last year introduced a more flexible claims process – which up till now has been one of the bank's central gripes with the scheme.

Sefa's head of wholesale lending, Dennis Jackson, said earlier this year that the agency settled claims immediately once the bank has secured judgement against a borrower. Any subsequent outstanding money recovered from the borrower is then paid to the agency.

Meanwhile changes are afoot at the NEF and NYDA. While the NEF, which was initially capitalised in 2004 by the government to the tune of R2,5 billion, is focusing on getting new funds, the NYDA took a decision in May

to no longer give out loans. In its place, the agency will offer grants of between R1 000 and R100 000 to survivalist micro business. Previously the agency had offered loan finance of up to R5 million.

The IDC and Sefa have stepped in to make available R2,7 billion in loans to youth entrepreneurs over the next five years. New NYDA

chairperson Yershen Pillay, who was appointed in March, said earlier this year that the agency would complement the loan finance offered by the IDC and Sefa with business support and mentorship.

Pillay said the agency had about R25 million which would fund business vouchers and mentorship support and allow it to disburse grants to about 37 000 youths. In the last financial year, 1 833 youth entrepreneurs, most running micro enterprises, received funding of R30,2 million from the agency.

Impairments at the NYDA were at just under R193 million or 52% of its book in 2012/13, up from 47% the previous financial year, and steps have been taken to contain defaults.

In a parliamentary reply in April, Minister of Performance Monitoring and Evaluation Collins Chabane detailed a number of measures to collect outstanding repayments – using debt collectors and court >>

***The R198 million that the agency lent out in 2012/13 – which is expected to create over 19 900 jobs – is significantly higher than the combined R130,7 million lent out by the agency's predecessors Samaf and Khula in 2011/12.***

judgments. He said some clients had already started calling in to make the necessary offers and arrangement to settle their outstanding loans.

### Non-financial assistance

The state's national agencies and funds also assisted 54 000 enterprises and individuals with non-financial support. The National Youth Development Agency (NYDA) assisted 36 000 youth entrepreneurs, with training material developed by Seda and business vouchers which helped fund business support such as marketing materials and company registration.

A further 10 208 business owners and potential entrepreneurs were assisted by Seda with business support such as helping to draw up business plans to assist with marketing.

Most of those assisted with interventions (72%) have fewer than five employees, 13% are not operational yet and the remainder (15%) employ between six and 200 people. Sixty percent of small firms assisted by the agency during 2012/13 grew their sales (compared to 56% in 2011/12) and 35% grew the number of employees (32% in 2011/12).

During the last financial year, Seda also assisted 2 247 entrepreneurs with business incubation, helping to create 2 161 jobs – the highest number of clients assisted and jobs created in the last four financial years of the programme. The agency has helped create 1 119 new enterprises in the last four years, with 376 in the 2012/13 alone, through its technology programme. The agency also set up eight new incubators, bringing to 42 in all the number of incubators.

Siphiwo Soga, the programme's acting executive manager, said earlier this year that a further three incubators were in the implementation phase, and that a rapid enterprise development programme is also under consideration. This will involve nine Further Education and Training (FET) colleges spread nationally.

Seda's chief executive Hlonela Lupuwana noted in the agency's 2012/13 annual report that the agency's client journey model is now well entrenched and that client satisfaction levels had reached unprecedented levels, with 98% of clients who received Seda services rating the interventions as either good or excellent.

Seda also increased its network in the Western Cape with the addition

of 12 satellite branches. However just 60% of incubation clients were satisfied with the support Seda offered (down from 70% the year before) – with most clients complaining about access to finance and research. The agency said it would address this in the current financial year.

Other agencies also provided business owners with various business interventions – including:

- 1 770 entrepreneurs assisted with product development through the Technology Innovation Agency's (TIA) 13 technology stations, three tooling stations and 15 platforms – slightly up from the 1 718 assisted in 2011/12.
- Over 3 600 tourism enterprises assisted with training and mentoring by the Tourism Enterprise Partnership. This is up from 3 500 in the previous financial year. This support helped small tourism businesses to create 4 901 jobs and increase their revenue by over R775 million.
- 1 460 budding entrepreneurs were trained by the National Empowerment Fund (NEF), with 90% based in rural areas.
- 427 small businesses which took part in the Productivity SA's the Workplace Challenge Programme, which gets firms of different sizes to work together in a cluster to improve their productivity. Participation has climbed from 2009/10 when 92 small enterprises were assisted.
- 198 small enterprises which received Technology and Human Resources for Industry Programme (Thrip) grants to help carry out research with the help of academic institutions – slightly up on the 2011/12 year where 191 received grants. 



Image/Entrepreneurmag.co.za

# SARS warns against fraudulent advisors


**A**s the deadline for the submission of tax returns approaches, the South African Revenue Service (SARS) appeals to taxpayers to exercise caution against “tax advisors” or “tax consultants” who guarantee them a tax refund.

SARS has seen an increase in fraud cases involving personal income tax returns where “tax consultants” or intermediaries, having promised clients substantial tax refunds (in return for a cut of up to 50% of the refund), submit fraudulent tax returns on behalf of the taxpayer to SARS.

The South African Police Service together with SARS conducted raids in Mpumalanga, which resulted in the arrest of 28 people who had submitted fraudulent income tax returns on behalf of at least 200 individuals. The total amount of fraudulent claims in these cases is just over R7 million.

“Many qualified and registered tax practitioners offer valuable services to taxpayers by assisting them with their tax affairs and with submitting tax returns to SARS. Unfortunately, a minority of those might be dishonest. Additionally, some individuals pretend to be tax practitioners with the intention of defrauding SARS and the unknowing taxpayer.

“SARS urges taxpayers not to fall for conmen who promise them guaranteed tax refunds. The only way a refund can be guaranteed upfront is if fraudulent information is submitted in a tax return. This places

the taxpayer at a serious risk of being arrested for fraud – because taxpayers are ultimately responsible for tax returns submitted in their name, even if by third parties,” said SARS. 

## Tips for finding the right tax consultant

For many people, the tax filing process can be daunting and of confusing. Tax consultants are available for hire to help taxpayers navigate the tax filing process – and they’re not hard to find. Here are a few tips to help you find the right one:

- Referrals are your best bet: Ask everyone you can think of: family, friends, business owners, financial advisors and attorneys. It will help to ask someone who has a similar tax situation to yours.
- Be wary of a tax consultant who promises you big refunds or who says you can deduct everything. You, not the tax consultant, are ultimately responsible for the information on your tax return.
- Do not be afraid to shop around or to change tax consultants if you are not comfortable.
- Decide exactly what you want your tax consultant to help you with. Tax consultants can assist you with everything from tax preparation to tax filing and also help with tax planning.

Source: [taxes.about.com](http://taxes.about.com)

### **Advocate Vasantrai Soni** **Head of the Special Investigating Unit (SIU)**

Advocate Vasantrai Soni holds a Bachelor of Law degree (distinction) from the University of the Witwatersrand and a Master of Philosophy (distinction) from the University of KwaZulu-Natal. Advocate Soni is a Senior Counsel with some 25 years' experience and played a crucial role as Chief Evidence Leader in the Jali Commission of Enquiry into corruption in prisons in South Africa. Soni has been in private practice as an advocate since 1987, first in Durban and thereafter in Johannesburg. His work experience outside law includes working as a journalist at various newspapers including Post Newspapers and the *Rand Daily Mail*, where he was the Deputy Chief Sub-editor.



### **Wendy Tlou** **Director: Strategic Marketing and Communication, Brand South Africa**

Wendy Tlou holds a Bachelor of Arts degree in Communication Science, a Certificate in Public Relations from the University of South Africa and has completed a Programme in Management Development with the University of Pretoria's Gordons Institute of Business Science (GIBS).

Tlou has over 20 years' experience in the marketing and communications sector. She has most recently worked at the Ekurhuleni Metro Municipality as Head of Communications and Brand Management. She has also, in the last few years, provided strategic communication support to the South African Reserve Bank, managed South African Tourism's global communications since 2003, and was Managing Director of The Communications Firm from 2011.

At Brand South Africa, Tlou will, among other things, drive South Africa's strategic reputation management and brand building to ensure that the country remains a competitive destination for inward investment and tourism receipts.

### **Philisiwe Mthethwa** **Director: Human Resources Management, Department of Labour**

Philisiwe Mthethwa holds a National Diploma in Personnel Management from the Mangosuthu University of Technology, a Bachelor of Technology in Human Resource Management from the Durban University of Technology, and a Master's Diploma in Human Resource Management from the University of Johannesburg. Currently, she is a registered assessor with the Public Service Sector Education and Training Authority and is studying towards a Master's Degree in Public Management with the Tshwane University of Technology.

Her working experience goes back to 1992, when she worked for NedPerm Bank as a financial Assistant. Since then, she has moved up the ladder in different institutions, including Mvula Trust in Kwa-Zulu Natal before being transferred to its Head office in Johannesburg as a project officer. She joined the Department of Labour in 1998 as Deputy Director: Management Support Services – a position she held until 2009. She was then transferred to the departments head office as Deputy Director: Performance Management and Committee Services.

Mthethwa's wealth of knowledge and experience will undoubtedly enable her to make an invaluable contribution to the department.







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# TEASERS AND PLEASERS AT THE JHB MOTOR SHOW

Among the many concept vehicles at the 2013 Johannesburg International Motor Show was this Volkswagen Cross Coupe, which is one of the most fuel-efficient cars in the world.



**A**shref Ismail spent a day enjoying soon-to-be-launched models at the 2013 Johannesburg International Motor Show, which boasted some of the best vehicles the motoring world has to offer. He shares some of the tantalizing pictures with PSM....



Compiled by : Ashref Ismail

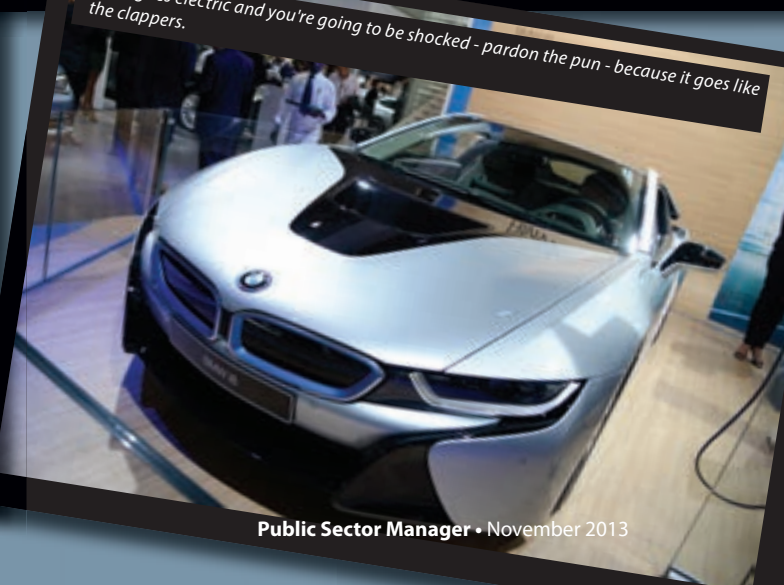


One of the show-stoppers at the was the Ford Evos, a sleek concept sports car.



The star on Hyundai's stand was the new Velostar Turbo with its twin-scroll turbocharged engine, delivering 150kW of power. The engine is mated to either a 6-speed manual or a 6-speed automatic gearbox.

BMW goes electric and you're going to be shocked - pardon the pun - because it goes like the clappers.





Sheer luxury, beauty and power – these were the highlights of the Mercedes-Benz stand. Pictured here is one of Mercedes-Benz's most desirable models, the E-Class Cabriolet.



Magnificence on four wheels – Mercedes-Benz's brilliant SLA sports car. The canary yellow Mercedes-Benz was one of the highlights of the Show.



The futuristic Citroën GQ, created by British designer Mark Lloyd, was one of the most striking cars at the show.



Jaguar Land Rover made a strong statement at the with a range of stunning sports cars, desirable sports sedans and luxurious and capable SUVs.



Not for the faint-hearted – the convertible Camaro on the Chevrolet stand is a prime example of an American muscle car. With a supercharged V8 engine of 6,2 litre, developing a massive 430kW, it accelerates in just 4,1 seconds from 0 to 100km/h.

# Mixing it up in Durbs

Even the most inexperienced estate agent will advise you that the most important aspect when it comes to any property, landmark or development, is location, location, location.



Courtesy South African Tourism

**D**urban's Golden Mile, a popular stretch of beachfront that runs from South Beach – home to Ushaka Marine – to the Suncoast Casino and Entertainment World in the north, is benefiting from this truism.

When checking into one of the various seaside hotels, there is no need to be creative regarding specifying a sea-facing room, as most of the rooms face the Indian Ocean. But there is nothing stopping you from suddenly developing a rare medical condition that only improves when you are housed above the 10th floor. From this vantage point, you can see both ends of The Golden Mile, allowing you to adequately plan your activities for the day.

When in Durban, the last thing you want

is to bump into all your ex-partners at the most popular and often overcrowded attractions along the beachfront, such as the ice rink, surf shops, Marine Parade Drive and the one spot everyone uses to watch dolphins, seals and penguins. Rather hail a rickshaw by whistling and then disappearing into every nook and cranny you lay your inquisitive eyes on, starting with the Young Basadzi Women of Poetry events.

This is a great way to get away from it all for a few minutes, or even hours. Just don't forget to tell your rickshaw puller not to keep the meter running, as this creative outlet might have you engrossed for longer than you anticipate. The newly refurbished and paved promenade adds a different experience

to a beachfront that was, in the past, only dominated by water-based activities such as surfing, swimming and wakeboarding. Visitors can now also enjoy light meals at the various restaurants that have set up tables on the promenade and enjoy the cover of the palm trees and the view.

One of the most crucial decisions you have to make before experiencing the promenade is to decide on how you are going to take it all in, and this is influenced by how fit you think you are: if you have a six-pack under your shirt, you can walk or jog, but if you have a six-pack in your cooler bag, you are better off hiring a bicycle or a scooter.

Once you set foot on the promenade, you cannot help but feel like you are on»



one of Miami's famous beaches, and that soon you will be approached by a producer who will offer you a lead role in a TV commercial.

However, you are quickly reminded that you are in the heart of Durban when you hear locals haggling with stall owners for lower prices and larger quantities. This is the place where everything, ranging from food portions, beach sandals, the alcohol content in cocktails, and even the strength of spices in signature dishes, is up for negotiation.

It does not matter where you are on the Golden Mile, from luxury establishments to street vendors who supply freshly prepared bunny chows, and sidewalk cafes whose owners manage to infuse Durban's finest spices into European and Asian dishes, exotic food is all around you.

As they say in Durban, if your palette is not "in tune" to the various spices, all you have to do is "tune in" to just the various names and you will be all "tuned-up" as you go along for the smell and the wonderfully inspired names.

For instance, the blood-red "mother-in-law spice" is apparently one way to silence your favourite lady's mother, as it is one of the most potent concoctions on display. But in this part of South Africa where the hotter the spice is, the better, the spice is also used as a means of impressing unforgiving mothers-in-law.

Then there is self-explanatory "hell fire" that trumps the likes of expertly mixed variations such as Honeymoon Barbeque and the aromatic Exterminator and Sudan Red. (Who needs a 3D film when you have a multi-dimensional entertainment option that offers taste, sight, touch and hearing, as most spice virgins scream for their mothers?)

There is a whole lot more to the promenade than just the food and spices, as this increasingly popular tourist spot offers an abundance of alternatives for those looking to prove this point. While on holiday at the coast, both the young and old often run the risk of being excluded from strenuous physical activities such as walking tours on the beach, cycling on

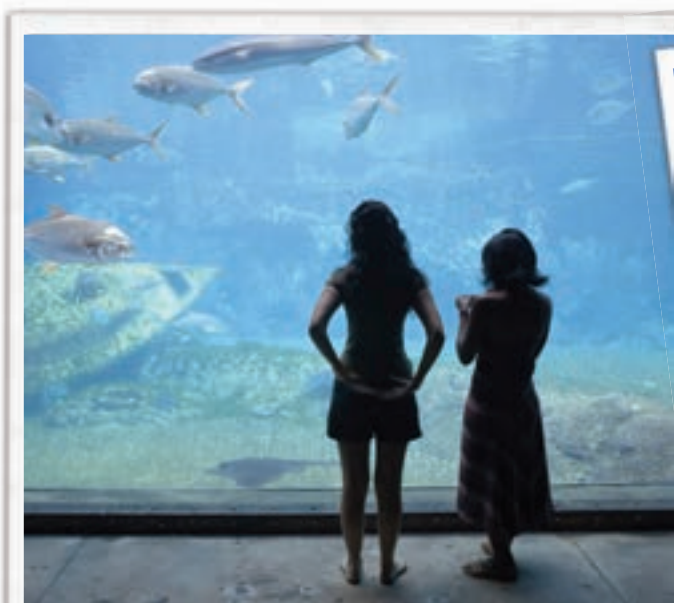
the promenade and swimming.

And to add insult to injury to the few who do attempt to do more than participate in a game of bridge or watch re-runs of Barney, their chosen accommodation is sometimes too far off from the pulsating action. When in Durban, the easiest solution to these issues is Mini Town.

Even the tiniest feet and most arthritis-ridden legs can manage a walkabout in Mini Town, a replica of some of Durban's most recognisable landmarks, on a scale of 1:24. This is a quick way of being educated about South Africa's third largest city in a matter of minutes – and metres. ☺

**INFO:**

Durban's Golden Mile is longer than a mile and more accurately, closer to four miles (or six kilometres). It is conveniently located less than 15 minutes away from the city's main railway station and is within close proximity of the Central Business District.



Courtesy, South African Tourism



## **WORLD CLASS DEALERSHIP IN THE HEART OF SOWETO** **A PROUD MOMENT FOR SOUTH AFRICA**

Residents of Soweto now have direct access to their 'own' world class motor retail facilities, following the development of Soweto Toyota.

A successful partnership between the Maponya Group, and Barloworld Motor Retail.

Situated in the heart of Soweto at Maponya Motor City on Klipspruit Valley Road, Orlando East.

The dealership ensures that the people of Soweto can purchase vehicles and get quality after-sales service – at their doorstep.

The new dealership was officially launched in 2012 by SA Deputy President, Honourable Kgalema Motlanthe, Chairman of the Maponya Group, Dr. Richard Maponya and the CEO of Barloworld Automotive and Logistics, Mr. Martin Laubscher.

This world class facility boosted job creation and investment efforts in the Soweto community, while providing downstream opportunities for vehicle fitment centres, service stations and related enterprises. In line with Barloworld's Green Dealership strategy, the Toyota facility has incorporated the latest energy and water efficient technologies

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Not only has this development impacted the community directly through job creation, but other businesses in the area will also benefit .

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### **Soweto Toyota**

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011 989 5000, [www.sowetotoyota.co.za](http://www.sowetotoyota.co.za)

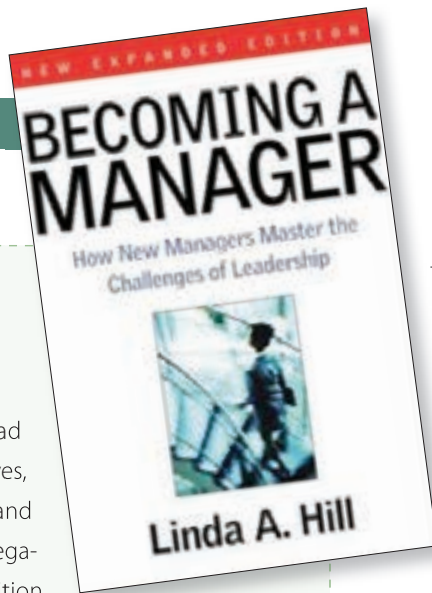


LEAD THE WAY **TOYOTA**

***Becoming a manager: How new managers master the challenges of leadership* by Linda A. Hill**

New managers must learn how to lead others rather than do the work themselves, to win trust and respect, to motivate, and to strike the right balance between delegation and control. However, it is a transition many fail to make. The book captures the trials and traumas of the transition from star performer to competent manager through the experiences of 19 new managers. Hill reveals the profound complexity and difficulty of the process of developing into a manager. In their own distinct voices, these managers describe how they reframed their understanding of their roles and responsibilities and how they coped with the stresses and emotions of the transformation - in essence, how they were able to take on a new identity. Now in a substantially expanded second edition, the author offers concrete advice on the crucial issues of dealing effectively with organisational politics and developing and leading diverse teams in times of change. The book also looks at how managers can prepare themselves to lead over the course of their careers. In a new epilogue, Hill explores what organisations can do to help managers in their journey to lead and learn.

**About the author:** Linda A Hill is the Wallace Brett Donham Professor of Business Administration and faculty chair of the Leadership Initiative at Harvard Business School.



these is how to improve the quality of services while constraining costs, maintaining integrity and meeting the needs of their citizens.

Governments are also keen to improve their image, both with citizens and with the media that endlessly scrutinise them. Over the past decade, the Canadian Government has introduced many new initiatives to meet these issues head on. Most were aimed at improving the way government works and were heralded with much fanfare.

Sinclair, a well-known, former high-level official in the Canadian Government, proposes a technique that has been proven to work in his own governmental area of 20 000 employees, and that enables executives and professionals, especially those in government and public institutions, to implement KM programmes successfully.

***Communicating across cultures* by Maureen Guirdham**

People in virtually all occupations will find themselves working to a greater extent than ever before with those whose backgrounds are different from their own. *Communicating Across Cultures* breaks new ground



in relating the emerging discipline of intercultural communication to the practical needs of people at work. The book contains eight key intercultural communication theories that cut across cultures, nationality, ethnicity, gender, sexual orientation, age, education, social class, level of (dis)ability. The author's theoretical and practical discussions, enhanced with many figures, help readers to recognise the various values, attitudes, expectations, concerns, and behaviour pattern regularly encountered in the workplace. *Communicating Across Cultures* is an essential tool in any personnel-training programme.

**About the author:** Maureen Guirdham is the former Director of the MBA Programme at City University and Head of the Business School at Westminster University in the United Kingdom. In recent years, she has worked extensively in central Europe, central Asia, India and southern africa.

***Stealth KM: Winning knowledge management strategies for the Public Sector* by Niall Sinclair**

The private sector has been implementing successful knowledge management (KM) initiatives for years, but many organisations in the Public Sector have been slower to adopt the discipline. Author Niall Sinclair explains the reasons for Public Sector wariness by looking at the Canadian Government's take on KM, and suggests a non-threatening approach to introducing the discipline. Today, governments around the world face many challenges. Not least of







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# Traditional

inspiration with  
Anisa Mpungwe



**T**anzanian born designer, Anisa Mpungwe is fast making her mark in the fashion industry both locally and internationally. Starting her career at just 19, Mpungwe worked for various fashion houses and magazines before studying at the prestigious London College of Fashion in the United Kingdom. On her return to South Africa in 2008, she entered a national fashion competition the Elle New Talent Design Award in association with Mr Price and won, becoming the first black female designer to do so.

With success knocking at her door, she co-founded her design label, LoinCloth & Ashes, and opened her flagship store doors last year at the Maboneng Precinct in Johannesburg. From debuting her collections at Johannesburg Fashion Week, Mpungwe's designs have also graced the runways of Angola, Sweden and New York. In 2012, she was also nominated as one of the emerging designers of the year in Africa.

My label, says Mpungwe, was created to give women an alternative to the LBD little black dress. I focus on dresses and skirts

that complement the female form, and my designs attract independent women who are driven and take pride in their appearance at work and at play. Inspired by art, music, colour, shape, Africa and my mood swings, Loin Cloth & Ashes encourages a woman to be powerful, confident and carry her beauty proudly. From neutrals to bright prints, and natural fibres to synthetics, Loin Cloth & Ashes comes from the term Sackcloth and Ashes a Hebrew custom of expressing humility before the higher spirit by wearing coarse cloth, normally used to make sacks, and dusting oneself with ashes. Her motto dare to be different, is the key principle behind her label which boasts a hint of quirky, mature sophistication.

Mpungwe's recent project, saw her team up once again with Mr Price to create her own collection Anisa Mpungwe for Project- which she describes as fun and fresh, with a modern African element to it.

### My fashion style is...

Comfort. I love natural fabrics, so cottons or slight stretch cottons are great! I am such a tomboy at heart, even though it's not allowed, I love a pair of harem pants and a hoody any day.

### My inspiration comes from...

Personally, sport and hip hop for my label. But I get inspired from anything, be it a conversation, my mood, a colour that attracts me, a holiday trip etc.

### My fashion icon is...

Singer Ciara's taste in style. She's a lady but there is this other side of her that is really attractive her street style.

### My favourite piece of clothing is...

At the moment I love my Mr Price limited edition range Letter Tee, it goes with everything!

### The staple item every woman should have in her closet is...

A good perfume. My childhood favourite, because my mother wore it so much, is Anais Anais but when I am feeling grown-up and sexy I wear *Perfume Calligraphy* by Aramis or *Hypnose* by Lancôme.



Abstract printed short dress  
Mr Price R159,99



Mercedes Benz Fashion Week Africa Spring/Summer 13



Pleather sleeves scuba top  
Mr Price R99,99



Singer/Model Solange Knowles  
wearing the signature  
Loin Cloth & Ashes fold jacket



Abstract printed boxy jacket  
Mr Price R169,99



Midi dress  
Mr Price R149,99

# Take care of the windows to your soul - your eyes



image/sudocrem.co.uk

**M**any people pay little attention to their eyesight and the health of their eyes. This is despite the fact that most of us are very reliant on our vision to go about our daily lives. Our eyes and our vision are an essential part of our lives and we need to take proper care of them.

## What is blindness?

Blindness or partial blindness is when an individual is unable to see or has limited vision. Blindness affects millions of people in the world today and many of them live active and fulfilling lives. However, living with blindness can be extremely challenging and it therefore makes sense to do everything possible to protect your eyes and your eyesight. The South African National Council for the Blind says that as much as 80% of blindness is avoidable.

Some eye conditions such as pinkeye are generally not serious, but others like glaucoma may go on to cause complete blindness if left untreated. The good news is that most eye conditions can be successfully treated, particularly if they are detected early. This is why it is important to be aware of how to take care of your eyes and to visit an optometrist or doctor regularly from a young age.

## Common eye conditions

There are many different types of eye conditions. The following are some of the more common eye problems to look out for, as well as their symptoms:

### Pinkeye

Pinkeye is a fairly common condition that causes inflammation and redness of the membranes of the whites of the eye and the inner part of the eyelid. Pinkeye, or conjunctivitis as it is also sometimes known, may be caused by a bacteria or virus and can sometimes be linked to allergies or toxins. Some forms of the condition are highly contagious and are easily passed on from person to person. If you have pinkeye you should avoid touching your eyes with your hands and wash your hands regularly. Pinkeye is not a serious condition and lasts from between three and ten days. Bacterial pinkeye can be treated with antibiotics.

### Glaucoma

Glaucoma is an eye condition arising from pressure in the eye that can damage the optic nerve. The condition can cause vision loss and eventually blindness, particularly if it is not treated. Glaucoma can be prevented from getting worse if it is treated early. It can be treated with the use of eye drops and in certain cases with laser and surgical procedures.



### Cataracts

A cataract is a clouding of the lens of the eye, which results in blurred or dull vision. It can be caused by a number of factors including aging, trauma to the eye and diabetes. Exposure to the UV rays of the sun can also contribute to cataract development. The condition tends to cause a slow deterioration in sight. Individuals with cataracts may improve their vision with the assistance of specially prescribed glasses. Surgery may eventually become necessary. This involves replacing the eye lens with an artificial lens. According to the World Health Organization (WHO), nearly 40% of blindness globally is attributable to cataracts.

### Corneal ulcer

Corneal ulcers are usually caused by infections, which can be bacterial, fungal or viral. Red eyes, swollen eyelids, blurry vision, pain, a white or grey spot on the eye and feeling like there is something in the eye may all be signs of a corneal ulcer. This is a very uncomfortable condition and it may be quite serious. Anyone who has a corneal ulcer should see an ophthalmologist immediately. Treatment may include antibiotics and eye drops, and in certain instances surgery may be required.

### The importance of regular check-ups

The above are just a few of the possible eye conditions that individuals sometimes develop. This is why it is important to have your eyes regularly checked by an optometrist and to visit your doctor if you have any problems with your eyes. This way any eye conditions

or illnesses can be detected and dealt with early on. Your medical practitioner may refer you to an ophthalmologist (eye specialist) if you need specialist treatment.

### Maintaining good eye health

There are a number of steps you can take to protect you and your family's eyes, which may help you to avoid eye infections or other conditions:

**Look after your eyes**

Vision is a great gift and most of us find it challenging to live our daily lives without it. Taking care of your eyes is an important part of looking after yourself, so it is wise to pay it the attention it deserves.

*For any GEMS member queries please phone the GEMS call centre on 0860 00 4367 or visit our website at [www.gems.gov.za](http://www.gems.gov.za). GEMS will assist you in every way possible to ensure your family's health and wellbeing.*

- **Protect your eyes from foreign objects such as dust or other particles:**

Scratches caused to the eye by foreign objects can lead to infection or damage the eye. It is therefore important that that you wear protective eye-wear if you are working with tools or equipment that may cause chips or shards to fly into the eyes.

- **Be sure to wear proper sunglasses:**

Inadequately made sunglasses will not protect your eyes from the rays of the sun, which can damage your eyes. You should therefore be sure to wear sunglasses that will provide proper protection for your eyes.

- **Take a ten minute break every hour when using a computer:** This will minimise eye strain and the development of eye-focusing problems.
- **Have your children's vision tested to ensure they are able to see clearly:** A child that is not able to see properly may start having problems learning at school because they may not be able to see the teacher and blackboard. 🗣️

#### Sources:

The South African National Council for the Blind, [www.sancb.org.za](http://www.sancb.org.za), Eyesite, [www.eyesite.co.za](http://www.eyesite.co.za), The Mayo Clinic, [www.mayoclinic.com](http://www.mayoclinic.com)



Sascoc exhibition stand at the Sports and Tourism Exchange.

# South Africa warms up for 2022 Commonwealth Games bid

**S**outh African cities will compete with other cities of the world to host the 2022 Commonwealth Games. They will come up against London which early this year declared its intention to bid for the games. The Scottish city of Glasgow will host the games in 2014.

President of the South African Sports Confederation and Olympic Committee (SASCOC) Gideon Sam has confirmed South Africa's intention to bid for the games.

Sam was speaking at the third annual Sports and Events Tourism Exchange (SETE) in Durban, which brought together representatives of sporting federations, provincial and local government the Confederation of African Football, academics and the the Culture, Art, Tourism, Hospitality and Sport Education and Training Authority (Cathsseta) to assess progress made with the implementation of the SASCOC Sports Tourism Bidding & Hosting Strategy adopted last year.

The deadline for all interested cities to submit their intention to bid is 15 March 2014. With world-class stadiums and other infrastructure such as the Bus Rapid Transit system and train services, Durban, Johannesburg and Cape Town have positioned themselves as frontrunners.

The two-day SETE conference sought also to consolidate South Africa's position as a sports tourism destination. "We need to put up our hand now and begin to make a noise if we

want to bid. But people must understand that the process goes through Sport and Recreation South Africa (SRSA) and then we have to put the documentation together, which will then go to Cabinet.

"Once Cabinet has said yes, we will start an internal process to identify the city that would like to host on behalf of the country," said Sam.

He added that a lot of work still needed to be done to determine which city had the right infrastructure to host an event of the magnitude of the Commonwealth Games.

"An audit of the existing sports infrastructure is already underway."

Sam said SASCOC has already started making enquiries into what it takes to bid for and host the Commonwealth Games.

According to Sugen Pillay of Thebe Exhibitions and Projects, if the country is to win the bid, all stakeholders (both government and the private sector) will need to make massive investments.

"The required investment of R11 billion over a period of 10 years will contribute direct spend of over R27 billion to the tourism economy," he said.

According to the strategy, the return on investments



will not be the only benefit for the country. "This is conservative and excludes the indirect economic multiplier effect that it would generate for the broader economic infrastructure, job creation, sports development, social cohesion and positive brand awareness of South Africa."

### Bidding made easy for cities

Meanwhile the sporting body has adopted a strategy that will be used as a guide for cities that would like to host major sporting events in future.

Pillay said the days of an uncoordinated and disjointed bidding process for major sporting events are over, because the strategy is now a blueprint guiding cities that want to bid for major sporting events.

Pillay said the strategy would give cities a clear indication of what type of events they should chase after and is in line with the National Development Plan.

According to the bidding strategy, sports tourism is a multimillion rand field that can create jobs and help the country address poverty and unemployment.

The strategy identifies six major areas:

- The national Sports Tourism Steering Committee led by SASCOC needs to be sustained to coordinate the bidding and hosting of events.

- A partnership approach between all key stakeholders from national, provincial and local government representing the sports and tourism industries needs to be adopted in sharing the costs over a 10-year period.
- Provincial and city task teams represented by the sports and tourism industries with the relevant sports federations need to work with SASCOC to drive the bidding process for the relevant events.
- The Sport Event Impact Model developed by SRSA should be used as the methodological framework to assess the impact of events. Cities hosting events should be encouraged to use this model when evaluating their return on investment.
- The recommendations of the Cathsseta and Sports Tourism Skills Research must be aligned to the implementation of this strategy.
- Government support must be secured to ensure the successful implementation of the strategy.

### Events to be hosted in future

From the two-day conference, there were international buyers who promised to bring a number of events to South Africa. Chief Executive Officer of Total Sports Asia, Owen Leed undertook to bring three major events to the country.

Leed said in 2014, he plans to bring a cycling elimination competition in which cyclists race to the finish line in the inner city. The second event will be a kick-boxing event called Road to Glory and the last event Total Sports Asia will bring to South Africa will be to set a world water record from the northern tip of the Northern Cape to the northern tip of KwaZulu-Natal in a 300 BHP twin-engine vector power boat.

Another event that will grace our shores in 2014 or 2015 is the Monster Jam. "We are exploring the opportunity of bringing Monster Jam to South Africa," said Vice President of International Motor Sport from Feld Entertainment in the USA, Magnus Danielsson.

### Resolutions of the conference

#### Following discussions over two days, the conference decided to:

- establish partnerships between sporting bodies and local government structures
- use the relationship between eThekweni Municipality and the SRSA as a model for cities to learn from
- identify events that cities should bid for
- review and align the Tourism Strategy with the Sports and Tourism Strategy
- have funding for sports tourism reviewed
- get government to raise the importance of sports tourism in the next meeting of the Ministers of Tourism. (PS)



4



2

**T**he headphone market has grown in recent years, thanks to the iPod and the recent rise of smartphones as the portable music player of choice. But it's no good having the best smartphone, if you don't have a decent pair of headphones.

**1 Beats by Dre Pro**

Designed for sound engineers, musicians, and serious music fanatics. The design and interior platform will let you feel the kind of bass that resonates deep in your chest when you play your music. The heavily padded, pivoting ear cups, gives you the noise-cancelling effect.

**R4 200, Loot.co.za**

**2 Yamaha PRO Series HPH-PRO500**

The PRO Series brings all your music to life. It provides maximum efficiency when used with mobile devices such as smartphones, tablets and other portable music players. The over-ear cup shape offers excellent noise isolation, while the ultra-premium ear cushion materials insure a crisp, clear sound.

**R4 500, Amazon.com**



**3 Bose Quiet Comfort 15**

Enjoy music and movies with clear and lifelike sound. The comfortable, around-the-ear fit is ideal for frequent flyers. Microphones inside and outside each ear cup sense the sounds around you, and then reduce the noise.

**R4 800, Dion Wired**

**4 Skullcandy Smokin' Buds**

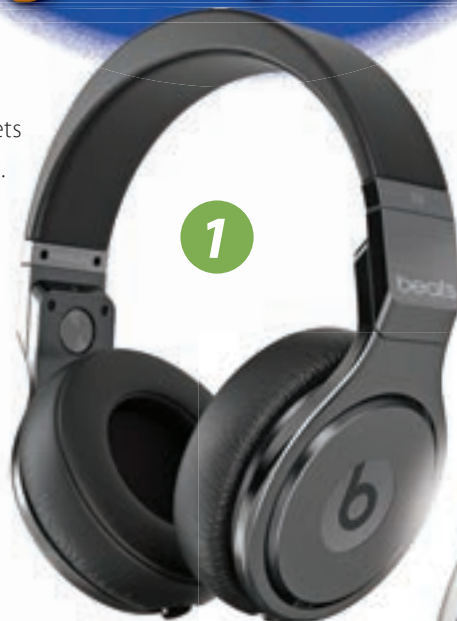
The super comfortable Smokin' Buds deliver supreme sound that only gets better as it gets louder. The built-in mic allows you to take calls when using your mobile phone.

**R189, Musica**

**5 Sony Balanced Armature Headphones**

This highly sensitive Balanced Armature Headphone comes fitted with 'made in Japan' micro size triple balanced armature drivers with woofer and tweeter units, it delivers bright and detailed high frequency with powerful bass and clear, profound vocal sound – for your ears only.

**R1 400, Cats Digital Expert**



1



3



5





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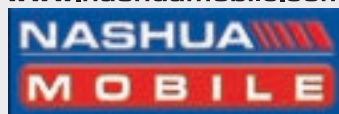


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## Throwing off the shackles of debt

Navigating one's way through financial freedom can be tricky, especially when you've managed to get by on the bare minimum.

*Writer: Lindiwe Gama*

**T**hey say love makes the world go round, and until recently, I believed that. Then I got a credit card, and all those childhood fairy tales went out of the window

When I was a child, there was no such thing as credit in our household. My parents objected to it vehemently. "If you don't have the cash, save up for it", was their motto. And if you're not willing to save for it, you probably don't need it. Life revolved around what we needed, instead of what we wanted. And even our needs were classified in several degrees.

Because there was no medical aid, we'd have to be bleeding from the eyeballs and coughing up a minimum of two organs before we could go to the doctor. For anything less than that, there was a home remedy to take the edge off. Fever, headaches and cramps could all be cured with a vinegar-soaked cloth with a few slices of either raw potato or apple, wrapped around the afflicted area. I never faked stomach cramps to skip school. I refused to pay the price, which was a lot worse than school; drinking a vile concoction passed down from generations. If I wasn't really ill, I was bound to be by the end of the second teaspoon of that stuff.

Going to the dentist twice a year so he could give me a glorified tooth brushing and flossing, was unheard of. Toothache was cured with biting down on cloves. If the pain got too bad, out came the brandy to numb the gum and pliers.

It's a miracle I survived this long!

Material things were luxuries. As much as I nagged, I never got anything with a name brand - unless it was Fong Kong.

With this background, I tried for a long time to be a good girl and uphold what my parents had taught me. Then that bastard telemarketer convinced me that a credit card was a good thing to have – just in case of an emergency. That was my downfall.

Well, in my defence, the dress and shoes I bought was really an emergency. I was asked to attend a posh function in the middle of the month, and I didn't have a single thing to wear. I had to go out a few times for drinks with my girlfriends. At any given time, at least three of them would be in crisis mode, and in need of cheering up.

Secretly, I wanted to blow money that wasn't actually mine on silly things. I'd been deprived of much as a child, I thought it would be okay to splurge just a bit. I deserved it. Then before I knew it, my credit card was maxed. And as soon as I made a payment, I'd have to use it again – for proper emergencies, of course.

And just like that, along with millions of others, I became trapped in the cycle of debt. I started researching how much I could get for a kidney. I only needed one, right?

Barring getting caught up in organ trafficking, there were only two things I could really do. With a heavy heart and burning red cheeks, I returned the stuff that I'd never used and still had tags attached. And I had to go back to my parents' way of doing things.

Granted, I now have medical aid, and I can afford a good brand or two. But the best part is that there are no massive credit card bills waiting for me at the end of the month. Those days are where they belong - behind me. ☺



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